

Department of the Army Historical Summary

Fiscal Year 2000



*CENTER OF MILITARY HISTORY
UNITED STATES ARMY
WASHINGTON, D. C.*

Department of the Army Historical Summary

Fiscal Year 2000

by

W. Blair Haworth Jr.

*CENTER OF MILITARY HISTORY
UNITED STATES ARMY
WASHINGTON, D.C., 2011*

The Library of Congress has cataloged
this serial publication as follows:

Library of Congress Catalog Card 75-09647561

ISSN 0092-7880

CMH Pub 101-31-1

Contents

<i>Chapter</i>	<i>Page</i>
1. INTRODUCTION	3
2. ORGANIZATION, MANAGEMENT, AND BUDGET	7
Organizational Changes	7
Management and Information Systems	7
Economies and Efficiencies	10
Budget	12
3. PERSONNEL	25
Enlisted Personnel	27
Officer Personnel	31
Civilian Workforce	34
Special Topics	35
4. FORCE DEVELOPMENT, TRAINING, AND OPERATIONAL FORCES	41
Blueprint for the Future.	41
Force Development	43
Training	47
Deployed Operational Forces	53
Military Intelligence.	59
Nuclear, Biological, and Chemical Issues	61
The Army in Space	62
5. RESERVE COMPONENTS	65
Force Structure	65
Strength and Personnel Management	70
Training and Readiness	71
Mobilization	75
Reserve-Component Support to Civil Authorities	76
Equipment and Maintenance	78

<i>Chapter</i>	<i>Page</i>
6. LOGISTICS	81
Management and Planning	81
Sustainment	83
Security Assistance	86
Research, Development, and Acquisition	91
Testing	95
7. SUPPORT SERVICES	97
Health and Medical Programs	97
Army Chaplaincy	100
Army Pay	103
Army Housing	103
Morale, Welfare, and Recreation	104
Army and Air Force Exchange Service	105
Command Information	106
Army Tuition Assistance Program	108
Continuing Education	109
Construction, Facilities, and Real Property	110
Army Sports Program	110
8. SPECIAL FUNCTIONS	113
Environmental Protection	113
Small and Disadvantaged Business Utilization	117
Legal Affairs	119
Inspector General Activities	122
The Army and Arms Control	124
9. CONCLUSION	127
ACRONYMS	131
INDEX	135
APPENDIX: Organization of the Department of the Army, 2000	<i>(inside back cover)</i>

TABLES

<i>No.</i>	<i>Page</i>
1. FY 2000 Budget	13
2. FY 2000 Army Supplemental Request	16
3. FY 2001 Total Obligation Authority	17
4. Major System Procurement Quantities, FY 1999–FY 2001	21
5. Total Strength	25
6. Race and Gender, Active Component	25
7. Age Groups, Active Component	26
8. Married Soldiers by Gender	26
9. Dual Military Marriages	26
10. Soldiers with Children	27
11. Race and Gender, Enlisted	27
12. Education Level, Enlisted	28
13. FY 2000 Army Enlisted Retention	30
14. Race and Gender, Commissioned Officers	31
15. Race and Gender, Warrant Officers	32
16. Education Level, All Officers	32
17. Medical Readiness Training Exercises, Southern Command, FY 2000	53
18. Major Reserve Component Units	66
19. Army NGREA by Fiscal Year	78
20. Army Small Business Contracting Activity, FY 1996–FY 2000	118
21. Comparison of Punishments, FY 1994–FY 2000	120

DEPARTMENT OF THE ARMY
HISTORICAL SUMMARY

FISCAL YEAR 2000

Introduction

Entering fiscal year (FY) 2000 and still relying on the 1997 National Military Strategy, the United States Army planned, trained, and operated within the same fundamentally changed post–Cold War international environment that had characterized previous fiscal years. From the end of World War II to the collapse of Soviet power in 1989, the National Military Strategy had centered on the need for the United States and its allies to contain and deter Soviet expansionism through forward-based forces focused on global operations, potentially involving the wholesale use of nuclear weapons. After 1989, the nation faced a different and more complex strategic environment. Wars between ethnic factions, the proliferation of nuclear, biological, and chemical weapons and the various means to deliver them, and an increase in the scope and frequency of international terrorism all characterized the new situation. As a result, the twentieth-century U.S. emphasis on fighting mid- and high-intensity wars gave way to near-continuous engagement in peacekeeping and nation-building work, among other low-intensity operations. At the same time, the requirement to address the Cold War spectrum of operations remained.

The 1997 National Military Strategy had three main thrusts: shaping the international environment in ways favorable to the United States and its interests, responding effectively to threats and challenges to U.S. national interests, and anticipating and preparing to meet future threats to the United States. The U.S. Army had a vital role in each of them. The Army shaped the international environment largely through its various presence missions, such as peacekeeping operations, drug interdiction, and international training and military exchanges. The previous fiscal year had seen a daily average of approximately 109,000 personnel stationed abroad and 31,000 soldiers operationally deployed in over sixty countries.

Overseas presence also helped the Army respond to threats and challenges to the United States. The National Military Strategy committed the Army, in common with the other U.S. armed services, to plan, train, and equip for two nearly simultaneous major theater wars. The reallocation of resources in post–Cold War budgets posed major challenges. Over the decade that preceded FY 1999, the Army’s budget (in constant dollars) had declined by 38 percent and its active-duty strength by 36 percent. Nearly seven hundred installations had closed. Force structure had decreased from

twenty-eight to eighteen divisions. Procurement, despite recent increases, still stood at 57 percent of the FY 1989 figure. At the same time, Army missions had increased by a factor of sixteen in the current international environment as soldiers were deployed to deal with crises in such distant lands as Kuwait, Albania, and Kosovo.

This conflict between shrinking resources and expanding commitments shaped the structure and operation of the U.S. Army as it entered FY 2000. To reconcile the contradiction, Army leaders chose to emphasize strategic mobility to meet contingencies. Illustrative of this was Operation DESERT THUNDER in February 1998, when a brigade (-) of the 3d Infantry Division deployed from Fort Stewart, Georgia, to Kuwait in less than ninety-six hours in response to Iraqi provocation. The Army accomplished this deployment through the use of pre-positioned equipment stocks and elaborate logistical networks, but the leadership soon recognized the expense, inflexibility, and vulnerability of this approach. These drawbacks would drive much of the Army's research and development in FY 2000, as the service sought to obtain both powerful forces with reduced logistical impact and supply systems less dependent on masses of materiel positioned in forward areas.

Meeting extensive commitments with limited resources also demanded the most effective personnel possible to accomplish multiple missions under a comparatively low personnel ceiling. As a result, in FY 2000 the Army continued to put considerable effort into recruiting the best possible personnel, giving them thorough and demanding training, and retaining them through incentives. But in the post-Cold War situation, a strong civilian economy competed with the Army for recruits, and operational commitments complicated training. The strains of frequent deployment taxed soldiers and their families, especially in the face of the opportunities presented by a growing civilian labor market demanding workers with the technical and managerial skills imparted by Army training. Responding to this complex set of problems required the Army to improve the quality of life for its personnel, improving aspects of the financial, communal, and physical environment strained by the long drawdown. Doing so forced the service to use its resources more effectively, not only through the use of technology to realize efficiencies in management, logistics, and training but also through new human resources initiatives and budget reallocations.

Technology also drove the Army's activity in the third thrust of the National Military Strategy, that is, preparing to meet future threats to the United States. The most salient of these threats in FY 2000 was the Year 2000 (Y2K) computer issue inherent in many information systems both within and outside the Army. Inadequate software held the potential to wreak havoc on 1 January 2000 as outdated computer systems failed to adjust properly to the new date. Measures to allay the Y2K problem were

well in hand by the beginning of FY 2000, but it was still necessary to negotiate the actual event.

Other pressing matters for operational forces included the evolving and increasing dangers of nuclear, biological, and chemical weapons of mass destruction; proliferated ballistic missile technologies; and terrorist attack. Reorientation of force structure, equipment, training, and doctrine would be necessary to address these complex and interlinked threats. Similarly, Army leaders needed to address the military aspects of space, in particular the potential for space-based communications and reconnaissance systems to help the Army operate its powerful but relatively small forces to greater effect.

Their recognition that new information systems were central to achieving the battlefield goal of information dominance also drove efforts to address future conventional war threats, which were consolidated into the Army's digitization initiative. Despite traditionally receiving the smallest Department of Defense budget allocation (15 percent in FY 1999) for research, development, test, and evaluation, the Army continued to develop new sensors, computing equipment, and communications networks. These tools now promised to give soldiers and commanders at all levels unparalleled knowledge of their tactical and operational situation, which would enable them to employ a new generation of precision-guided weapons in both close combat and deep attacks with disproportionate effect. In FY 2000, Army leaders sought to exploit this promise sooner rather than later.

Organization, Management, and Budget

Organizational Changes

The Department of the Army did not undergo any substantial changes to its headquarters organization or major command structures during FY 2000.

Management and Information Systems

Late in FY 2000, the Army's Electronic Commerce Office began to undertake preparatory activities needed to support Department of Defense initiatives to implement smart cards and public key infrastructure (PKI). Based on an Office of the Secretary of Defense mandate, the Electronic Commerce Directorate began planning for the issue of smart cards to 1.4 million Army uniformed, civilian, and eligible contractor personnel. The Department of Defense intended the smart card to serve as a common access card (CAC) that could be used for personnel identification, building access, and computer network access via PKI certificates.

To aid implementation of the Army's smart card program, the Electronic Commerce Directorate devised a master schedule of planning activities. An Army-wide business process reengineering/functional economic analysis (BPR/FEA) study commenced in June 2000 to define the full life-cycle costs for the business process as well as program milestones and to present recommendations for Army decisions regarding the targeted business processes and CAC implementation issues. The BPR/FEA study was still under way at the end of FY 2000.

The Electronic Commerce Directorate programmed funding of PKI and CAC implementation. For oversight, the directorate established the position of product manager for secure electronic transactions—devices in the Program Executive Office for Standard Army Management Information Systems (STAMIS). It also identified existing Army applications requiring PKI support.

The Army replaced the aging Standard Installation/Division Personnel System–2 (SIDPERS–2) with an improved SIDPERS–3 system, with the goals of increasing timeliness and accuracy of data in the Total Army personnel database and achieving Y2K compliance. During FY 2000, one

important aspect of the transition to SIDPERS-3 has been the test team's development of the interface between SIDPERS-3 and the database to facilitate the processing of personnel transactions. The test team's efforts were instrumental in the successful completion of Army-wide adoption of SIDPERS-3. The team assisted in identifying internal incompatibilities within the SIDPERS-3 software and prescribed corrective engineering change proposals to subsystems. These subsystems included the Enlisted Distribution and Assignment System, the Army Recruiting and Accession Data System (ARADS), the Total Officer Personnel Management Information System (TOPMIS), the Accession Management Information System, the Army Authorization Document System (Revised), and the Inter-Component Data Transfer System. The test team also facilitated full-scale development with the testing and fielding of two major releases of SIDPERS-3 software and participated in various Y2K testing phases. SIDPERS-3 also was modified to allow the dates on which DNA samples were obtained to be reported and stored.

Army personnel operations have historically required the generation and handling of large numbers of photographs. The Department of the Army Photograph Management Information System (DAPMIS), which began in the first quarter of FY 2000, had four objectives: eliminate the requirement for hard-copy photographs; realize substantial material and labor cost savings; shorten the preparatory time required for selection boards and branch assignment detailers; and resolve accountability problems, such as lost, incorrect, or damaged photographs. In its first phase, DAPMIS used bar coding of hard-copy photographs to increase accountability, reduce loss, and identify the correct photograph for each individual; in its second phase, DAPMIS developed the concept of a digitized photograph processing system and then designed and validated a working proof-of-concept prototype. The projected third phase of DAPMIS will verify the solution with users and implement the system worldwide.

Information Operations

Army Information Operations (IO) continued to evolve during FY 2000. The Army IO Campaign Plan, created in FY 1996, continued to govern Army IO initiatives. The Senior Information Operations Review Council, with the Deputy Chief of Staff for Operations and Plans (DCSOPS), the Director of Information Systems for Command, Control, Communications, and Computers (DISC4), the Deputy Chief of Staff for Intelligence (DCSINT), and the Commander of the U.S. Army Combined Arms Center as its members, provided overall oversight for the IO Campaign Plan. The council, which met once during FY 2000, in December 1999, made a variety of recommendations concerning program objective memorandum (POM) items for FY 2002-FY

2007, unfunded requirements (that is, needs identified by the service that failed to receive funding in the budget), and other items based on the findings of the information technology (IT)/information assurance (IA) workforce issues study. POM 02–07 and unfunded requirement recommendations included increasing resources for civilian and military recruitment and retention, in particular funding for a degree completion program for specialized IT/IA warrant officers; sustaining current resident system administrator and network manager education, training, and certification program as well as computer- and Web-based training initiatives; and funding for onsite validation of IT/IA workforce survey data.

Other council recommendations included some nonbudgetary proposals on both military and civilian personnel initiatives. For the military, the initiatives increased the opportunities for Functional Area 24 (information systems engineering) and Functional Area 53 (automation systems) officers to attend the U.S. Army Command and General Staff College; provided a selective warrant officer enlistment option for specialized IT/IA skills; copied an Air Force initiative to add an IT/IA category in the specialty pay and bonus option under Title 37 of the United States Code; expanded the responsibilities of brigade signal officers to include automation; and recoded the Functional Area 53 captain authorization in the brigade S–6 staff to a military occupational specialty 251 (data processing technician) warrant officer. For civilians, the initiatives encouraged the use of not only flextime and flexplace incentives but also an *S* code for individuals with IA skills/training and specific IT/IA training and certification requirements. The council did not endorse creating a team to plan and implement an Army Civilian IT Corps, instead requesting that a study team determine the feasibility of establishing such a corps.

Operational considerations also affected Army IO activities in FY 2000. Following MOONLIGHT MAZE (the code name for an investigation of a widespread series of intrusions into Department of Defense [DoD] computer networks), the DCSOPS' IO Division orchestrated the work of an interagency team chartered to manage associated investigative and operational efforts. At the same time, it also played a major role in a series of working group sessions that ultimately led to United States Space Command assuming the DoD Computer Network Attack mission in FY 2001, as well as increasing the number of graduates from the Army Operational Security Training Program by 40 percent over FY 1999. Culminating in late December 1999 and early January 2000, the division and the Land Information Warfare Activity (LIWA) supported the Army's Y2K response efforts. In addition, throughout FY 2000, the division coordinated LIWA support of a series of classified computer network attack exercises, as well as the overall Army response to the so-called Love Bug virus in May 2000.

Year 2000 Transition

In both FY 1998 and FY 1999, much of the Army's information systems personnel had concentrated their efforts on possible problems associated with the Y2K transition. Y2K problems arose in older computer software that allotted only two digits to calendar year, for example, by recording 1998 as 98. This characteristic had the potential to lead to problems ranging in scale from minor to catastrophic when such software attempted to process information containing dates for the year 2000 and later. Twenty-first-century dates would thus be rendered as twentieth-century dates (that is, 1901 rather than 2001), with a resultant disruption of date-based calculations.

The Army placed items possibly subject to Y2K problems in one of three categories: computers and networks, telecommunications, and facilities infrastructure, with the first two categories classified as IT and the third as non-IT. Items in the facilities infrastructure category included traffic lights, water pumps, card access readers, fire alarms, and elevators, as well as heating, ventilation, and air conditioning systems. The Army's installation infrastructure in general avoided the Y2K problem. Because of low funding levels, installations generally continued using the older analog systems rather than more modern digital systems. The Y2K problem tended either not to affect these older systems or to affect them in ways easy to bypass. Y2K did not affect most weapons systems because they did not process calendar dates. However, many other Army systems, especially computing systems concerned with personnel, finance, and logistics, contained substantial amounts of software code carried over from older systems that rendered them susceptible. By the beginning of FY 2000, the Army had substantially completed Y2K preparations.

By 31 December 1999, the Army had validated all its systems, and the transition took place without incident. Approximately 25,000 Army systems had been checked, and Y2K-related problems corrected or replaced, along with more than 475,000 personal computers, 50,000 pieces of network equipment, and 70,000 facilities infrastructure items. The DISC4 Year 2000 Project Office estimated that 75,000 Department of the Army personnel were involved in the effort at a cost to the service of approximately \$603 million. To confirm the validation and to cope with any unexpected events, the Army established a Y2K Transition Operations Cell to monitor Y2K midnight crossings worldwide. The cell also monitored the Y2K leap day transition, another area of concern, at the end of February 2000.

Economies and Efficiencies

The Army continued to implement initiatives begun in FY 1998 to improve efficiency and lower operating costs. Under the guidance outlined

in Office of Management and Budget Circular A-76, the Army began cost comparison studies in FY 1999 that, when completed in FY 2005, will have reviewed functions that are currently performed by 73,000 government-employed personnel, both military and civilian. These studies seek to identify functions that may be performed at lower cost in wages or overhead expenses by outside contractors. The Army reprograms savings realized from these reviews into Army force modernization accounts.

The Army has actively supported Department of Defense efforts to implement the provisions of the Government Performance Results Act, which seeks to improve government-wide program effectiveness, government accountability, and public confidence by requiring agencies to identify measurable annual performance goals—metrics—against which actual achievements can be compared. In the secretary of defense's annual report to the president and the Congress for FY 2000, the Army reported its actual FY 1999 performance against the performance goals laid out in the Department of Defense FY 1999 Performance Plan.

The performance results were generally encouraging. The Army met its FY 1999 targets for overseas presence, force structure, strategic mobility, recruit quality, and enlisted retention but had minor deficiencies in recruiting and unfunded depot maintenance requirements. It had more serious shortcomings in deployment tempo, with forty-three units deployed more than 120 days per year as opposed to a target of zero, shortfalls in some of its training metrics, particularly tank-mile targets and flying-hour targets. Tank-mile training (the number of miles driven per year, used as the performance benchmark for Army ground forces) exhibited an improvement, however, over FY 1998 results for the active Army. Army reserve-component tank miles declined relative to FY 1998, while Army National Guard flying hours were about 15 percent below objectives but improved over 1998 levels. Army shortfalls were the result of unexpected funding requirements in the budget year that forced the Army to divert resources from training to other programs (such as real property maintenance) that are funded through the Operation and Maintenance account.

During FY 2000, the Army Audit Agency issued 511 reports of four different types: formal, consulting, memorandum, and advisory. The formal reports—that is, audits—resulted in potential monetary benefits of about \$817 million and are subject to the Army's official reply process. The consulting, memorandum, and advisory reports produced another \$556 million of informal monetary benefits that are not subject to the Army's official reply process. In total, the agency received seventy-seven requests for audits, or about 32 percent of its audit program. Of the remaining audits, about 29 percent were mandatory audits, 15 percent were consulting, and the remaining 24 percent were internally generated audits.

The Army Audit Agency could not express an opinion on the Army's principal financial statements. Inadequate accounting systems, insufficient audit trails, and procedural problems prevented the agency from using any practical methods to conduct audit work of sufficient scope. The accounting systems, and the systems that interface with the accounting systems (such as the Army's logistics systems), do not support financial statement-type reporting. Therefore, Army management could not provide reasonable assurance that the accounting and non-accounting systems used to support the financial statements were reliable.

In accordance with a March 1997 memorandum of understanding with the Army's chief information officer, the Army Audit Agency examined the Army's response to potential Y2K computer issues. The agency found that the Army, at all echelons, addressed the Y2K crisis effectively. Army IT systems continued to operate, and the service developed, tested, and prepared to deploy contingency plans in the event of a problem.

Budget

FY 2000 Budget

The Army budget appropriation for FY 2000 was \$70.8 billion. This figure was somewhat greater than the amount requested and represented approximately a 1.65-percent increase over the FY 1999 figure. Table 1 shows the major requests and appropriations.

The personnel funds in the FY 2000 budget supported an end-strength of 480,000 active-component soldiers, 555,000 reserve-component soldiers (350,000 Army National Guard and 205,000 Army Reserve), and 218,000 civilians. Both military and civilian personnel received a 4.4-percent pay raise beginning 1 January 2000. The budget also revised the military basic pay tables to increase pay for mid-grade officers and enlisted soldiers as an aid to retention and provided funds to restructure the REDUX retirement system implemented in 1986.

Operations funding for the active component in the FY 2000 budget supported ground operating tempo of 800 home-station training miles per year per M1 Abrams tank, of which 702 were achieved, and an average of 14.5 aircrew flying hours per month, of which 12.8 hours were achieved. Corresponding reserve-component figures were 184 tank miles budgeted, with 150 tank miles achieved for the Army National Guard. The Army Reserve funded 9.5 aircrew hours per month (8.5 hours achieved) and the Army National Guard, 9.0 hours (6.3 achieved). In addition, FY 2000 funding implemented the Army's Aviation Restructure Initiative, which increased the number of crews per aircraft to fully utilize the capability of the modernized fleet. The Operation and Maintenance budget supported

TABLE 1—FY 2000 BUDGET (*Dollars in Billions*)

<i>Appropriation</i>	<i>Requested</i>	<i>Appropriated</i>
Military Personnel	\$27.8	\$28.5
Operation and Maintenance, Army	22.9	23.6
Procurement	8.6	9.3
Research, Development, Test, and Evaluation	4.4	5.2
Military Construction	0.7	1.4
Army Family Housing	1.1	1.2
Base Realignment and Closure	0.2	0.1
Environmental Restoration	0.4	0.4
Chemical Demilitarization	1.2	1.0
Army Working Capital Fund	0.1	0.1
Total	\$67.4	\$70.8

ten brigade rotations (nine active and one Guard) through the National Training Center, Fort Irwin, California; ten brigade rotations (nine active and one Guard) through the Joint Readiness Training Center, Fort Polk, Louisiana; and five brigade rotations through the Combat Maneuver Training Center, Hohenfels, Germany. In addition, the Battle Command Training Program received funds to train nine corps and division command groups together with their staffs.

The FY 2000 procurement budget continued to support Army modernization. The budget provided continuation of the modernization program for the Abrams tank and Bradley fighting vehicle, fully funding the first year of the four-year multiyear procurement for the Bradley as well as providing for the final year of the current multiyear contract for the Abrams and preparing for its follow-on multiyear program. Aviation funding supported modification of basic Apache helicopters to the Longbow Apache configuration with radar-guided HELLFIRE missiles as well as procurement of eight National Guard Black Hawk helicopters. Funding for the Family of Medium Tactical Vehicles in the FY 2000 budget supported continued truck production.

Missile systems funded under the FY 2000 budget include the Army Tactical Missile System (ATACMS) Block IA and the multiyear contracts for the Longbow HELLFIRE and the Improved Target Acquisition System for the Tube-Launched, Optically Tracked, Wire-Guided (TOW) Missile. FY 2000 funds also procured Brilliant Antiarmor (BAT) submunitions, supported the third production year of the multiyear procurement for the

Javelin weapon system, funded Low Rate Initial Production for the Multiple-Launch Rocket System (MLRS) upgrade (M270A1), and supported the engineering and manufacturing development effort for the Guided MLRS.

The FY 2000 budget provided training ammunition and eight modern types of war-reserve ammunition items, as well as a modest reduction to the ammunition demilitarization backlog. Ammunition funds in the budget also supported production of the 155-mm. sense and destroy armor munitions.

The FY 2000 budget continued funding for a variety of command, control, and communications systems. Many of these were satellite-based, including the Defense Satellite Communications System, the Super-High Frequency (SHF) Tri-Band Advanced Range Terminal, the Enhanced Manpack Ultra-High Frequency (UHF) Terminal (also known as Spitfire), the Army Milstar program, the Single-Channel Anti-Jam Manportable Block I Terminal and Secure Mobile Anti-Jam Reliable Tactical Terminal, and the Navstar Global Positioning System. The budget also accelerated the Enhanced Position Location Reporting System data radio program. The FY 2000 budget introduced funding for Block II software for the All Source Analysis System (ASAS) and Block IV software for the Maneuver Control System. In addition, the budget funded the Advanced Field Artillery Tactical Data System, the Army Global Command and Control System, and the Forward Area Air Defense Command and Control System.

While the projects funded were essentially the same as in FY 1999, the basis for the Army research, development, test, and evaluation (RDTE) funding shifted under the FY 2000 budget. RDTE base support funding (base operations, real property services, real property maintenance, environmental compliance, conservation, and pollution prevention) resources transferred to the Operation and Maintenance, Army, appropriation. The major RDTE projects in the FY 2000 budget were the Comanche (RAH-66) armed reconnaissance helicopter and the Crusader howitzer. In addition, missile systems under development included BAT Preplanned Product Improvement (P3I), the Multipurpose Individual Munition/Short-Range Assault Weapon, the High-Mobility Artillery Rocket System (HIMARS), the Line-of-Sight Antitank (LOSAT) Missile, the Guided MLRS, the Stinger, and the ATACMS Block II. Digitization-related projects were also an important group of items in the RDTE budget, including continued integration and development efforts with the Army Battle Command System and the Land Warrior Program.

Military construction in the FY 2000 budget emphasized barracks renewal and strategic mobility projects. The Whole Barracks Renewal Program provided construction to improve the living conditions of single soldiers in the continental United States (CONUS) and abroad. Strategic mobility projects included railhead upgrades and aircraft parking aprons at Fort Hood, Texas, as well as another apron at Fort Bliss, Texas; a heavy-

drop rigging facility at Fort Bragg, North Carolina; and improved rail and container facilities at Fort Sill, Oklahoma.

Army family housing in the FY 2000 budget funded operation and maintenance for the Army's 123,000 military family housing units worldwide, including upgrades through a combination of privatization in the United States and construction projects overseas. Major maintenance and repair projects on approximately 1,000 dwellings would meet the goal of eliminating all inadequate Army family housing by FY 2010.

The FY 2000 chemical demilitarization budget encompassed research and development, procurement, and operation and maintenance. Significant program activities included continuing disposal operations at the Johnston Atoll Chemical Agent Disposal System and the Tooele Chemical Agent Disposal Facility, Utah, with chemical agent destruction to be completed in FY 2000 and FY 2003, respectively; ongoing construction of disposal facilities at Anniston, Alabama, Umatilla, Oregon, and Pine Bluff, Arkansas; completion of final designs and facilities construction at Aberdeen Proving Ground, Maryland, and Newport, Indiana; and continuing environmental permitting, design, and supporting activities for construction of the Pueblo, Colorado, and Blue Grass, Kentucky, facilities. The budget also earmarked funds to continue studies, analyses, and equipment purchases for destruction of nonstockpile chemical warfare materiel, as well as funds to continue activities related to the Chemical Stockpile Emergency Preparedness Project. Other funding for the Chemical Demilitarization Program fell under the Military Construction, Army, budget, including continuing construction of disposal facilities and activities at Anniston (Phase VII), Umatilla (Phase V), Pine Bluff (Phase IV), Pueblo (Phase I), Blue Grass (Phase I and depot support), Aberdeen (Phase II), and Newport (Phase II). Higher phase numbers denote more advanced stages of remediation.

In addition to the regular defense appropriation for FY 2000, the Department of Defense requested a supplemental appropriation of \$2,025.4 million for U.S. participation in NATO (North Atlantic Treaty Organization) peacekeeping operations in Kosovo and United Nations peacekeeping operations in East Timor. The Army received the largest amount of supplemental funding, with \$1,489.5 million requested. Table 2 shows the major supplemental items.

The Kosovo (Operation JOINT GUARDIAN) funds provided for support of a brigade-size task force of approximately 6,200 soldiers in Kosovo; 500 permanent-party soldiers and 500 transients at Camp Able Sentry in Macedonia; two base camps in Kosovo; one base camp in Macedonia; and two major troop rotations per year, mainly from units stationed in Europe. Personnel funding covered incremental pay and allowances for all troops, including approximately 1,280 reserve-component soldiers, as well as subsistence for all Department of Defense personnel deployed to the region,

TABLE 2—FY 2000 ARMY SUPPLEMENTAL REQUEST
(Dollars in Millions)

<i>Category</i>	<i>Kosovo</i>	<i>East Timor</i>
Military Personnel	\$157.4	\$ —
Civilian Personnel	11.8	—
Personnel Support	140.1	0.4
Operating Support	1,013.1	0.2
Transportation	167.1	8.4
Total	\$1,489.5	\$9.0

as the Army is executive agent for funding common logistical support items. Operational costs provided sustainment for all common logistical support costs and specific Army operations costs, as well as incremental operating tempo costs (estimated to be nearly twice those in peacetime) and establishment of a command and control infrastructure in the region. Transportation funding supported two rotational deployments of personnel by air and major equipment items by sea, again mainly from units stationed in Europe.

East Timor funds requested for Operation STABILIZE were to support deployments of signal intelligence assets from the United States and initial travel, per diem, and sustainment costs for 106 soldiers from the U.S. Pacific Command area of operation. The troops consisted of a small infantry contingent, medical and headquarters personnel to augment the International Force East Timor (INTERFET) headquarters, and a planning element in Darwin, Australia, with forward basing in Dili, East Timor.

FY 2001 Budget Request

The Army budget for FY 2001 requested \$70.8 billion in total obligation authority from Congress. Table 3 shows the amounts requested by account.

The FY 2001 budget structure maintained recent gains in readiness, quality of life, and modernization while initiating the transformation of the Army into a strategically responsive force dominant over the entire spectrum of military operations. The centerpiece of Army Transformation will ultimately be through the development of the more powerful and more responsive Objective Force. The goals of the Objective Force include the ability to deploy a combat brigade anywhere in the world in 96 hours, a division anywhere in the world in 120 hours, and five divisions anywhere in the world in thirty days.

TABLE 3—FY 2001 TOTAL OBLIGATION AUTHORITY
(Dollars in Billions)

<i>Appropriation</i>	<i>Requested</i>
Military Personnel	\$28.4
Operation and Maintenance	23.8
Procurement	9.4
Research, Development, Test, and Evaluation	5.3
Military Construction, Army	1.0
Army Family Housing	1.1
Base Realignment and Closure	0.3
Environmental Restoration	0.4
Chemical Demilitarization	1.0
Total	\$70.8

Note: Totals may not add up due to rounding.

Based on FY 2000 statistics, the FY 2001 budget request supported an end-strength of 480,000 active-component soldiers, 555,000 reserve-component soldiers (350,000 Army National Guard and 205,000 Army Reserve), and 216,000 civilians. The FY 2001 civilian end-strength figure represents a reduction of about 1.2 percent from FY 2000 strength. The budget provides a 3.7-percent pay raise for both military and civilian personnel beginning 1 January 2001.

The budget request addressed some of the Army's most pressing readiness requirements. The budget called for a ground operating tempo of 800 home-station training miles per year for the M1 Abrams tank. The flying-hour program provided for an average of 14.5 aircrew flying hours per month for the active component, 9.2 aircrew flying hours for the National Guard, and 9.0 aircrew flying hours for the Reserve. The Operation and Maintenance budget included ten brigade rotations (nine active and one Guard) through the National Training Center, ten brigade rotations (nine active and one Guard) through the Joint Readiness Training Center, and five brigade rotations through the Combat Maneuver Training Center. The Battle Command Training Program received budgetary funds to train five division command and staff groups and conduct two corps Warfighter exercises, each consisting of the corps command and staff group and two division command and staff groups.

Major mobilization items in the FY 2001 budget request included funding for the seventeen pre-positioned ships afloat as part of the Army's Strategic Mobility Program. The Army scheduled its Prepositioned Ships

Program to enter its final phase of the transition from the interim fleet to new construction large, medium-speed roll-on/roll-off (LMSR) ships. The Prepositioned Ships Program is expected to reach its end-state in FY 2002, with fifteen ships, eight of them LMSRs. In FY 2001, the Army will continue deployment enhancements that include the infrastructure improvement program, unit-deployment container acquisition, and strategic deployment training.

Sustainment was an important budget area in the FY 2001 request. Existing budget items for sustainment included depot maintenance, second destination transportation, supply depot operations, war reserve secondary items, conventional ammunition management, Army prepositioned stocks, logistics automation, and sustainment systems technical support. New initiatives in the FY 2001 budget supported not only the transition to a single stock fund, an efficiency that will streamline supply and maintenance accounting, but also further testing and fielding of the Global Combat Support System-Army as the replacement for outdated logistics management systems.

The Army maintained its base operations support at minimum essential levels for FY 2001. However, real property maintenance funding for the active Army was only 69 percent of known requirements, and aging Army infrastructure continued to deteriorate. The FY 2001 budget sustained the real property inventory, with some risk.

Development and funding of an affordable, fully integrated modernization program was central to the Army's transformation plan. While the Army worked to implement a transformation strategy, the FY 2001 budget request remained committed to digitizing the first corps by the end of 2004. Planned modernization adjustments included accelerating a number of programs to improve strategic responsiveness and increase the lethality of the light forces, especially the acceleration of logistical command-and-control systems and software. The Army also invested in the maintenance and upgrade of systems currently in the force, incorporating technology advances through selected modernization and digitization enhancements for mechanized and light forces, along with continuing recapitalization programs.

Focused and sustained investment in research, development, and acquisition are an essential and inseparable component to enhancing capability and strategic responsiveness. In particular, the FY 2001 budget requested funds for the Future Combat Systems (FCS), an Army program that focuses science and technology on the development of Objective Force capabilities featuring affordable sustainment costs, reduced logistics requirements, and decreased crew size compared to current systems. The FCS is to be an ensemble of manned and potentially unmanned combat systems, designed to ensure that the Objective Force is strategically

responsive and dominant at every point on the spectrum of operations from nonlethal to full-scale conflict. The Army science and technology program, in partnership with the Defense Advanced Research Projects Agency, planned to develop system concepts, perform experiments to validate and refine those concepts, and conduct technology demonstrations. The development, engineering, and manufacturing phase has been scheduled to commence in FY 2006.

During the development of the FCS, the Army will field the Interim Force having many of the qualities of the proposed Objective Force but with less advanced technology. As a medium-weight mechanized force built around an existing family of armored vehicles, the Interim Force will have greater combat power than existing light infantry but be capable of more rapid deployment than current armor and mechanized infantry. As such, it will not only bolster the ability of the Army to respond to contingencies but also provide the means for experimenting with Objective Force tactics and techniques. To meet the Interim Force requirement, the Army requested funding in the FY 2001 budget to field an Interim Armored Vehicle (IAV) as the principal equipment for a mounted brigade combat team. Several families of medium-weight platforms exist or are under development throughout the world. With slight modification, one of these vehicle families could meet the initial IAV requirement with appropriate modifications.

In addition to laying the groundwork for the Objective Force and the IAV-equipped Interim Force, the Army also sought to maintain the superiority of its existing combat force in the FY 2001 budget request. The service aimed to improve the lethality of its light forces by increasing investment in fire and battlefield reconnaissance programs, such as the LOSAT weapon system, TOW fire-and-forget missile, and HIMARS. These programs will enhance light force direct- and indirect-fire support capability. In the heavy forces, the Army sought to maintain the overmatching capabilities of III Corps by requesting funding to upgrade the Abrams fleet into a mix of M1A2 Systems Enhancement Program and M1A1D variants and to continue the upgrade of Apache helicopters to the Longbow variant. These investments will include essential recapitalization to reduce maintenance requirements and streamline logistics.

The FY 2001 budget request included several programs for the maintenance and upgrades of systems currently in the force to sustain capabilities, to reduce the cost of ownership, and to extend service life. The Abrams recapitalization program consisted of three separate initiatives: a new engine with reduced fuel consumption; the Integrated Management Program, a total vehicle refurbishment program with substantial operation and support cost savings; and an effort to address parts obsolescence by replacing old analog electronics with new digital systems. The Army

proposed budget continued funding the upgrade of Chinook heavy-lift helicopters to the CH-47F variant, which includes a vibration reduction program projected to reduce operations and support costs by more than 22 percent and to extend the helicopter's useful life by an additional twenty years. The budget also provided for the upgrade of the Black Hawk utility helicopter fleet to the UF-60L+ variant.

The Army made decisions in its FY 2001 budget request to restructure or divest a number of programs. The restructured programs are the Crusader self-propelled howitzer and the Future Scout and Cavalry System. Divestitures include the heliborne Prophet (air) electronic-intelligence system, the MLRS smart tactical rocket, the Stinger Block II manportable surface-to-air missile, the Bradley command and control vehicle, the Grizzly combat engineer vehicle, the Wolverine armored bridging vehicle, and the ATACMS Block IIA. The Army reallocated funding from these programs to underwrite transformation.

The FY 2001 Army budget covered a variety of other procurements. The budget sought funding for upgrades to the Bradley fighting vehicle, starting with the first year of a three-year procurement; for missile systems (BAT, MLRS, and TOW Improved Target Acquisition System); and for multiyear procurement of the Javelin and Longbow HELLFIRE antiarmor missiles. The ammunition budget request supported training at required levels for most items, provided for procurement of ten modern war reserve items, and funded a moderate demilitarization program.

Requested funding for aviation programs sought to modernize, upgrade, and replace existing equipment, including continued modifications of basic Apache helicopters to the Longbow configuration. The budget also provided funding for six Black Hawk helicopters for the Army National Guard and critical combat service support programs.

Funding for the family of medium tactical vehicles will modernize the medium tactical vehicle fleet with state-of-the-art automotive technology to fill shortages; improve tactical and strategic mobility; and replace obsolete, overage, and maintenance-intensive trucks. The budget also funds the recapitalization of the Heavy Expanded Mobility Tactical Truck (HEMTT), which provides resupply support for combat vehicles, aircraft, and missile systems.

Satellite communications systems funding requests for FY 2001 included the Defense Satellite Communications System, the SHF Tri-Band Advanced Range Terminal, the Enhanced Manpack UHF Terminal (also known as Spitfire), and the Army Milstar program. The budget also requests procurement of the Single-Channel Anti-Jam Manportable Block I Terminal, Secure Mobile Anti-Jam Reliable Tactical Terminal, and the NAVSTAR Global Positioning System. Such command, control, communications, and intelligence systems as the All Source Analysis

System, the Long-Range Advanced Scout Surveillance System (LRAS3), and the Digitization Appliqué were also funded in the budget request. Major system procurement for FY 2001 and the two preceding fiscal years are shown in Table 4.

TABLE 4—MAJOR SYSTEM PROCUREMENT QUANTITIES, FY 1999–FY 2001

<i>System</i>	<i>FY 1999</i>	<i>FY 2000</i>	<i>FY 2001</i>	<i>Multiyear</i>
Longbow Apache	66	74	60	Yes
Longbow HELLFIRE	2,000	2,200	2,200	Yes
Javelin	3,569	2,525	3,754	Yes
MLRS Launchers	24	39	66	No
ATACMS Block II	24	48	55	No
M2A3 Bradley	73	80	109	Yes
Abrams Upgrade 1	20	120	80	Yes

The FY 2001 budget included an accelerated science and technology program for modernizing the Army through innovative and affordable upgrades of existing platforms to achieve advanced capabilities. The program objective is to apply related research and development performed by the commercial sector, the other armed services, and other government agencies.

The FY 2001 RDTE budget request also included funding for development of a number of weapons systems. For the Comanche (RAH-66) helicopter, the FY 2001 budget supports testing of two prototype aircraft and development of the advanced T801 engine, composite air vehicle, and mission equipment package. Through Crusader program restructuring efforts to improve indirect-fire support capability and to reduce overall weight below forty tons while maintaining lethality and mobility, the Army expects to save \$11.2 billion between FY 2000 and FY 2014. As a consequence, it partially satisfies the requirement for 155-mm. howitzers by continuing to use Paladin self-propelled howitzers and towed XM777s while also reducing the number of Crusaders for III Corps divisions from 1,138 to 480. In addition, missile systems under current development and funded in the FY 2001 budget include the BAT P3I, the Multipurpose Individual Munition/Short-Range Assault Weapon, the MLRS, and the ATACMS Block II.

The Military Construction, Army, budget for the active and reserve components requested appropriations of \$1.038 billion in FY 2001 new and renovated facilities to modernize barracks, improve strategic mobility,

and support Army missions. The Whole Barracks Renewal Program applies \$366 million for construction to improve the living conditions of single soldiers. Strategic mobility construction requests totaled \$67.3 million. Mission and training requirements were supported by requests for facilities funding, including a basic training complex at Fort Leonard Wood, Missouri (\$38.6 million); unaccompanied housing at Kwajalein Atoll (\$18.0 million); a digital training range at Fort Hood, Texas (\$16.0 million); and the Cadet Physical Development Center at the U.S. Military Academy, West Point, New York (\$13.6 million). The FY 2001 military construction budget also requested \$175.4 million for chemical demilitarization.

The FY 2001 Army family housing budget requested \$162 million for construction of 523 new and replacement units plus renovation of an additional 770 houses, together with \$978 million to operate and maintain 114,555 military family housing units. The operations portion requested \$398 million for maintenance and repair. In keeping with the Army goal to eliminate inadequate Army family housing, the Army planned to privatize some family housing through the Residential Communities Initiative, allowing the Army to obtain private-sector capital to replace, renovate, and maintain military housing.

The Army's FY 2001 budget requested \$1.3 billion for environmental programs. Environmental spending is spread across several budget accounts: Operation and Maintenance (\$571 million); Environmental Restoration, Army (\$390 million); Base Realignment and Closure (\$285 million); Research, Development, Test, and Evaluation, Army (\$25 million); and other appropriations (\$27 million).

The Chemical Demilitarization Program was funded in two separate appropriations. In addition to the military construction request discussed earlier, the FY 2001 chemical agents and munitions destruction budget request of \$1.0 billion includes research and development (\$274.4 million), procurement (\$121.9 million), and operation and maintenance (\$607.2 million). Significant program activities generally followed those funded in the FY 2000 budget. The FY 2001 budget also sought to continue studies, analyses, and procurement of equipment for destruction of nonstockpile chemical warfare materiel and to continue the Chemical Stockpile Emergency Preparedness Project activities.

Army Working Capital Fund

The Army Working Capital Fund (AWCF), essentially a financing vehicle for necessary goods and services at stabilized prices, is a key contributor to the readiness and sustainability of Army forces. Under the FY 2001 budget request, the Army would purchase \$6.7 billion in fuel, repair

parts, consumable supplies, depot maintenance services, ammunition, and information services from the AWCF's four activity groups: supply management, depot maintenance, ordnance, and information services. The supply management activity group ensures that spare parts are available to maintain unit readiness; the depot maintenance activity group performs major overhaul and repair of end items and reparable secondary items; the ordnance activity group manufactures, renovates, and demilitarizes materiel for all Department of Defense branches; and the information services activity group provides development and operational sustainment of automated information services. Projections for FY 2001 AWCF customer rates included a 4.2-percent decrease from the previous year in supply management rates, a 7.1-percent increase in depot maintenance rates, a 3.6-percent increase in ordnance rates, and a 26.5-percent decrease in information services rates.

3

Personnel

As of 15 September 2000, the Army had a total strength of 1,043,052 soldiers, which was 832 more than the previous year's figure. Table 5 below shows the strengths of the individual components.

TABLE 5—TOTAL STRENGTH

	<i>Number</i>	<i>Female(%)</i>	<i>Minority(%)</i>
Active	479,026	15.3	41.6
U.S. Military Academy Cadets	4,089	16.1	22.9
Army National Guard	353,045	11.3	26.5
Army Reserve	206,892	24.8	41.0

Demographic trends within the Army stayed nearly constant compared to the previous fiscal year. One notable exception was the increased presence of Hispanic soldiers in the force. In FY 2000 Hispanic soldiers were 8.3 percent of the active force as opposed to 7.6 percent in FY 1999, a change Army personnel staff believed to be a reflection of both demographic trends and Army recruiting outreach. Tables 6 and 7 below break down the active force by race/gender and age.

TABLE 6—RACE AND GENDER, ACTIVE COMPONENT

<i>Race</i>	<i>Male (%)</i>	<i>Female (%)</i>	<i>Total (%)</i>
White	61.4	41.7	58.4
Black	23.4	42.9	26.4
Hispanic	8.4	8.0	8.3
Other	6.8	7.4	6.9

TABLE 7—AGE GROUPS, ACTIVE COMPONENT

<i>Age</i>	<i>Officer (%)</i>	<i>Warrant (%)</i>	<i>Enlisted (%)</i>
17–20	0	0	21
21–24	11	1	26
25–29	23	11	21
30–39	40	58	26
40+	26	30	6

The proportion of married soldiers, 53 percent, was slightly lower than the FY 1999 figure of 55 percent largely due to a drop in the number of married enlisted soldiers, both male and female. This trend may reflect the success of Army initiatives to enhance the quality of life of single soldiers as an aid to retention. Tables 8, 9, and 10 below detail Army family demographics for FY 2000.

TABLE 8—MARRIED SOLDIERS BY GENDER

<i>Rank</i>	<i>Male (%)</i>	<i>Female (%)</i>	<i>Total (%)</i>
Officer	73	54	70
Warrant	87	62	85
Enlisted	51	42	50
Total	55	44	53

TABLE 9—DUAL MILITARY MARRIAGES

<i>Rank</i>	<i>Male (%)</i>	<i>Female (%)</i>	<i>Total (%)</i>
Officer	5.2	44.3	9.8
Warrant	4.6	47.0	6.8
Enlisted	6.4	42.0	11.1
Total	6.1	42.5	10.7

The major personnel initiative of FY 2000 came in October 1999, when Army Chief of Staff General Eric K. Shinseki announced a four-year campaign plan to provide full manning, by military occupational specialty (MOS) and grade, for all Army units by the end of FY 2003. By the end of FY 2000, the Army was to man its ten divisions and two armored

TABLE 10—SOLDIERS WITH CHILDREN

<i>Rank</i>	<i>Percent</i>
Officer	53.2
Warrant	76.6
Enlisted	46.4
Total	48.0

cavalry regiments at 100 percent, as were other key organizations and positions, including special operations forces, drill sergeants, recruiters, and instructors. In addition, the chief of staff directed the Army Personnel Command to route soldier assignments directly to U.S.-based divisions. The campaign plan specified 100 percent manning for units designated as “early deployers.”

Enlisted Personnel

As of 15 September 2000, the 402,150 enlisted soldiers on active duty made up 84.0 percent of the active Army. The demographics of the force stayed fairly constant relative to the previous fiscal year. Table 11 below details the composition of the enlisted force in FY 2000 by race and gender.

TABLE 11—RACE AND GENDER, ENLISTED

<i>Race</i>	<i>Male (%)</i>	<i>Female (%)</i>	<i>Total (%)</i>
White	58.1	37.8	54.9
Black	25.9	46.4	29.1
Hispanic	9.2	8.6	9.1
Other	6.8	7.2	6.9

The education level among enlisted soldiers increased in FY 2000. Of note, the number of nongraduates dropped tenfold, from 4.0 percent in FY 1999 to 0.4 in FY 2000, reflecting both demographic shifts and improved recruiting standards. Table 12 below details the enlisted education level in FY 2000.

To support General Shinseki’s campaign plan to man all Army units at 100 percent, Personnel Command’s Enlisted Personnel Management Division modified its FY 2000 distribution model and arranged for soldiers to be assigned directly to U.S.-based divisions rather than to installations.

TABLE 12—EDUCATION LEVEL, ENLISTED

<i>Education</i>	<i>Number</i>	<i>Percent</i>
Nongraduate	1,372	0.4
GED	17,856	4.4
High School Graduate	338,981	84.3
Some College or Associate's Degree	21,854	5.4
Bachelor's Degree	12,435	3.1
M.A. or Ph.D.	1,375	0.3
Other or Unknown	8,277	2.1

Distribution and assignment managers worked closely with field-strength managers to reassign soldiers within installations to comply with the new manning priorities, while making requisitions and assignments for other soldiers identified for permanent change of station. The Enlisted Personnel Management Division managed recruiting priorities for new soldiers to build strength in historically underpopulated combat support and combat service support MOSs, while maintaining divisional combat arms MOSs at 100 percent. The ten divisions and the two armored cavalry regiments ended FY 2000 manned at 100 percent, as intended. In addition, because of successful recruiting initiatives, reduced attrition among soldiers in their first term, and successful retention of soldiers eligible for reenlistment, nonpriority units did not drop in strength as much as Army personnel planners had projected at the beginning of the year.

Accession

The Army recruited 80,113 men and women in FY 2000. This figure exceeded both the fiscal year objective of 80,000 and the previous year's intake of 68,209. Of the FY 2000 recruits, 74,190 (92.6 percent) had no prior military service. Educationally, 90.4 percent of the FY 2000 cohort (or year group) held high school diplomas and 65.2 percent scored in Armed Forces Qualification Test category IIIA or better; both figures were slightly higher than the preceding fiscal years. Female recruits accounted for 21.2 percent of the total, versus 20.0 percent the previous fiscal year. Black recruits represented 23.3 percent of FY 2000 recruitment, a slightly lower percentage than FY 1999's 23.7 percent.

A variety of recruiting initiatives implemented in FY 2000 contributed to the Army's success in achieving its accession objective. General Educational Development (GED) Plus Program enrolls applicants who are

not high school graduates scoring in the top half of the Armed Services Vocational Aptitude Battery in local GED programs and places them in the Army's Delayed Entry Program in the interim. The College First Program offers the option for prospective recruits to enlist, attend college, receive a degree, and then serve a term in the Army. The Army has also made efforts to upgrade its recruiting force through professional sales training within and outside the service, as well as by outsourcing some administrative support functions to maximize recruiters' time in the field. The Army is also increasing recruiters' uniform allowance, offsetting their parking costs, and increasing commanders' funds to expand family programs and recruiter quality-of-life programs.

Finally, the Army has expanded its outreach efforts through the media. The service retained Leo Burnett Worldwide Inc. as its new advertising agency in June 2000. The selection took the form of a four-year performance-based contract, with incentives for the agency based on attainment of Army recruiting goals. Previous contracts had been requirements-based, calling for the agency to produce a given number of commercial advertisements and broadcast or publish them a given number of times.

The Army made significant changes to the Enlistment Bonus Program during FY 2000. On 18 November 1999, the maximum bonus level increased from \$12,000 to \$20,000, a rate that applied to four MOSs—MOS 13F (fire support specialist), 96H (common ground station operator), 98C (signals intelligence analyst), and 98X (linguist)—in return for enlistment for a six-year term of service. The Army also linked the Enlistment Bonus Program and the Army College Fund, making it possible for recruits to receive approximately 50 percent of the full reenlistment bonus (previously, since FY 1985, applicants had to choose between the two benefits). In addition, recruits enlisting for two years in any of twenty-one MOSs (ten of them in the combat arms) were eligible for bonuses of up to \$6,000, where the minimum qualifying term had been three years. The enhanced bonus improved recruiting for the four MOSs assigned the highest bonus level, with 234 applicants receiving the maximum bonus. When compared to FY 1999, recruiting success in some of these specialties more than doubled: MOS 13F went from 73 percent in FY 1999 to 98 percent in FY 2000, 96H from 50 percent to 102 percent, 98C from 61 percent to 77 percent, and 98X from 65 percent to 80 percent. The number of recruits who took the reduced enlistment bonus with the Army College Fund was 4,660 and that for those who opted for the two-year enlistment bonus was 673.

Attrition

First-term attrition refers to those initial term soldiers who depart the Army before serving a full term, measured through the thirty-sixth month

of service. Army personnel managers track first-term attrition by cohort. Over the last ten years, the Army's cohort attrition rate has averaged 35–39 percent, meaning 35 to 39 of the 100 soldiers who entered the Army in a given year separated before completing three years of service. The Army projected first-term attrition at 33.3 percent after three years for the FY 2000 cohort, a significant decrease from the FY 1998 cohort projection of 37.4 percent.

In an effort to lower training base attrition, the Army has devoted more of its resources to programs designed to reduce motivational and fitness-related discharges. Special training and holding units maximize the potential benefits of rehabilitative training for those soldiers who might otherwise separate early. Fitness training units are for at-risk soldiers to increase fitness and reduce injuries. Physical training rehabilitation programs provide professional assessment and treatment of injuries to enable soldiers to successfully recover and return to an acceptable level of fitness. FY 2000 saw an increased emphasis on providing remedial training for those who initially failed to meet standards, with the intent of keeping these soldiers with their peers until graduation. The New Start Program is used for those who, after remedial training, still fail to meet standards. Given additional time, they are able to complete training and become productive soldiers. Army leaders also have focused attention on first-term attrition in units, with an increased emphasis on rehabilitative transfers that provide a change of commanders, associates, and living or working conditions.

Retention

The Army exceeded its FY 2000 retention mission in all categories, as shown in Table 13.

TABLE 13—FY 2000 ARMY ENLISTED RETENTION

<i>Category</i>	<i>Objective</i>	<i>Accomplished</i>	<i>Percent</i>
Initial Term	20,000	21,402	107.0
Mid-Career	23,200	24,118	104.0
Career	24,800	25,791	104.0
Total	68,000	71,318	104.9

To meet its goals, the Army expanded Selective Reenlistment Bonus (SRB) funding by \$44 million to \$107 million to retain soldiers with critical and technical skills. Army leaders deemed this increase to be necessary

because of a strong economy and job opportunities in the civilian sector. A number of locations in the United States and Korea also used the Targeted SRB Program in FY 2000 to bolster retention. In addition, the Army lifted its rule requiring reenlistment earlier than ninety days before the scheduled end of term of service (ETS) to allow soldiers to reenlist until ETS. This relaxation concentrated efforts on retaining soldiers with current year ETS dates to meet year-end congressionally mandated personnel strengths.

Soldier Citizenship Application Program

Soldiers are not allowed to reenlist for service beyond eight years unless they are U.S. citizens. By FY 2000, however, the U.S. Immigration and Naturalization Service (INS) was taking two or more years to process citizenship applications. The secretary of the Army therefore instituted the Soldier Citizenship Application Program to reduce the number of potential career soldiers being lost to this backlog. Under the program, the Army assists soldiers with submitting their citizenship applications, and the INS Nebraska office provides facilitated processing for them. Soldiers applying under these procedures can usually expect to have their applications processed within one year. If necessary, they can also work with reenlistment and retention noncommissioned officers to have current enlistments extended beyond the eight-year limitation pending the processing of citizenship applications.

Officer Personnel

The Army had 65,352 commissioned officers on active duty as of 15 September 2000, making up 13.6 percent of its active strength. In addition, the Army had 11,524 warrant officers, 2.4 percent of active-duty strength. Relative to FY 1999, minorities made up a slightly larger proportion of the officer corps, while the proportion of women was generally slightly lower except among warrant officers. Tables 14, 15, and 16 provide demographic data for the Army's officer corps.

TABLE 14—RACE AND GENDER, COMMISSIONED OFFICERS

<i>Race</i>	<i>Male (%)</i>	<i>Female (%)</i>	<i>Total (%)</i>
White	79.4	66.0	77.3
Black	9.7	20.9	11.4
Hispanic	4.0	4.4	4.1
Other	6.9	8.7	7.2

TABLE 15—RACE AND GENDER, WARRANT OFFICERS

<i>Race</i>	<i>Male (%)</i>	<i>Female (%)</i>	<i>Total (%)</i>
White	73.7	47.6	71.9
Black	14.0	38.4	15.7
Hispanic	5.1	5.7	5.1
Other	7.2	8.3	7.2

TABLE 16—EDUCATION LEVEL, ALL OFFICERS

<i>Education</i>	<i>Number</i>	<i>Percent</i>
High School Graduate	43	<0.1
Some College or Associate's Degree	5,303	6.9
Bachelor's Degree	40,985	53.5
M.A. or Ph.D.	27,881	36.3
Other or Unknown	2,664	3.5

Force Management

During FY 2000, the Director of Requirements and Force Management, Office of the Deputy Chief of Staff for Operations and Plans, executed a number of initiatives designed to reduce an existing imbalance in the number of captains authorized within the Army Competitive Category. A 1997 study conducted as part of the Officer Restructure Initiative revealed that the Army had more than 1,400 captain authorizations than allowed by the Defense Officer Personnel Management Act grade tables. At the same time, the study indicated a shortage of over 1,500 lieutenant authorizations.

The Director of Requirements and Force Management implemented several initiatives to reduce the captain imbalance. Total Army Analysis-07.1 eliminated 543 captain authorizations. Contracting out Reserve Officer Training Corps positions eliminated an additional 330 spaces. Changing the grades of some captains in the directed military overstrength account saved 33 more spaces. In September 2000, the director received approval from the Army vice chief of staff to change selected battalion S-2 (intelligence) positions in modified table of organization and equipment units and selected battalion S-1 (personnel) and S-4 (logistics) positions in table of distribution and allowance units from captain authorizations to lieutenant authorizations. These rollbacks eliminated 200 captain

authorizations. In addition, reductions in the Title XI program, which provides active-component support to reserve-component training and education, eliminated 157 more captain authorizations.

New Military Occupational Specialty

The establishment of the new Mobility Warrant Officer MOS, 882A, led to the addition of mobility warrant officer positions in several transportation organizations, including transportation commands, groups, and battalions as well as movement control teams. Each active-component and National Guard division also added mobility warrant officers to the division transportation office.

Officer Personnel Management Systems

The Personnel Command is in the process of reengineering TOPMIS, its mainframe-based management information system into a distributed client-server computing environment, or TOPMIS II, as part of an initiative to improve access to and manipulation of officer personnel management data. TOPMIS II is to serve as a tool for not only the command's officer assignment and distribution managers but also for the worldwide officer management community in personnel service companies and military personnel offices. Since 1996, a team of military, government, and contractor personnel from the command's Personnel Information Systems Directorate and the Officer Personnel Management Directorate, which has operational control of the project, have collaborated on the development of TOPMIS II. The two directorates have worked under a memorandum of agreement that outlines the requirements for transferring TOPMIS II maintenance and enhancement responsibility to the Personnel Information Systems Directorate.

In FY 2000 TOPMIS II passed through Year 2000 without incident. The TOPMIS II software baseline completed certification for production, including the monitoring, query, strength, table administration, utility, and test subsystems. The requisition and assignment subsystem, which supports the core business practice of the Officer Personnel Management Directorate and will be the most heavily used module, completed testing. The TOPMIS II development team certified and placed into production the automated nightly data download of TOPMIS tables from the mainframe to the TOPMIS II UNIX database server. The team also provided field-user Web access through a new server, as the previous server had become saturated by the increase in user usage, and installed a public key infrastructure certificate in accordance with the Army Network and Systems Operation Center.

The Officer Evaluation and Reporting System–Enhanced (OERS–E) provides the Personnel Information Systems Directorate and The Adjutant General Directorate, Personnel Command, a system to capture, track, and profile senior rater data obtained from officer evaluation reports and the three types of academic evaluation reports electronically. OERS–E is used by the Personnel Command for the active Army, by the U.S. Army Reserve Personnel Command for the Army Reserve, and by the National Guard Bureau for the National Guard. The new application has improved the Army’s ability to manage selection. The earlier version did not calculate the senior rater profile because senior raters could assign all officers the highest rating, making it difficult for selection board members to identify the officers with the greater potential for promotions and schooling. With the advent of OERS–E, senior raters are limited to awarding less than 49 percent of a given rank the highest rating. OERS–E also has three unique capabilities: improving record accuracy, prioritizing incoming reports, and transferring data electronically. The system includes optical character recognition so that any errors in scanned images of reports can be corrected at Personnel Command without being returned to the submitting agency; prioritizes incoming reports for processing so that a report scheduled to go before a selection board will appear at the top of an examiner’s queue while routine reports would follow, even if the command had received the routine reports earlier; and as of FY 2000, successfully began sending documents to the Personnel Electronic Records Management System electronically, thus saving over seven man-years annually.

Civilian Workforce

Since the end of the Cold War in FY 1989, civilian strength has declined 45 percent. Overall civilian strength for military functions, including foreign national employees and National Guard technicians, decreased by 1,600 in FY 2000, from 224,900 to 223,300. Some 300 Army civilians deployed overseas in support of operations in the Balkans and Southwest Asia.

The average age and tenure of Army civilians has increased over the course of the drawdown. Average age increased from forty-three years in FY 1989 to forty-seven in FY 2000; average years of service increased from 13.5 in FY 1989 to 17.4 in FY 2000. Army civil servants eligible for retirement at the end of FY 2000 numbered 16,831 or 8.5 percent of the workforce. This figure represents an increase in both absolute number and proportion over FY 1999 figures—15,799 or 7.9 percent of Army civilian strength.

Special Topics

Awards

As the result of the review, required under the provisions of Section 524, Public Law 104, February 1996, of the Distinguished Service Crosses awarded to Asian Americans, Native Americans, and Pacific Islanders during World War II, the president presented twenty-one Medals of Honor at the White House on 21 June 2000. The Awards Branch, The Adjutant General Directorate, processed ten Medal of Honor recommendations under the provisions of Army Regulation (AR) 600–8–22, *Military Awards*; under Title 10, United States Code, Section 1130; or as directed by senior leadership. Three recommendations awaited presentation after approval in FY 2000: Theodore Roosevelt (Spanish-American War), Andrew Jackson Smith (Civil War), and Ed Freeman (Vietnam).

In April 2000, the Awards Branch submitted a draft revision of AR 600–8–22 for staff review to the major commands; principal Headquarters, Department of the Army, officials; and other interested organizations. As the result of the review, The Adjutant General Directorate forwarded six major changes to the secretary of the Army for decision. These changes were to establish policy and procedures for processing wartime awards under the provisions of operations other than war; to delegate Meritorious Service Medal award approval authority to brigadier general commanders; to authorize commanding generals to delegate limited award approval to their deputies; to change the minimum three-month time requirement to thirty days for humanitarian missions receiving the Army Superior Unit Award; to delegate nonretirement Legion of Merit award approval to lieutenant general commanders, major general commanders at major commands, and major general or higher principal Department of the Army officials; and to eliminate the secretary of the Army's signature on Legion of Merit certificates.

The president approved the establishment and award of the Kosovo Campaign Medal and campaign streamers to recognize the accomplishments of military service members participating or in direct support of Kosovo operations within established areas of eligibility. The secretary of defense approved the acceptance and wear of the NATO Medal for operations related to Kosovo. This medal is authorized for U.S. military and civilian personnel.

The Department of Defense approved Humanitarian Service Medals for the Oklahoma Disaster Relief Effort (Central Oklahoma), May to August 1999; Operation STABILIZE (East Timor), September 1999 to September 2000; Joint Task Force FUNDAMENTAL RESPONSE (Venezuela), December 1999 to March 2000; West Point Military Reservation Fire

(West Point, New York), July to August 1999; Operation AVID RESPONSE (Southern Europe), August to September 1999; Operation AIR ANGEL (Bangladesh), September 1998; Operation PROVIDE REFUGE (Fort Dix, New Jersey), May to July 1999; Operation TORNADO RELIEF (Clarksville, Tennessee), January 1999; Operation FIERY RELIEF (Philippines), March 2000; Joint Task Force ATLAS RESPONSE (Botswana, Mozambique, South Africa, and Zimbabwe), February to March 2000; and Texas Flood Relief (Central and South Texas), October to November 1999.

The deputy chief of staff for personnel approved major changes, including a name change, to the Army's Aircraft Crew Member Badge at the basic, senior, and master levels. Effective 29 February 2000, the designations became Basic, Senior, and Master Aviation Badges. The Personnel Command transmitted eligibility requirements for each badge Army-wide, directing that they be incorporated into the revised AR 600-8-22.

Funeral Honors

Military funeral honors became a statutory benefit to all eligible veterans on 1 January 2000. The act establishes that the minimum funeral honors for veterans will be two uniformed members of armed forces, one of whom must be a member of the deceased veteran's service, who will attend the interment service and fold and present the interment flag to the next of kin. A rendering of "Taps" is also to be provided at the service. Although the Army chief of staff directed that the Army will not exceed the statutory requirement, he ordered a statistical study to determine if the Army should exceed the minimum requirement in the future. The Army standard for military funeral honors for active-duty soldiers and Medal of Honor recipients remains the same: six casket bearers, who would also serve as the firing party; an officer or noncommissioned officer in charge; a bugler; and a chaplain, if requested.

Army Review Boards

The Army Review Boards Agency operates on behalf of the secretary of the Army as the service's highest administrative level of review of military personnel actions. The agency administers the Army Board for Correction of Military Records, the Army Clemency and Parole Board, and nine military review boards: the Army Discharge Review Boards, the Army Boards of Review of Eliminations, the Army Active-Duty Board, the Army Grade Discrimination Review Board, the Army Physical Disability Appeal Board, the Army Disability Rating Review Board, the Army Physical Disability Review Board, the Army Ad Hoc Board, and the Army Security Review Board.

The Army Board for Correction of Military Records processed 15,670 cases to completion in FY 2000, received 11,096 applications for correction of military records, and reduced its case inventory from 6,061 at the end of FY 1999 to 3,320 at the end of FY 2000, with only 75 cases dating from before FY 2000. The board published a new edition of AR 15-185, *Army Board for Correction of Military Records*, and updated the *Federal Register* accordingly. A companion Department of the Army pamphlet was nearing publication at the end of the fiscal year.

The Army Clemency and Parole Board acted on 2,548 requests for consideration during FY 2000, processing 1,103 cases to completion. The majority of requests made to the board were clemency actions, including 1,018 requests for sentence remission or relief of forfeitures, of which 26 were approved; 1,002 requests for change in discharge, of which 16 were approved; 12 requests for change in dismissal, none of which were approved; and 227 requests for restoration or return to duty, 1 of which was approved. Overall, the board's clemency rate was 1.6 percent. The remaining 268 cases involved granting, suspending, or revoking parole, with parole being granted for 59 cases, or 22 percent. The deputy assistant secretary of the Army (Army review boards) approved parole on appeal for eleven of the 63 cases he decided, or 17.5 percent, and revoked 21 paroles (6.8 percent) from a population of 310 parolees.

The nine military review boards processed 1,306 cases to completion in FY 2000. Of these, the Army Discharge Review Board accounted for 992.

Noncombatant Evacuation Operations

Department of Defense Directive 3025.14, *Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad*, designates the secretary of the Army as the Department of Defense executive agent responsible for repatriation plans and operations involving the return of noncombatant evacuees. Department of the Army Memorandum 10-1, *Executive Agent Responsibilities Assigned to the Secretary of the Army*, in turn designates the deputy chief of staff for personnel as the secretary's executive agent for repatriation operations in support of evacuation plans developed by each theater commander. As executive agent, the deputy chief of staff for personnel identified specific installations and bases throughout the United States as repatriation centers to process not only military and civilian family members but also private citizens and third-country nationals. Based on the situation, repatriating personnel may return via commercial flights to multiple aerial ports of debarkation rather than repatriating en masse to or through a single designated U.S. repatriation site.

Twelve posts required evacuation in FY 2000, the same number as in FY 1999. In December 1999, concerns over the potential severity of Year

2000 problems in former Soviet states prompted the evacuation of posts in Minsk, Belarus; Chisinau, Moldova; Moscow, St. Petersburg, Vladivostok, and Yekaterinburg, Russia; and Kiev, Ukraine. Other noncombatant evacuations included Freetown, Sierra Leone, and Asmara, Eritrea, in May 2000; Suva, Fiji, and Guadalcanal, Solomon Islands, in June 2000; and Monrovia, Liberia, in August 2000. None of the evacuations conducted in FY 2000 required the establishment of a U.S. repatriation site; the evacuations mainly involved removal of small numbers of dependents and nonessential personnel traveling under individually arranged itineraries.

Homosexual Conduct Policy

The homosexual conduct policy, which the Department of Defense approved in February 1994, implements Section 654 of Title 10, United States Code. This section, which reflects the findings of Congress that “the presence in the Armed Forces of persons who demonstrate a propensity to engage in homosexual acts would create an unacceptable risk to the high standards of morale, good order and discipline, and unit cohesion that are the essence of military capability,” defines homosexual conduct as a homosexual act, statement (admission), or homosexual marriage or attempted marriage. Under the homosexual conduct policy, applicants for enlistment, reenlistment, appointment, or induction into the Army are not asked or required to reveal their sexual orientation, and investigations or inquiries will not be initiated solely to determine sexual orientation. Homosexual conduct is grounds for separation from the Army, but credible information must exist for disciplinary action or discharge.

The Army’s numbers of service members separated for homosexual conduct in FY 2000 increased significantly, from 274 in FY 1999 to 573 in FY 2000. The primary reason for the increase was an unusually high number of separations at Fort Campbell, Kentucky. Following a murder determined to arise from antihomosexual bias in July 1999, Fort Campbell was the center of intense activity, training, and focus by the Army, Department of Defense, and the media regarding homosexual conduct issues and harassment prevention. The increase in separations for homosexual conduct may be an unintended consequence of this activity. All of the discharges at Fort Campbell arose from admissions, which require no proof. In most cases when a soldier freely admitted to being homosexual, the Army assumed the statement to be true and separated the soldiers without investigation. No separations for homosexual acts or marriages occurred at Fort Campbell in FY 2000.

On 10 January 2000, the secretary of the Army and the Army chief of staff jointly signed a message to all Army activities emphasizing the necessity for all soldiers to be treated with dignity and respect. On 21 July 2000, the

chief of staff disseminated his own guidance in the memorandum “Dignity and Respect in the Army,” not only directing commanders that all soldiers are to be treated with dignity and respect and that harassment of or threats to soldiers for any reason are not to be tolerated but also warning them that those who engage in, ignore, or condone harassment or threats would be held accountable. They also had to review distribution plans and fill priority for authorized company and platoon leadership positions; to build unit cohesion; to review policies related to the chain of command’s responsibility for barracks life and alcohol consumption and to take appropriate action to ensure compliance with applicable laws, regulations and policies; and to review funding priorities for well-being initiatives with the intent of identifying those areas that will improve good order and discipline within units.

In addition to these instructions to commanders, the chief of staff also ordered the commanding general of the U.S. Army Training and Doctrine Command (TRADOC) and the deputy chief of staff for personnel to review current policies and training materials for compliance with Department of Defense and Army directives and guidance, in particular the homosexual conduct policy, for adequacy, clarity, and appropriateness of training for different target audiences. In particular, the TRADOC commander had to incorporate homosexual conduct policy training during initial entry training and all leader development courses of instruction, covering how to distinguish between inquiries and investigations, how to provide greater clarity on what is credible information, how to furnish leaders information on the variety of responses available to address violations of Department of Defense and Army policies, and how to provide guidance on policy implementation.

As directed in the memorandum, The Inspector General of the Army was to inspect units and validate the effectiveness of training and to conduct periodic visits to assess whether the training meets the Army’s needs and whether soldiers at all levels understand the policies well enough to be able to comply with them. Training effectiveness was to be evaluated in three areas: knowledge, behavior, and climate.

Safety

Accident reports compiled at the U.S. Army Combat Readiness/Safety Center showed that the Army had 161 accidental fatalities in FY 2000. The accident types and numbers were: aviation, 4; Army combat vehicles, 2; Army motor vehicles, 11; explosives, 1; fire, 2; personnel injury, 37; and privately owned vehicles, 104.

Force Development, Training, and Operational Forces

Blueprint for the Future

In October 1999, the Army chief of staff and the secretary of the Army issued a vision statement calling for an Objective Force that would be responsive, deployable, agile, versatile, lethal, survivable, and sustainable. This Army Vision built on earlier Objective Force concepts and stressed that the commitment to achieving these characteristics would require the comprehensive transformation of the entire Army rather than piecemeal innovation. To accomplish this mission, the chief of staff directed that Army Transformation be conducted in accordance with a doctrine-based campaign plan model. The Army published the initial draft of the resulting Transformation Campaign Plan in November 1999.

The Army leadership's intention was to transform the service's operational forces as rapidly as possible, while continually maintaining readiness to meet mission requirements and enhancing the well-being of soldiers and families. To accomplish these goals, the Transformation Campaign Plan set forth a strategy by which force transformation would proceed in accordance with a series of decisions based on stated objectives and the achievement of associated conditions to produce a force both strategically responsive and dominant throughout the spectrum of operations. The Transformation Campaign incorporated three major objectives: the Initial Force, the Interim Force, and the Objective Force.

The Initial Force is to be a two-brigade force based at Fort Lewis, Washington. These brigades will be equipped from commercial off-the-shelf sources. The Initial Force will be based on units already stationed at Fort Lewis: the 3d Brigade, 2d Infantry Division, and the 1st Brigade, 25th Infantry Division. The force's mission will be to evaluate and refine the Interim Force concept and begin development of the force's tactics, techniques, and procedures. The Initial Force will use existing Army equipment, along with equipment loaned from foreign armies, to generate the data needed to design the Interim Force.

The Interim Force, as noted in Chapter 2, is to be organized as a rapidly deployable medium-weight force equipped with light armored vehicles for

providing theater commanders in chief with additional means to respond to smaller contingencies. In keeping with this mission, the Interim Force will help integrate multinational and interagency capabilities for peacekeeping, peace enforcement, and major theater war missions. Interim Force units will be employed within a division or a corps command and control structure but will have organic combat, combat support, and combat service support capability. Deployability, early operational effectiveness with limited support, and the ability to develop situational understanding will be essential to successful Interim Force operations.

Interim Force units will be highly mobile at the tactical, operational, and strategic levels and equipped with a family of light armored vehicles, lightweight artillery, and other available technology designed for maximum lethality and survivability while increasing tactical, operational, and strategic maneuver. Self-contained, fully mobile, and completely air deployable by C-130 aircraft, they will deploy combat-ready and be operationally capable upon arrival. The air port of debarkation is intended to serve as the tactical assembly area, allowing the force to begin operations without the time-consuming reception, staging, onward movement, and integration required of past deployments. The Interim Force will provide the joint commander increased operational and tactical flexibility to execute fast-paced, noncontiguous operations distributed across the area of responsibility, in keeping with the operational concept set forth by Joint Chiefs of Staff chairman General John M. Shalikashvili in *Joint Vision 2010*. These units will complement legacy forces to provide the tactical overmatch required to meet the full range of future operational requirements. In addition to its operational role, the Interim Force is intended to employ advanced but currently available technology to determine the characteristics and employment of the planned Objective Force.

The Objective Force effort is a process for devising and then changing the Army force structure with units and soldiers that not only operate differently but also display those requisite *Army Vision* capabilities for succeeding in future operations. Objective Force units will be capable of winning land campaigns in major theater wars while remaining ready to undertake the rapid mission-tailoring required for responding to crises. They will be versatile enough to succeed in stability and support operations, durable enough for extended regional engagement, and capable of operating as integral members of joint and multinational interagency teams in the face of conventional, unconventional, and weapons of mass destruction threats. To improve planning, training, and support, the Objective Force will be organized around a common divisional design and out of necessity will be linked internally and externally through a responsive, reliable, mobile, non-line-of-sight

networked C4ISR (command, control, communications, computers, intelligence, surveillance, and reconnaissance) capability.

Force Development

Division XXI

Active-component heavy brigades completed conversion to the Division XXI organization in FY 2000. Division XXI brigades feature three maneuver battalions, each with three companies of three platoons plus a battalion mortar platoon with four tubes, together with a new brigade reconnaissance troop for non-separate brigades. The heavy enhanced separate brigades of the National Guard are to begin conversion with the beginning of the next fiscal year.

Interim Brigade Combat Team

In May 2000, the Army approved the organizational and operational concept for the interim brigade combat team (IBCT) to provide a near-term increase in operational and strategic mobility and responsiveness. Each IBCT's 3,500 soldiers will be organized in a brigade headquarters; a signal company; a military intelligence company; three mechanized infantry battalions; a reconnaissance, surveillance, and target acquisition squadron; an antitank company; an artillery battalion; an engineer company; and a brigade support battalion, as well as will be equipped with 309 interim armored vehicles in eight variants. The first formation to convert to the new organization will be the 1st Brigade, 25th Infantry Division, at Fort Lewis, Washington, with fielding planned to begin in February 2002.

Force Management

Total Army Analysis 2007 (TAA-07), the fourth post-Cold War TAA, was a multiphased analysis to determine Army force structure requirements for FY 2002 through FY 2007. The institution of a new force requirements determination process based on task organization for specific missions enabled TAA-07 to address smaller scale contingencies, the traditional major theater war scenarios, and concepts (homeland defense, domestic operations support, strategic reserve, base engagement force) resulting from the Quadrennial Defense Review and the National Defense Panel. TAA-07 addressed Force XXI designs for the digitized heavy division and available designs for echelons above division. In addition, TAA-07 included the first formal incorporation of the institutional Army, or Generating Force, requirements and resources (military, Department of

the Army civilian, and contractor man-year equivalents) into the process. A key outcome of TAA-07 was the incorporation of the Army National Guard Division Redesign Study results to offset shortfalls in combat support and combat service support (CS/CSS). A subsidiary analysis, TAA-07.1, was an abbreviated and accelerated process for evaluating the impact of transformation and the establishment of the first three IBCTs on force structure between FY 2001 and FY 2003. TAA-07.1 was intended to capture the results of the chief of staff's Army Transformation task forces (modernization, CS/CSS, manning, and headquarters redesign) and the establishment of the IBCTs. The program objective memorandum for FY 2002 through FY 2007 incorporated the resource decisions for the IBCTs.

TAA-07 led to program changes to multifunctional logistics and logistics headquarters force structure during FY 2002 through FY 2007. These changes included conversion of a variety of support units for echelons above division to multicomponent organizations integrating active and reserve personnel and assets. The analysis resulted in three theater support commands (TSCs) and one TSC materiel management center (MMC), two corps support commands (COSCOMs), two COSCOM MMCs being slated for conversion, and two area support groups and a corps support group in Korea. In addition, TAA-07 recommended inactivation of a corps support battalion in Europe and activation of a corps support battalion in Korea, as well as the retention of eight area support groups in the National Guard as command and control headquarters for combat support and command service support units converting under the Division Redesign Study program.

TAA-07.1 used revised criteria, including factors such as reduced consumption of supplies, reduced maintenance requirements, and increased span of control for headquarters units, leading to some changes in recommendations from TAA-07. These changes included allocation of a TSC (-) in the National Guard as a homeland security support force and of fourteen corps support battalions, four corps support groups, and six area support groups as base-generating force units. The analysis also recommended converting two forward support battalions to brigade support battalions and activating two combat service companies to support IBCT requirements, converting a division aviation support battalion to the Force XXI organization, and reducing the number of base support battalions in Europe by one.

The Command Plan FY 2002 process conducted during FY 2000 led to several changes to TAA-07 recommendations for logistical units, including delaying conversion of the logistical elements of the initial brigade of the 1st Cavalry Division to the Force XXI design; and eliminating multicomponent elements of the 4th Infantry Division Support Command, returning all authorizations to active-component positions. The plan also

deferred the decision to authorize the 498th Corps Support Battalion (Provisional) in Korea until the next TAA.

TAA-07 also led to program increases to the Army ordnance force structure during FY 2002 through FY 2007. These increases included six Guard missile support teams, nine Guard explosive ordnance disposal companies, one active-component Patriot missile maintenance company, one theater signal maintenance company, six theater signal maintenance platoons in the active-component and the Guard, and seven maintenance platoons and teams in all components. TAA-07 also recognized requirements for one collection and classification company, five nondivisional maintenance companies, one tracked-vehicle repair team, and one wheeled-vehicle repair team, as well as one medium ammunition lift platoon, one explosive ordnance disposal company, and two base shop test facility teams. The TAA-07.1 reassessment made no changes to TAA-07 ordnance results.

TAA-07 led to several decisions to program increases to the Army personnel service support force structure under POM 02-07. These increases included the addition of eight adjutant general postal operations platoons to the Reserve, one military history detachment to the Guard and three to the Reserve, one judge advocate general legal support organization headquarters and three legal services teams to the Reserve, ten mobile public affairs detachments, four operations centers, and two teams to the Guard. In addition, TAA-07 called for conversion of Eighth Army's Personnel Command headquarters and headquarters company to a multicomponent unit, including active-component and Reserve subelements, and recognized requirements for one replacement battalion headquarters and headquarters detachment and one replacement company. TAA-07.1 led to a reduction in force structure requirements, which in turn generated decisions to inactivate several active-component personnel service support units in Forces Command and reduce recognized requirements. Adjutant general units inactivated included four personnel services battalion headquarters and headquarters detachments, two personnel detachments, one replacement company along with recognized requirements for another, and two postal services platoons, as well as two finance battalion headquarters and headquarters companies and one finance detachment.

The Command Plan FY 2002 process conducted during FY 2000 resulted in several changes affecting personnel service support units. The command plan called for inactivation of two adjutant general personnel detachments and one postal services platoon in U.S. Army, Europe, with personnel authorizations released by the inactivations shifted to the headquarters of the adjutant general units. The planned inactivation of one Guard military history detachment was cancelled. Seven judge advocate general legal services offices reorganized by adding seven new teams

programmed in TAA-03 and by shifting five teams between the offices. All TAA-07 inactivations resulting from TAA-07.1 would take place in FY 2001 or FY 2002, except for one adjutant general postal platoon inactivation deferred to FY 2003.

As a result of TAA-07, Headquarters, Department of the Army, decided to program increases to the Army quartermaster force structure during FY 2002 through FY 2007, most increases being associated with Division Redesign Study decisions. The Guard gained twenty-three petroleum supply companies, eleven water supply battalion headquarters, seven water supply companies, eleven water purification detachments, one mortuary affairs company, ten quartermaster general-support supply companies, four supply and service battalion headquarters, and two aircraft repair parts supply platoons. Equipment resource issues led to deferral of the decision to activate one petroleum supply company in the active component. TAA-07.1 led to the loss of the active-component general-support supply company at Fort Bragg, despite recognition of a requirement for the company. The Command Plan FY 2002 process resulted in a delay in activating some petroleum, oil, and lubricant supply companies past FY 2002; converting two Forces Command field service companies to the new modular design with the laundry advance system (which significantly reduces water and personnel requirements); and establishing the requirement for an airdrop modified table of organization and equipment to support Alaska rigger operations that would convert the current Directorate of Logistics table of distribution and allowances operation.

TAA-07 led to increases in the Army transportation force structure during FY 2002 through FY 2007. The Reserve force structure gained two port, six area, nine regulating, and three cargo documentation movement control teams; two contract supervision detachments; one heavy equipment transporter company; one port operations cargo detachment; one logistical support vessel detachment; one harbormaster operations detachment; one railway battalion; and one railway operating company to the Reserve. The Guard gained eight division support movement control teams, three automated cargo documentation detachments, three terminal battalions, three cargo transfer companies, three port operations cargo detachments, thirteen light/medium truck companies, three medium truck cargo (echelon above corps) companies, and one harbormaster operations detachment to the Guard. The active Army gained one cargo transfer company, one port operations cargo detachment, and two light/medium truck companies. One active-component and one Reserve heavy boat company, along with one active-component terminal battalion and one Reserve terminal battalion would become multicomponent units. In addition, Eighth Army gained one palletized load system truck company, while Forces Command lost one such truck company.

TAA-07.1 resulted in decisions to inactivate two contract supervision and one lighter amphibious resupply cargo (LARC)-60 detachments in the active component. In addition, the analysis led to the withdrawal of previously recognized requirements for three area, four regulating, and two cargo documentation movement control teams; two LARC-60 detachments; three freight consolidation detachments; one automated cargo documentation detachment; one port operations cargo detachment; two medium truck cargo companies (echelon above crops); six medium truck petroleum, oil, and lubricant companies (echelon above corps); one terminal battalion; one cargo transfer company; and two harbormaster operations detachments. The Command Plan FY 2002 led to two contract supervision detachments and one LARC-60 detachment inactivated in Forces Command, one medium truck cargo company (echelon above corps) converted to a palletized load system truck company in Eighth Army, and one palletized load system truck company converted to a light/medium truck company in Forces Command.

Training

Joint Forces Command

The most important Army exercises conducted within the Joint Forces Command area are the force-on-force training rotations at the combat training centers. During FY 2000, approximately 40,000 soldiers deployed to the National Training Center at Fort Irwin, California, in ten rotations and approximately 30,000 soldiers to the Joint Readiness Training Center at Fort Polk, Louisiana, also in ten rotations. Nine division and corps command groups and their staffs rotated through the Battle Command Training Program.

Central Command

Several training exercises in the Central Command area also support operations. Operation INTRINSIC ACTION provides a near-continuous presence in Kuwait through a series of combined field training exercises with Kuwaiti forces. The battalion-size heavy task forces deployed for INTRINSIC ACTION increase regional stability and serve as a visible deterrent to Iraq. Task forces built around 1st Squadron, 10th Cavalry (August to December 1999); 3d Squadron, 7th Cavalry (December 1999 to April 2000); 1st Battalion, 9th Cavalry (April to August 2000); and 2d Battalion, 70th Armor (August to December 2000) participated in INTRINSIC ACTION in FY 2000. Operation IRIS GOLD is a quarterly Special Forces exercise conducted with Kuwaiti forces to strengthen military-to-military

relationships. During FY 2000, the 3d Battalion (June to October 1999) and the 5th Battalion (October 1999 to September 2000), 5th Special Forces Group, participated in IRIS GOLD. Exercise LUCKY SENTINEL was an Army Forces Central Command–sponsored command post exercise designed to train Kuwait Joint Headquarters and U.S. Coalition Joint Task Force–Kuwait (CJTF–Kuwait). The April 2000 exercise enhanced interoperability, maintained proficiency in rapid deployment, and refined complementary fighting capabilities.

Exercise BRIGHT STAR was a joint and combined training exercise designed to improve regional security and defense capability. Participating countries included Egypt, Germany, Great Britain, Italy, France, United Arab Emirates, Kuwait, Jordan, Greece, and the Netherlands. Approximately 4,500 U.S. soldiers from XVIII Airborne Corps and 3d Infantry Division (Mechanized) participated in the exercise between September and November 1999.

European Command

Army forces in the European Command area participated in several exercises supporting operational deployments in the Balkans. Exercise MOUNTAIN GUARDIAN II was a mission-rehearsal exercise held at the Combat Maneuver Training Center in Hohenfels, Germany, in late September to mid-October 1999. This exercise exposed the soldiers to simulations of conditions and situations they would expect to encounter, emphasizing scenarios in which soldiers needed to react quickly and make rapid decisions. Over 150 Hungarian civilians played roles as local political figures and former Kosovo Liberation Army members, enhancing the realistic atmosphere of the exercise. Units involved included the 3d Brigade, 1st Infantry Division. Operation RAPID GUARDIAN-KOSOVO was a night simulated tactical parachute-drop operation and ground tactical training exercise in Kosovo on 1 October 1999. Its purpose was to evaluate and demonstrate the Southern European Task Force's (SETAF) ability to respond rapidly to a contingency crisis situation and to reinforce U.S. elements of the NATO Kosovo Force, which involved a company team of 125 soldiers from SETAF's 1st Battalion, 508th Infantry (Airborne).

A number of exercises tested NATO rapid-reaction capabilities. ADVENTURE EXPRESS was designed to deploy and exercise NATO's Allied Command Europe Mobile Force. The troops conducted field training and live-fire exercises in northern Norway to practice joint and combined deterrent and combat operations with NATO and national headquarters and forces, as well as to execute a field training exercise in a cold weather environment. Over 360 soldiers from the 158th Aviation Regiment, the 54th Engineer Battalion, and 1st Armored Division participated in this

exercise. Exercise ADVENTURE EXCHANGE 2000 was a field training exercise designed to deploy the Immediate Reaction Task Force of the Mobile Force land element. The exercise ran from 19 to 27 September 2000 and included 240 soldiers from V Corps. Exercise ARCADE FALCON 00 was a field training exercise designed to deploy the signal units earmarked to NATO's Allied Command Europe Rapid Reaction Corps, not only to test their combat information systems plans and procedures in a field environment but also to carry out interoperability testing, training, and development. Some thirty-five soldiers from the 5th Signal Command's 7th Signal Brigade took part in the exercise in June. Exercise LARIAT RESPONSE was an Emergency Deployment Readiness Exercise held by U.S. Army, Europe, to test its ability to deploy and support forces quickly on very short notice, especially in airborne and air assault operations. Soldiers from SETAF's 173d Airborne Brigade (Separate), V Corps, and the 1st Armored Division took part in the exercise in June.

Another group of exercises emphasized peacekeeping and humanitarian relief. COOPERATIVE BANNER 2000 was a multinational command post and field training exercise designed to train staff in operations planning at the battalion and troop level in common peacekeeping tasks, with the exercise emphasizing multinational cooperation and decisionmaking. The exercise took place in Norway from 29 May to 10 June, with soldiers from the Michigan National Guard participating. Exercise IRON EAGLE I was a communications field training exercise designed to train the participants in multinational peacekeeping missions. The exercise took place in June and involved 700 soldiers from the 22d Signal Brigade, the 3d Support Command (Corps), and the 1st Armored Division. MEDCEUR 00-1 was a bilateral exercise held in the Republic of Georgia designed to simulate disaster relief operations in a field environment and ran from 14 to 27 June, with 57 soldiers from V Corps' 30th Medical Brigade participating. Exercise CORNERSTONE 00 demonstrated U.S. commitment to NATO's Partnership for Peace and to Moldova by providing humanitarian assistance and construction engineer interoperability training as well as integrating Moldovan military personnel into the engineer task force staff. Seventy-six soldiers from the 130th Engineer Brigade and the North Carolina National Guard deployed from 3 July to 27 August.

A number of exercises centered on cooperation between NATO and Partnership for Peace nations. Exercise COMBINED ENDEAVOR 2000 was a communications interoperability exercise, with over 650 participants from thirty-four NATO and Partnership for Peace nations. The exercise, which ran from 11 to 25 May, set out to identify, test, and document command, control, and communications interoperability between NATO and Partnership for Peace nations, with 70 soldiers from the 5th Signal Command and the Delaware National Guard participating. Exercise

RESCUE EAGLE 2000 was a July 2000 exercise designed to enhance regional stability and promote interoperability between Partnership for Peace and NATO countries in peace support operation and humanitarian assistance. Azerbaijan, Bulgaria, France, Georgia, Germany, Greece, Hungary, Italy, Moldova, Slovakia, and Turkey participated with 145 soldiers from a mechanized infantry company of the Alabama National Guard, 43 personnel from the Tennessee National Guard, and a two-person civil affairs team from the Reserve. Exercise PEACE SHIELD 2000, held in Ukraine in July 2000, was a computer-assisted command post and field training exercise designed to simulate the work of two brigade headquarters in a multinational peacekeeping operation. Along with soldiers from the 82d Airborne Division and the California, Illinois, and Kansas National Guard, 1,500 soldiers and civilians from Azerbaijan, Belarus, Bulgaria, Canada, Denmark, Estonia, Finland, Georgia, Germany, Greece, Italy, Kazakhstan, Moldova, Norway, Poland, Spain, Sweden, Turkey, and the United Kingdom participated in the exercise.

Two significant FY 2000 training exercises took place in Africa. Exercise ATLAS DROP is an annual bilateral exercise series designed to foster stronger ties between U.S. Army, Europe, and the Tunisian military. While in Tunisia, soldiers from the 1st Battalion, 508th Infantry, V Corps, and U.S. Air Forces, Europe, conducted exchange jumps with Tunisian Army units and helped the Tunisian Army to improve its live-fire range facilities by providing materials, advice, and manpower. Over 360 U.S. Army soldiers participated in the exercise, which ran from mid-October to mid-December 1999. Exercise MEDFLAG, held in Mauritania, was a combined medical training exercise and rendered humanitarian and civic assistance to the local populace. Medical personnel from Germany, the Netherlands, and the United Kingdom worked alongside soldiers from V Corps' 30th Medical Brigade. The exercise ran from 18 to 29 September 2000.

Pacific Command

Army elements within Pacific Command participated in a variety of exercises intended to improve cooperation with the Japanese self-defense organizations. Sponsored by U.S. Army, Japan, and Japan Self-Defense Force, KEEN EDGE was a weeklong command post exercise designed to strengthen interoperability and enhance combined training. It was the primary training event to drill U.S. Army, Japan, staff in its role as the Army service component command, and in the process tested the recently signed bilateral standard operating procedure. YAMA SAKURA was the annual joint and combined command post exercise focused on the defense of Japan. Since beginning in 1982, these exercises emphasized the development

and refinement of U.S. Army, Japan, and Japan Self-Defense Force efforts in planning, coordination, and interoperability. NORTH WIND was a field training exercise cosponsored by U.S. Army, Japan, and Japan Ground Self-Defense Force from early February to early March 2000. The purpose of the exercise was to develop bilateral cold weather operations and fighting skills of a joint task force under extreme field conditions. A company from 1st Battalion, 14th Infantry, 25th Infantry Division, participated.

ULCHI FOCUS LENS was Combined Forces Command's large-scale warfighting command post exercise. The annual Republic of Korea and U.S. combined forces operation set out to exercise, evaluate, and improve crisis action measures and procedures for the combined war plans in defense of Korea. The exercise enabled commanders and staff to concentrate on strategic and operational issues associated with general military operations on the Korean peninsula.

NORTHERN EDGE 2000 prepared Alaska-based forces to deploy in support of a joint task force conducting conventional operations or operations other than war. U.S. Army, Alaska, participation included a reinforced brigade task force with approximately 2,900 soldiers. Operations included an airborne assault followed by a live-fire exercise and a jointly executed noncombatant evacuation operation. The exercise developed the ability of U.S. Army, Alaska, to plan, synchronize, and conduct joint operations across the range of conflict scenarios.

PACIFIC WARRIOR, a medical readiness training exercise hosted by Pacific Regional Medical Command, took place in November at Schofield Barracks, Hawaii. Exercise participants included both active and reserve components from the Army, Navy, and Air Force, totaling thirty units and 1,300 personnel. The exercise accomplished several aims: testing of new telemedicine and information technologies; utilization of Reserve backfill units to maintain TRICARE standards; training in nuclear, biological, and chemical casualty scenarios; and integration of standard operating procedures with the battle staff of the 121st General Hospital, Yongsan, Korea.

Army forces participated in a variety of combined exercises with Southeast Asian and Australasian nations. In FY 2000, COBRA GOLD, a regularly scheduled U.S. and Thai military exercise, was one of the largest exercises involving U.S. forces in Pacific Command. The exercise included joint and combined land and air operations, combined naval operations, amphibious operations, and special operations. It also assisted the people of Thailand through combined medical and civil affairs projects. TIGER BALM was an Expanded Relations Program, brigade-level command post exercise conducted annually with the Singapore Armed Forces. The purpose was to enhance interoperability and country-to-country relationships. Exercise BALIKATAN 2000, a joint bilateral exercise, was designed to improve combined planning, combat readiness,

and interoperability between U.S. and Filipino armed forces while enhancing security relations and demonstrating U.S. commitment to the Mutual Defense Treaty of 1951. This was the first *BALIKATAN* exercise in five years and provided new opportunities for military-to-military relations with the Armed Forces of the Philippines. Because of terrorist activity in the area, several force protection assessments were required, leading to appropriate steps to reduce threats so that the exercise could proceed. In Exercise *PACIFIC BOND*, U.S. soldiers deployed to Australia to conduct multinational exchange training with similar units from the Australian Defense Force. The units conducted combined jungle operations and weapons training, including live-fire exercises.

Southern Command

Army forces in Southern Command participated in a variety of exercises directed by the Joint Chiefs of Staff chairman and sponsored by the command. Exercise *FUERZAS ALIADAS-HUMANITARIAN 2000*, conducted in February 2000, was a regionally oriented command post exercise supported by U.S. Army, South. The exercise involved participants from the armed forces and civilian agencies of thirty-four nations. Exercise *TRADEWINDS 2000* was a joint and combined training exercise focused on providing disaster relief, conducted in Puerto Rico. The exercise included over 350 U.S. personnel and more than 450 participants from thirteen Caribbean nations.

Exercise *NEW HORIZONS* provided reserve-component soldiers with engineer and medical training. The intent was to improve the joint training readiness of U.S. engineer, medical, and combat service support units while continuing the ongoing work of Operation *STRONG SUPPORT*. The forces conducted humanitarian and civic assistance activities, constructed U.S. embassy–designed civil projects, and provided medical care to citizens in supported countries. The objective was to improve readiness through joint interoperability among services and to complete construction and medical projects in host nations. Country-oriented task forces conducted the FY 2000 *NEW HORIZONS* operations. Task Force *SANTA FE*, involving the 926th Engineer Group and the 81st Regional Support Command, participated in *NEW HORIZONS* from February to May 2000. The Louisiana National Guard supplied troops for Task Force *PELICAN* in Belize from February to May 2000. Task Force *JUSTINIEN*, with personnel from the 194th Engineer Group and 309th Combat Support Hospital, exercised in Haiti from June to September 2000. The Alabama National Guard participated in Task Force *SEBACO* in Nicaragua from June to September 2000.

During FY 2000, U.S. soldiers provided medical, dental, veterinary, and preventive medicine support to the civilian population in a series of medical readiness training exercises, detailed in Table 17.

TABLE 17—MEDICAL READINESS TRAINING EXERCISES, SOUTHERN COMMAND, FY 2000

<i>Number</i>	<i>Country</i>	<i>Combat Support</i>		<i>Patients</i>
		<i>Hospital</i>	<i>Dates</i>	
00603	Colombia	914th	Aug 2000	4,250
01503	Costa Rica	114th	May 2000	3,460
01801	Ecuador	452th	Oct–Nov 1999	8,250
01805	Ecuador	352d	Mar 2000	13,230
03201	Paraguay	330th	Mar–Apr 2000	14,225
03301	Peru	323d	Jan–Feb 2000	23,850

Deployed Operational Forces

In FY 2000, the Army continued to train and plan for fighting two nearly simultaneous major theater wars. At the same time, it conducted many smaller contingency and support operations. During FY 2000, the Army had an average of 26,621 soldiers deployed in sixty-eight countries to conduct joint and combined operations and exercises.

Joint Forces Command

Army elements of Joint Forces Command largely deployed in support of civil authorities. Most active- and reserve-component deployments involved counterdrug missions during FY 2000, in Arizona, California, Illinois, Kentucky, Minnesota, New Jersey, New Mexico, New York, North Carolina, and Wisconsin. Missions included aerial reconnaissance, training of local police departments, and engineering support, which included both construction of bridges and drainage structures and training facilities for local law enforcement agencies. In addition, active Army and National Guard personnel spent nearly three weeks in the summer fighting wildfires near Burgdorf Junction, Idaho.

Central Command

The Multinational Force and Observers (MFO) is a peacekeeping operation under the auspices of the United Nations, established by a protocol to the 26 March 1979 Peace Treaty between Egypt and Israel. The United States signed the protocol in August 1981. The MFO, which

assumed its duties in April 1982, operates checkpoints, reconnaissance patrols, and observation posts along the international boundary to observe, report, and periodically verify that the provisions of the peace treaty are implemented. U.S. participation consists of an infantry battalion and the 1st Support Battalion. Soldiers on individual permanent change of station orders man the Support Battalion, while battalion-size task forces of approximately 530 personnel rotating about every six months provide the infantry element. During FY 2000, the infantry battalions supplying the basis for MFO task forces were the 1st Battalion, 502d Infantry, 101st Airborne Division, from July 1999 to January 2000; the 1st Battalion, 5th Infantry, 25th Infantry Division, from January to July 2000; and the 2d Battalion, 505th Parachute Infantry, 82d Airborne Division, from July 2000 to January 2001.

In August 1999, the headquarters commander of Central Command established the forward deployed, rapidly expandable coalition joint task force in Kuwait and authorized the mission, tasking, and force structure for Operation DESERT SPRING. DESERT SPRING continued through FY 2000, providing continuous deployment of combat forces to Kuwait.

Operation DESERT FALCON is the air and missile defense of Saudi Arabia and Kuwait. Atlantic Command and European Command provided task forces of about 750 soldiers built around Patriot-equipped air defense artillery battalions on a rotational basis for contingency employment in the Central Command area of responsibility. Task forces rotate approximately every four to six months, and every third rotation is a U.S. Army, Europe, responsibility. DESERT FALCON FY 2000 rotations involved Task Force 3-43 Air Defense Artillery (July to December 1999), Task Force 5-7 Air Defense Artillery (December 1999 to April 2000), Task Force 5-52 Air Defense Artillery (April to September 2000), and Task Force 1-1 Air Defense Artillery (from September 2000).

Operation DESERT FOCUS is the force protection of forward-deployed forces in Saudi Arabia and Kuwait. The operation, which typically employs elements of two National Guard infantry battalions at a time, began in the wake of the June 1995 bombing at Khobar Towers in Dhahran, Saudi Arabia. Units supplying forces for DESERT FOCUS in FY 2000 were the 2d and 3d Battalions, 153d Infantry (June to October 1999); 1st Battalion, 162d Infantry (October to July 2000); 1st Battalion, 131st Infantry, and 1st Battalion, 178th Infantry (July to February 2000); 2d Battalion, 162d Infantry, and 1st Battalion, 186th Infantry (February to June 2000); and 1st Battalion, 131st Infantry and 1st Battalion, 178th Infantry (June to October 2000). In addition to DESERT FALCON and DESERT FOCUS operational deployments, CJTF-Kuwait oversees the recurring INTRINSIC ACTION and IRIS GOLD exercises described in the "Training" section above as elements of Operation DESERT SPRING.

Through the Humanitarian Demining Program, the U.S. Government assists designated countries with funding, equipment, training, mine-awareness education, and the development of indigenous mine-clearing capability and a permanent infrastructure for landmine disposal. During FY 2000, U.S. soldiers conducted humanitarian demining training with host-nation forces in Yemen. In addition, a civil affairs liaison team was deployed in Yemen to coordinate efforts with the host-nation and embassy officials for upgrades to the Yemeni training facilities and development of the training plan for the Yemeni demining program.

European Command

Operation JOINT FORGE, NATO's follow-on operation to Operation JOINT GUARD in Bosnia-Herzegovina, is the Supreme Allied Command, Europe, operational plan for the stabilization of the peace in Bosnia and Herzegovina. Under the general framework of the peace plan, the Stabilization Force mission is to provide continued military presence to deter renewed hostilities; to continue to promote a self-sustaining, safe, and secure environment; and to stabilize and consolidate the peace in Bosnia. The force supports the Dayton Peace Accords through reconnaissance and surveillance patrols, monitoring border crossing points per United Nations Security Council Resolution 1160, enhancing security for displaced persons and refugees, and professionalizing the military. Task Force EAGLE, Multinational Division (North), is the U.S. element of the Stabilization Force. Army formations deployed for JOINT FORGE in FY 2000 were the 2d Brigade, 10th Mountain Division (August 1999 to March 2000), and elements of the 49th Armored Division together with the 3d Armored Cavalry Regiment (March to October 2000).

Task Force RIJEKA organizes and conducts deployment/redeployment and sustainment reception, staging, onward movement, and integration (RSOI) operations in support of Task Force EAGLE in Bosnia. After completion of the Stabilization Force's deployment and redeployment, Task Force RIJEKA closes down operations and redeploys to Hungary and Germany to await the arrival of forces for the next Stabilization Force deployment cycle. Forces are supplied by the 21st Theater Support Command.

Operation RAPID RESOLVE, a U.S. national effort in support of JOINT RESOLVE, took place in mid-October 1999. SETAF coordinated the exercise directly with Stabilization Force and Multinational Division (North) staff, in conjunction with an emergency deployment readiness exercise. Units included the 1st Battalion, 508th Infantry, and soldiers of the Russian separate airborne brigade.

Task Force FALCON, which is responsible for JOINT GUARDIAN operations in the U.S.-designated sector in southeastern Kosovo, conducts patrols,

operates roadblocks and checkpoints, and guards key facilities. Its soldiers assist the local populace in conflict resolution and problem-solving to prevent violence; work to establish and maintain a peaceful environment and ensure freedom of movement; and support infrastructure-rebuilding efforts to enhance peace and stability. In FY 2000, the 2d Brigade, 1st Infantry Division (June to December 1999); the 504th Parachute Infantry, 82d Airborne Division (September 1999 to March 2000); the 3d Brigade, 1st Infantry Division (December 1999 to July 2000); and the 1st Brigade, 1st Armored Division (June to December 2000) served in FALCON alongside more than 2,500 soldiers from Greece, Poland, Russia, United Arab Emirates, Lithuania, and Ukraine. U.S. Army, Europe, also deployed approximately 50 soldiers to Pristina, Kosovo, for six months' duty to augment the Kosovo Force headquarters staff.

Task Force FALCON (REAR) (formerly Task Force SABRE), which operates from Camp Able Sentry in the Former Yugoslavian Republic of Macedonia, conducts RSOI operations for deploying and redeploying forces supporting FALCON, serves as the intermediate staging base for those forces; and plans and coordinates U.S. force protection, quick-reaction force, and installation security operations at Camp Able Sentry. FY 2000 units include the 18th Combat Support Battalion, the 1st Infantry Division tactical command post, the 142d Engineer Battalion, and the 44th Rear Area Operations Center.

Elements of the Military Traffic Management Command and U.S. Army, Europe, in coordination with Greek national and local officials, established a sea transport RSOI unit, Task Force FALCON-LANDING, at the port of Thessaloniki, Greece, in FY 2000. The task force organizes and conducts continuing deployment, redeployment, and sustainment operations at the port in support of Task Force FALCON. Units include elements of the 21st Theater Support Command.

The U.S. National Support Element is the command and control element of the Taszar Support Base, which serves as the executive agent for force protection in Hungary, Croatia (less Multinational Division [North]), and Bosnia; provides base operations support for DoD forces and civilians deployed; and coordinates all host-nation support within Hungary during JOINT FORGE. The base also provides for RSOI of units and individuals deploying or redeploying in support of JOINT FORGE (less Multinational Division [North]). Taszar Support Base serves not only as a transportation node, providing these forces access to highways, air terminals, and railheads to facilitate movement of troops and equipment, but also as a 1,000- to 5,000-bed remain overnight facility. In support of Task Force FALCON and Kosovo Force, Taszar Support Base coordinates the movement of supplies to U.S. forces in the Former Yugoslavian Republic of Macedonia and Kosovo via a ground line-of-communication through Romania and Bulgaria. Units associated with the National Support

Element in FY 2000 included the 64th Military Police Company and the 119th Military Police Company.

Operation NORTHERN WATCH is a multinational combined task force, with headquarters in Incirlik, Turkey, established to enforce the no-fly zone in northern Iraq. In FY 2000, U.S. Army, Europe, continued to provide a 13- to 19-person augmentation to the NORTHERN WATCH Combined Task Force staff and one C-12 aircraft with two pilots. U.S. Army, Europe, support to NORTHERN WATCH began in April 1991.

Operation PROVIDE HOPE-UKRAINE began in August 1999 and continued until late October 1999. The 39th Medical Brigade, V Corps, deployed personnel to Ukraine to provide surplus Army medical equipment to various hospitals. The personnel delivered and installed the equipment and instructed Ukraine medical personnel on its use.

The African Crisis Response Initiative (ACRI) is intended to develop multinational peacekeeping capabilities in African militaries. The initiative is directed and funded by the Department of State, with U.S. Army, Europe, responsible for management and execution through European Command. In FY 2000, an ACRI mobile training team in Ivory Coast trained some 800 soldiers of the Ivorian Army in peace support and humanitarian operations. Over seventy soldiers from 3d Special Forces Group (Airborne), 21st Theater Support Command, and V Corps participated from mid-October to mid-December. Another ACRI mission in Senegal was a joint U.S. Army-led operation designed to employ SETAF troops to train 400 Senegalese officers and soldiers in peace support operations, which ran from mid-June to early November 2000.

Operation FOCUS RELIEF was a training mission to help military units from West Africa prepare for peacekeeping duty with the United Nations Assistance Mission in Sierra Leone. The mission provided bilateral assistance to Nigeria, Ghana, and Senegal to augment training and provide equipment for up to seven battalions (5 Nigerian, 1 Ghanaian, and 1 Senegalese) scheduled to deploy for peacekeeping duties. U.S. Army, Europe, provided soldiers and logistical support to the operation.

ATLAS RESPONSE was a joint task force led by the 3d U.S. Air Force, formed in response to the humanitarian crisis following torrential rains and subsequent widespread flooding in Mozambique and other areas in Southern Africa, including Botswana, South Africa, and Zimbabwe. U.S. Army, Europe, provided 12 of the 36 total U.S. Army personnel deployed from mid-March to mid-April 2000.

Pacific Command

During FY 2000, U.S. forces conducted civic projects in Micronesia, the Marshall Islands, and Bangladesh. The projects provided assistance to

these countries through a variety of construction and engineering projects, apprenticeship training programs, and medical and community relations missions. Soldiers from the 84th Engineer Battalion, the Special Troops Battalion, U.S. Army, Alaska; the 352d General Hospital (U.S. Army Reserve, California); the 412th Engineer Command (U.S. Army Reserve, Mississippi); the 921st Field Hospital (U.S. Army Reserve, California); and the 505th Engineer Battalion (North Carolina Army National Guard) took part. In addition, soldiers from U.S. Army, Alaska, Special Troops Battalion, participated on the Alaska Road Project, a joint military and community construction project of a 14.5-mile road on Annette Island in southeastern Alaska.

Southern Command

Southern Command continued to conduct civil affairs and other military operations in the Republic of Haiti, exercising command and control and providing administrative, medical, force protection, and limited logistical support to units deployed for training that were conducting humanitarian and civic assistance projects. Forces initially deployed under the authority of Operation UPHOLD DEMOCRACY, which in March 1995 became U.S. Support Group, Haiti. Headquarters, Department of the Army, provided approximately 60 soldiers on a six-month rotation and a 150-man infantry company for security operations. In January 2000, the force deployed under the authority of UPHOLD DEMOCRACY left Haiti, accompanied by the disestablishment of Support Group, Haiti. Soldiers from the 1st Battalion, 325th Parachute Infantry, and the 3d Battalion, 187th Infantry, served in Haiti during FY 2000.

Army special operations forces played important roles in operations in the Southern Command area. The 7th and 20th Special Forces Groups provided joint planning assistance and tactical analysis support in the Bahamas, Bolivia, Colombia, Dominican Republic, Ecuador, Guatemala, Peru, and Venezuela. Throughout FY 2000, the 7th conducted joint combined exchange training in Argentina, Bolivia, Chile, Colombia, Dominican Republic, El Salvador, Honduras, Paraguay, Peru, and Venezuela. At the same time, the 7th and the 20th, together with the 204th Military Intelligence Battalion, conducted counterdrug training not only in Southern Command but also in the Bahamas, Bolivia, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Jamaica, Peru, Trinidad and Tobago, and Venezuela. Soldiers from the 7th Special Forces Group, 4th Psychological Operations Group, 96th Civil Affairs Battalion, and 528th Special Operations Support Battalion conducted counterdrug training with the Colombian Army throughout FY 2000. In addition, the 7th Special Forces Group also conducted humanitarian demining training in Nicaragua, Peru, and Ecuador.

In response to flooding in Venezuela, U.S. personnel deployed in Operation FUNDAMENTAL RESPONSE to provide search and rescue and humanitarian assistance. Soldiers from Joint Task Force BRAVO—the 7th Special Forces Group, the 160th Special Aviation Regiment, the 219th Quartermaster Detachment, the 228th Aviation Battalion, the 192d Support Battalion, the 235th Signal Company, the 53d Support Battalion, the 159th Aviation Battalion, the 136th Quartermaster Battalion, and the 640th Quartermaster Battalion—deployed from December 1999 to March 2000.

Military Intelligence

The Office of the Deputy Chief of Staff for Intelligence (ODCSINT), Counterintelligence and Human Intelligence Directorate, continued its functional management of the Foreign Counterintelligence Program (FCIP), the Defense Joint Counterintelligence Program, and the Security and Intelligence Related Activities program submissions. FCIP initiatives included counterintelligence support to force protection requirements for the Intelligence and Security Command, European Command, and the 650th Military Intelligence Group. The Counterintelligence and Human Intelligence Directorate assisted the Intelligence Policy Directorate in preparing information on Army intelligence capabilities for the “Defense Intelligence for the 21st Century” study. The study assessed both National Foreign Intelligence Program counterintelligence and non-FCIP counterintelligence capabilities and rated current and future counterintelligence support capabilities and potential support deficiencies to support national missions. The Army Counterintelligence and Human Intelligence Modernization Program continued at all echelons, with Army participation in the Defense Counterintelligence Information System follow-on development and progress on the planned integration of the Counterintelligence and Human Intelligence Management Systems into the All Source Analysis System. Progress also continued on the integration of the modeling and simulation of counterintelligence and human intelligence into tactical simulation and the development of commercial technology for use by DoD organizations in the counterintelligence and human intelligence support tools Advanced Concept Technology Demonstration.

Congressional and media focus on the backlog with personnel security investigations drove the activities of the Personnel Security Section during FY 2000. The backlog was created as a result of defense policy decisions to reduce the workload of the Defense Security Service and a change in the national policy requiring more frequent reinvestigations for personnel cleared at the Secret and Confidential levels. By the end of FY 2000, the Army succeeded in reducing its backlog by one-third and had a financial and operational plan to eliminate the remaining backlog.

The Intelligence Policy Directorate was the Army's representative to national, defense, and joint intelligence organizations, notably for the FY 2000 Intelligence Program Review Group. The directorate contributed to delivery and sustainment of measurement and signature intelligence and weather systems in the field. The Army Language Master Plan was approved in January 2000. The Army Language Master Plan, which provides detailed focus and definition to the Army Language Objective Force for FY 2000–FY 2008, goes into effect in FY 2002 and affects both active-component and reserve-component linguists at corps and lower echelons. In anticipation of the Quadrennial Defense Review (QDR) in 2001, the Army established a panel to prepare all QDR-related activities. Intelligence was placed under the auspices of the Information Superiority Panel with DISC4 as the chair. Much of the year was spent preparing position papers and briefings on the intelligence aspects of information superiority and in responding to the Joint Staff QDR Information Superiority Panel requests for intelligence information and positions.

The Joint Mobile Integrated Communications System (JMICS) operated in Albania, Bosnia, Greece, Korea, Kosovo, and other locations supporting theater commanders during FY 2000. Recognizing its value, the Defense Intelligence Agency provided the Army General Defense Intelligence Program with \$13 million to conduct a major upgrade of all ten JMICS in FY 2002. Known as JMICS II, the new system incorporates upgraded video teleconferencing equipment, organic communications, higher data transfer rates with asynchronous transfer mode, legacy capabilities, national intelligence through global broadcast service connectivity, and nonclassified Internet protocol router network connectivity, all capabilities that user surveys indicated theater commanders wanted incorporated. JMICS II complements the Army Transformation initiatives by providing access to national intelligence, significantly faster data transfer rates with a greater volume of data, and a decreased logistical impact in theater.

The Force XXI Battle Command Brigade-and-Below (FBCB2) computer system is the keystone of the Tactical Internet being fielded in the first digitized division (FDD), the 4th Infantry Division. This network is designed to process information classified up to Secret. The requirement to provide security clearances for all individuals who use the system, however, would place a burden on FDD units. III Corps, the 4th Infantry Division's higher headquarters, estimated that meeting this requirement would call for a 200-percent increase in the number of clearances. The approved version of the FBCB2 uses hardware and software controls combined with appropriate tactics, techniques, and procedures and security classification guides to reach a solution where not all soldiers require a security clearance. These actions produced a projected saving to

the Army of \$12 million while ensuring that the Tactical Internet retained its capabilities to transmit classified information.

The Defense Joint Counterintelligence Program was established in FY 2000 by the deputy secretary of defense to strengthen DoD's response to foreign intelligence service and terrorist threats to DoD critical technologies, information infrastructure, and military personnel and operations. The program adds personnel to the Army, Navy, and Air Force counterintelligence capability between FY 2000 and FY 2003. These resources will provide increased capability against threats to military personnel, operations, critical technologies, and critical information infrastructure.

The Military Intelligence Functional Area Assessment, a combined effort between the Office of the Deputy Chief of Staff for Intelligence and the U.S. Army Intelligence Center, was presented to the under secretary of the Army and the Army vice chief of staff on 20 January 2000. The assessment examined three major areas: recommendations from the Intel XXI Study; branch and doctrine, training, leader development, organization, materiel, and soldier assessments; and an institutional reengineering of military intelligence directed by the Army chief of staff as part of the Army Transformation Strategy.

The Intelligence Personnel Management Office divided its FY 2000 efforts in support of Army Transformation between maintenance of the legacy Civilian Intelligence Personnel Management System, development of an interim system, and planning for the Defense Civilian Intelligence Personnel System desired as an objective system. The office assisted with a director of central intelligence directive on intelligence community officer programs, taking the lead in developing a Department of Defense policy on employment, and worked with the intelligence community to finalize the intelligence community officer training program.

Nuclear, Biological, and Chemical Issues

In FY 2000, the U.S. Army implemented the Chemical Weapons Convention (CWC), including continuing to meet obligations for destruction of chemical weapons and former chemical weapons production facilities, as well as supporting inspections and visits at all declared Army facilities. This responsibility included inspections of ten storage facilities at eight Army installations, thirteen chemical weapons production facilities at four Army installations, and one contractor location at Swannanoa, North Carolina. The inspections did not include facilities handling chemical-warfare agents or their precursors (CWC Schedule 1) at Army installations.

The project manager for chemical stockpile disposal oversaw the destruction of over 1,366 metric tons of various chemical-warfare agents. Inspection teams from the Organization for the Prohibition of Chemical

Weapons (OPCW) verified destruction operations at the Johnston Atoll Chemical Agent Disposal System, the Tooele Chemical Agent Disposal Facility, and the Chemical Agent Munitions Disposal System, with continuous presence by the inspectors.

The project manager for the nonstockpile chemical materiel project also oversaw the destruction of significant quantities of declared chemical weapons, again, verified by OPCW inspection teams. During FY 2000, the project manager oversaw the destruction of almost two thousand training rockets and their associated components at Hawthorne Army Depot, Nevada. Support to munitions recovery sites providing storage capabilities, overpack containers, and movement planning continued, with work during FY 2000 centering on the continued recovery of World War I munitions at Spring Valley, Washington, D.C. The project manager also began testing two mobile platforms designed to destroy recovered chemical warfare materiel. The Rapid Response System, designed to destroy World War II Chemical Agent Identification Sets, was tested at Deseret Chemical Depot, Utah. The Explosive Destruction System, designed to destroy World War I and World War II recovered munitions, was tested at Porton Down, United Kingdom.

The project manager is also responsible for the destruction of all declared chemical weapons production facilities, including their buildings and equipment. Two facilities were demolished and certified by international inspection: the Pilot Plant Facility at the Edgewood area of Aberdeen Proving Ground, Maryland, and the BZ hallucinogenic-agent fill facility at Pine Bluff Arsenal, Arkansas. The demolition of the former VX nerve-agent production facility at Newport, Indiana, continued on schedule.

The Johnston Atoll Chemical Agent Disposal System plant demilitarization operations continued in FY 2000. Preparations also continued for the final demilitarization campaign, M23 VX-filled mines, which began in September 2000. The U.S. Army, Pacific, and the U.S. Army Chemical Activity, Pacific, in conjunction with the Department of the Army and the Pacific Air Forces, developed and submitted an environmental-remediation plan based on industrial standards.

The Army in Space

The U.S. Army Corps of Engineers (USACE) supports the National Missile Defense (NMD) Joint Program Office as facility design and construction agent. As described in the original memorandum of agreement, dated 20 May 1999, the USACE portion of the NMD program involves fast-track design and construction with critical milestone dates that tie into a multibillion-dollar systems contract executed separately by the contractor,

Boeing. USACE has received design funds exceeding \$40 million so far. The total scope of the design work is currently indeterminate. NMD construction costs are currently estimated at \$1.13 billion. The estimated cost of construction is likely to increase as systems design processes and new requirements are identified.

The USACE worldwide program manager is the chief, Programs Management Division, located in the USACE headquarters. The U.S. Army Engineering and Support Center, Huntsville, Alabama, is providing generic designs for tactical and tactical support facilities. Alaska District, USACE, provides overall program management for USACE activities required in the event of an Alaskan NMD deployment. The district is also responsible for designing all nontactical deployment facilities in Alaska, managing geotechnical and topographic surveys, and supporting the NMD Joint Program Office for the environmental documentation process and, if required, real estate activities.

The FY 2001, military construction budget includes \$85 million for the first phase of construction of the six phases planned. USACE is prepared to award contracts for construction of facilities once the decision to deploy is made, after a thirty-day period to allow for congressional notification. If no decision occurs by March 2001, the result will be a one year's delay in completion, as the construction window for work at Shemya, Alaska, will be lost.

Reserve Components

The two reserve components—the Army National Guard and Army Reserve—provide essential combat, combat support, and combat service support to the Army. The mission of the Guard and the Reserve is to provide trained individuals and units that are ready to mobilize and deploy rapidly to assist the Army in projecting land power.

Force Structure

The number of major reserve component units and their proportion of the total Army are listed in Table 18.

Over the course of the last several fiscal years, the Army has placed increased emphasis on its goal of integrating the active and reserve components into a seamless force. A number of initiatives are under way to facilitate this transition: the Guard's Division Redesign Study, multicomponent units, active/Guard integrated divisions, and corps packaging and teaming.

The Division Redesign Study is an initiative that converts Guard combat force CS/CSS units to meet wartime planning requirements. Under this plan, twelve Guard combat brigades and associated divisional elements will convert to nearly 48,000 personnel spaces of CS/CSS force structure. The study is a four-phase process that started in FY 1999 and will continue through FY 2009. Phases I and II will result in the conversion of 20,000 personnel spaces; the Guard has identified all units and states affected by these actions. All of these conversions will be completed by FY 2007. Phases III and IV will be linked to the Army's CS/CSS Transformation Strategy and will address Total Army Analysis FY 2009 requirements.

Multicomponent units, first formed in FY 1999, incorporate active, Guard, and Reserve personnel under one modified table of organization and equipment. This program allows active and Reserve units to integrate personnel from one or two other components into single-component organizations. A multicomponent organization allows the Army to provide personnel, equipment, and funding from multiple sources to improve Total Force integration and readiness while exploiting the unique capabilities of all components in combat, combat support, and combat service support capacities.

TABLE 18—MAJOR RESERVE COMPONENT UNITS

<i>Unit Type</i>	<i>Guard</i>	<i>Reserve</i>	<i>Percent of Total Army</i>
Chemical Brigades	0	3	100
Divisions (Institutional Training)	0	7	100
Enemy Prisoner of War Brigades	0	1	100
Enhanced Separate Brigades	14	0	100
Exercise Divisions	0	5	100
Infantry Scout Groups	1	0	100
Judge Advocate General Units	0	18	100
Water Supply Battalions	5	2	100
Civil Affairs Units	0	36	97
Field Artillery Brigades	17	0	94
Medical Brigades	0	6	85
Public Affairs Units	28	29	82
Psychological Operations Units	0	31	81
Infantry Divisions	4	0	80
Transportation Composite Groups	1	4	80
Motor Battalions	2	12	78
Hospitals	0	31	77
Chemical Battalions	1	8	75
Corps Support Groups	4	10	75
Engineer Battalions (Combat Heavy)	19	14	73
Medical Groups	0	8	73
Aviation Groups	5	0	71
Maintenance Battalions	13	5	71
Engineer Battalions (Combat)	46	25	70
Medium Helicopter Battalions	3	1	66
Military Police Battalions	12	19	66
Theater Signal Commands	0	2	66
Field Artillery Battalions	100	0	58
Air Traffic Groups	2	0	50

TABLE 18—MAJOR RESERVE COMPONENT UNITS (Continued)

<i>Unit Type</i>	<i>Guard</i>	<i>Reserve</i>	<i>Percent of Total Army</i>
Corps Support Commands	1	1	50
Petroleum Groups	0	1	50
Terminal Battalions	0	4	50
Air Defense Battalions	19	0	48
Attack Helicopter Battalions	13	2	45
Area Support Groups	8	21	44
Military Police Brigades	2	2	43
Air Traffic Battalions	2	0	40
Infantry Divisions (Mechanized)	4	0	40
Military Intelligence Battalions	16	5	39
Signal Battalions	26	5	36
Armor Divisions	1	0	33
Armored Cavalry Regiments	1	0	33
Ordnance Battalions	2	2	29
Special Forces Groups	2	0	29
Air Defense Brigades	1	0	25
Engineer Battalions (Topographical)	1	0	25
Training Brigades	0	2	25
Theater Army Area Commands	0	2	25
Aviation Brigades	9	1	24
Army Signal Brigades	3	1	20
Light Infantry Divisions	1	0	20

The purpose of integrated divisions is to use active-component division headquarters to provide training oversight to three Guard enhanced separate brigades (eSBs). This organization bolsters eSB readiness and enhances mobilization and deployment response time. In FY 2000, the 7th Infantry and 24th Infantry Divisions acted as integrated division headquarters, a mission begun in FY 1999, with the 7th having three light eSBs and the 24th three mechanized eSBs. Neither integrated division has forces beyond the division headquarters and the subordinate brigades; the brigades in the integrated divisions will deploy individually at the present time rather than operating as full divisions.

Corps packaging and teaming originated in the Divisional Teaming Pilot Program, implemented at the beginning of FY 1998, which paired the 1st Cavalry Division with the 49th Armored Division (Texas National Guard), and the 4th Infantry Division (Mechanized) with the 40th Infantry Division (Mechanized) (California National Guard) for mutual support. The Army selected additional divisions for teaming in FY 1999: the 3d Infantry Division (Mechanized) teamed with the 28th Infantry Division (Mechanized) (Pennsylvania National Guard), and the 10th Mountain Division (Light) teamed with the 29th Infantry Division (Light) (Virginia National Guard). In FY 2000, the program became known as Army Teaming to denote completion of the pilot program and the potential for future teaming of CS/CSS units. The July 2000 revision of Forces Command Regulation 350-4, *Army Relationships*, documented Army teaming. The vice chief of staff approved staff recommendations endorsing the feasibility of CS/CSS teaming in September 2000. A one-year pilot program involving two active/Guard and two active/Reserve unit pairs assessed CS/CSS teaming. Forces Command provided implementation instructions for Third Army, III Corps, and XVIII Airborne Corps in September 2000.

Corps packaging aligns Guard divisions and eSBs with active-duty Army corps. This relationship facilitates intercomponent integration, exercises, training associations, and organization of forces for contingency operations. The chief of staff announced this initiative during the National Guard Association of the United States Conference, on 14 September 2000. While corps packaging and teaming are for different purposes, active/Guard unit linkages are envisioned to be the same wherever possible, requiring some changes in division teaming to align the program with the corps packaging concept.

The report of the DoD Reserve Component Employment Study 2005 (RCE-05), issued in June 1999, recommended to the secretary of defense that the roles of the Army's reserve components be expanded. In response, the Army's leaders adjusted their deliberate planning factors with respect to the availability times for Guard divisions. The RCE-05 study is

expected to lead to the inclusion of Guard divisions in Change 1 to the Joint Strategic Capabilities Plan, Fiscal Year 1998 (JSCP 98-1), the Joint Chief of Staff apportionment document concerning the required missions of unified combatant commands. Before FY 2000, Guard divisions were available to unified combatant commands but not directly apportioned. For Change 1 to JSCP 98-1, the Army has recommended apportionment of all fifteen eSBs and six Guard divisions to meet the requirements of the unified combatant commanders. In addition, two Guard divisions are recommended for inclusion in the base generating force, those U.S.-based military and civilian personnel required to organize, train, equip, and maintain Army forces. Other RCE-05 follow-on studies concluded that the Army National Guard has the potential to increase its role in counterdrug operations (if funds were available), in the national missile defense architecture, and in certain peacekeeping operations. In addition, RCE-05 reaffirms the Guard's predominant responsibility for combat service support as a role of the Army Reserve.

Special Operations Forces

Army National Guard special operations capability resides in the 19th and 20th Special Forces Groups. In FY 2000, these units conducted numerous overseas deployment training missions consisting of not only unit-specific training but also counterdrug operational training in the Southern Command. A total of 914 soldiers performed training missions in Pacific, European, and Southern Commands.

The majority of the Reserve's special operations forces belong to the U.S. Army Civil Affairs and Psychological Operations Command. During FY 2000, these forces deployed for 119,854 soldier-days to sixty countries in support of every unified combatant command. They spent an additional 50,827 soldier-days in support of U.S.-based Forces Command-directed exercises, unit training deployments, and attendance at formal military schools.

Information Operations

In FY 2000, the Army Reserve established the Reserve Information Operations Coordination Center, which serves as the higher headquarters for three information operations units. Another new information operations unit is the Land Information Warfare Activity (LIWA) Enhancement Cell (LIWEC), providing direct support to the LIWA. The LIWEC will eventually merge into a multicomponent unit under LIWA. All the other information operations units also provide support in computer network defense to LIWA and to other agencies through LIWA.

Strength and Personnel Management

The National Guard force structure authorization was reduced from 405,000 to 388,000 during FY 2000. The Guard converted designated eSB and divisional units to Division XXI design. High-priority units had overstructure positions reduced to 5 percent. State and territorial area commands lost 15 percent of their discretionary positions. Participating units and the replacement combat support and combat support structure also initiated Division Redesign Study Phase 1.

In FY 2000, the most significant force structure changes in the Army Reserve were the reduction in Selected Reserve end strength from 208,000 to 205,000, the activation of nineteen multicomponent units, and the conversion of exercise divisions to training support divisions. Beginning in FY 2000, the Army Reserve exercised its authority, approved by the assistant secretary of the Army for manpower and reserve affairs, to apply an overstructure allowance in managing the force.

Recruitment and Retention

Recruiting and retaining quality soldiers remains a critical leadership and management function within the National Guard. During the course of the year, the Guard met its strength goals through an ambitious program of recruitment and retention incentive initiatives. The Guard also employed a wide variety of incentive programs in FY 2000. These included the Selected Reserve Incentive Program (SRIP) and educational programs, such as educational tuition assistance, Servicemembers Opportunity Colleges (SOC), and the Montgomery GI Bill (MGIB).

The Army Reserve also effectively used selected incentive programs. Federal tuition assistance has been authorized for use in FY 2001. In FY 2000, incentive and educational programs, such as enlistment and reenlistment bonuses and the MGIB, assisted recruiting and retention efforts. One recruiting incentive introduced in FY 2000 was the MGIB Kicker, a program providing monthly educational allowances to non-prior service and prior service personnel who enlisted in a critical MOS (as designated by the Department of Defense). Use of the Kicker proved to be an invaluable incentive for Army recruiters to offer prospective recruits. Recruiters in the field indicated that this program was a critical factor in their ability to recruit soldiers into the Reserve; the MGIB Kicker was often the deciding factor in enlisting a potential recruit.

Efforts undertaken by the U.S. Army Reserve Command in FY 2000 will result in the addition of 300 Active Guard Reserve personnel for the Army Reserve in FY 2001. The Reserve's military technician program will receive 650 new full-time support positions. This increase in full-

time support will significantly enhance unit readiness. For the first time in ten years, the Reserve will exceed the congressionally mandated Selected Reserve end-strength objective. The synergy created from the command's increased recruiting efforts and commanders' retention programs contributed to the Army Reserve meeting the end-strength objective.

Civilian skill management for Guard personnel involves attracting civilians with specific critical skills, such as medical technicians and heavy-equipment operators, through the Civilian Acquired Skills Program. The purpose of the program is to enlist qualified personnel with critical civilian skills. The individuals who possess these skills are subject to exemption from advanced individual training, which reduces in-service training loads and cost, although exempted personnel still need to perform the initial twelve weeks of active service. Personnel with no prior military service complete the nine weeks of basic training followed by three weeks with a unit that employs them in their civilian skill.

The Army Reserve has a Web site that it uses to identify the civilian skills of its personnel, www.citizen-soldier-skills.com. As of the end of FY 2000, a total of 2,150 soldiers had registered their civilian skills on the site. A marketing program to increase registration is under way.

Training and Readiness

The Army National Guard did not receive sufficient Operations and Maintenance funding to support all of its training requirements. As of the end of FY 2000, Guard divisions are scheduled to reach full funding for training to platoon level in FY 2005.

The Army Reserve received adequate Operations and Maintenance funds to support its programmed training requirements. Most shortages occurred in later-deploying Tier 4 units. The Reserve Personnel, Army, appropriation, however, was not sufficient to support training requirements in FY 2000. The Army Reserve Man-day Resource Model projected \$122 million to support 266,000 soldier-days that are required to supplement fourteen days of annual training and forty-eight drill periods. The available special training funds covered only 45 percent of the requirements.

The Guard has formally structured a program that provides the training infrastructure required to incorporate training aids, devices, simulations, and simulators into the live, virtual, and constructive training environments. Its Distributed Battle Simulation Program, begun in FY 2000, follows a phased learning model tailored for the unique environment of Guard units. The program has four training areas: individual, battle staff, small-unit collective maneuver and gunnery, and logistics. Each has a systematic, progressive, and measurable methodology. By integrating live, virtual, and constructive training devices and events, individuals and units at home

station armories are able to learn those tasks and processes critical for successful execution in identifiable, succinct increments.

The Army Reserve focused its unit annual training toward collective training opportunities and instituted several new policies to increase overall unit readiness. Soldiers are now prohibited from attending unit annual training unless they are qualified in their duty MOS. Reserve teaching institutions are now provided with additional resources from their regionally aligned support command. For FY 2000, annual training Reserve units were more functionally aligned than ever before. The U.S. Army Reserve Command developed new methods for accomplishing railroad and watercraft training. The Troop Program Unit Senior ROTC Force Replacement and Proof of Principle Program added nine additional schools. The future trend for both Reserve unit and individual training is to be more mission oriented in tactical environments.

The Army National Guard Distributed Learning Program provides functional requirements, courseware development, instructor training, and support services. The National Guard Bureau's Distributive Training Technology Project/GuardNet XXI provides the only distributed-learning network connecting fifty-four states, territories, and the District of Columbia. As of the end of FY 2000, the project provided 234 distributed-learning classrooms, with an ultimate goal of 400, along with an integrated information system to manage scheduling, usage metering, billing, and access to a courseware repository. It is designed to improve readiness, to enhance command and control during state emergency operations, and to share usage of distributed-learning classrooms with agencies and organizations in the local areas.

The Army Reserve's long-term goal for distance learning is to provide current standardized institutional training, and eventually virtual simulations and exercises, to all Army components, other services, and joint and international activities worldwide. The Reserve has aligned its program with the Army distance-learning program, which will eventually provide 861 distance-learning classrooms to ensure that 99 percent of the force lives within 50 miles of an electronic classroom by 2006. It plans to eventually have a tiered distance-learning capability at or near every one of the 956 Reserve centers. Evolving technology is ultimately expected to allow delivery of distance learning to every soldier's home, thereby providing greater access to members of the Individual Ready Reserve.

The Army Reserve Readiness Training Center has established a digital training facility, developed and funded by U.S. Army Training and Doctrine Command. The facility is organized into three classrooms, their primary function being to receive MOS training delivered from the various Army service schools. Classroom training is interactive; however, in FY 2000, a limited variety of courseware was available. In March 2000, the

classrooms gained Internet access as well as connection through a local area network, and one was converted to accommodate broadcasting.

The National Guard units use the Army's unit status report to update the Global Status of Resources and Training Systems (GSORTS) database. They complete this report on a quarterly basis, provide monthly validation reports, and submit change reports immediately upon any change in a resource area. Additional tools used to assess Guard readiness include the training assessment model, inspector general reports, and the operational readiness evaluation. The unit status report and the training assessment model provide quantitative data on resource levels and training indicators, and serve as a means for commanders to candidly state their views on their readiness levels. Generally, GSORTS-reported readiness levels of Guard and Reserve units have remained stable over the past fiscal year, although some concern exists that the GSORTS reporting system, developed to support general mobilization, is not attuned to the impact of numerous ongoing peacekeeping operations on overall force readiness.

Guard readiness trends have remained relatively consistent throughout FY 2000, but have shown slight declines in training and equipment readiness. Operational readiness evaluations are conducted less frequently because of inadequate full-time support and are done only on high-priority units. Analysis of these evaluations indicates no significant decrease in readiness. However, unit status report data has indicated slight declines in most readiness resource areas during the past year, attributable to funding shortfalls, lack of equipment modernization, and shortages of full-time support personnel.

Reserve readiness assessment visits and inspections during FY 2000 indicate several consistent trends. Generally, the greater the fill level of full-time support personnel, the better the readiness of the unit. Units with the highest resource priority are the units with the strongest readiness. Stationing of units in supportable recruiting areas continues to be another key factor in achieving strong unit readiness. Force turbulence continues to have a major impact on Reserve units, especially when unit staffing requirements increase or major changes occur in career field requirements. In many cases, a significant increase in a unit's personnel requirement has led to a substantial decline in its readiness. This often arises from a recruiting area's inability to support the recruiting of sufficient personnel. Due to downsizing, many soldiers must travel great distances to and from drill locations. Lengthy travel requirements, without reimbursement for mileage or lodging, are a significant cause of attrition for soldiers located far from unit drill facilities. Units mobilized and deployed for overseas operations generally did not report major losses of personnel upon demobilization except for medical personnel.

The program of constructive and live simulations at combat training centers gives selected Army National Guard commanders a way to assess their unit's ability to perform its wartime mission, as described in its mission essential task list. Guard units undergo operational readiness evaluations conducted by evaluators from both the active and reserve components. In addition, the Guard's operational readiness evaluation program tests individual soldier skills, physical training, and marksmanship, and includes only limited evaluation of collective unit skills.

In addition to GSORTS reporting, the Reserve's programs for measuring and evaluating combat readiness are similar to those of the National Guard. They include lanes training, used for training smaller units on mission essential task lists; training assessment models; annual training; command post and field training exercises; Joint Readiness Training Center and National Training Center rotations; and Battle Command Training Program exercises. In addition, the Army Reserve Readiness Command oversees the Command Assistance and Assessment Program that reviews priority units biennially. Not all Reserve units received an evaluation during FY 2000 due to contingency operations and budgetary constraints.

Guard unit readiness goals are set in the context of the Army's force package system. Four force packages maintain readiness at four levels, as defined in The Army Plan. The most basic determinant of what level a unit is assigned is its deployment date. Early-deploying units have higher readiness goals and receive a proportionately greater slice of resources. The percentage for operating tempo funding ranges between 25 percent and 90 percent of requirements for all deployable forces. Other resource areas have similar ranges. The Army funded all Force Package 1 through 3 units at 100 percent of validated requirements, while Force Package 4 units received 60 percent of validated requirements. This resource methodology for Guard units demands that the Guard establish corresponding readiness goals. Priorities are revised as needed, based on changes in the Guard's strategic force packaging, deliberate war plans, and short-term contingency requirements. In FY 2000, the Army National Guard moved 119 units into higher force packages. This move reflects the increased assignment of nearly all of the combat support and combat service support units to the two major theater war plans. In the short term, this shift will result in the higher priority units getting a smaller share of available resources and will impair their ability to achieve their established readiness goals.

The Army Reserve manages all resources under the tiered resourcing system, with Tier 1 being the highest priority and Tier 5 being the lowest. The Reserve distributes personnel, funds, equipment, and other resources to units, based on these priorities. Tiered resource categories and strategy are expected to remain unchanged for FY 2001, although changes to individual tier level assignments may occur. During FY 2000, the Reserve

automated its process to manage tiered resourcing. The automated process allows a top-to-bottom review of each Reserve unit to identify errors and integrate any changes to the Army's occupational plans. The automated process occurs on a quarterly basis, with the results forwarded to the Department of the Army for consideration of action.

During FY 2000, less than 3 percent of the Army National Guard deployed in support of presidential call-ups. The resulting impacts on readiness appeared to be negligible. However, when contingency operations led to deployment of less than full units, overall unit readiness suffered.

At present, the current presidential call-ups have not had a significant negative impact on unit readiness for the Army Reserve. However, frequency and length of deployments are significant challenges to recruiting, retention, and unit readiness in Reserve medical units. The Army Reserve Civil Affairs and Psychological Operations Command reported a slight decrease in unit readiness beginning in FY 1998. This decrease was directly attributable to an overlap of personnel rotations to Operations JOINT GUARD and JOINT FORGE in Bosnia. Beginning in FY 1999, the command has reported consistent improvement in unit readiness every quarter, while the Department of the Army has reduced operational support requirements. However, because so many soldiers had been mobilized by the end of FY 2000 for these operations, some civil affairs and psychological operations specialties might soon experience a shortfall in senior grades available for continued presidential call-up due to failures of retention and deployment limits.

Mobilization

Deployments

FY 2000 saw an increase in Army National Guard support for contingency operations in Bosnia, Kosovo, and Southwest Asia. During the course of the year, approximately 2,900 Guard soldiers supported Operations JOINT FORGE (Bosnia), JOINT GUARDIAN (Kosovo), and DESERT SPRING (Kuwait/Saudi Arabia). The National Guard mobilized and deployed 1,395 soldiers for JOINT FORGE during FY 2000. Units included medical, public affairs, aviation, and military police, as well as division headquarters—the 49th Armored Division, Texas National Guard, which served as the command and control element of Multinational Division (North). FY 2000 also saw the first mobilizations of elements from two enhanced separate brigades as part of the maneuver force in Bosnia. In addition, an explosive ordnance disposal detachment from Arizona and a military police company from Rhode Island deployed. The Guard deployed more than 500 soldiers in support of JOINT GUARDIAN DURING FY 2000.

For DESERT SPRING, the Guard mobilized approximately 1,000 soldiers to support operations in Southwest Asia, where it was heavily involved in providing force protection assets.

The Army Reserve's military-to-military participation throughout the world during FY 2000 included formal programs, exercises, and contingency operations. The Reserve units participated in a number of operational missions outside the continental United States, including Operations DESERT THUNDER, DESERT FOX, DESERT FALCON, DESERT FOCUS, NORTHERN WATCH, and SOUTHERN WATCH. Joint exercises included ROVING SANDS, PACIFIC WARRIOR, NUEVOS HORIZONTES, YAMA SAKURA, and CONSEQUENCE MANAGEMENT 2000. During FY 2000, the Army Reserve supported Operation JOINT GUARDIAN with 1,935 soldiers and 345,701 soldier-days and Operation JOINT FORGE with 2,913 soldiers and 526,683 soldier-days.

Intelligence

The National Guard provides contributory intelligence support (CIS) through four interrelated programs: the Defense Intelligence Reserve Program, the Joint Reserve Intelligence Program, the Army Language Master Plan, and Readiness Training. CIS tours supported peacetime, contingency, and surge requirements of agencies and commanders, relieving personnel tempo and providing Guardsmen with essential skills training and hands-on experience. The 248 Guardsmen working in the CIS program produced over 11,691 soldier-days in support of fifteen agencies, unified combatant commands, and the Joint Staff. This support was rendered at fourteen U.S. and overseas locations.

In FY 2000, the Army Reserve developed a new military intelligence force structure that supports unified combatant command missions. Over the next four to five years, the Reserve will reduce its signal intelligence assets and refocus to create and train force protection-oriented assets, counterintelligence units, and improved analytical intelligence capabilities. Use of military intelligence soldiers continued to grow, as the Army and DoD recognized that the active-component structure was insufficient to meet the demands of the defense intelligence community. A number of individuals and troop program units volunteered or were mobilized to support operations in Bosnia, Kosovo, Kuwait, and other areas.

Reserve-Component Support to Civil Authorities

In FY 2000, a total of 56 National Guard Special Operations forces participated in counternarcotic operations in Southern and Pacific Commands. Typical counternarcotic missions were training of host-

nation law enforcement personnel and joint planning and assistance team missions. The Army Reserve supported more than 200 counterdrug missions with 313 soldiers and more than 33,000 soldier-days. Drug law enforcement agencies typically request and receive Reserve support for intelligence analysts or linguists. These personnel work closely with criminal investigators to assist with the intelligence aspects of ongoing drug cases.

The National Guard entered the DoD Consequence Management Program with the establishment of ten civil support teams in FY 1999. Congress authorized and appropriated funding for seventeen additional teams, in keeping with congressional intent of establishing a civil support team capability in each state and territory. These teams will be DoD's lead responders to civilian requests for assistance to suspected terrorist attacks using weapons of mass destruction. Ten Guard civil support teams received significant equipment in FY 2000, with an additional seventeen scheduled to receive key equipment beginning in June 2001.

Army Reserve chemical units have received specialized training to provide consequence management support involving weapons of mass destruction. Twenty-five chemical companies trained for domestic response casualty decontamination support. Two chemical reconnaissance units received training that will enable them to perform reconnaissance missions during a domestic response effort. The Army Reserve did not procure any homeland defense equipment during FY 2000, but it was awaiting delivery of \$3.78 million of equipment procured in FY 1999. This equipment was funded by Program Budget Decision 712 to equip Reserve chemical reconnaissance and decontamination companies to support the Department of Defense and the overall federal response to domestic terrorism involving the use of weapons of mass destruction. The Reserve still needs equipment for two chemical, biological, radiological, and nuclear reconnaissance companies and twenty-five decontamination companies.

Under the DoD Innovative Readiness Training (IRT) program, more than 9,600 Guardsmen from twenty-six states provided more than 225,000 soldier-days in FY 2000 to improve schools and recreation facilities, to build and maintain roads, and to provide medical and dental care to underserved populations. Soldiers from fifty-four states, territories, and the District of Columbia provided more than 150,000 soldier-days of domestic support. Significant missions included responses to hurricanes along the Atlantic and Gulf coasts; wildfires throughout the Midwest, Northwest, and Florida; Y2K concerns; and the World Trade Organization riots in Seattle.

In FY 2000, Reserve units conducted hands-on training for reservists while assisting local communities in eighteen states with IRT missions.

These activities included dental units assisting ten isolated Native American villages; seven health care and well-being projects for homeless veterans; numerous projects supporting the Boy Scouts and the Special Olympics; support to colleges, universities, local police, and fire departments; medical support to the New York City Marathon; artificial reef construction; support for the U.S. Department of the Interior and the U.S. Geological Survey; and public safety support to the city of San Francisco.

Equipment and Maintenance

Equipment

The National Guard had 85 percent of the readiness requirement for equipment on-hand in FY 2000, while the Army Reserve had 78 percent. Both figures represented a decline from FY 1999 inventories, 91 and 87 percent, respectively. Major Guard equipment shortages included tracked combat vehicles, AN/VRC-12 vehicular radios, 5-ton wreckers, heavy equipment transporter tractors, and night-vision devices. The major Reserve equipment shortage was AN/VRC-12 radios.

One help for reserve-component equipment shortfalls has been the National Guard and Reserve Equipment Appropriation (NGREA). Several years earlier, DoD reiterated its policy that parent services held sole responsibility for funding the equipment requirements of their Guard and Reserve components, thus eliminating action by Congress to add funding outside the formal budget process. Since 1997, NGREA funding has therefore diminished significantly, as shown in Table 19. In the short term, however, FY 2000 funding increased considerably over the previous year, funding procurement of a wide variety of combat, combat support, and combat service support equipment.

TABLE 19—ARMY NGREA BY FISCAL YEAR (*MILLIONS OF DOLLARS*)

<i>FY</i>	<i>Army NGREA</i>
1997	\$100.80
1998	\$68.80
1999	\$20.00
2000	\$29.84

Another alternative for providing reserve-component units with equipment is the transfer of assets from active-component stockpiles. In FY 2000, transfers to the National Guard included M1 tanks, AH-1

helicopters, armored vehicle-launched bridges, 5-ton trucks, M35A3 2½-ton trucks, high-mobility multipurpose wheeled vehicles (HMMWVs), single-channel ground and airborne radio system (SINCGARS) radios, and night-vision goggles. The Army Reserve received UH-60 and CH-47 helicopters, ATLAS all-terrain forklifts, 5- and 2½-ton trucks, HMMWVs, and high- and super-high-frequency radios.

Depot Maintenance

Funding levels under the proposed FY 2001 president's budget cover 77 percent of the total National Guard required depot maintenance. Requirements for early-deploying divisions and the enhanced separate brigades are funded at 80 percent, for late-deploying units at 77 percent, and for other categories between 60 and 80 percent. Previous low levels of funding have resulted in a backlog of unserviceable equipment that still requires support. The Guard unfunded FY 2000 depot maintenance requirement of \$57.6 million was considerably higher than the FY 1998 figure of \$39.0 million.

The Army Reserve depot maintenance program is funded at acceptable levels under the FY 2001 president's budget for early-deploying units, aside from trucks. The Reserve's main concern is providing more funding to late-deploying units and maintaining the tactical wheeled vehicle fleet. Unit readiness, while low in some late-deploying units, has been maintained at efficient levels through equipment redistribution and funding change implemented during program execution. The impact of unfunded depot maintenance is forecast to become severe in FY 2002 through FY 2007 if additional funding is not provided. The FY 2000 figure of \$10.8 million is higher than the previous year (\$4.6 million) but much lower than that for FY 1998 (\$35.8 million).

Organizational Maintenance

Because units are unable to perform routine maintenance on all assigned equipment, both the National Guard and Army Reserve use military technicians to carry out what would otherwise be unit-level maintenance. Unfortunately, funding for the military technician program has been very low in recent years. As a result, both the Guard and Reserve have identified additional funding for military technicians as a high priority. FY 2000 staffing levels at the Reserve's Army Maintenance Support Activities and Equipment Concentration Sites were approximately 50 percent of requirements, creating a 4.6-million man-hour backlog for maintenance. This includes both A and B services, organizational, and direct- and general-support maintenance. However, these figures generally

exclude the added workload incurred as preparation for annual and overseas deployment training and support to contingency operations and military support to civil authorities. The Army validated both the Guard and Reserve requirements for additional military technicians in FY 2000 but did not expect to be able to allot them resources for the near future.

The National Guard continued to support several initiatives and programs in FY 2000 designed to slow the growth in organizational maintenance backlogs and to enhance overall maintenance programs. Some of these programs include velocity management, which ensures that repair parts are readily available when needed; enhanced technician training, which provides training over and above that provided at Army schools; greater use and availability of modernized automated diagnostic systems on maintenance-intensive systems, such as the M1 Abrams and M2/M3 Bradley Fighting Systems; and storage of operational equipment in humidity and environmentally controlled shelters and devices to eliminate rust and deterioration.

6

Logistics

Management and Planning

The Army continued on its programs to employ automatic identification technology (AIT) in its efforts since 1990 to implement Army Total Asset Visibility (ATAV). ATAV is a comprehensive initiative intended to improve logisticians' ability to obtain and act on information about the location, quantity, condition, and movement of assets—over three million national stock numbers. In support of this initiative, AIT not only employs a variety of data storage technologies to process asset identification information, such as bar codes, magnetic strips, integrated circuit (or smart) cards, optical memory cards, contact-memory buttons, radio frequency identification devices, and magnetic storage media, but also encompasses the hardware and software required to populate the devices with data, read the information on them, and integrate that information with other logistics information. Having significant data storage capacities, the AIT devices can range, for example, from a single part number to a self-contained database and can be interrogated using contact, laser, or radio frequency devices for updating status records with new data fed electronically into automated information systems (AIS), thus enabling total asset visibility capabilities along the entire logistical pipeline. When required, a business process server is used as an AIT-AIS interface; however, an objective is to merge process server functions into the automated information systems.

The AIT infrastructure consists of these AIT devices and supporting servers, networks, communications links, databases, and transportation and supply nodes through which tracked supplies and units move along the supply and deployment pipeline from factory to unit and from home base to theater deployment locations. Radio frequency technology is a form of AIT. It provides both stand-off content visibility and in-transit visibility of assets as they move through the transportation pipeline, as well as permits rapid and accurate capture, retrieval, and transmission of supply and transportation data on container and pallet contents.

Forces Command's power projection infrastructure consists of power projection platforms and selected power support platforms and reserve power projection platforms. These are instrumented posts, camps, and

stations and their supporting transportation nodes and ports from and through which designated active and reserve deploying units and their required support packages flow from their home stations to their assigned deployment locations in a theater of operations. Tagging of vehicles and equipment packages enables commanders to observe and track unit movements throughout the deployment process. Early-entry deployment support (fly-away) kits are placed at selected critical locations to support power projections. Over the course of FY 2000—in partnership with Forces Command, U.S. Army, Europe, Pacific Command, and the Eighth Army/U.S. Forces, Korea—the Army Logistics Integration Agency performed site surveys of seven power support platforms. The agency also completed installations of radio frequency AIT at four power projection platforms; at Tooele, Bluegrass, and McAlester Ammunition Depots; at U.S. ports of Port Hadlock, Washington, and Bangor, Maine; and at eight Class I vendor sites.

Integration of ammunition AIT into the ammunition process provides source data automation, enhancement of the inventory process, and tracking of ammunition items from the wholesale level through critical transportation nodes to the ammunition supply point. With Army Materiel Command, U.S. Army, Europe, Pacific Command, Eighth Army, and Military Traffic Management Command, the Logistics Integration Agency implemented a pilot integration program for conventional ammunition at six sites in August 1998. Congressional funding since FY 1998 has been used to extend the effort to remaining Tier I ammunition depots, European ammunition supply points, and one U.S. port. Funding has also supported initial business process analysis for Tier II ammunition depots.

In partnership with the program manager for Standard Army Ammunition System-Modernization (SAAS-MOD), the Logistics Integration Agency is installing the AIT business process server as part of the global AIT architecture. Developed to provide a seamless interface between AIT and SAAS-MOD while exchanging data between ammunition supply and transportation nodes in the ammunition logistical pipeline, the ammunition AIT business process server provides short-term AIT translation functions for both retail and wholesale supply while follow-on Global Combat Support System-Army (GCSS-A) systems are designed. At the end of FY 2000, the Standard Army Retail Supply System (SARSS)-1 business process server was installed at prototype sites in Europe and Korea. Planning was under way with DoD and the Joint Staff to expand installation to Central Command at Camp Doha, Kuwait, and Southern Command at Sato Cano, Honduras. The agency has worked with Military Traffic Management Command to provide a similar capability with the Worldwide Ports System; as of the end of the fiscal year, the Worldwide Ports System business process server has been installed at four ports with future expansion as part of the modernization program. In addition,

the agency has worked with the SARSS program manager and Software Design Center at Fort Lee, Virginia, to effect a smooth transition to the GCSS-A supply module, and has signed a memorandum of agreement with the GCSS-A program manager to facilitate the smooth migration of the business process server into the GCSS-A environment.

Maintenance AIT integration will improve maintenance productivity and effectiveness by making key maintenance information available to all participants in the repair process, enhancing overall logistical operations. Maintenance AIT will provide information on what is broken, the parts required to repair, repair history, location of items, and expected arrival time. This effort builds on existing initiatives of the Army and the other services and industry, incorporates current international and NATO standards, and supports emerging operational and logistics doctrine. AIT will also provide connectivity and information related to such business processes as supply, transportation, and finance. As of the end of FY 2000, a pilot program is being implemented to operationally test the concept at these locations: Aviation and Missile Command, Tank Automotive Command, and Corpus Christi Army Depot, Texas. If successful, the pilot program will be followed by Army-wide implementation of maintenance AIT.

Sustainment

The Army Strategic Mobility Program (ASMP), which addresses infrastructure requirements to facilitate movement of personnel and equipment from U.S. bases to aerial or sea ports of embarkation, provides funding to enhance deployment capability of personnel, equipment, and sustaining supplies as well as an acquisition of essential rail equipment and intermodal containers required for rapid power projection. The program, developed after the Mobility Requirements Study of 1992 and was revalidated in FY 1995 as part of a bottom-up review update, helps to fulfill the Army's Legacy Force mobility requirements to deploy 5¹/₃ divisions and their associated combat service support in seventy-five days.

As of the end of FY 2000, the ASMP infrastructure initiative was programmed for completion in FY 2003. In FY 2000, ASMP funded various projects: airfield repairs at Forts Stewart and Campbell; rail repairs at Forts Bragg and Riley; work at the Military Ocean Terminal, Concord, California; extensive mobility-related military construction at Forts Hood, Sill, Bragg, Benning, Bliss, and Carson, as well as ammunition facilities at McAlester Army Ammunition Plant; Blue Grass, Letterkenny, and Hawthorne Army Depots; and the Military Ocean Terminal, Sunny Point, North Carolina.

The Army Pre-positioned Stocks (APS) program includes equipment for seven armored brigades plus higher-echelon combat support and combat

service support unit sets with supporting ammunition and supplies. This equipment is divided into five elements assigned to the various geographic theaters. The War Reserve Division, Office of the Deputy Chief of Staff for Logistics, works closely with the renamed Field Support Command, the service component commands, and the unified combatant commands to develop policy and programs that are integrated and support power projection using the APS program in concert with arriving forces to build combat power in the theater. In FY 2000, the Army War Reserve Support Command became the Field Support Command to reflect its wider missions beyond operation of the APS program, including logistical assistance.

In FY 2000, APS-1, United States, consisted primarily of operational projects (equipment available to support combat operations and other contingencies in addition to authorizations for modified table of organization and equipment and table of distribution and allowances) and sustainment stocks pre-positioned in the United States due to strategic lift considerations or awaiting shipment to overseas forward locations. One example is the Inland Pipeline Distribution System operational project stored at Sierra Army Depot in California. During FY 2000, a twenty-mile segment of this project was prepared and shipped to a storage location in Qatar.

APS-2, Europe, included equipment brigade sets in Italy, the Netherlands, and Luxembourg in FY 2000, plus a battalion of 155-mm. self-propelled howitzers maintained in Norway as part of the NATO Composite Force. The Kosovo Force and Stabilization Force have used equipment from APS-2 to support ongoing operations. At the conclusion of equipment issues for Kosovo operations, APS-2 Brigade Set 1 (Luxembourg) had 72 percent of its authorized equipment on hand, Brigade Set 2 (Netherlands) had 84 percent, and Brigade Set 3 (Italy) had 56 percent.

The APS-3 Pre-positioning Program continues toward its end state of fifteen ships, with six ships loaded with APS-3 cargo. Several ships underwent maintenance cycles, including two lighter aboard ships, one container ship, and one heavy-lift pre-positioning ship. The program has begun moving its stocks from converted LMSR ships to new construction LMSRs. Six LMSRs conducted cargo operations at Charleston, South Carolina. In addition, three LMSRs in Charleston and in Europe loaded up with combat support and combat service support sustainment cargo. A plan to load munitions from three lighter aboard ships to two newly acquired container ships was to begin in October 2000 as of the end of FY 2000.

In FY 2000, APS-4, the Pacific pre-positioned stocks, consisted of an armored brigade set stored at Camp Carroll, Korea, in controlled humidity warehouses. Both Camp Carroll and the Sagami Depot in Japan held additional operational project stocks for such missions as base camp

preparation, river crossing, and hospitals but also war sustainment stocks. The APS-4 brigade set fill reached 96 percent in FY 2000.

Army planners calculate supply levels of war reserve secondary items for sustainment based on 45 days' consumption. As of the end of FY 2000, items in Supply Class I (rations) were at 97 percent; Class II (clothing), at 63 percent; Class IIIP (packaged lubricants), at 14 percent; Class IV (construction materiel), at 78 percent; Class VIII (medical), at 49 percent; and Class IX (repair parts), at 15 percent. The FY 2000 level of supply Class VII (major equipment) items intended to replace equipment destroyed in combat is 50 percent in theater. This figure, however, includes 4,100 protective masks; without these, the percent fill is 24 percent, with all of the tanks, fighting vehicles, and howitzers missing.

APS-5, headquartered at Qatar, encompasses the Army pre-positioned stocks in Southwest Asia. In FY 2000, major components of APS-5 were at two locations: Combat Equipment Base (CEB)–Kuwait held two armored brigade sets, while CEB–Qatar had one armored brigade set in place with plans to accommodate division base unit sets under way. Additional APS stocks are stored in Bahrain and Oman. Control of CEB–Kuwait moved from Army Central Command to Army Materiel Command at the beginning of FY 2000; operational control and base operations responsibilities remain with Army Central Command. APS-4 was 94 percent complete in FY 2000.

APS is strongly coupled with strategic sealift. Based on the bottom-up review update of the Mobility Requirements Study, the Army has strategic sealift requirements for nineteen LMSRs, thirty-one roll-on/roll-off ships, eight fast sealift ships, six crane ships, two heavy-lift pre-positioning ships, three lighter aboard ships, and two container ships. These ships enable deployment of a 5¹/₃ division contingency force within seventy-five days. The 106th Congress appropriated one extra LMSR to fulfill Marine Corps requirements. The LMSR program involves acquisition of fifteen new construction ships and conversion of five ships for a total of twenty ships. LMSRs are much larger and more efficient than current Ready Reserve Force roll-on/roll-off vessels. Four of the five conversion LMSRs are in service as part of the Navy surge sealift program. The fifth conversion LMSR has been turned over to the Marine Corps.

As of the end of FY 2000, eight of the fifteen new construction LMSRs had been delivered. Six are loaded with APS-3 cargo in the Persian Gulf and Indian Ocean. Two of the new construction LMSRs are also part of the surge program. Of the fifteen new construction LMSRs, eight are planned to support the Pre-positioning Program by FY 2003. At completion of the LMSR acquisition program, the Navy will have four conversion LMSRs and seven new construction LMSRs in the surge sealift program.

More than ninety percent of the materials required to sustain operating forces moves by strategic sealift. U.S. Army watercraft, the key elements

in the logistical support of power projection, provide the means to transfer that cargo from strategic sealift ships to the shore. The transfer of cargo from strategic sealift ships, anchored offshore and in open waters, to the shore is known as logistics-over-the-shore (LOTS) operations. LOTS operations are conducted to ensure that strategic sealift can be off-loaded when fixed ports are inadequate, unavailable, or denied by enemy action. Joint LOTS operations are conducted in conjunction with the U.S. Navy.

As of the end of FY 2000, the Army watercraft inventory consisted of 270 pieces of equipment, including logistical support vessels, landing craft, causeway systems, and various other utility craft such as tugboats, floating cranes, and barges. As part of the Army Strategic Mobility Program, the Army has loaded watercraft aboard three ships of the APS-3 fleet. Collectively, these watercraft units are known as the port opening package. In FY 2000, the Army began an ambitious plan to restructure its watercraft fleet to create a globally responsive, modernized, forward stationed, and forward positioned fleet operable in up to Sea State 3 (three- to five-foot waves). The Army's watercraft program will increase reserve component participation through activation of multicomponent watercraft units; however, the port opening package lacks sufficient roll-on/roll-off discharge facilities. The Army thus plans to address this shortfall by investment in such sea-state moderating technologies as the Joint Modular Lighter System, which addresses the Defense Planning Guidance requirement for Sea State 3 LOTS capability and reduces reliance on improved ports and maritime infrastructure.

Security Assistance

The Army in FY 2000 had one of its most productive years for security assistance since the Persian Gulf War, completing \$4.2 billion in foreign military sales and reviewing commercial license requests with the potential to generate over \$10 billion in direct commercial sales. The secretary of the Army delegated responsibility for policy oversight of the Army's export-control elements to the deputy under secretary of the Army for international affairs. The secretary's decision reflected the fact that foreign disclosure and the release of Army-managed technology had become the central focus of all Army major weapon sales programs. The delegation of oversight included the foreign disclosure and technology transfer responsibilities exercised by the assistant secretary of the Army for acquisition, logistics, and technology; the deputy chief of staff for intelligence; and the Army Materiel Command.

In addition to its role in foreign military sales, the Army participated in a variety of international armaments cooperation initiatives. For FY 2000, the Army processed over two hundred actions to develop, negotiate,

and conclude international agreements. These actions resulted in three memorandums of understanding, one project agreement, ten data exchange agreements, and four loans. The Armaments Cooperation Directorate, Office of the Deputy Under Secretary of the Army for Security Cooperation, was particularly involved in securing medium armored tactical vehicles from international partners for the initial brigade at Fort Lewis for the purpose of developing tactics, techniques, and procedures and refining doctrine for the new brigade concept. The loan agreements took place under authority provided in Section 65 of the Arms Export Control Act to loan or borrow military equipment for research, development, test, and evaluation purposes. These agreements provided the Army with insight into foreign technologies and lines of research. In addition, the Armaments Cooperation Program forged greater ties between the United States and other nations.

European Command

In European Command, the Army's major international sales competition centered on the M1A2 tank and the Army's assistance to General Dynamics in developing a competitive proposal for the Greek commercial solicitation to procure 246 armored systems. The major competitor for the sale was the German Leopard II. The Army teamed with General Dynamics to enhance U.S. competitiveness by offering Greece an interim lease on eighty-five M1A1 tanks, contingent upon the purchase of the M1A2. The low-cost lease was a critical component of the U.S. offer, countering a low- or no-cost lease of Leopards by the Germans. The Army requested that the secretary of defense waive the rental charges for the tanks and other equipment that had exceeded 75 percent of their useful life, as permitted under current legislation. Greece was expected to make a decision on its tank purchase in spring 2001. Congress was expected to support the sale due to the work generated for U.S. companies throughout the country and for Watervliet and Rock Island Arsenals.

In February 2000, Israel signed an agreement to upgrade twelve AH-64A Apache attack helicopters to the AH-64D Longbow configuration. Valued at \$276 million, the agreement included the fire control radar, radar frequency interferometer, and 480 Longbow HELLFIRE missiles. U.S. refusal to release Longbow software source code remained a major issue even after the Israeli signature. The Israelis continued to pursue a favorable release decision, which would permit their integration of nonstandard subsystems on the platform.

Another Longbow-related development took place on 22 May 2000, when representatives of the United Kingdom's Ministry of Defense and the U.S. Department of Defense signed a memorandum of understanding

to create a framework for future cooperative project arrangements for development of the Apache aircraft and subsystems. The memorandum allows for the placement of a British officer within the Apache project office under a Cooperative Personnel Program Arrangement. A similar common missile memorandum was initiated in FY 2000 to design, develop, and produce a modern antimateriel antiarmor missile that can be launched from current and future ground and aerial platforms, initially the Longbow Apache.

Armaments cooperation activity with Sweden accelerated in FY 2000 based on a Senior National Representative (Army) review conducted in Sweden on 18 February 2000. The Trajectory Correctable Munitions Project Arrangement continues to be a successful cooperative program with Sweden. This program seeks to develop an extended range precision-guided 155-mm. artillery projectile. In September 2000, an amendment to the Munitions Project Arrangement increased the scope and length of the program.

Pacific Command

In Pacific Command, the Army faced unique and challenging requirements as the countries in the region quickly surpassed those in the Middle East as the Army's largest foreign military sales (FMS) base. These activities included supporting a presidential-directed emergency drawdown of Army materiel for East Timor, hosting the first distinguished visitor orientation tour for senior officials from Cambodia, and participating in the Asian Aerospace exhibition in Singapore.

The most notable Army FMS action in Pacific Command, however, was the Singapore Apache Longbow Program. As a condition of sale for eight Apache Longbow helicopters, the Singapore government requested that the aircraft be based in the United States until December 2007. Since September 1999, Singapore had been expecting to base the aircraft at Fort Hood, Texas, but in November 2000, the Army chief of staff informed Singapore's chief of defense that Singapore's Apaches would be based at Marana, Arizona. Initially, Singapore was disappointed with this decision, but quickly appreciated the better training areas and quality of life available at the Arizona site. The Singapore Apaches will be colocated at Marana with the 1st Battalion, 285th Aviation (Attack), which is equipped with older AH-64As. Singapore expressed concern about its ability to train on Longbow-specific tasks until Army representatives briefed senior officials on the collective training plan being developed for the Singapore Longbow force by the 21st Cavalry Brigade.

During FY 2000, other major Army FMS activities in Pacific Command included the sale of six CH-47 Chinook helicopters to Taiwan (\$434 million), an MLRS battalion to Korea (\$366 million), two Black

Hawk helicopters to Thailand (\$30 million), and five excess Army UH-1H helicopters to the Philippines (\$4 million).

The Pacific Command area witnessed increased armaments cooperation activity in FY 2000, including agreements between the United States and the governments of Japan, Singapore, and Australia. The twenty-first meeting of the U.S.-Japan Systems and Technology Forum took place on 13 January 2000 in Tokyo, Japan. During this meeting, subject-matter experts discussed a variety of subjects, including ducted rocket engines, fighting vehicle propulsion technology using ceramic materials, the Cooperative Eye-Safe Laser Radar Program, low-vulnerability ammunition, and other U.S.-Japan data exchanges. Armaments cooperation activity with Singapore increased dramatically during FY 2000. The first Singapore-U.S. Defense Cooperation Committee meeting took place at the Pentagon on 25 April 2000. The meeting led to an agreement between the services to initiate a forum for armaments cooperation. It was expected that the inaugural Senior National Representative (Army) forum would be held in December 2000. A similar forum was also held in Australia in FY 2000.

Southern Command

During FY 2000, the Army's security assistance efforts in Southern Command focused on the implementation of Plan Colombia, a program that assists the Colombian government in combating narcotics trafficking. In August 2000, Congress approved \$1.3 billion in supplemental funding, of which \$208 million was reserved for the purchase of up to fourteen Black Hawk helicopters for the Colombian Army, \$26 million for the purchase of two Black Hawks for the Colombian National Police, and \$13.2 million for aviation infrastructure requirements. The Office of the Deputy Under Secretary of the Army (International Affairs) was responsible for overseeing the overall acquisition, fielding, training, and follow-on logistics requirements, including the U.S. Army Corps of Engineers infrastructure development program. Throughout the acquisition and fielding, the Army, through the Office of the Deputy Under Secretary (International Affairs), worked to maintain solid relations with Brazil, Panama, and Venezuela, which had grown increasingly concerned over the growing U.S. involvement in Colombia.

The Southern Command area of responsibility provided two opportunities for the Army to further extend its cooperative programs for research and development. During 2000, one new proposal for a data exchange annex with Argentina was created, which continued the trend of greater engagement between the United States and this region. Efforts to expand the U.S. ability to benefit from collaborative research and development materialized with the successful meeting of the Technology

and Logistics team of the U.S.-Argentina Science Bilateral Working Group in Buenos Aires, Argentina, in August 2000. The Army took actions regarding areas of interest for potential information exchange. The annual meeting served to enhance cooperation between the two defense establishments. In addition to discussing a draft of the proposed blood product safety information exchange annex, the Army planned to assess the potential for developing an information exchange annex for artillery weapons systems. Additional topics discussed included a possible amendment to the master information exchange agreement to allow for the exchange of classified information.

A U.S.-Chile Science and Technology Committee annual meeting occurred in Santiago, Chile, in August 2000. Resumed after a lull of twenty-five years, the meeting was an important step in strengthening and enhancing cooperation between the two defense establishments. It resulted in the decision to draft a master information exchange agreement between the Department of Defense and the Chilean Ministry of Defense to facilitate an information exchange between the U.S. and Chilean armed forces. Chile expressed an interest in signing a memorandum of understanding for an engineer and scientist exchange program to facilitate the placement of Chilean scientists and engineers in U.S. military laboratories and installations. Army issues discussed included clarification of Chilean Army interests in telecommunications, battlefield reconnaissance operations, and simulation software development and upgrades.

Central Command

FY 2000 saw a decline in new major weapons sales in Central Command's area of responsibility; however, sustainment programs for previously procured systems remained strong. In addition, the Army faced several challenges in the region as some countries began to play a more active role in coalition operations outside the region, and U.S. foreign policy objectives sought to facilitate change in old regimes.

One challenge was the Army's support to the Iraqi National Congress. In October 1999, Presidential Determination 2000-5 directed the Department of Defense to draw down equipment and provide services in support of the Iraqi Liberation Act of 1998. The act, which designated the Iraqi National Congress as the recipient of the initial allocations, was not only to create a viable, effective external Iraqi political opposition for demonstrating to the Iraqi people that alternatives to Saddam Hussein exist but also to help alleviate the humanitarian conditions faced by Iraqis both inside and outside Iraq. Presidential Determination 2000-5 provided up to \$5 million in defense materiel and services, along with military education and training, for the act. Because Iraqi students selected

to attend U.S. training were living in a number of countries around the world, third-country security assistance offices had to assist with student processing. Thus, in support of the drawdown, the Army and the other armed services established nonlethal training programs that are based on Iraqi National Congress requirements. Types of training include preventive medicine specialist, medical specialist, medical supply specialist, patient administration, journalism, photojournalism, and Web page design. The services absorbed the cost of the training courses and, in some cases, the cost of the student housing, meals, and travel under the drawdown authority.

Experience with the United Arab Emirates (UAE) forces in Kosovo participating in Task Force EAGLE in FY 2000 highlighted the importance of interoperability. Since late 1999, the UAE had deployed six Apache helicopters to Kosovo. In the summer of 2000, a new U.S. Army Apache unit rotated into theater to discover that the UAE aircraft could not communicate in a secure mode using their organic radios and encryption devices. The Army's security-assistance community resolved the situation by preparing a foreign military sales case to lease Army-standard AN/ARC-201C radios to the UAE. While the radios were leased, the case required the UAE to purchase and install modification kits to accommodate the integration.

Qatar, whose strategic location and bilateral defense cooperation agreements provide U.S. access to bases and allow pre-positioning of stocks, requested a briefing on the Patriot Advanced Capability-3 (PAC-3) air defense missile system. An Army-Raytheon team deployed to brief senior Qatar officials, and the detailed presentation was expected to generate a letter of request to procure an undetermined number of PAC-3 sets.

Bahrain accepted a foreign military sales case for the purchase of thirty ATACMS Block I Export missiles and support. This was a high-profile program, as it was the first release of ATACMS in the region. The program was valued at \$47 million, including thirty ATACMS Block I Export missiles and associated support, along with fifty-seven extended-range MLRS pods.

Research, Development, and Acquisition

Army research, development, and acquisition in FY 2000 focused on the desire to transform the force by taking advantage of technological advances, tempered by the realization that any transformation would be a long-term process conducted in the face of immediate needs. Efforts, therefore, have proceeded along three axes. The first is the improvement, recapitalization, and maintenance of the Legacy Force. The second is the development of an Interim Force to test new organization and equipment

on available platforms. The third is developing the science and technology needed to create the Objective Force.

One major Legacy Force effort is to use emerging digital communications systems to improve command and control. The Army Battle Command System, for example, incorporates a variety of new information technologies and offers commanders at all levels greater situational awareness and therefore the ability to make faster decisions. It functions as a subset of the DoD Global Command and Control System. At the highest Army command levels, the system incorporates the Global Command and Control System-Army (GCCS-A), the Army's strategic and theater command and control system; at the end of FY 2000, U.S. Army, Europe, Pacific Command, Southern Command, Army Central Command, Forces Command, and Headquarters, Department of the Army, plus Combined Forces Command, Korea, had implemented GCCS-A. Two other capabilities, the Maneuver Control System and the Force XXI Battle Command Brigade-and-Below system, which continued in limited production during FY 2000, provide a common operating picture at lower levels of command for ground forces. The aviation analog of these systems, the Army Airborne Command and Control System was under development in FY 2000. Air defense is coordinated by the Forward Area Air Defense Command and Control system, which had equipped ten divisions, an armored cavalry regiment, and a National Guard Avenger light antiaircraft missile battalion by the end of FY 2000. Lastly, fire-support data is handled by the Advanced Field Artillery Tactical Data System (AFATDS). Based on nondevelopmental (off-the-shelf or developed but not fielded) hardware, AFATDS underwent a software upgrade early in FY 2000 with an additional upgrade passing integration and confidence testing later in the fiscal year.

Subsystems of the Battle Command System integrate combat support and combat service support information systems. The All Source Analysis System (ASAS) integrates intelligence data from national, theater, and tactical sources, with ASAS Block I fielded to the entire Army as of the end of the fiscal year. Topographic information is handled by the Digital Topographic Support System, which achieved first-unit-equipped status in FY 2000 with the fielding of five systems to the 4th Infantry Division at the end of August 2000. Combat service support information is controlled by the Combat Service Support Control System, which in FY 2000 was extended from a divisional system to one serving echelons above corps. Weather information is handled by the Integrated Meteorological System, with twenty-seven Block II vehicle-mounted systems in service by the end of the fiscal year.

One benefit of the increased situational awareness expected from enhanced command and control systems is increased scope for non-line-

of-sight fires. This increased scope is complemented by programs to increase the effectiveness of such fires. The most important Army artillery program in FY 2000 was the Crusader 155-mm. self-propelled howitzer system, which promised to greatly increase the range and lethality of direct-support fire in heavy formations; the first prototype howitzer vehicle was delivered in the second quarter of the fiscal year. The Excalibur family of precision-guided artillery projectiles under development will further enhance the effectiveness of the Crusader system, as well as the planned XM777 lightweight 155-mm. howitzer and other 155-mm. howitzers in the Army inventory.

In addition to tube artillery, the Army continued to improve its rocket artillery programs. These efforts included a variety of enhancements to the MLRS, including the Guided MLRS, which uses global positioning system navigation and a new motor to double the original range of the system, and the High-Mobility Artillery Rocket System (HIMARS), which mounts a single MLRS pod on a family of medium tactical vehicles truck to extend MLRS capability to light units. HIMARS, like the original tracked M270 MLRS launch vehicle, can also employ the larger Army Tactical Missile System (ATACMS) that has been the subject of other improvement programs. ATACMS Block II, which incorporates the BAT precision-guided submunition, completed developmental testing in FY 2000. A product-improved BAT, capable of engaging a wider variety of targets and slated to arm ATACMS Block IIA, underwent captive-flight testing.

Systems improving the ability of maneuver units to acquire targets and call for fires were another focus for Legacy Force research, development, and acquisition activity in FY 2000. The M7 Bradley fire-support team vehicle was in full production, with a successor version, incorporating the capabilities of the M2/3A3 Bradley, in development. It gave laser-designation and night-vision capabilities to company, battalion, and brigade fire-support teams in heavy units. The entry of the lighter HMMWV-based M707 Striker into full production, in addition, provided these capabilities to a wider range of units, including combat observation lasing teams, brigade reconnaissance troops, and scout platoons, in both heavy and light forces. The Long-Range Advanced Scout Surveillance System, which completed limited user testing at the end of FY 2000, is expected to provide further enhanced sensor capabilities, especially longer detection ranges, in both HMMWV-borne and dismounted use. Another increase in target acquisition range at the brigade level will accrue from the introduction of the tactical unmanned aerial vehicle, which underwent flight-testing in FY 2000.

The major Legacy Force close combat weapons systems programs, the M1 Abrams tank and the M2 and M3 Bradley fighting vehicles, had less radical progress in FY 2000, continuing the improvement programs of

previous fiscal years. The Army deleted funding for one M1 variant, the Grizzly combat engineer vehicle, from its FY 2001 budget submission. A new focus of close combat development was the Land Warrior ensemble, designed to bring the benefits of digitization to the individual dismounted soldier with a minimal increase in the weight and complexity of personal equipment. A test platoon at Fort Bragg received prototype Land Warrior systems, and after training the platoon successfully participated in the Joint Contingency Force Advanced Warfighting Experiment at Fort Polk late in the fiscal year.

The Army devoted considerable research, development, and acquisition effort to close combat missile systems in FY 2000. The Army awarded a four-year contract for 11,805 Javelin medium antiarmor missiles and 2,968 of their associated command launch units. As the Army moved into Javelin acquisition, it also devoted development effort to the older, heavier TOW antiarmor missile. These projects included the TOW Improved Target Acquisition System, a sensor and fire-control upgrade, which was fielded to 3d Brigade, 82d Airborne Division, during the first half of the fiscal year. TOW fire and forget, a further TOW development with an autonomous imaging-infrared guidance system similar to that of Javelin, entered engineering and manufacturing development late in FY 2000. The line-of-sight antitank hypervelocity missile, an even heavier antiarmor missile, had its development program accelerated by two years. Its use of kinetic energy to destroy targets and its associated high closing velocity provide a hedge against expected developments in active defenses for armored vehicles that could reduce or even negate the effectiveness of traditional slower antiarmor missiles employing chemical-energy warheads.

The Army conducted several aviation modernization projects in FY 2000. The program with the highest priority was the Comanche armed reconnaissance helicopter, which the Defense Acquisition Executive approved for engineering and manufacturing development in April 2000. During the year, the two Comanche prototypes continued flight testing, completing full expansion of the flight-test envelope. While conducting Comanche development, the Army continued to modernize its older helicopters and signed a five-year contract with Boeing to remanufacture 269 Apaches AH-64D Longbows at the end of the fiscal year. In another remanufacturing initiative, engineering and manufacturing development continued on the CH-47F Chinook medium-lift helicopter, a program to improve the airframes, engines, and avionics of most of the existing CH-47D fleet with the expectation of extending the useful life of the aircraft another twenty years.

The major platform for the six brigades of the projected Interim Force will be the interim armored vehicle, a light armored vehicle to be based on an existing system, but small and light enough to fly in a C-130

medium transport aircraft. Two versions are planned, an infantry carrier vehicle and a mobile gun system. The infantry carrier vehicle, in turn, will have eight derivatives: a mortar carrier, a TOW-armed antitank vehicle, a reconnaissance vehicle, a fire-support vehicle, an engineer squad vehicle, a command vehicle, a medical evacuation vehicle, and an NBC (nuclear, biological, and chemical) reconnaissance vehicle. The Army and the Office of the Secretary of Defense approved the final request for proposals in April 2000 and received proposals and bid samples two months later, and as of the end of FY 2000, expected to decide on a contractor early the next year to supply 2,131 interim armored vehicles of all types. As a result, the Interim Force will enjoy enhanced mobility and reduced logistical footprint, and most importantly, use of networked, integrated, and digitized information from the widest variety of sources.

The centerpiece of the Objective Force is the FCS Program, which will build off the experience of the modernized Legacy Force and the Interim Force to produce a mobile, survivable, and lethal family of weapons systems designed from the beginning to incorporate advanced digital command and control systems (in contrast to the older systems added onto the earlier forces). The program will include a family of manned light armored vehicles analogous to those of the Interim Force, plus a range of unmanned ground and air vehicles. Both manned and unmanned elements will employ advanced weapon, sensor, and communication systems. In May 2000, the Defense Advanced Research Projects Agency awarded four FCS design and concept-definition contracts.

Testing

In November 1998, the vice chief of staff had approved the consolidation of developmental and operational testing. This decision was put into action on 1 October 1999, when the newly created Army Test and Evaluation Command, in Alexandria, Virginia, was given overall responsibility for all Army developmental and operational testing. As part of this consolidation, the new command oversaw three subordinate organizations: the Test and Evaluation Command, renamed the U.S. Army Developmental Test Command at Aberdeen Proving Ground, Maryland; the Test and Experimentation Command, also renamed the U.S. Army Operational Test Command at Fort Hood, Texas; and the new U.S. Army Evaluation Center in Alexandria, Virginia, by combining the Operational Evaluation Command and the Evaluation Analysis Center.

The Army Test and Evaluation Command continued to support the Army's Force XXI modernization efforts by testing and evaluating weapons systems and digital technologies, including the digitized M2A3 Bradley fighting vehicle, the Force XXI Battle Command Brigade-and-

Below system, Patriot Advanced Capability-3, Comanche helicopter, the Strategic Sealift Program, and the Joint STARS Common Ground Station. In addition, it tested and evaluated the interim armored vehicle projected to equip the Interim Force. The command tested medium-weight armored vehicles from seven countries during the Army-sponsored platform performance demonstration at Fort Knox, Kentucky, in early 2000; began evaluating manufacturers' bid samples for infantry carrier vehicles at several test centers to determine their safety, performance, and endurance characteristics in June 2000; and, while the Army evaluated the test data, conducted safety verification on similar medium-weight armored vehicles (on loan from Germany and Italy) so initial brigade combat teams at Fort Lewis, Washington, could train and develop doctrine and tactics until the interim armored vehicle was fielded. Following contract award for the family of vehicles, the command will be involved in developmental and operational testing at various test centers.

Modeling and simulation became a powerful tool that the Army Test and Evaluation Command employed to understand the military utility and limitations of systems during both developmental and operational testing. Models used existing system characteristics and missions to predict responses, which then were validated with physical testing. The command also implemented simulation-based acquisition and the Army's simulation and modeling for acquisition, requirements, and training (SMART) concepts. Through the resulting virtual proving ground initiative, new test technologies cut costs by reducing test scope, lowering prototype and manpower requirements, and integrating the model-test-model process so that design changes could be made earlier with less expense.

Support Services

Health and Medical Programs

The Medical Reengineering Initiative (MRI), begun in October 1993 with the objective of reorganizing the Army's medical force at echelons above division to support the Army's vision and Force XXI patterns of operations while correcting deficiencies noted in the Persian Gulf War, provides far-forward medical treatment, including advanced trauma management and far-forward surgery, and employs standardized medical units using a modular medical support system for improved deployability. The initiative is a program focused on converting the entire combat health support units of the Army Medical Department (AMEDD) at echelons above division and is not an equipment modernization effort. Ongoing equipment modernization and recapitalization of the combat health support units in Force Packages 1 and 2 will occur simultaneously with the MRI conversion process. The planned MRI force consists of 391 units.

MRI implementation commenced with the inactivation of medical units in FY 1998, which provided equipment to FY 2000 MRI units. After extensive cost analysis and coordination with the major commands on the availability of current assets, the first 6 MRI units were converted (or inactivated) in October 1999 and 3 more in September 2000, with another 25 planned for FY 2001. Only 165 of the 391 MRI units are scheduled for conversion (or activation) by the end of FY 2006, with the remaining units currently unfunded. The initial phase of MRI implementation focuses on the medical units supporting the first Digitized Corps; selected Army pre-positioned medical sets; and the forward stationed medical units in Europe and Korea, whose operational tempo requires the modular MRI organizations.

On 1 October 2001, the new MOS 91W, health care specialist, will merge MOS 91B (medical specialist) and 91C (practical nurse). The 91W initiative, begun in 1998, will produce highly skilled and competent medics knowledgeable in force health protection and basic primary care skills as well as skilled in evacuation and extraction. Unlike before, the Army will require 91W soldiers to maintain emergency medical technician B certification. AMEDD's new Department of Combat Medic Training

will have over four hundred personnel assigned to train 91W soldiers. The department will conduct initial entry training and advanced training for noncommissioned officers and offer continuing education courses. The sixteen-week course will include didactic and practical exercise. Medical specialists will train not only in the field environment but also in the clinical environment with rotations through Brooke Army Medical Center Clinics. The course may be extended to allow instructors to train 91W soldiers to standard and not to familiarization, as is presently the case. As of the end of FY 2000, the Department of Combat Medic Training was on track to open on 1 October 2001.

Also at the beginning of FY 2001, all soldiers in MOS 91B and 91C are scheduled for reclassification to MOS 91W Y2, where Y2 designates a fully MOS-qualified soldier in transition. Soldiers who are eligible for promotion to sergeant first class or above on or before 1 October 2001 will be grandfathered and have the Y2 additional skill identifier removed by the personnel system. All other soldiers must meet the transition training requirements to become fully qualified in MOS 91W. As of the end of FY 2000, the transition period for active-component soldiers is 1 October 2001 to 30 September 2007; reserve-component soldiers have from 1 October 2001 to 30 September 2009.

AMEDD must have an integrated automated system to streamline the collection, processing, storage, and transmission of medical information in a theater of operations to support the digitized Army. In this role, the Medical Communication for Combat Casualty Care (MC4) system will be used to modernize, digitize, and integrate medical information. MC4 capability will enable combat health support personnel at all echelons to digitally exchange data, including text, audio, and video. Integration of existing and emerging information technologies into the combat health support and patient care systems, beginning with the individual soldier and continuing through all elements of the military healthcare system, will allow AMEDD to project the expert care necessary to sustain future forces. Components of MC4 include the nonmedical equipment associated with the Medical Detachment, Telemedicine; communications equipment, such as the future small extension node; warfighter physiological status monitor; the personal information carrier, a small flash-memory device to be carried by every soldier; and computers ranging from personally carried, to vehicle-mounted, to laptop or desktop; and file servers. Initial efforts will focus on the personally carried/voice-activated computers, vehicle-mounted computers, and the personnel information carrier.

The MC4 program timeline is closely tied to that of the Theater Medical Information Program, which will employ a three-block incremental development approach. Initial operating capability will be realized with the fielding of MC4 to III Corps, to occur in two phases.

The first phase was Block I fielding to the 4th Infantry Division and other selected III Corps units in FY 2000, allowing these units to participate in the Digitized Division Capstone Exercise scheduled for FY 2001. The second phase will be Block I fielding to the remaining III Corps units. Full operating capability will be achieved by FY 2010 with the fielding of all three MC4 system blocks to all medical force structure units. As of the end of FY 2000, the estimated life-cycle cost of MC4 through FY 2020 is \$626.1 million, exclusive of operation and support. Training and Doctrine Command approved the MC4 operational requirements document on 19 November 1999.

The Army had several projects in hand to improve medical evacuation in FY 2000. The armored medical vehicle, derived from the Bradley fighting vehicle, is intended to replace the 1960s-vintage M113-series armored medical vehicles as the primary medical evacuation and treatment platforms for the heavy force. Experience in Operation DESERT SHIELD revealed that the M113-series lacks the maneuverability, speed, and survivability required for the heavy force. Recapitalizing excess depot M2A0 Bradleys and thus eliminating repair parts support to the displaced M113-series vehicles, the medical vehicle will enhance medical capability by carrying onboard oxygen supply, vital signs monitoring, storage of essential medical items and equipment, and the same information systems as the digitized forces it supports. It reached a successful Milestone I/II decision on 11 May 1999 and has been designated the XM11 turretless Bradley armored medical evacuation vehicle. However, the vehicle is an unfinanced requirement as of the end of FY 2000, primarily because of the Department of Defense inspector general's recommendation to terminate the program based on the absence of procurement funding. An analogous vehicle, the interim armored vehicle/medical evacuation vehicle is planned for the interim brigade combat teams, using the interim armored vehicle chassis. As of the end of FY 2000, projected force designs called for seventeen medical evacuation vehicles in each interim brigade combat team.

Life Support for Trauma and Transport (LSTAT) is a single-patient intensive-care device to maintain life support and stabilization of critical battlefield casualties during evacuation. The system, which contains a defibrillator, ventilator, electrocardiogram machine, fluid infusion pump, surgical suction unit, and self-contained oxygen supply, is less than 1 foot deep and as long and wide as a standard U.S. military litter. At the request of The Surgeon General, an LSTAT was deployed in early April 2000 for ground operational use in Kosovo. An important developmental goal for the system is weight reduction. The current LSTAT version weighs 175 pounds. Army doctrine calls for a 320-pound weight limit for the load carried by a team of four litter-bearers, a limit that would be exceeded by any casualty over 145 pounds in LSTAT's current state.

Army Chaplaincy

The Army chief of staff directed the establishment, effective 1 November 1999, of the Directorate of Ministry Initiatives in the Office of the Chief of Chaplains to address shortages in faith group representation in the chaplaincy. In FY 2000, although 25 percent of soldiers in the Army identify themselves as Roman Catholic, less than 8 percent of the Army chaplains on active duty were Roman Catholic priests. Numerically, the active component had 98 priests out of over 1,300 chaplains. Because of this critical shortage, thirteen retired priests were recalled to active duty. The directorate arranged for the Chief of Chaplains to personally visit twenty-eight bishops and five seminaries in FY 2000 to communicate the critical needs of the Army.

The directorate also led efforts to develop future Catholic chaplains by working in cooperation with the Archdiocese for the Military Services in sponsoring a "Vocation Sunday" in November 1999. Vocation Sunday centered on telling the story of the need for priests in every Roman Catholic faith community in every Army chapel service. Another part of the enduring systemic approach to addressing the shortage of priests was to pursue incentives for attracting new applicants to the chaplaincy, such as English-language instruction for foreign-born chaplains, expedited citizenship requests, and tuition assistance. It became apparent that incentives required coordination with other agencies and activities in the Army and the Department of Defense, as appropriate. The directorate identified eighteen possible incentives, most significantly the inclusion of chaplain candidates in the Army Reserve tuition assistance program.

FY 2000 saw a variety of changes in chaplains training. The Chief of Chaplains not only convened the Train-the-Force Committee to propose specific training strategies and evaluate leader development and soldier issues but also revived the annual Training Managers Conference in May 2000 to familiarize Chaplains Corps training managers with core themes. Sixty-five active- and reserve-component training managers assembled at the U.S. Army Chaplains Center and School for the conference. Chaplaincy regional sustainment training became the responsibility of Forces Command, and each of the ten Regional Support Command regions in the United States conducts annual sustainment training for unit ministry teams in all components. The Prevention and Relationship Enhancement Program (PREP), also a facet of the curriculum for the chaplain's officer basic course and family life training, is a research-based approach to teaching couples how to communicate effectively, to work as a team to solve problems, to manage conflicts without damaging closeness, and to preserve and enhance commitment and friendship. Army Family Advocacy Program managers at many installations provide significant funds to train

unit chaplains not trained in PREP. PREP is the central marital educational curriculum found in the Building Strong and Ready Families Pilot initiative, which is part of the Army chief of staff's Well-Being Campaign Plan.

The Personnel and Ecclesiastical Relations Directorate gained a separate Accessions Branch under a uniformed branch chief in FY 2000. The branch consolidated recruiting oversight, appointment processing, and endorsement management; streamlined the procedures for bringing new applicants into chaplaincy programs; and developed standard operating procedures to centrally manage all certificates of ecclesiastical endorsement (DD Form 2088) for active and reserve components at the level of the director of personnel. The latter change required the Accessions Branch to begin physically maintaining original certificates for reserve-component chaplains as well as to continue maintaining them for active-component chaplains. Certified copies are now provided to the Army Reserve Personnel Command at St. Louis, the National Guard Bureau, and other agencies as required.

The directorate's Career Management Branch implemented two policy changes to improve chaplain utilization following specialized schooling in FY 2000. The first change was to place more junior major chaplains in positions that would benefit from the presence of resident Command and General Staff College graduates. The second change eliminated the designation of nominative assignments for chaplain lieutenant colonels, making all lieutenant colonels eligible for all in-grade assignments. This change broadened the range of assignments in which lieutenant colonel chaplains could serve, giving more flexibility to the assignment process and increasing career opportunities.

The directorate's Personnel Actions Branch implemented within major commands a new method of collaborative involvement not only of staff chaplains in the appointment of division chaplains but also commanders and local commanding generals in the selection of installation chaplains. This new process emphasized the authority of the Chief of Chaplains and the involvement of staff chaplains in the assignment of senior chaplains while respecting the key role of senior military commanders in making senior staff assignments. The branch also established a process, in coordination with the Directorate of Ministry Initiatives, to facilitate and monitor the accession of individuals from underrepresented faith groups requiring exceptional actions through the Office of the Deputy Chief of Staff for Personnel and the Office of the Secretary of the Army. This process permitted the standardization of procedures for exceptional actions and decreased the time required for their successful completion.

The main concern of the directorate's Personnel Systems Branch in FY 2000 was the consolidation of gains in force structure requirements and personnel allocations. For the first time, the Office of the Deputy Chief of Staff for Personnel approved additional company-grade inventory allocations of chaplains, offsetting religious support challenges being experienced by units with chaplains attending the fourteen-week temporary-duty chaplain career course. Other force structure gains allowed the Army to reach a high of 1,323 active-duty chaplain allocations, the most since the drawdown began in 1991. This increase in allocations outpaced the branch's ability to recruit new chaplains. Recognizing this challenge, and seeing a parallel to similar challenges in other Army branches, the office approved a measure to preserve the increased end strength during a two-year ramp-up period in company-grade inventory. Even with this challenge, the branch implemented tighter controls on exceptions to accession policy to lower the average age of active-duty accessions. During FY 2000, the average age of new accessions was nearly thirty-eight years.

The Office of the Chief of Chaplains initiated staffing action to create Career Management Field 56, Religious Support, in FY 2000, as well as submitted a military occupational classification and structure change to update qualifications. The latter change requires new chaplain assistant applicants to have at least two semesters of keyboarding, computer literacy, or typing.

FY 2000 saw a variety of improvements in Army religious materiel. Two Army chapels that had been approved in FY 1999 were constructed and dedicated at Fort Huachuca, Arizona, and Fort Story, Virginia. The Department of Defense ecclesiastical supplies inventory added a Jewish Chaplain kit and an Islamic Chaplain kit. FY 2000 saw the containerized chapel (CC), designed for use during lengthy deployments, including all equipment and supplies needed to provide a fully functional chapel in one container, and deployed by air, sea, or land to support base camps between 550 and 1,099 persons. During FY 2000, the CC program's operational requirements document was written and approved, and the Department of the Army approved a request to establish forty CCs in the Collective Support Chapel Operational Project to assist theater commanders. Sixteen CCs will be located in Japan for U.S. Army Pacific, twelve CCs in Qatar for U.S. Army Central, ten CCs in Luxembourg for U.S. Army Europe, and two CCs in Sierra Army Depot, California, for U.S. Army South. V Corps requested two prototype CCs to support Task Force FALCON in Kosovo. V Corps transferred funds to Soldier and Biological Chemical Command's product manager for soldier support to build two CCs at the Soldier Systems Center in Natick, Massachusetts, for use at Camps Bondsteel and Monteith, Kosovo.

Army Pay

Both military and civilian personnel received a 4.4-percent pay raise beginning 1 January 2000. The FY 2000 budget also revised the military basic pay tables to increase pay for mid-grade officers and enlisted soldiers and provided funds to restructure the REDUX retirement system implemented in 1986. The FY 2001 budget request provides a 3.7-percent pay raise for both military and civilian personnel beginning 1 January 2001.

In FY 2000, the Army implemented several changes to incentive pay programs. The aviation continuation pay bonus, designed to retain warrant officer aviators on active duty past their initial service obligation of six years, expanded to include aviators flying MH-47 special operations helicopters. On 20 March 2000, Army divers received a monthly pay increase of \$40, as specified in the 2000 Defense Authorization; the officer maximum rate increased to \$240 per month and the enlisted maximum rate increased to \$340 per month. In addition, the restriction limiting personnel to one hazardous duty pay while receiving diving pay was changed to allow up to two hazardous duty incentive pays. Effective 1 April 2000, the National Defense Authorization Act raised the maximum foreign language proficiency pay (FLPP) to \$300 per month and established new rates. Career linguists were to be paid according to the FLPP I rates, which authorize up to \$200 for one language and \$300 for multiple languages. Noncareer linguists will be paid according to the FLPP II rates that vary between \$50 and \$100. The Army enacted these changes to create an easily identifiable linguist pool and to encourage soldiers to improve their language proficiency through potential pay increases.

Other incentive pay programs approved in FY 2000 will start in FY 2001. On 1 October 2000, air traffic controllers with MOS 93C at a grade of E-3 or above would be eligible for the special duty assignment pay program. Pay rates vary from \$165 to \$220 depending on duty position and training. Effective 24 October 2000, the Overseas Tour Extension Incentive Program was to be revised to add military occupational specialties and enhance the incentive options. Because of the program, personnel in all MOSs assigned to Korea and certain shortfall MOSs in other overseas locations became eligible for a \$2,000 lump-sum bonus in addition to the existing incentive options.

Army Housing

The FY 2000 family housing budget had \$1.1 billion for operating and maintaining the Army's 123,000 military family housing units worldwide. The budget also provided for the upgrade of Army housing

by a combination of privatization in the United States and construction projects overseas. It included \$469 million for maintenance and repair and provided for major projects on approximately 1,000 dwellings.

The FY 2000 family housing budget also contained \$61 million for construction projects, with \$14 million of the appropriation requested in FY 2000 and the remainder in FY 2001. These projects are in Korea and Germany to support military families stationed overseas, with sixty new units (valued at \$24 million) to be built at Camp Humphreys, Korea, and with major improvements to be made on 424 existing units at Baumholder, Hanau, and Weisbaden, Germany.

The FY 2000 family housing budget did not contain funding for replacement construction or major renovation of family dwellings on U.S. installations. In keeping with the goal to eliminate all inadequate family housing by FY 2010, the Army is privatizing family housing through the Residential Communities Initiative. This initiative allows the Army to obtain private-sector capital to replace, renovate, and maintain military housing units. The FY 2000 budget provided for privatization contract awards at Fort Hood, Texas (5,482 units); Fort Lewis, Washington (3,590 units); Fort Stewart and Hunter Army Airfield, Georgia (3,159 units); and Fort Meade, Maryland (2,862 units).

In January 2000, the Army implemented the revised basic housing allowance for all military personnel. This program equalizes out-of-pocket housing costs for all soldiers, sailors, and airmen, regardless of duty station. Using national average housing costs, the Army calculates allowances for personnel in each grade. If the new rate is lower, those drawing housing allowance continue at their current rate while at their current duty station. The basic housing allowance will gradually increase to reduce the soldiers' absorption cost from the current 18 percent to zero by the end of FY 2005.

Morale, Welfare, and Recreation

Army morale, welfare, and recreation (MWR) nonappropriated funds (NAF) operating activities had their best aggregate financial performance in several years. Worldwide field NAF instrumentalities ended the year reporting a net income before depreciation of \$117.3 million or 13.7 percent of revenue, exceeding the MWR board of directors' standard of 8 percent. In FY 2000, this income, which is to be reinvested in installation MWR facilities in new and replacement furniture and fixtures, renovations, and other needed improvements, was the highest recorded since FY 1991, the last year official lodging was included in installation MWR funds.

In FY 2000, Army MWR completed fifteen major NAF construction projects (valued at \$43 million) as well as thirty-one capital purchase and minor construction design and renovation projects (valued at \$4.6

million). Fifty-seven major construction projects are ongoing at forty-one installations in CONUS, Alaska, Hawaii, Europe, Japan, and Korea. In addition, fifty-one design and minor construction support projects are active at thirty installations Army-wide.

The Army is in its fourth year of systematic upgrades to the Armed Forces recreation centers. Three MWR public-private ventures are already in operation, one is under construction, and eighteen more are in the approval stage. As a result, the Army will realize a potential cost-savings of \$111 million. Army MWR also supports other services for the execution of construction projects. On a reimbursable basis, Army support to the Navy, Navy exchanges and commissary, and Marine Corps was valued at \$15.3 million for FY 2000. Congress approved 19 major NAF construction projects, with a total value of \$99.7 million for the FY 2001 program.

Army and Air Force Exchange Service

The Army and Air Force Exchange Service (AAFES) had a strong performance in FY 2000, even though it was a very difficult year for retailers in general. While sales were weaker during the critical Christmas shopping season, the continued emphasis on inventory management and operating efficiencies increased earnings proportional to sales growth. AAFES worldwide total revenues of \$7.329 billion were 5 percent above 1999, despite a slight decrease in the customer base of about 200,000 people (or 2.5 percent) last year. This shows a strong correlation to same-store sales growth of 5.8 percent in the retail stores. The resulting AAFES earnings for FY 2000 came in at \$365 million, exceeding the goal established in the Annual Financial Plan.

For FY 2000, AAFES dividends to the services' MWR funds totaled \$251 million, or 68.8 percent of total earnings. This dividend represents \$300 per active-duty soldier and airman, up from \$284 in 1999, and marks the fifth consecutive year that per-capita dividends have increased.

In support of operations, AAFES received about \$141 million in appropriated funds, representing about 2 percent of the expenses. Of this amount, \$11 million was applied to utility costs for AAFES overseas facilities, federal telephone system access, facility maintenance, and the salaries of the sixty-two active-duty Army and Air Force members assigned to AAFES. However, second destination transportation (SDT) expenses were the largest component of appropriated funding provided to AAFES. As executive agent, the Army disbursed approximately \$130 million in FY 2000 to transport U.S.-made products overseas. These funds offer balanced pricing for soldiers and airmen stationed overseas and fulfill congressional intent to provide the staples of an American lifestyle and improve the quality of life for our military families. Through careful

management of SDT requirements, AAFES came in \$5 million under the original SDT target of \$135 million in FY 2000.

AAFES earnings fund capital reinvestment as well as generate dividends. Earnings from FY 2000 contributed \$114 million toward the cost of new construction, renovations and upgrades to facilities, and necessary improvements to capital infrastructure. Together with money conserved through depreciation, AAFES capital expenditures for FY 2000 exceeded \$231 million, about 4 percent higher than the \$221 million expended in 1999. While the majority of the capital program went to facilities, another \$50 million went to improve customer service and efficiency through upgrades of information systems, equipment, and vehicles. Total capital expenditures for FY 2000 rose to \$281 million.

In FY 2000, AAFES began managing proprietary credit card services for the exchange systems of all the services. This consolidation resulted in a single all-services private label credit program, known to its 1.8 million cardholders as the Military STAR. Cardholders receive a number of benefits, including a very low continuing interest rate and extended customer care services.

With the success and growth of AAFES Internet business, the traditional organizational structure was changed in FY 2000 by establishing an online business region. The Cyber Region, established in August 2000, encompasses the Internet and catalog retail businesses and the call centers that support them. Internet sales grew 87.8 percent to \$44 million in FY 2000 with accompanying catalog sales of \$46 million.

Command Information

The Office of the Chief of Public Affairs (OCPA) in FY 2000 underwent a reorganization. In January 2000, it created the Resource Management Division to oversee finance, manpower, civilian and military personnel, automation, communications, logistics and supply, and administration for the entire OCPA organization. Six months later, the Army chief of staff made media training mandatory for all Army general officers and senior executive service civilians and assigned the mission to Army Public Affairs. The training was to consist of a half-day one-on-one session of instruction and practice during three or four media interview scenarios.

During FY 2000, OCPA's community relations team worked numerous high-profile public events, including support coordination for about 550 air shows and musical and ceremonial support to local festivities nationwide before an estimated 20 million spectators, together with numerous events surrounding the Army's 225th Birthday celebration. For veterans and other service organizations, the team arranged for more than 25 Armed Forces and Veterans Day site representatives, as well as supported the national

conventions of the Association of the United States Army, American Legion, Veterans of Foreign Wars, and the Noncommissioned Officers Association. The community relations team answered numerous public queries. Some arrived via the White House, Capitol Hill, the Department of Defense, and Army senior leadership; many others were received directly, including an estimated 12,000 public inquiry phone calls and as many emails.

A variety of media relations missions took place in FY 2000. The OCPA's Plans Division escorted to Bosnia and Kosovo six regional media groups serving nearly five million people. For each trip, Air Force planes took four media representatives into either Bosnia or Kosovo, where Army public affairs offices matched them with hometown soldiers. At the same time, the OCPA-Los Angeles Branch supported the production of the television film "Pearl Harbor," with the assistance of the 25th Infantry Division in Hawaii. Forts Story and Lee supported the filming of "Hearts in Atlantis." Two other television movies also received support: "Cutaway," a USA Network movie that featured the Golden Knights (the U.S. Army Parachute Team), and "Rain," a story about a Vietnam War dog, filmed with assistance from the Puerto Rico National Guard. In addition, the branch supported the making of 73 documentaries. The Army News Service uploaded 488 articles to the Army LINK Web site, including more than 20 on Army Transformation and 12 on the secretary of the Army's education initiatives.

The Army/Air Force Hometown News Service's Broadcast News and Print Divisions covered individual soldiers and airmen through the production and distribution of 550,837 print and 2,634 television and radio news releases for a combined potential reading/viewing/listening audience of more than 200 million. The Broadcast News Division, along with providing television and radio news releases throughout FY 2000, once again brought service members home for the holidays via production and distribution of more than 9,000 holiday greetings from service members and their families stationed overseas at more than fifty installations in twelve countries. It was the largest number of greetings ever recorded in the sixteen-year history of the program. During FY 2000, the Print Division implemented the first "Print Holiday Greetings" program, which allowed soldiers and airmen to send greetings to their family through their hometown newspapers. Hometown News Service produced and distributed a total of 40,165 hometown news releases on service members from the thirty-nine subpar enlistment regions identified by U.S. Army Recruiting Command as needing additional emphasis for print, television, and radio coverage to promote the Army image.

The Army Broadcasting Service (ABS) and its overseas broadcast outlets were deeply involved in contingency operations in FY 2000. The

Armed Forces Network (AFN) Balkans broadcast operation consolidated with the closure of AFN Hungary. Two television broadcast channels began operations at Camps Bondsteel and Monteith. The AFN Balkans staff provided technical support during a live production of the David Letterman television show originating from Tuzla, Bosnia. ABS took over operational control of AFN Honduras once the Southern Command Network closed at the end of 1999. ABS established a one-year tour for soldiers and airmen at AFN Honduras in support of Joint Task Force BRAVO.

ABS underwent other changes in FY 2000. The base realignment and closure initiative will close the AFN Alaska radio station at Fort Greely on 30 April 2001, although it will continue to operate as an unmanned radio service in support of troops stationed in Alaska. The ABS Engineering Division fielded and conducted new equipment training on ninety-six digital television camera systems worldwide. The cameras provided overseas broadcast networks and stations with state-of-the-art equipment that drastically improved quality to the worldwide audience. With the fielding of digital cameras, ABS radio and television processes will be digital from acquisition to playback.

The Army Public Affairs Center undertook a variety of initiatives in FY 2000. It provided a final version of Field Manual (FM) 46-1-1, *Public Affairs Tactics, Techniques and Procedures* to Training and Doctrine Command in early August 2000; initiated a study to determine fitness of all table of organization and equipment standard requirements code 45 public affairs units in the Army; and redesigned career management fields in FY 2000, merging the Career Management Field 46, Journalist and Broadcaster, specialties at the rank of staff sergeant to create MOS 46S, Public Affairs NCO, to apply the doctrine contained in FM 100-6, *Information Operations*, and FM 46-1, *Public Affairs Operations*.

Army Tuition Assistance Program

The Army continued to implement the Department of Defense standardized tuition assistance fiscal policy. Soldiers received 75 percent of tuition costs up to \$187.50 per semester-hour, whichever is less, with a maximum total yearly amount of \$3,500. The \$3,500 maximum total yearly amount applies to credit and noncredit courses. As a result of legislation contained in the FY 2000 National Defense Authorization Act (NDAA), service members serving in locations designated as contingency operations by the secretary of defense are eligible to receive 100 percent tuition assistance. The FY 2001 NDAA authorized the service secretaries to pay all or a portion of charges for tuition or expenses of members of the armed forces enrolled in off-duty education, as well as authorizing use of Montgomery GI Bill entitlements for charges not covered by tuition assistance.

Overall, the number of soldiers participating in secondary and postsecondary programs increased in FY 2000 (134,841 enrollees compared to 116,466 in FY 1999) with enrollments increasing (211,725 compared to 194,456 in FY 1999). During FY 2000, soldiers completed 43 high school or GED programs; 3,425 associate degrees; 1,583 bachelor's degrees; and 1,540 graduate degrees. The average tuition assistance cost per enrollment increased from \$219.54 per course in FY 1999 to \$230.41 in FY 2000. In September 2000, congressional omnibus budget reprogramming actions funded the Army's \$6.094 million unfinanced tuition assistance requirement.

Continuing Education

The Army Continuing Education System, which is the Army's voluntary continuing education program, provides education opportunities for soldiers as well as training and education for the civilian workforce and adult family members. A total of 113 Army education centers, supported by 138 Army learning centers, delivered programs and services in FY 2000, including to places such as Honduras, Southwest Asia, Sinai, Bosnia-Herzegovina, Hungary, Macedonia, and Kosovo.

The Army University Access Online (AUAO) program employs information technology to offer soldiers opportunities to earn two-year degrees or technical certifications in their first four-year enlistment. During the first quarter of FY 2000, the Education Division, Personnel Command, conferred with representatives from the field and Servicemembers Opportunity Colleges (SOC) as well as from Department of the Army, U.S. Army Recruiting Command, and Training and Doctrine Command. These meetings led to a final report and program proposal submitted to the assistant secretary of the Army for manpower and reserve affairs. The secretary of the Army approved these initiatives, and launched the AUAO program on 10 July 2000. This new initiative offered eligible soldiers the opportunity to obtain higher education degrees (certificates, associate, bachelor's, and master's degrees) recognized by a majority of U.S. educational institutions by maximizing the use of online education opportunities. The program featured fully funded tuition assistance, books, fees for online courses, and a technology package, including laptop computer, printer, email account, Internet access, maintenance and warranty of equipment, and help desk assistance. The Army planned to implement AUAO at its first three sites—Forts Benning (Georgia), Campbell (Kentucky), and Hood (Texas)—in FY 2001.

The Army Continuing Education System also encompasses other training initiatives. A GI-to-jobs initiative seeks to improve credentialing opportunities for soldiers, with Personnel Command's Education Division in September 2000 contracting with DynCorp to conduct a comparability

analysis of 101 MOSs for bestowing civilian credentials reflecting MOS skills. A Web site is under development to display information for counselors and soldiers. Also, the Education Division and SOC continued development of a career degree network through the SOC Army Degree system. A majority of the service-related credit accrues from the basic noncommissioned officer course onward, and thus the course is the entry point into the program. In FY 2000, the system added twenty-eight new Army career degrees. Work also progressed on the under secretary of the Army-directed initiative to automate the basic skills program in FY 2000. Human Resources Research Organization, one of two contractors working on the initiative, reviewed available basic skills commercial-off-the-shelf software and recommended three packages for basic skills and three for English as a second language as pilot programs.

Construction, Facilities, and Real Property

The Army Military Construction Program encompasses the Military Construction, Army; Army Family Housing; Base Closure, Army; and Military Construction, Army Reserve. During FY 2000, these subprograms contained ninety-three projects programmed at \$1 billion. As of 30 September 2000, the Army had successfully awarded eighty-one projects programmed at \$900 million, which equates to 87 percent of the total available program. This is the first time in three years that the Army fell short of the Department of Defense goal of 95 percent awarded by 30 September. Receipt of high bids and Government Accounting Office protests precluded the service from awarding the rest of the program during FY 2000. These problems are being resolved and all projects are scheduled for award during FY 2001. The above-mentioned totals do not include thirteen projects, programmed at \$200 million, whose funds were not available to the Army either due to congressional or defense funding holds or due to lack of environmental documentation. The Army successfully awarded 100 percent of the nine Kosovo supplemental projects programmed at \$120 million. Some of these projects did not become available to the Army until April 2000.

Army Sports Program

The Army Sports Program won eight of the sixteen contested armed forces championships in FY 2000. Army teams won gold in women's basketball, wrestling, boxing, men and women's taekwondo, men and women's golf, women's soccer, men and women's triathlon, and rugby. Army teams placed second in men's softball, women's softball, men's soccer, and men and women's cross-country. Third place finishes were

in men's basketball, men's volleyball, women's volleyball, and men and women's marathon.

In *Conseil Internationale du Sport* competitions, Army athletes were part of armed forces teams that won gold medals in men and women's golf, men's soccer, and women's standard rifle. Second place finishes were in modern pentathlon, freestyle wrestling, Greco-Roman wrestling, women's taekwondo, and women's formation sky diving. Third place finishes were in men's foil in fencing, women's triathlon, and men's taekwondo.

During the 2000 Olympiad, thirteen soldiers earned spaces on the U.S. Olympic teams in boxing, modern pentathlon, track and field, and shooting. Nine soldiers earned alternate spaces, and one active-duty and one retired soldier coached. Sfc. James T. Graves, U.S. Army Marksmanship Unit, Fort Benning, Georgia, won a bronze medal in skeet shooting.

Special Functions

Environmental Protection

Army Energy Program

The Energy Policy Act of 1992 and Executive Order 13123, Greening the Government Through Efficient Energy Management, require a 35-percent reduction in government-facility energy use by FY 2010, compared to an FY 1985 baseline. The Army Energy Program, managed by the U.S. Army Logistics Integration Agency and supported by the assistant chief of staff for installation management and the Army Corps of Engineers, oversees accomplishment of this goal. During FY 2000, the Department of the Army consumed 87.277 trillion British thermal units (BTUs) in its buildings and facilities, which was 24.89 percent below the FY 1985 baseline and 1.9 percent less than the previous year. This figure put the department on track to meet the FY 2005 30-percent energy reduction goal of Executive Order 12902, Energy Efficiency and Water Conservation at Federal Facilities, as well as the FY 2010 35-percent reduction goal of Executive Order 13123. Also during FY 2000, the Army's industrial and laboratory facilities consumed 2.873 trillion BTUs. These energy-intensive facilities reduced consumption by 20.65 percent since FY 1990, the baseline year, meeting the FY 2005 goal of Executive Order 13123 and on track to meet the FY 2010 goal of a 25-percent reduction.

To achieve the goals of the Energy Policy Act and Executive Order 13031, Federal Alternative-Fueled Vehicle Leadership, the Army leased 1,840 alternative-fueled vehicles (AFVs) and thus received eight extra AFV credits for acquiring medium- and heavy-duty AFVs. The 1,848 AFVs represent 62 percent of the Army's annual energy goal. The Army recently updated its AFV policy to require all activities to support Energy Policy Act goals, wherever practical, and agreed to pay a surcharge on all General Services Administration-leased AFV vehicles to subsidize the additional costs associated with leasing.

The Army experienced increases in energy commodity costs due to high volatility in natural gas and electrical energy markets. Installations in the Pacific Northwest have experienced particularly high energy costs

and power shortages. Natural gas prices increased 7.4 percent in FY 2000 and resulted in an increase of \$9 million in utility costs to the Army. The Department of Energy reported an escalation in natural gas prices. As a result, the increased prices as well as industry deregulation pushed up the electric utility rates.

Formerly Used Defense Sites

In FY 2000, the Army, as the Department of Defense executive agent, changed the management and execution of the Formerly Used Defense Sites (FUDS) Program, which protect health and safety of communities near more than 2,500 properties formerly owned or used by the military. One of the Army's first steps was to expand the executive agent oversight role of the Army secretariat. In addition, it is addressing concerns of the Environmental Protection Agency, state regulatory agencies, and interested community members for increased coordination and consultation during the planning, investigation and cleanup, and closure phases of projects.

In late summer 2000, the Army formed an improvement work group to recommend changes to the FUDS Program. Representatives of the Office of the Secretary of Defense; the Environmental Protection Agency; the Association of State and Territorial Solid Waste Management Officials; the Tribal Association for Solid Waste and Emergency Response; and the Army Corps of Engineers participated. A cornerstone of the work group recommendations was the pilot statewide management action plan (MAP) process, in which the Corps and regulatory agencies for selected states jointly develop pilot statewide MAPs that include each property and describe a goal for cleanup, the individual projects involved, and a plan for property closeout. Community members will have the opportunity to provide input to the MAPs through restoration advisory boards.

Army Civil Works Program

The Civil Works Program, carried out by the Corps of Engineers, provides for nationwide water resources development and management. The program carries out investigations and surveys, engineering and design, construction, rehabilitation, and the operation and maintenance of flood control, navigation, environmental restoration, and multiple-purpose hydroelectric power projects that together have a replacement value of over \$125 billion. In addition to this direct federal investment program, the Civil Works Program also includes an important regulatory mission whereby the Corps of Engineers regulates the discharge of dredged and fill material in waters and wetlands of the United States. In developing budgetary recommendations for construction of new water resources

projects, the Department of the Army accords priority to projects that provide commercial navigation, flood and storm damage reduction, and environmental restoration benefits. Shore protection studies and projects also are consistent with policy where non-federal interests agree to cost sharing proposed by the administration. Congress has added funds for low-priority activities, such as recreation projects, and for activities normally accomplished by non-federal interests, such as wastewater treatment and water supply.

The total FY 2000 appropriation for the Civil Works Program was \$4.119 billion, an increase of \$21 million from the previous year. This appropriation included funding for construction (\$1.373 billion), operations and maintenance (\$1.856 billion), Mississippi River and tributaries, (\$308 million), general investigations (\$165 million), regulatory programs (\$117 million), flood control and coastal emergencies (funded from prior year carryover), the FUDS Remedial Action Program (\$150 million), and general expenses (\$150 million). In addition, non-federal cash contributions, mostly through cost-sharing agreements, came to \$317 million. By business areas, Civil Works Program funding for FY 2000 was navigation, \$1.758 billion; flood and coastal storm damage prevention, \$1.252 billion; environmental and regulatory programs, \$630 million; hydropower, \$224 million; recreation, \$242 million; emergency management, \$6.2 million; and water supply, \$1.3 million.

The Corps of Engineers made significant strides in environmental restoration projects, including Everglades, Florida; Sonoma Baylands, California; and Poplar Island, Maryland. The Napa River, California, project was initiated, combining structural, nonstructural, and environmental restoration measures to resolve numerous water resources issues and problems in the watershed. The Corps of Engineers operated 383 major lakes and reservoirs, in addition to building hundreds of local protection projects now operated and maintained by non-federal authorities. Many of these flood-damage prevention projects serve additional purposes, including the seventy-five hydroelectric power plants, with an installed generating capacity of 20,720 megawatts, at its dams. The Corps of Engineers owns and operates 24 percent of U.S. hydropower capacity, or 3 percent of total U.S. electric capacity.

Despite federal and state policies for land-use planning, hazard mitigation, and flood-proofing of buildings, population shifts toward riverine and coastal areas increase the potential economic, environmental, and social costs from floods. Urban development in the flood plain is increasing, but less than 15 percent of U.S. communities have structural flood protection, and only 20–30 percent of buildings in the regulated 100-year flood plains carry flood insurance. In view of this situation, interest from states and local governments remained high for services and assistance

provided under the Flood Plain Management Services and Planning Assistance to States initiatives. The Flood Plain Management Services Program provided over 44,000 responses to requests for information and technical assistance on floods and flood plain management topics. The Planning Assistance to States Program executed 128 agreements, with forty states and nine Indian tribes, for such study topics as flood plain mapping, wetlands banking, water quality, water supply, and environmental restoration.

The Corps of Engineers is charged with the regulation of various filling and construction-related activities in U.S. waters and wetlands by Sections 9 and 10 of the Rivers and Harbors Act of 1899; Section 103 of the Marine Protection, Research, and Sanctuaries Act of 1972 (Ocean Dumping Act); and Section 404 of the Clean Water Act. During FY 2000, the Corps authorized almost 90,000 activities, with 90 percent approved within sixty days. About 6,500 proposed activities required extensive review for an individual permit, approval for the rest falling under regional or nationwide general permits, which are issued to the public at large and cover certain minor activities with minimal environmental impacts. These activities do not usually require extensive review and can thus avoid the requirements involved in obtaining individual permits. Use of general permits provides significant relief for the regulated public by simplifying approval for thousands of small projects. The Corps denied 180 permits in FY 2000, primarily because most applicants could not obtain other state or local authorizations. Projects that the Corps might otherwise deny are issued permits only after they have been modified, scaled down, or conditioned to meet Corps requirements. In addition, other applicants withdraw before a final decision. Corps regulatory personnel made over 60,000 jurisdiction determinations in FY 2000 to determine whether Corps authorities covered the locations involved. To provide greater protection for the nation's aquatic resources, the Corps issued new and modified nationwide permits in March 2000 but effective in June 2000, approving some 40,000 in FY 2000. At the same time, it implemented an administrative appeals process for both permit denials and jurisdiction determination. Previously, the only recourse for applicants was through the courts, a potentially costly and time-consuming process.

The Formerly Utilized Sites Remedial Action Program (FUSRAP) involves the cleanup of residual contamination at sites involved in the nation's early atomic energy development program, including work done by the Manhattan Engineer District. The Department of Energy began the program in the early 1970s and transferred it to the Corps of Engineers by congressional action in FY 1998. The Corps carries out cleanup in accordance with the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). At the time of

transfer, remediation at twenty-one of the forty-six identified FUSRAP sites remained to be completed. As of the end of FY 2000, the Corps had completed remediation at three of these remaining sites. FUSRAP sites are located principally in the St. Louis, Missouri, metropolitan area, the Buffalo, New York, metropolitan area, and in northern New Jersey. There are also sites in Connecticut, Ohio, Massachusetts, Maryland, and southern New Jersey. The Corps and the Department of Energy entered into an agreement defining each organization's responsibility for FUSRAP. The department referred nine additional sites to the Corps for possible addition to the program, depending on whether cleanup is required to address residual contamination. The Corps placed one of these sites in the program based on the FY 2001 appropriations act report. As of the end of FY 2000, addition of a second site is expected, once congressional notification has been completed, based on a determination of radiological contamination that exceeded current standards. At FY 2000 funding levels, excluding requirements that might result from new sites, an additional \$1.2 billion will be necessary to complete FUSRAP after 2001, with work extending until 2010.

Small and Disadvantaged Business Utilization

The Army exceeded the Department of Defense goal assigned for prime contracts awarded to small business and small disadvantaged businesses every year for the last eight years, with the exception of the small business goal for FY 2000 that was not assigned until the end of the fiscal year. It awarded approximately \$40 billion to small businesses over the last five years, and in FY 2000, became the first—and so far the only—federal agency to award more than \$1 billion to women-owned small businesses in a fiscal year. Table 20 below lists recent Army small business contracting activity.

The Military Spouse Entrepreneurial Training Program (MSETP), patterned after an earlier entrepreneurial readiness program sponsored by the Department of Defense in coordination with the Small Business Administration, is a pilot program that provides interested military spouses with the instructions necessary for starting and managing a small business. MSETP is a two-phased training program. The first phase is a 1½-hour introduction to business ownership, intended to focus on the responsibilities and expectations involved in owning a business; the second phase is a 36-hour training course covering aspects of business ownership, including business planning, financial projections, marketing, accounting, and selling, as well as legal and insurance issues. In the course of completing the program, participants develop a detailed business plan. The first MSETP training commenced at Fort Bliss on 9 August 2000;

TABLE 20—ARMY SMALL BUSINESS CONTRACTING ACTIVITY, FY 1996–FY 2000
(DOLLARS IN MILLIONS)

FY	Total U.S. Businesses	Small Businesses	Awards/ DoD		Small Disadvantaged Businesses	Awards/ DoD		Women- owned Small Businesses	Awards/ DoD	
			Goal (%)	Goal (%)		Goal (%)	Goal (%)			
1996	\$27,786	\$8,232	29.5 / 26.4	29.5 / 26.4	\$2,664	9.6 / 5.0	9.6 / 5.0	\$782	2.8 / 2.5	2.8 / 2.5
1997	\$26,580	\$7,657	28.8 / 28.0	28.8 / 28.0	\$2,565	9.6 / 5.0	9.6 / 5.0	\$713	2.7 / 5.0	2.7 / 5.0
1998	\$26,558	\$7,478	28.2 / 27.9	28.2 / 27.9	\$2,530	9.5 / 5.0	9.5 / 5.0	\$860	3.2 / 5.0	3.2 / 5.0
1999	\$28,962	\$7,927	27.4 / 26.0	27.4 / 26.0	\$2,753	9.5 / 5.0	9.5 / 5.0	\$908	3.1 / 5.0	3.1 / 5.0
2000	\$30,688	\$8,440	27.5 / 28.7	27.5 / 28.7	\$2,701	8.8 / 5.0	8.8 / 5.0	\$1,081	3.5 / 5.0	3.5 / 5.0

other MSETP pilot sites were Fort Jackson and Heidelberg, Germany. About two hundred military spouses were participating in MSETP as of the end of FY 2000, with the program scheduled to run through November 2000.

Legal Affairs

In FY 2000, 1,449 judge advocates were on active duty, 2,384 judge advocates were in the Army Reserve and Army National Guard, and 383 civilian attorneys were subject to the qualifying authority of The Judge Advocate General. Together, these attorneys support more than three hundred legal offices in the continental United States and sixteen foreign countries. In 2000, the Army Judge Advocate General Corps added 191 new judge advocates.

During FY 2000, Army court-martial rates increased 8.2 percent from FY 1999. General courts-martial decreased by 2.9 percent; bad-conduct special courts-martial decreased by 1.9 percent; special courts-martial decreased from 10 to 8; and summary courts-martial increased 37 percent, from 487 to 666. Nonjudicial punishments increased by 7.1 percent, from 38,879 to 41,632. A comparison of general, bad-conduct special, and special courts-martial, and nonjudicial punishments for FY 1994 through FY 2000 is outlined in Table 21 below.

The Army Procurement Fraud Division opened 310 new cases during the year and completed action on 275 cases. The incoming caseload increased substantially over the previous year, reversing a steady four-year decline in fraud cases. At the end of FY 2000, the division was monitoring over 600 active cases involving fraud or irregularities in the Army's procurement process. The Army recovered \$60 million in civil fraud cases in FY 2000. The bulk of the Army's recovery came from a settlement with the Boeing Company to remedy problems with defective flight critical gears in CH-47D (Chinook) helicopters. In criminal fraud matters, nineteen Army contractors were indicted and eleven previously indicted contractors were convicted during FY 2000. The Army suspended fifteen contractors under investigation and debarred fifty-five poorly performing, fraudulent, or unethical contractors during FY 2000.

The number of new appeals docketed with the Armed Services Board of Contract Appeals declined slightly this past fiscal year from 126 in FY 1999 to 107 in FY 2000. During FY 2000, the Contract Appeals Division resolved 170 cases. Of these appeals, 60 percent resulted in settlements favorable to the government or were cases where the government prevailed. An additional 35 percent were dismissals.

Environmental litigation grew to over 100 cases in FY 2000, mostly under CERCLA and involving such issues as cleanup of unexploded

TABLE 21—COMPARISON OF PUNISHMENTS, FY 1994–FY 2000

<i>Form of Punishment</i>	<i>FY 1994</i>	<i>FY 1995</i>	<i>FY 1996</i>	<i>FY 1997</i>	<i>FY 1998</i>	<i>FY 1999</i>	<i>FY 2000</i>
General Court-Martial (CM)	843	825	789	741	685	737	715
Bad-Conduct Special CM	345	333	329	312	273	422	414
Special CM	32	20	28	13	14	10	8
Total	1,220	1,178	1,146	1,066	972	1,169	1,137
CM Rate Per 1,000	2.19	2.25	2.32	2.19	2.01	2.44	2.37
Nonjudicial Punishment (NJP)	41,753	38,591	36,622	39,907	41,447	38,879	41,632
NJP Rate Per 1,000	74.83	73.79	74.13	81.94	85.62	81.17	86.91
Army Strength	558,000	523,000	494,000	487,000	484,054	479,000	479,026

ordnance and contamination of third-party sites such as landfills. The rest of the cases spanned the spectrum of environmental laws and issues, including the Resource Conservation and Recovery Act, Endangered Species Act, Clean Water Act, National Historic Preservation Act, fee and tax issues, water rights, and toxic torts. In addition, considerable Army and Department of Justice resources went to the defense of the Chemical Demilitarization Program, which has the mission of destroying America's stockpile of chemical weapons. The Army also dealt with the conservation and recovery requirements of the Endangered Species Act and all aspects of the various laws regulating media such as air and water, and solid and hazardous wastes.

Under the Commercial Activities Program, the Army contracted out those operations essential to its mission but not required to be performed by military and civilian personnel. In the solicitation and source selection phases, Army attorneys reviewed all commercial activities documents, such as acquisition plans, solicitations, source selection plans, evaluation plans for technical performance plans (in-house plan), competitive range determinations, pre-negotiation objective memorandums, price negotiation memorandums, and source selection decisions. Army attorneys also provided guidance in the selection and training of members of the source selection evaluation boards, which evaluate private-sector proposals.

In the area of law of war, the Army Judge Advocate General Corps had primary responsibility for developing the Joint Services Law of War Manual. The Office of The Judge Advocate General, as it implemented Department of Defense Directive 5000.1, *Defense Acquisition*, and Army Regulation 27-53, *Review of Legality of Weapons Under International Law*, also conducted more than two dozen legal reviews of new weapon systems, weapons, and munitions (both conventional and nonlethal) to ensure their compliance with U.S. policy, law of war treaties, and arms control agreements to which the United States is a party.

The Judge Advocate General's School prepared a homosexual conduct policy training package in response to a 21 July 2000 directive issued by the Army chief of staff. The training package included individual instruction materials for judge advocates, commanders, noncommissioned officers, and soldiers. Army lawyers also reviewed and contributed to the creation of a new training guide entitled "Dignity and Respect: A Training Guide on Homosexual Conduct Policy," to reinforce to members of the service that Army policy prohibited harassment of soldiers believed to be homosexual.

In FY 2000, the Army received 2,725 informal equal employment opportunity complaints brought by Army civilians alleging discrimination based on race, color, religion, sex, national origin, age, disability, or reprisal. This total includes 429 requests for alternative dispute resolution, which resolved 258 disputes.

The U.S. Army Claims Service settled 39,960 personnel claims totaling \$35.4 million in the fiscal year. These settlements reimbursed soldiers and other government personnel for personal property loss and damage incident to service. During this same year, the Claims Service settled 2,526 tort claims for over \$17 million. These payments included personal injury and death claims, property damage claims, environmental claims, and operational claims.

Inspector General Activities

The mission of The Inspector General and the U.S. Army Inspector General Agency is to inquire into the state of discipline, efficiency, economy, morale, training, and readiness throughout the Army. During FY 2000, the Assistance Division handled 1,902 inspector general action requests (IGARs), a slight decrease from 1,933 in FY 1999. Of the 1,902 IGARs, 1,291 (68 percent) were requests for assistance and 610 (32 percent) were allegations. Of the 610 allegations, 178 (29 percent) were substantiated and 432 (71 percent) were nonsubstantiated. The inspector general system no longer authorizes the use of “neither substantiated nor refuted” as a determination. All allegations must result in a substantiated or nonsubstantiated determination.

The IGARs received in FY 2000 came from a variety of sources, including 20 presidential (a slight increase from 15 in FY 1999), 135 congressional (up from 96 in FY 1999), and 79 senior Army and defense leadership (up from 61 in FY 1999). Of the 1,902 IGARs, 682 (36 percent) came from the active components; 141 (7 percent) from the reserve components; 500 (26 percent) from civilians; and 579 (30 percent) from complainants whose status was unknown. The Department of Defense Hotline requested 342 IGARs. DoD whistleblower IGARs significantly increased, totaling 72 for FY 2000, compared to 37 in FY 1999.

Six functional categories of IGARs accounted for the bulk of complaints in FY 2000. Personal Conduct, including sexual harassment, racial discrimination, and nonsupport of family, was cause for 560 IGARs or 29 percent. Command/Management of Organizations, which includes caring for soldiers and family members, storage and shipment of property, and exercising command influence, prompted 358 IGARs (19 percent). Personnel Management—Military, including recruiting operations, reassignments, evaluation reports, promotions, separations, awards, and decorations, led to 296 IGARs (16 percent), while Personnel Management—Civilian accounted for 164 (9 percent). Finance and Accounting, which includes travel pay, basic allowance, base pay inquires, and reimbursements, was the source of 98 IGARs (5 percent).

Health Care, including medical evaluation boards, medical staff attitude, medical records, and TRICARE, accounted for 97 of IGARs or 5 percent.

The Inspections Division's primary charge remains to evaluate the Army's ability to meet the demands of the National Military Strategy and periodically report the division's conclusions to Army leadership. This endeavor involves executing a schedule of planned inspections addressing a broad spectrum of force readiness and resource management issues affecting all components. In addition, the Inspections Division regularly performs assessments of contemporary issues prompting the immediate concern of the Army secretariat and staff. The Inspections Division began three such assessments in FY 2000. In October 1999, the secretary of defense requested a review of the allegations made in the public media that U.S. military personnel killed hundreds of civilians near No Gun Ri, Republic of Korea, in July 1950; the review was ongoing at the end of the fiscal year. In January 2000, the secretary of the Army ordered a special assessment of allegations of violations of the DoD Homosexual Conduct Policy at Fort Campbell, culminating in the death of Pfc. Barry Winchell in July 1999, together with an overall assessment of the Department of the Army's implementation of the policy. In July 2000, The Inspector General found that the overall command climate at Fort Campbell was adequate, but that the climate in Private Winchell's particular unit was not. In addition, the assessment found that commanders in general had difficulty administering the homosexual conduct policy and that published Army guidance concerning the policy was inadequate. In April 2000, the Senate Armed Services Committee directed the secretary of the Army to initiate an inspection of Army Junior Reserve Officers' Training Program (JROTC) programs to determine whether they were properly resourced and equipped and to compare the resourcing of Army JROTC programs with that of the other services. This inspection was ongoing at the end of FY 2000.

During FY 2000, the Technical Inspections Division conducted numerous scheduled, compliance-oriented inspections of Army organizations with nuclear or chemical surety missions. The Technical Inspections Division inspected the surety compliance of eleven chemical agent storage sites, three chemical agent demilitarization facilities, four civilian contract chemical defense laboratories, two chemical defense research laboratories, five Army signal units that support nuclear missions, two nuclear reactors, the Army technical escort unit, and the chemical ordnance biological radiological training facility.

The Intelligence Oversight Division mission again focused on inspections of Army special access programs and sensitive activities and the inspections for intelligence oversight. The division continued the deputy chief of staff for intelligence's request to enforce compliance

with procedures governing the control of foreign liaison officers. During inspections, the teams continued looking at command safety programs, especially individual and organizational security measures within the electronic workplace to ensure that information was being processed at the appropriate levels of classification, and implemented a proactive teach-and-train process during inspections to assist the personnel inspected. In FY 2000, the division performed thirty intelligence oversight inspections, thirteen special access program and sensitive activity inspections, three assistances or investigations, and one whistleblower investigation.

During FY 2000, the Training Division conducted nine iterations of the three-week inspector general course. The nine classes graduated 513 students (230 officers, 216 noncommissioned officers, 53 civilians, and 14 from other services, including foreign countries). The division's Inspector General Refresher Course graduated 34 students from two classes. The Inspector General Worldwide Network (IGNET) Site Administrator Course graduated 52 students in seven classes. Training of foreign nationals also continued. In addition to resident attendance by officers from Saudi Arabia and Slovenia, the commandant of the Army Inspector General School and a faculty member briefed the Georgian delegation in April.

The Investigations Division investigates allegations against general officers, senior executive service civilian employees, and other officials in high-visibility positions. During FY 2000, the division received 1,211 allegations and completed 27 formal investigations and 188 preliminary inquiries. Of the allegations formally investigated, the Inspections Division substantiated approximately 9 percent. The most frequently received allegation was abuse of authority.

The Army and Arms Control

Chemical Weapons Convention

In FY 2000, the U.S. Army was fully engaged in implementation of the Chemical Weapons Convention, including continuing to meet obligations for destruction of chemical weapons and former chemical weapons production facilities, as well as supporting inspections and visits at all declared Army facilities. In FY 2000, the Army supported Organization for the Prohibition of Chemical Weapons inspections of all declared chemical weapons storage, chemical weapons production facilities, and Schedule 1 (chemical weapons agent) facilities. This included inspections of ten storage facilities at eight Army installations, thirteen facilities at four Army installations, and one contractor location (Swannanoa, North Carolina), but no inspections of Schedule 1 facilities at Army installations.

The Army depot and activity commanders and their staffs successfully facilitated all of these inspections.

Global Humanitarian Demining

In December 1997, the Department of Defense designated the Army as its executive agent supporting the Department of State in carrying out the president's Demining 2010 Initiative. A Department of State official served as the special representative for the president and secretary of state for global humanitarian demining (GHD), with the military deputy to the deputy under secretary of the Army for international affairs designated to serve as the deputy special representative. The special representative and his staff assumed responsibility for organizing and coordinating global efforts to eliminate the threat of landmines to civilians worldwide by the year 2010. In FY 2000, the Office of the Deputy Under Secretary of the Army for International Affairs continued to provide a major to serve on the GHD staff at the Department of State. This officer served as the military liaison and full-time representative of the deputy special representative.

The GHD staff continued to foster partnerships with a number of U.S. and internationally based nongovernmental organizations. Partners included the Marshall Legacy Institute, the United Nations Association of the United States of America, the Vietnam Veterans of America Foundation, Global Care Unlimited, the Survey Action Center, Landmine Survivors Network, the Center for International Rehabilitation, the Rockefeller Foundation, Roots of Peace, the United Nations Foundation, James Madison University, the University of Denver's Center for Teaching International Relations, and the Polus Center for Social and Economic Development. In FY 2000, the Office of the Special Representative added five new partnerships, for a total of twenty-five. Two GHD-coordinated meetings focused on nongovernmental organization involvement in humanitarian demining highlighted the FY 2000 partnership program.

Working closely with colleagues in the Department of Defense, European Union, and the international community, the GHD staff continued to coordinate international research and development for humanitarian demining. In FY 2000, these efforts resulted in three international test and evaluation programs for humanitarian demining technologies. After GHD coordination between the U.S. Embassy in Lebanon and the Office of the Secretary of Defense, heavy demining equipment is now being field-tested in Lebanon. The GHD staff also helped arrange a Department of Energy landmine detection test and evaluation agreement with the Government of Spain and, more recently, was actively involved in the coordination of information technology developments in the Horn of Africa and the Balkans. Ongoing efforts included the International Test and Evaluation

Program and the Demining Technology Information Forum, both initiated in FY 1999.

The GHD staff also continued to conduct public outreach in universities, humanitarian demining conferences, public- and private-sponsored meetings, and other venues, presenting information on U.S. humanitarian demining programs and U.S. leadership in demining efforts. In FY 2000, GHD members participated in numerous events, including a presentation at the Organization of American States Annual Planning Conference, roundtable participation at both the Fletcher School of Law and Diplomacy at Tufts University and the J. F. Kennedy School of Government at Harvard University, and a presentation at the annual Security Assistance Conference at Central Command in Tampa, Florida.

Conclusion

The wide variety of missions characterizing the aftermath of the Cold War continued for the U.S. Army in FY 2000, albeit with some relief compared to previous years. Army forces deployed throughout not only the Middle East, Central Europe, and Latin America on peacekeeping and counternarcotics missions, but also the United States on disaster relief missions. Meanwhile, perception of the rising threat of terrorists using weapons of mass destruction produced a new set of Army responsibilities. All these tasks took place within the constraints of a National Military Strategy requiring the Army to plan, train, and equip for potential engagement in two simultaneous major theater wars.

Fulfilling such a wide range of missions required considerable effort. In FY 2000, the Army typically had nearly 125,000 soldiers and 15,000 U.S. civilians stationed in over a hundred countries while averaging 26,000 additional soldiers deployed on operations and exercises; these deployments took soldiers to some sixty-eight countries. While these commitments represented a slightly lower level compared to recent fiscal years, they still represented a substantial fraction of the active force.

The Army had to meet these demands with relatively limited resources. In keeping with the recommendations of the Quadrennial Defense Review, the congressionally mandated end strength of 480,000, active Army end strength declined slightly from 479,426 in FY 1999 to 479,026 by the end of FY 2000. In contrast, the active force totaled 781,000 at the end of the Cold War in FY 1989. The Army slightly exceeded its recruiting goals for FY 2000, but fell slightly short of its retention goals.

The slight decline in available personnel contrasted with improved funding. The Army's FY 2000 total obligation authority of \$68.6 billion represented an increase of \$4.9 billion, or 7.7 percent, compared with the previous fiscal year; its FY 2001 budget request for \$70.8 billion in total obligation authority sought to continue the trend. The Army's share of the defense budget remained near 25 percent, despite the service's having provided the bulk of the forces in major joint military operations since FY 1989.

To better meet extensive operational demands within its limited personnel ceiling, the Army took a variety of measures in FY 2000 to conserve and enhance its human capital. The service worked to improve

recruiting through new data systems and enhanced marketing efforts and addressed potential problems with retention by expanding selective reenlistment bonus programs and reducing administrative barriers to reenlistment. At the same time, the Army worked to improve recruitment, attrition, and retention rates by bettering the quality of life for soldiers; continuing to increase stability, defined as time on a given station, for soldiers between deployments; and continuing its programs to upgrade barracks and on-post housing. The Army continued its efforts to open more career fields to women, which had begun in 1994, while working to establish an improved climate for female and minority personnel through a variety of human relations programs. The Army chief of staff also sought to use existing personnel more efficiently by reorienting manning policies, ordering a four-year campaign to fully man, by MOS and grade, all Army units, beginning with the Army's ten divisions and two armored cavalry regiments.

The Army also continued to rely heavily on employment of the Army National Guard and Army Reserve to meet mission requirements in FY 2000. The Reserve components made up slightly less than 54 percent of total Army force structure, providing combat support and combat service support forces needed in disproportionate numbers for operations other than war and support to civil authorities. In keeping with the Total Force initiative, the Army implemented plans to integrate active- and reserve-component units into the same divisions, as well as planning to activate multicomponent units below the division level. The reserve components added new capabilities to address evolving threats, notably in information operations.

In the face of increasing demands on decreasing resources, the Army identified, developed, and deployed new technologies that greatly improve unit effectiveness. The existing experiments in digitization of Army forces led to an overall plan to refurbish the existing Legacy Force while developing a new Objective Force. This force would be capable of exploiting new technologies to deliver greater combat power on short notice, in missions across the spectrum of military operations, at the same time reducing the logistical burden associated with the Legacy Force. To gain experience for the Objective force, the Army chief of staff ordered the creation of the Interim Force based on brigades of light armored vehicles transportable in C-130 aircraft.

The Army also improved its logistical arrangements by using the same technological innovations as those involved in digitization to enhance its logistics. In FY 2000, it continued its adoption of new systems for tracking supplies through radio-frequency tracking devices and bar-coding in concert with automated inventory systems, as well as implementing similar systems for managing spare-parts supplies and maintenance

procedures. These enhanced logistical systems thus support increased demands for strategic mobility. The Army continued its program to expand its maritime prepositioning capabilities in conjunction with the U.S. Navy, having acquired the first eight of fifteen new large, medium-speed roll-on/roll-off cargo ships. In support of this capacity, the Army also enhanced its logistics-over-the-shore capabilities with new landing craft and floating cranes. These improved facilities should combine with the smaller logistical demands of the heavy forces reorganized to the Division XXI structure to increase the strategic mobility of heavy forces.

The demands of digitization and increased deployment levels underscore the great importance of the Army's development and modernization efforts. To exploit the information resources inherent in digitization, the Army has continued to develop its weapons systems to achieve and preserve overmatch capabilities in combat, enhancing existing systems while conducting research on new ones. In FY 2000, the Army continued the enhancement of its deep-attack capabilities. A variety of deep-attack initiatives, both new weapons, such as the BAT precision-guided submunitions, and improvements of existing systems, such as MLRS and ATACMS, seek to exploit developing information dominance capabilities. Along with enhanced range and accuracy, an important goal has been greater strategic mobility through lowered system weight, manning, and logistical requirements. The Army also worked to improve the effectiveness of light forces, both by integrating digitization systems pioneered in the heavy force and by accelerating the development of such weapons systems as HIMARS and the Javelin antiarmor missile. A major thrust of future materiel development, notably the Future Combat Systems slated to replace the current generation of tanks and armored fighting vehicles, will be a reduction of vehicle weight to no more than twenty tons, both to facilitate initial rapid deployment and to reduce the logistical tail of deployed forces. At the individual level, systems are under development to equip the individual infantry soldier for a challenging environment encompassing night combat, military operations in urban terrain, and a renewed threat from weapons of mass destruction.

By the end of FY 2000, the Army was well into its transition from a Cold War force optimized for major theater wars to a force prepared for employment across the spectrum of military operations. The service had completed its drawdown in the wake of the collapse of the Soviet Union and had taken substantial steps to cope with the operational, materiel, and human strains of numerous worldwide commitments. Nonetheless, the Army's leaders had recognized the inadequacy of piecemeal and evolutionary adaptation to the new environment and embarked on a transformative campaign to enhance the service's human, materiel, and information resources accordingly.

Acronyms

AAFES	Army and Air Force Exchange Service
ABS	Army Broadcasting Service
ACRI	African Crisis Response Initiative
AFATDS	Advanced Field Artillery Tactical Data System
AFN	Armed Forces Network
AFV	alternative-fueled vehicle
AIS	automated information systems
AIT	automatic identification technology
AMEDD	Army Medical Department
APS	Army Pre-positioned Stocks
AR	Army Regulation
ARADS	Army Recruiting and Accession Data System
ASAS	All Source Analysis System
ASMP	Army Strategic Mobility Program
ATACMS	Army Tactical Missile System
ATAV	Army Total Asset Visibility
AUAO	Army University Access Online
AWCF	Army Working Capital Fund
BAT	Brilliant Antiarmor (submunitions)
BPR/FEA	business process reengineering/functional economic analysis
BTU	British thermal unit
C4ISR	command, control, communications, computers, intelligence, surveillance, and reconnaissance
CAC	common access card
CC	containerized chapel
CEB	Combat Equipment Base
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CIS	contributory intelligence support
CJTF–Kuwait	Coalition Joint Task Force–Kuwait
CONUS	continental United States
COSCOM	corps support command
CS/CSS	combat support and combat service support
CWC	Chemical Weapons Convention

DAPMIS	Department of the Army Photograph Management Information System
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS	Deputy Chief of Staff for Operations and Plans
DISC4	Director of Information Systems for Command, Control, Communications, and Computers
DoD	Department of Defense
eSB	enhanced separate brigade
ETS	end of term of service
FBCB2	Force XXI Battle Command Brigade-and-Below
FCIP	Foreign Counterintelligence Program
FCS	Future Combat Systems
FDD	first digitized division
FLPP	foreign language proficiency pay
FM	Field Manual
FMS	foreign military sales
FUDS	Formerly Used Defense Sites
FUSRAP	Formerly Utilized Sites Remedial Action Program
FY	fiscal year
GCCS-A	Global Command and Control System-Army
GCSS-A	Global Combat Support System-Army
GED	General Educational Development
GHD	global humanitarian demining
GSORTS	Global Status of Resources and Training System
HEMTT	Heavy Expanded Mobility Tactical Truck
HIMARS	High-Mobility Artillery Rocket System
HMMWV	high-mobility multipurpose wheeled vehicle
HQDA	Headquarters, Department of the Army
IA	information assurance
IAV	Interim Armored Vehicle
IBCT	interim brigade combat team
IGAR	inspector general action request
IGNET	Inspector General Worldwide Network
INS	U.S. Immigration and Naturalization Service
INTERFET	International Force East Timor
IO	Information Operations
IRT	Innovative Readiness Training
IT	information technology

JMICS	Joint Mobile Integrated Communications System
JROTC	Junior Reserve Officers' Training Program
JSCP	Joint Strategic Capabilities Plan
LARC	lighter amphibious resupply cargo
LIWA	Land Information Warfare Activity
LIWEC	Land Information Warfare Enhancement Cell
LMSR	large, medium-speed roll-on/roll-off
LOSAT	Line-of-Sight Antitank (Missile)
LOTS	logistics-over-the-shore
LRAS3	Long-Range Advanced Scout Surveillance System
LSTAT	Life Support for Trauma and Transport
MAP	management action plan
MC4	Medical Communication for Combat Casualty Care
MFO	Multinational Force and Observers
MGIB	Montgomery GI Bill
MLRS	Multiple-Launch Rocket System
MMC	materiel management center
MOS	military occupational specialty
MRI	Medical Reengineering Initiative
MSETP	Military Spouse Entrepreneurial Training Program
MWR	morale, welfare, and recreation
NAF	nonappropriated funds
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NDAA	National Defense Authorization Act
NGREA	National Guard and Reserve Equipment Appropriation
NMD	National Missile Defense
OCPA	Office of the Chief of Public Affairs
ODCSINT	Office of the Deputy Chief of Staff for Intelligence
OERS-E	Officer Evaluation and Reporting System-Enhanced
OPCW	Organization for the Prohibition of Chemical Weapons
P3I	Preplanned Product Improvement
PAC-3	Patriot Advanced Capability-3
PKI	public key infrastructure
POM	program objective memorandum
PREP	Prevention and Relationship Enhancement Program
QDR	Quadrennial Defense Review

RCE-05	Reserve Component Employment Study 2005
RDTE	research, development, test, and evaluation
RSOI	reception, staging, onward movement, and integration
SAAS-MOD	Standard Army Ammunition System-Modernization
SARSS	Standard Army Retail Supply System
SDT	second destination transportation
SETAF	Southern European Task Force
SHF	super-high frequency
SIDPERS	Standard Installation/Division Personnel System
SINCGARS	single-channel ground and airborne radio system
SMART	simulation and modeling for acquisition, requirements, and training
SOC	Servicemembers Opportunity Colleges
SRB	Selective Reenlistment Bonus
SRIP	Selected Reserve Incentive Program
STAMIS	Standard Army Management Information Systems
TAA	Total Army Analysis
TOPMIS	Total Officer Personnel Management Information System
TOW	Tube-Launched, Optically Tracked, Wire-Guided (Missile)
TRADOC	U.S. Army Training and Doctrine Command
TSC	theater support command
UAE	United Arab Emirates
UHF	ultra-high frequency
USACE	U.S. Army Corps of Engineers
Y2K	Year 2000

Index

- Aberdeen Proving Ground, Maryland, 15, 62, 95
- Accession Management Information System, 8
- Advanced Concept Technology Demonstration, 59
- Advanced Field Artillery Tactical Data System (AFATDS), 14, 92
- African Crisis Response Initiative (ACRI), 57
- Air traffic controllers, 103
- Airborne units
 - XVIII Airborne Corps, 48, 68
 - 3d Brigade, 82d Airborne Division, 94
 - 173d Airborne Brigade (Separate), V Corps, 49
 - 504th Parachute Infantry, 82d Airborne Division, 56
 - 1st Battalion, 502d Infantry, 101st Airborne Division, 54
 - 1st Battalion, 508th Infantry (Airborne), 48, 50, 55
 - 1st Battalion, 325th Parachute Infantry, 58
 - 2d Battalion, 505th Parachute Infantry, 82d Airborne Division, 54
- Aircraft Crew Member Badge, 36
- Alaska Road Project, 58
- All Source Analysis System (ASAS), 14, 20–21, 59, 92
 - Block I, 92
 - Block II Software, 14
- Alternative-fueled vehicles (AFVs), 113
- American Legion, 107
- Anniston, Alabama (disposal facility), 15
- Archdiocese for the Military Services, 100
- Argentina, 58, 89, 90
- Armaments Cooperation Directorate,
 - Office of the Deputy Under Secretary of the Army for Security Cooperation, 87
- Armaments Cooperation Program, 87
- Armed Forces Day, 106
- Armed Forces Network (AFN), 108
- Armed Forces of the Philippines, 52
- Armed Forces Qualification Test, 28
- Armed Forces Recreation Centers, 105
- Armed Services Board of Contract Appeals, 119
- Armed Services Vocational Aptitude Battery, 29
- Armies
 - Third, 68
 - Eighth Army/U.S. Forces Korea, 45, 46, 82
- Armor, 70th, 2d Battalion, 47
- Armored Cavalry Regiment, 3d, 55
- Armored units
 - 1st Armored Division, 48–49
 - 49th Armored Division (Texas National Guard), 55, 68, 75
 - 1st Brigade, 1st Armored Division, 56
- Armored vehicle-launched bridges, 79
- Arms Export Control Act, Section 65, 87
- Army Active-Duty Board, 36
- Army Ad Hoc Board, 36
- Army Airborne Command and Control System, 92
- Army and Air Force Exchange Service (AAFES), 105–06
- Army Audit Agency, 11–12
- Army Authorization Document System (Revised), 8
- Army Battle Command System, 14, 92
- Army Board for Correction of Military Records, 36, 37
- Army Board of Review of Eliminations, 36
- Army Broadcasting Services (ABS), 107–08
- Army Civil Works Program, 114–17
- Army Clemency and Parole Board, 36, 37
- Army College Fund, 29
- Army Competitive Category, 32
- Army Continuing Education System, 109–10
- Army Counterintelligence and Human Intelligence Modernization Program, 59

- Army Disability Rating Review Board, 36
- Army Discharge Review Boards, 36, 37
- Army Energy Program, 113–14
- Army Family Advocacy Program, 100–101
- Army Family Housing, 103–04, 110
- Army General Defense Intelligence Program, 60
- Army Global Command and Control System, 14
- Army Grade Discrimination Review Board, 36
- Army Information Operations (IO), 8–9
- Army Inspector General School, 124
- Army IO Campaign Plan, 8
- Army Judge Advocate Corps, 119–22
- Army Junior Reserve Officers' Training Program (JROTC), 123
- Army Language Master Plan, 60, 76
- Army Language Objective Force, 60
- Army LINK Web site, 107
- Army Logistics Integration Agency, 82
- Army Materiel Command, 82, 85, 86
- Army Medical Department (AMEDD), 97–98. *See also* Hospital units; Medical units.
- Army Military Construction Program, 110
- Army Milstar Program, 14, 20
- Army National Guard, 65–80, 128
 - Alabama, 50, 52
 - California, 50
 - counterdrug operations, 69
 - Delaware, 49
 - deployments, 75–76
 - depot maintenance, 79
 - Distributed Learning Program, 72
 - Division Redesign Study program, 44, 46, 65, 70
 - enhanced separate brigades (eSBs), 68, 69, 70
 - equipment, 78–79
 - force packages, 74–75
 - force structures, 65–69
 - Illinois, 50
 - integrated divisions, 68
 - Intelligence, 76
 - Judge Advocate, 119
 - Kansas, 50
 - Louisiana, 52
 - Michigan, 49
 - National Missile Defense, 69
 - North Carolina, 49
 - peacekeeping operations, 69
 - personnel, 12, 17, 20
 - Puerto Rico, 107
 - recruiting and retention, 70–71
 - Special Operations Forces, 69, 76
 - Strength and Personnel Management, 70
 - staffing levels, 79–80
 - teaming, 68–69
 - Technology Project/GuardNet XXI, 72
 - Tennessee, 50
 - training and readiness, 71–75
 - See also* Armored units; Engineer units; Infantry units.
- Army Network and Systems Operation Center, 33
- Army News Service, 107
- Army Operational Security Training Program, 9
- Army Personnel Command, 27, 33
 - demographics, 25–27
 - Education Division, 109–10
 - Enlisted Distribution and Assessment System, 8
 - Enlisted Personnel Management Division, 27–28
 - Information Systems Directorate, 33, 34
 - Officer Personnel, 31
 - Officer Personnel Management Directorate, 33
 - Officer Personnel Management Systems, 33–34
 - Total Officer Personnel Management Information System (TOPMIS), 33
 - TOPMIS II, 33
- Army Physical Disability Appeal Board, 36
- Army Physical Disability Rating Review Board, 36
- Army Pre-positioned Stocks (APS) program, 83–84, 85
- Army Procurement Fraud Division, 119
- Army Recruiting and Accession Data System (ARADS), 8
- Army Regulations (ARs)
 - 15–185, *Army Board for Correction of Military Records*, 37
 - 27–53, *Review of Legality of Weapons Under International Law*, 121
 - 600–8–22, *Military Awards*, 35, 36

- Army Reserve, 34, 65–80, 128
 - and chaplains, 100
 - chemical units, 77
 - Civil Affairs and Psychological Operations Command, 69, 75
 - counterdrug operations, 76–77
 - deployments, 75–76
 - depot maintenance program, 79
 - equipment, 78–79
 - force packages, 74–75
 - Individual Ready Reserve, 72
 - Information Operations, 69
 - Judge Advocate, 119
 - Maintenance Support Activities and Equipment Concentration Sites, 79
 - Man-day Resource Model, 71
 - Military Construction, 110
 - Personnel Command, 34, 101
 - Readiness Training Center, 72
 - recruiting and retention, 70–71
 - Selected Reserve, 70, 71
 - staffing levels, 79–80
 - training and readiness, 71–75
 - personnel, 12, 17
 - See also* Hospital units.
- Army Review Boards, 36–37
- Army Security Review Board, 36
- Army Sports Program, 110–11
- Army Strategic Mobility Program (ASMP), 83, 86
- Army Superior Unit Award, 35
- Army Tactical Missile System (ATACMS), 129
 - Block I, 91
 - Block IA, 13
 - Block II, 14, 20, 21, 93
 - Block IIA, 93
- Army teaming, 68
- Army Test and Evaluation Command, 95, 96
- Army Total Asset Visibility (ATAV), 81
- Army Transformation Strategy, 16, 41, 44, 60–61, 107
- Army Tuition Assistance Program, 108–09
- Army University Access Online (AUAO), 109
- Army Vision, 41, 42
- Army War Reserve Support Command, 84
- Army watercraft, 86
- Army Working Capital Fund (AWCF), 22–23
- Army/Air Force Hometown New Service's Broadcast News Division, 107
- Army/Air Force Hometown New Service's Print Division, 107
- Asian Aerospace exhibition, Singapore, 88
- Association of State and Territorial Solid Waste Management Officials, 114
- Association of the United States Army, 107
- Atlantic Command, 54
- ATLAS all-terrain forklifts, 79
- Attrition, 28, 29–30, 73, 128
- Australia, 16, 52, 89
- Australian Defense Force, 52
- Automated information systems (AIS), 81
- Automatic identification technology (AIT), 81, 82
- Aviation units
 - 158th Aviation Regiment, 48–49
 - 160th Special Aviation Regiment, 59
 - 1st Battalion, 285th Aviation (Attack), 88
 - 159th Aviation Battalion, 59
 - 228th Aviation Battalion, 59
- Aviation and Missile Command, 83
- Aviation Restructure Initiative, 12
- Awards, 35–36
- Bahrain, 85, 91
- Bangladesh, 36, 57
- Bangor, Maine, 82
- Bar codes, 8, 81, 128
- Base Realignment and Closure, 22, 110
- BAT (Brilliant Antiarmor), 13–14, 20
 - Precision-guided submunition, 93, 129
 - Preplanned Product Improvement (P3I), 14, 21
- Battle Command Training Program, 13, 17, 47, 74
- Baumholder, Germany, 104
- Belarus, 38, 50
- Block IV Software, 14
- Blue Grass Army Depot, 15, 82, 83
- Boeing Company, 94, 119
- Bosnia, 55, 56, 60, 75–76, 107, 108, 109
- Botswana, 36, 57
- Boy Scouts, 78
- Bradley command and control vehicle, 20

- Bradley fighting vehicles
 - M2, 13, 20, 93–94
 - M2/3A3, 93, 95
 - M3, 93–94
- Brooke Army Medical Center clinics, 98
- Budget
 - Army pay, 103
 - Fiscal Year 2000 Budget, 12–16
 - Fiscal Year 2001 Budget Request, 16–22
 - Office of Management and Budget
 - Circular A–7, 11
 - Program Budget Decision 712, 77
 - Program Objective Memorandum (POM) 02–07, 45
 - Research, Development, Test, and Evaluation (RDTE) funding, 14, 21
- Building Strong and Ready Families Pilot Initiative, 101
- Bulgaria, 50, 56
- BZ hallucinogenic-agent fill facility, 62
- C–130 aircraft, 42, 94–95, 128
- Cadet Physical Development Center (USMA), 22
- Camp Able Sentry, 15, 56
- Camp Bondsteel, 102, 108
- Camp Carroll, 84
- Camp Doha, 82
- Camp Humphreys, 104
- Camp Monteith, 102, 108
- Cavalry units
 - 1st Cavalry Division, 44, 68
 - 21st Cavalry Brigade, 88
 - 1st Battalion, 9th Cavalry, 47
 - 1st Squadron, 10th Cavalry, 47
- Center for International Rehabilitation, 125
- Certificate of Ecclesiastical Endorsement (DD Form 2088), 101
- Chemical Agent Identification Sets, 62
- Chemical Agent Munitions Disposal System, 62
- Chemical Demilitarization Program, 15, 22, 121
- Chemical Stockpile Emergency Preparedness Project, 15, 22
- Chemical weapons, 61–62
- Chemical Weapons Convention (CWC), 61–62, 124–25
- Chile, 58, 90
- Civil Affairs Battalion, 96th, 58
- Civilian Acquired Skills Program, 71
- Civilian Intelligence Personnel Management System, 61
- Clean Water Act, 116, 121
- College First Program, 29
- Colombia, 58, 89
- Colombian National Police, 89
- Combat Equipment Base (CEB)–Kuwait, 85
- Combat Maneuver Training Center, 13, 17, 48
- Combat Service Support Control System, 92
- Combat Support units. *See* Support units.
- Combined Forces Command, Korea, 51, 92
- Command Assistance and Assessment Program, 74
- Command Plan FY 2002, 44–46, 47
- Commercial Activities Program, 121
- Common Access Card (CAC), 7
- Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), 116–17, 119
- Conseil Internationale du Sport*, 111
- Consequence Management Program, 77
- Contact-memory buttons, 81
- Continuing education, 109–10
- Cooperative Eye-Safe Laser Radar Program, 89
- Cooperative Personnel Program Arrangement, 88
- Corps
 - III, 19, 21, 60, 98–99
 - V, 49, 57, 102
- Corpus Christi Army Depot, Texas, 83
- Counterdrug training missions, 53, 58, 69, 76–77
- Counterintelligence and Human Intelligence Directorate, 59
- Counterintelligence and Human Intelligence Modernization Program, 59
- Courts-martial, 119
- Crusader 155-mm. self-propelled howitzer, 14, 20, 21, 84, 88, 93
- “Cutaway” (film) 107
- Cyber Region, 106

- Dayton Peace Accords, 55
- Defense Acquisition Executive, 94
- Defense Advanced Research Projects Agency, 19, 95
- Defense Civilian Intelligence Personnel System, 61
- Defense Counterintelligence Information System, 59
- Defense Intelligence Agency, 60
- “Defense Intelligence for the 21st Century” study, 59
- Defense Intelligence Reserve Program, 76
- Defense Joint Counterintelligence Program, 59, 61
- Defense Officer Personnel Management Act, 32
- Defense Planning Guidance, 86
- Defense Satellite Communications System, 14, 20
- Defense Security Service, 59
- Delayed Entry Program, 29
- Demining 2010 Initiative, 125
- Demining Technology Information Forum, 126
- Department of Combat Medic Training, 97–98
- Department of Defense Computer Network Attack mission, 9
- Department of Defense Consequence Management Program, 77
- Department of Defense Directive 3025.14, *Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad*, 37
- Department of Defense Directive 5000.1, *Defense Acquisition*, 121
- Department of Defense Global Command and Control System, 92
- Department of Defense Homosexual Conduct Policy, 123
- Department of Defense Reserve Component Employment Study 2005 (RCE–05), 68–69
- Department of Defense Hotline, 122
- Department of Energy, 114, 116, 117, 125
- Department of Justice, 121
- Department of State, 57, 125
- Department of the Army Health and Medical programs, 97–99
- Department of the Army Memorandum 10–1, *Executive Agent Responsibilities Assigned to the Secretary of the Army*, 37
- Department of the Army Photograph Management Information System (DAPMIS), 8
- Deputy Chief of Staff for Intelligence (DCSINT), 8
- Deputy Chief of Staff for Operations and Plans (DCSOPS), 8, 9
- Deseret Chemical Depot, Utah, 62
- Digital Topographic Support System, 92
- Digitization Appliqué, 21
- Digitized Division Capstone Exercise, 99
- “Dignity and Respect: A Training Guide on Homosexual Conduct Policy,” 39, 121
- Director of Information Systems for Command, Control, Communications, and Computers (DISC4), 8, 10, 60
- Director of Requirements and Force Management, Office of the Deputy Chief of Staff for Operations and Plans, 32
- Directorate of Logistics, 46
- Displaced persons, 55
- Distinguished Service Cross, 35
- Distributed Battle Simulation Program, 71–72
- Division XXI, 43, 70, 129
- Divisional Teaming Pilot Program, 68
- DynCorp, 109–10
- Early-entry deployment support (fly-away) kits, 82
- East Timor, 15, 16, 35, 88
- Egypt, 48, 53
- Electronic Commerce Directorate, 7
- Electronic Commerce Office, 7
- Emergency Deployment Readiness Exercise, 49, 55
- Endangered Species Act, 121
- Energy Policy Act of 1992, 113

- Engineer units
- 412d Engineer Command (U.S. Army Reserve, Mississippi), 58
 - 194th Engineer Group, 52
 - 926th Engineer Group, 52
 - 130th Engineer Brigade, 49
 - 54th Engineer Battalion, 48–49
 - 84th Engineer Battalion, 58
 - 142d Engineer Battalion, 56
 - 505th Engineer Battalion (North Carolina Army National Guard), 58
- Enhanced Manpack Ultra-High Frequency (UHF) Terminal (Spitfire), 14, 20
- Enlistment Bonus Program, 29, 70
- Environmental litigation, 119, 121
- Environmental Protection Agency, 114
- Environmental Restoration, Army, 22
- European Command, 48–50, 54, 55–57, 59, 69, 87
- European Union, 125
- Evaluation Analysis Center, 95
- Everglades, Florida, 115
- Excalibur (artillery), 93
- Executive Orders
- 12902, Energy Efficiency and Water Conservation at Federal Facilities, 113
 - 13031, Federal Alternative-Fueled Vehicle Leadership, 113
 - 13123, Greening the Government Through Efficient Energy Management, 113
- Exercises
- ADVENTURE EXCHANGE, 48
 - ARRCADE FALCON 00, 49
 - ATLAS DROP, 50
 - BALIKATAN 2000, 51–52
 - BRIGHT STAR, 48
 - COBRA GOLD, 51
 - COMBINED ENDEAVOR 2000, 49
 - CONSEQUENCE MANAGEMENT, 76
 - COOPERATIVE BANNER 2000, 49
 - FUERZAS ALIADAS-HUMANITARIAN 2000, 52
 - INTRINSIC ACTION, 47, 54
 - IRIS GOLD, 47, 54
 - IRON EAGLE I, 49
 - KEEN EDGE, 50
 - LARIAT RESPONSE, 49
 - MEDCEUR 00–1, 49
 - MEDFLAG, 50
 - MOUNTAIN GUARDIAN II, 48
 - NEW HORIZONS, 52
 - NORTH WIND, 51
 - NORTHERN EDGE 2000, 51
 - NUEVOS HORIZONTES, 76
 - PACIFIC BOND, 52
 - PACIFIC WARRIOR, 51, 76
 - PEACE SHIELD 2000, 50
 - RESCUE EAGLE, 50
 - ROVING SANDS, 76
 - TRADEWINDS 2000, 52
 - ULCHI FOCUS LENS, 51
 - YAMA SAKURA, 50, 76
- Expanded Relations Program, 51
- Explosive Destruction System, 62
- Federal Register*, 37
- Field Manuals (FMs)
- 46–1, *Public Affairs Operations*, 108
 - 46–1–1, *Public Affairs Tactics, Techniques and Procedures*, 108
 - 100–6, *Information Operations*, 108
- Field Support Command, 84
- First Digitized Division (FDD), 60
- 5-ton trucks, 79
- 5-ton wreckers, 78
- Fletcher School of Law and Diplomacy, Tufts University, 126
- Flexplace, 9
- Flextime, 9
- Flood Plain Management Services and Planning Assistance to States, 116
- Flood Plain Management Services Program, 116
- Force Management, 32–33, 43–47
- Force XXI, 43, 44
- Battle Command Brigade-and-Below (FBCB2), 60–61, 92, 95–96
 - medical support, 97
 - modernization, 95–96
- Forces Command, 46, 68, 81–82, 92, 100
- Forces Command Regulation 350–4, *Army Relationships*, 68
- Foreign Counterintelligence Program (FCIP), 59
- Formerly Used Defense Sites (FUDS) Program, 114

- Formerly Utilized Sites Remedial Action Program (FUSRAP), 115, 116, 117
- Fort Benning, 83, 109, 111
- Fort Bliss, 14, 83, 117
- Fort Bragg, 15, 46, 83, 94
- Fort Campbell, 38, 83, 109, 123
- Fort Carson, 83
- Fort Greely, 108
- Fort Hood, 14, 22, 83, 88, 95, 104, 109
- Fort Huachuca, 102
- Fort Irwin, 13, 47
- Fort Jackson, 119
- Fort Knox, 96
- Fort Lee, 83, 107
- Fort Leonard Wood, 22
- Fort Lewis, 41, 43, 87, 96, 104
- Fort Meade, 104
- Fort Polk, 13, 47, 94
- Fort Riley, 83
- Fort Sill, 15, 83
- Fort Stewart, 4, 83, 104
- Fort Story, 102, 107
- Forward Area Air Defense Command and Control System, 14, 92
- France, 48, 50
- Freeman, Ed, 35
- Funeral honors, 36
- Future Combat Systems (FCS), 18–19, 95, 129
- Future Scout and Cavalry System, 20
- General Dynamics, 87
- General Education Development (GED) Plus Program, 28–29
- General Services Administration, 113
- Germany, 13, 48, 50, 55, 96, 104, 119
- GI-to-jobs initiative, 109
- Global Care Unlimited, 125
- Global Combat Support System-Army (GCSS-A), 18, 82, 92
- Global Humanitarian Demining (GHD), 125
- Global Status of Resources and Training Systems (GSORTS), 73, 74
- Golden Knights, 107
- Government Accounting Office, 110
- Government Performance Results Act, 11
- Graves, Sfc. James T., 111
- Greece, 48, 50, 56, 60, 87
- Grizzly combat engineer vehicle, 20, 94
- Haiti, 52, 58
- Hanau, Germany, 104
- Hawthorne Army Depot, Nevada, 62, 83
- Headquarters, Department of the Army, 46, 92
- Helicopters
 - Apache, 13, 19, 20, 87–88, 91, 94
 - Black Hawk, 13, 20, 89
 - Chinook CH–47, 79, 88–89
 - heavy-lift, 20
 - CH–47D, 94, 119
 - Cobra AH–1, 78–79
 - Comanche RAH–66, 14, 21, 94, 96
- “Hearts in Atlantis” (film), 107
- Heavy equipment transporter tractors, 78
- Heavy Expanded Mobility Tactical Truck (HEMTT), 20
- Heidelberg, Germany, 119
- High-Mobility Artillery Rocket System (HIMARS), 14, 19, 93, 129
- HMMWV-based M707 Striker, 93
- HMMWVs (High-mobility multipurpose wheeled vehicles), 79
- Hohenfels, Germany, 13
- Homosexual Conduct Policy, 38–39
- Honduras, 58, 82, 108, 109
- Horn of Africa, 125
- Hospital units
 - 121st General Hospital, Yongsan, Korean, 51
 - 309th Combat Support Hospital, 52
 - 352d General Hospital (U.S. Army Reserve, California), 58
 - 921st Field Hospital (U.S. Army Reserve, California), 58
- Human Resources Research Organization, 110
- Humanitarian Demining Program, 55
- Humanitarian Service Medal, 35
- Hungary, 50, 55, 56, 108, 109
- Hunter Army Airfield (Georgia), 104
- Immediate Reaction Task Force, 49

Infantry units

- 3d Infantry Division (Mechanized), 48, 68
- 4th Infantry Division (Mechanized), 60, 68, 92, 99
- 7th Infantry Division, 68
- 10th Mountain Division (Light), 68
- 24th Infantry Division, 68
- 25th Infantry Division, 107
- 28th Infantry Division (Mechanized) (Pennsylvania National Guard), 68
- 29th Infantry Division (Light) (Virginia National Guard), 68
- 40th Infantry Division (Mechanized) (California National Guard), 68
- 1st Brigade, 25th Infantry Division, 41, 43
- 2d Brigade, 1st Infantry Division, 56
- 2d Brigade, 10th Mountain Division, 55
- 3d Brigade, 2d Infantry Division, 41
- 1st Battalion, 5th Infantry, 25th Infantry Division, 54
- 1st Battalion, 14th Infantry, 25th Infantry Division, 51
- 1st Battalion, 131st Infantry, 54
- 1st Battalion 178th Infantry, 54
- 1st Battalion, 186th Infantry, 54
- 2d Battalion, 153d Infantry, 54
- 2d Battalion, 162d Infantry, 54
- 3d Battalion, 153d Infantry, 54
- 3d Battalion, 187th Infantry, 58
- See also* Airborne units.
- Information Superiority Panel, 60
- Inland Pipeline Distribution System, 84
- Innovative Readiness Training (IRT), 77–78
- Inspector General Action Requests (IGARs), 122; functions of, 122–23
- Inspector General Agency, 122–24
- Inspections Division, 125
- Intelligence Oversight Division, 123–24
- Investigations Division, 124
- Refresher Course, 124
- Inspector General of the Army, 39
- Inspector General Worldwide Network (IGNET) Site Administration Course, 124
- Integrated Management Program, 19
- Integrated Meteorological System, 92
- Intel XXI Study, 61
- Intelligence and Security Command European Command, 59
- Intelligence Personnel Management Office, 61
- Intelligence Policy Directorate, 60
- Intelligence Program Review Group, FY 2000, 60
- Inter-Component Data Transfer System, 8
- Interim Armored Vehicle, 19
- Interim Brigade Combat Team, 43
- International Force East Timor (INTERFET), 16
- International Test and Evaluation Program, 125–26
- Iraqi Liberation Act of 1998, 90
- Iraqi National Congress, 90, 91
- Israel, 53, 87
- Italy, 48, 50, 84, 96
- James Madison University, 125
- Japan, 50, 51, 84, 89, 102, 105
- Japanese Self-Defense Force, 50–51
- J. F. Kennedy School of Government, Harvard University, 126
- Johnston Atoll Chemical Agent Disposal System, 15, 62
- Joint Contingency Force Advanced Warfighting Experiment, 94
- Joint Forces Command, 47, 53
- Joint Mobile Integrated Communications System (JMICS), 60
- Joint Modular Lighter System, 86
- Joint Readiness Training Center, 13, 17, 47, 74
- Joint Reserve Intelligence Program, 76
- Joint Strategic Capabilities Plan, Fiscal Year 1998 (JSCP98), 69
- Joint Task Force ATLAS RESPONSE, 36, 57
- Joint Task Force BRAVO, 59
- Joint Task Force FUNDAMENTAL RESPONSE, 35
- Joint Vision 2010*, 42
- Khobar Towers, Saudi Arabia, 54
- Korea, 31, 44, 45, 60, 82, 88
 - and bonus pay, 103
 - construction in, 104, 105
 - exercises and, 51

- Kosovo, 60, 99, 102, 107, 109
 - campaign medal, 35
 - intelligence operations in, 76
 - peacekeeping in, 15, 55, 75
- Kosovo Force, 56, 84
- Kosovo Liberation Army, 48
- Kuwait Joint Headquarters, 48
- Kuwait, 4, 47–48, 54, 76, 82, 85
- Kwajalein Atoll, 22

- Land Information Warfare Activity (LIWA), 9, 69
- Land Warrior Program, 14, 94
- Landmine Survivors Network, 125
- Large, medium-speed roll-on/roll-off (LMSR) ships, 18, 84, 85, 129
- Legion of Merit, 35
- Leo Burnett Worldwide Inc., 29
- Leopard II (German tank), 87
- Letterkenny Army Depot, 83
- Life Support for Trauma and Transport (LSTAT), 99
- Lighter Amphibious Resupply Cargo (LARC)–60 detachments, 47
- Linguists, 103
- Logistics, 128–29
 - management and planning, 81–83
 - research, development, and acquisition, 91–95
 - security assistance, 86–87
 - sustainment, 83–86
 - testing, 95–96
- Logistics-over-the-shore (LOTS), 86
- Long-Range Advanced Scout Surveillance System (LRAS3), 21, 93
- Love Bug virus, 9

- M113-series armored medical vehicle, 99
- M1A2 Systems Enhancement Program, 19
- M2/M3 Bradley Fighting System, 80
- M270A1. *See* Multiple-Launch Rocket System.
- M2A0 Bradley, 99
- M35A3 2½-ton trucks, 79
- M7 Bradley fire-support team vehicle, 93
- Macedonia, 15, 56, 109
- Magnetic storage media, 81
- Magnetic strips, 81
- Maneuver Control System 14, 92

- Manhattan Engineer District, 116
- Marine Protection, Research, and Sanctuaries Act of 1972 (Ocean Dumping), Section 103, 116
- Marshall Legacy Institute, 125
- McAlester Army Ammunition Plant, 82, 83
- Medal of Honor, 35
- Medical Communication for Combat Casualty Care (MC4), 98–99
- Medical Detachment, 98
- Medical Reengineering Initiative (MRI), 97
- Medical units
 - 30th Medical Brigade, V Corps, 49, 50
 - 39th Medical Brigade, V Corps, 57
 - See also* Hospital units.
- Meritorious Service Medal, 35
- Military Construction Army, 15, 21–22, 110
- Military Intelligence, 59–61
- Military Intelligence Functional Area Assessment, 61
- Military Intelligence units
 - 650th Military Intelligence Group, 59
 - 204th Military Intelligence Battalion, 58
- Military Ocean Terminal, California, 83
- Military Police Companies
 - 64th, 57
 - 119th, 57
- Military Spouse Entrepreneurial Training Program (MSETP), 117, 119
- Military STAR, 106
- Military Traffic Management Command, 56, 82
- Missiles
 - Javelin medium antiarmor, 14, 20, 94, 129
 - Line-of-Sight Antitank (LOSAT), 14, 19
 - Longbow HELLFIRE antiarmor, 13, 20, 87
 - Stinger, 14, 20
 - TOW, 13, 19
 - antiarmor, 94
 - Improved Target Acquisition System, 20
- Missile Systems, 13–14
- Mississippi River, 115

- Mobility Requirements Study of 1992, 83, 85
- Moldova, 38, 49, 50
- Montgomery GI Bill (MGIB), 70, 108–09
- MOONLIGHT MAZE, 9
- Morale, welfare, and recreation (MWR), 104–05
- Mountain Division, 10th. *See* Infantry units.
- Mozambique, 36, 57
- Multinational Division (North), 55, 56, 75
- Multinational Force and Observers (MFO), 53
- Multiple-Launch Rocket System (MLRS), 14, 20, 21, 129
 - guided, 14, 93
 - in Korea, 88–89
- Multipurpose Individual Munition/Short-Range Assault Weapon, 14, 21
- Mutual Defense Treaty of 1951, 52

- Napa River, California, 115
- National Defense Authorization Act (NDAA), 103, 108
- National Defense Panel, 43
- National Guard and Reserve Equipment Appropriations (NGREA), 78
- National Guard Association of the United States Conference, 68
- National Guard Bureau, 34, 101. *See also* Army National Guard.
- National Guard Division Redesign Study, 44, 46, 65
- National Historic Preservation Act, 121
- National Military Strategy, 123, 127
- National Missile Defense (NMD) Joint Program Office, 62–63
- National Training Center, 13, 17, 47, 74
- NATO (North Atlantic Treaty Organization), 48, 50
 - Allied Command Europe Mobile Force, 48, 49
 - Allied Command Europe Rapid Reaction Corps, 49
 - Composite Force, 84
 - Kosovo Force, 48
 - Medal, 35
 - and Partnership for Peace, 49–50
- NAVSTAR Global Positioning System, 20

- Netherlands, 48, 50, 84
- New Start Program, 30
- New York City Marathon, 78
- Newport, Indiana, 15
- Nicaragua, 52, 58
- Night-vision devices, 78, 79
- No Gun Ri, 123
- Noncombatant evacuation operations, 37–38
- Noncommissioned Officers Association, 107
- Norway, 48, 49, 50, 84

- Office of the Chief of Chaplains, 100–02
 - Career Management Field 56, Religious Support, 102
 - Collective Support Chapel Operational Project, 102
 - Containerized Chapel (CC), 102
 - Directorate of Ministry Initiatives, 100, 101
 - Islamic Chaplain kits, 102
 - Jewish Chaplain kits, 102
 - Personnel and Ecclesiastical Relations Directorate, Access Branch, 101
 - Roman Catholic Chaplains, 100
 - Train-in-the-Force Committee, 100
 - Training Managers Conference and, 100
- Office of the Chief of Public Affairs (OCPA), 106–08
 - Los Angeles Branch, 107
 - Plans Division, 107
 - Public Affairs Center, 108
 - Resource Management Division, 106
- Office of the Deputy Chief of Staff for Intelligence (ODCSINT), Counterintelligence and Human Intelligence Directorate, 59
- Office of the Deputy Chief of Staff for Intelligence, 61
- Office of the Deputy Chief of Staff for Personnel, 101
- Office of the Deputy Under Secretary of the Army for International Affairs, 89, 125
- Office of The Judge Advocate, 121
- Office of the Secretary of Defense, 95, 114, 125

- Office of the Secretary of the Army, 101
- Officer Evaluation and Reporting System—Enhanced (OERS-E), 34
- Oklahoma Disaster Relief Effort, 35
- Olympics (2000), 111
- Operations
- AIR ANGEL, 36
 - AVID RESPONSE, 36
 - DESERT FALCON, 54, 76
 - DESERT FOCUS, 54, 76
 - DESERT FOX, 76
 - DESERT SHIELD, 99
 - DESERT SPRING, 54, 75, 76
 - DESERT THUNDER, 76
 - FIERY RELIEF, 36
 - FOCUS RELIEF, 57
 - FUNDAMENTAL RESPONSE, 59
 - INTRINSIC ACTION, 47
 - IRIS GOLD, 47–48
 - JOINT FORGE, 55, 75, 76
 - JOINT GUARD, 55, 75
 - JOINT GUARDIAN, 15, 55, 75–76
 - JOINT RESOLVE, 55
 - NORTHERN WATCH, 57, 76
 - PROVIDE HOPE—UKRAINE, 57
 - PROVIDE RELIEF, 36
 - RAPID GUARDIAN-KOSOVO, 48
 - RAPID RESOLVE, 55
 - SOUTHERN WATCH, 76
 - STABILIZE, 16, 35
 - STRONG SUPPORT, 52
 - TORNADO RELIEF, 36
 - UPHOLD DEMOCRACY, 58
- Optical memory cards, 81
- Organization for the Prohibition of Chemical Weapons (OPCW), 61–62, 124
- Organization of American States Annual Planning Conference, 126
- Overseas Tour Extension Incentive Program, 103
- Pacific Air Forces, 62
- Pacific Command, 50–52, 69, 76, 82, 92
- civic projects, 57–58
 - logistics, 88–89
- Pacific Regional Medical Command, 51
- Paladin self-propelled howitzers, 21
- Parachute Infantry units. *See* Airborne units.
- Patriot Advanced Capability–3 (PAC–3), 91, 96
- “Pearl Harbor” (film), 107
- Performance Plan, FY 1999, 11
- Persian Gulf War, 97
- Personnel Security Section, 59
- Philippines, 36, 52, 89
- Pilot Plant Facility, Aberdeen Proving Ground, 62
- Pine Bluff, Arkansas (disposal facility), 15, 62
- Plan Colombia, 89
- Planning Assistance to States Program, 116
- Poland, 50, 56
- Polus Center for Social and Economic Development, 125
- Poplar Island, Maryland, 115
- Port Hadlock, Washington, 82
- Porton Down, United Kingdom, 62
- Prepositioned Ships Program, 17–18
- Presidential Determination 2000–5, 90–91
- Prevention and Relationship Enhancement Program (PREP), 100–101
- “Print Holiday Greetings” program, 107
- Program Executive Office for Standard Army Management Information Systems (STAMIS), 7
- Prophet (air) electronic-intelligence system, 20
- Psychological Operations Group, 4th, 58
- Public Key Infrastructure (PKI), 7
- Public Law 104, Section 524, February 1996, 35
- Pueblo, Colorado, 15
- Quadrennial Defense Review (QDR), 43, 60, 127
- Quartermaster units
- 136th Quartermaster Battalion, 59
 - 640th Quartermaster Battalion, 59
 - 219th Quartermaster Detachment, 59
- Radio frequency technology, 81
- Radios
- AN/ARC–201C, 91
 - AN/VRC–12, 78
- “Rain” (film), 107

- Rapid Response System, 62
- Readiness Training, 76
- Rear Area Operations Center, 44th, 56
- REDUX Retirement System, 12, 103
- Refugees, 55
- Regional Support Command, 100
- Research, Development, Test, and Evaluation, Army, 22
- Reserve Information Operations Coordination Center, 69
- Reserve Officer Training Corps (ROTC), 32
- Reserves. *See* Army Reserve.
- Residential Communities Initiative, 22, 104
- Resource Conservation and Recovery Act, 121
- Rivers and Harbors Act of 1899, Sections 9 and 10, 116
- Rock Island Arsenal, 87
- Rockefeller Foundation, 125
- Roosevelt, Theodore, 35
- Roots of Peace, 125
- Russia, 38, 55, 56

- Sagami Depot, Japan, 84–85
- Satellite Communications System, 20–21
- Sato Cano, Honduras, 82
- Saudi Arabia, 54, 75, 124
- Schofield Barracks, Hawaii, 51
- Sea State 3 LOTS, 86
- Secure Mobile Anti-Jam Reliable Tactical Terminal, 20
- Security and Intelligence Related Activities, 59
- Security Assistance Conference, Central Command, 126
- Selected Reserve Incentive Program (SRIP), 70
- Selective Reenlistment Bonus, 30–31
- Senate Armed Services Committee, 123
- Senior Information Operations Review Council, 8
- Senior National Representative (Army), 88, 89
- Servicemembers Opportunity Colleges (SOC), 70, 109, 110
- Shalikhshvili, General John M., 42
- Shinseki, General Eric K., 26, 27

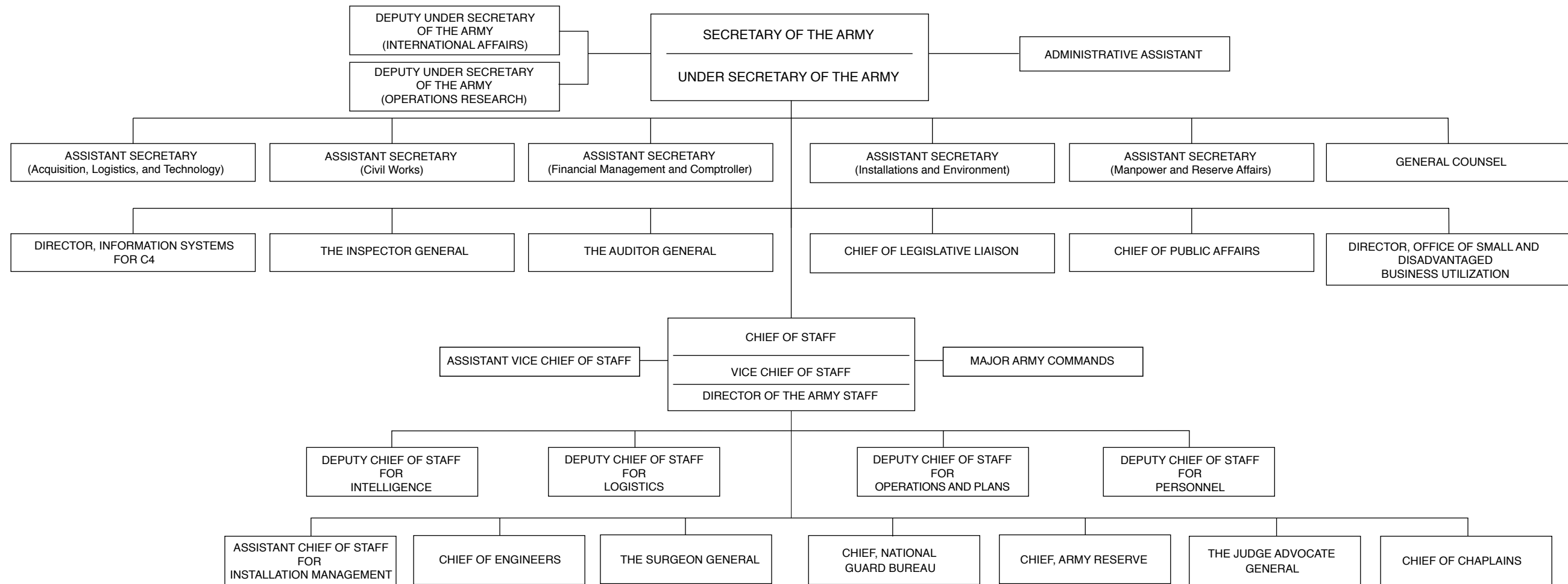
- Sierra Army Depot, 84, 102
- Sierre Leone, 38, 57
- Signal units
 - 7th Signal Brigade, 5th Signal Command, 49, 50
 - 22d Signal Brigade, 49
 - 235th Signal Company, 59
- Simulation and Modeling for Acquisition, Requisition, and Training (SMART) concepts, 96
- Singapore, 51, 88, 89
- Singapore Armed Forces, 51
- Singapore-U.S. Defense Cooperation Committee, 89
- Single-Channel Anti-Jam Manportable Block I Terminal, 20
- Single-channel ground and airborne radio system (SINCGARS), 79
- Small Business Administration, 117
- Smart cards, 7, 81
- Smith, Andrew Jackson, 35
- Software Design Center, 83
- Soldier and Biological Chemical Command, 102
- Soldier Citizenship Application Program, 31
- Soldier Systems Center, 102
- Sonoma Baylands, California, 115
- South Africa, 36, 57
- Southern Command, 52, 58–59, 69, 76, 82, 89–90, 92
- Southern Command Network, 108
- Southern European Task Force (SETAF), 48, 49, 55, 57
- Spain, 50, 125
- Special Forces, 47–48
 - 3d Special Forces Group (Airborne), 57
 - 5th Special Forces Group, 48
 - 7th Special Forces Group, 58, 59
 - 19th Special Forces Group, 69
 - 20th Special Forces Group, 58, 69
 - 3d Battalion, 5th Special Forces Group, 48
 - 5th Battalion, 5th Special Forces Group, 48
- Special Olympics, 78
- Special Operations Support Battalion, 528th, 58
- Special Troops Battalion, U.S. Army, Alaska, 58

- Spitfire. *See* Enhanced Manpack Ultra-High Frequency (UHF) Terminal.
- Spring Valley, Washington, D.C., 62
- Stabilization Force, 55, 84
- Standard Army Ammunition System-Modernization (SAAS-MOD), 82
- Standard Army Retail Supply System (SARSS), 82, 83
- Standard Installation/Division Personnel System-2 (SIDPERS-2), 7
- Standard Installation/Division Personnel System-3 (SIDPERS-3), 7-8
- Strategic Mobility Program, 17-18
- Strategic Sealift Program, 85-86, 96
- Super-High Frequency (SHF) Tri-Band Advanced Range Terminal, 14, 20
- Supply Classes (FY 2000), 85
- Support units
- 3d Support Command (Corps), 49
 - 21st Theater Support Command, 55, 56, 57
 - 81st Regional Support Command, 52
 - 4th Infantry Division Support Command, 44
 - 1st Support Battalion, 54
 - 18th Combat Support Battalion, 56
 - 53d Support Battalion, 59
 - 192d Support Battalion, 59
 - 498th Corps Support Battalion (Provisional), 45
 - See also* Special Operations Support Battalion, 528th.
- Supreme Allied Command, Europe, 55
- Survey Action Center, 125
- Swannanoa, North Carolina, 12, 61
- Sweden, 50, 88
- T801 engine, 21
- Tactical command post, 1st Infantry Division, 56
- Tactical Internet, 60-61
- Tank Automotive Command, 83
- Tanks
- M1 Abrams, 12, 17, 78, 80, 93-94
 - M1A1D, 19
 - M1A2, 87
- Targeted Selective Reenlistment Bonus, 31
- Task Forces
- 1-1, Air Defense Artillery, 54
 - 3-43, Air Defense Artillery, 54
 - 5-7, Air Defense Artillery, 54
 - 5-52, Air Defense Artillery, 54
 - EAGLE, 55, 91
 - FALCON, 55-56, 102
 - FALCON (REAR), 56
 - FALCON-LANDING, 56
 - JUSTINIEN, 52
 - PELICAN, 52
 - RIJEKA, 55
 - SABRE, 56
 - SANTA FE, 52
 - SEBACO, 52
- Taszar Support Base, 56
- Technical Inspections Division, 123
- Telemedicine, 51, 98
- Test and Experimentation Command, 95
- Texas Flood Relief, 36
- The Army Plan, 74
- Force Package 1, medical support, 97
 - Force Package 2, medical support, 97
- Theater Medical Information Program, 98
- TIGER BALM, 51
- Title 10, United States Code, Section 1130, 35
- Title XI program, 33
- Tooele Chemical Agent Disposal Facility, Utah, 15, 62, 82
- Total Army Analysis 2007 (TAA-07), 43-44, 45, 46-47
- Total Army Analysis 2007 (TAA-07.1), 32, 44, 45
- Total Officer Personnel Management Information System (TOPMIS), 8
- Trajectory Correctable Munitions Project Arrangement, 88
- Transformation Campaign Plan, 41
- Initial Force, 41
 - Interim Force, 41-42, 91-92, 94-95
 - Legacy Force, 83, 91, 95, 93-94, 128
 - Objective Force, 16, 18-19, 41, 42-43, 95, 128
 - Total Force, 128
- Tribal Association for Solid Waste and Emergency Response, 114
- TRICARE, 51, 123
- Troop Program Unit Senior ROTC Force Replacement and Proof of Principle Program, 72

- Tube-Launched, Optically Tracked,
 Wire-Guided (TOW) Missile: *See*
 Missiles.
- Turkey, 50, 57
 Tuzla, Bosnia, 108
- Ukraine, 38, 50, 57
 Umatilla, Oregon, 15
 United Arab Emirates (UAE), 48, 56, 91
 United Kingdom Ministry of Defense,
 87–88
 United Nations, 15, 53–54
 United Nations Assistance Mission in
 Sierra Leone, 57
 United Nations Association of the United
 States of America, 125
 United Nations Foundation, 125
 United Nations Security Council
 Resolution 1160, 55
 United States Code, Title 10, Section 654,
 38
 United States Code, Title 37, 9
 United States Marine Corps, 85
 United States Navy, 85, 86, 129
 United States Space Command, 9
 University of Denver's Center for Teaching
 International Relations, 125
 U.S. Air Force, 3d, 57
 U.S. Air Forces, Europe, 50
 U.S.-Argentina Science Bilateral Working
 Group, Technology and Logistics
 team, 89–90
 U.S. Army, Alaska, 51, 58
 U.S. Army, Europe, 45, 50, 54, 56, 57, 82,
 92
 U.S. Army, Japan, 50–51
 U.S. Army, Pacific, 102
 U.S. Army, South, 52, 102
 U.S. Army Adjutant Directorate, 34, 35
 U.S. Army Central Command, 47–48, 53,
 54, 82, 85, 90–91, 92, 102
 U.S. Army Chaplains Center and School, 100
 U.S. Army Chemical Activity, Pacific, 62
 U.S. Army Civil Affairs and Psychological
 Operations Command, 69
 U.S. Army Claims Service, 122
 U.S. Army Combat Readiness/Safety
 Center, 39
 U.S. Army Combined Arms Center, 8
 U.S. Army Command and General Staff
 College, 9, 101
 U.S. Army Corps of Engineers (USACE),
 62–63, 89, 113, 114–17
 U.S. Army Developmental Test Command,
 95
 U.S. Army Engineering and Support
 Center, Huntsville, Alabama, 63
 U.S. Army Evaluation Center, 95
 U.S. Army Inspector General Agency, 122
 U.S. Army Intelligence Center, 61
 U.S. Army Logistics Integration Agency,
 113
 U.S. Army Marksmanship Unit, 111
 U.S. Army Operational Evaluation
 Command, 95
 U.S. Army Operational Test Command, 95
 U.S. Army Recruiting Command, 107, 109
 U.S. Army Reserve Command, 70–71, 72
 U.S. Army Reserve Personnel Command,
 34
 U.S. Army Surgeon General, 99
 U.S. Army Training and Doctrine
 Command (TRADOC), 39, 72, 99,
 108, 109
 U.S.-Chile Science and Technology
 Committee, 90
 U.S. Coalition Joint Task Force–Kuwait
 (CJTF–Kuwait), 48, 54
 U.S. Department of the Interior, 78
 U.S. Embassy, Lebanon, 125
 U.S. Geological Survey, 78
 U.S. Immigration and Naturalization
 Service (INS), 31
 U.S.-Japan Systems and Technology
 Forum, 89
 U.S. Military Academy at West Point, 22
 U.S. National Support Element, 56–57
 U.S. Pacific Command, 16
 U.S. Support Group, Haiti, 58
 USA Network, 107
- Venezuela, 35, 58, 59, 89
 Veterans Day, 106
 Veterans of Foreign War, 107
 Vietnam Veterans of America Foundation,
 125
 “Vocation Sunday,” 100
 VX nerve-agent, 62

- War Reserve Division, Office of the
Deputy Chief of Staff for Logistics,
84
- Watervliet Arsenal, 87
- Weisbaden, Germany, 104
- Well-Being Campaign Plan, 101
- West Point Military Reservation Fire, 35–36
- Wetlands, 114–15
- Whole Barracks Renewal Program, 14–15,
22
- Winchell, Pfc. Barry, 123
- Wolverine armored bridging vehicle, 20
- World Trade Organization, 77
- Worldwide Ports System, 82
- XM11 turretless Bradley armored medical
evacuation vehicle, 99
- Y2K, 7, 9, 10, 12, 38
- Y2K Transitions Operations Cell, 10
- Zimbabwe, 36, 57

Appendix—Organization of the Department of the Army, 2000



Source: The United States Government Manual, 2000–2001 (Washington, D.C.: Office of the Federal Register, National Archives and Records Administration), p.175.