



Department of the Army Historical Summary

Fiscal Year 2002



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

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by

William M. Donnelly

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Cover: Chief of Staff of the Army General Eric K. Shinseki speaks to soldiers from the 3d Brigade, 2d Infantry Division, inside a Canadian Light Armored Vehicle, known as LAV III, Fort Lewis, Washington, March 2002. The 3d Brigade trained on the Canadian vehicles before the U.S. Army took delivery of the Stryker.

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DEPARTMENT OF THE ARMY
HISTORICAL SUMMARY

FISCAL YEAR 2002

1

Introduction

War, and the possibility of war, dominated fiscal year (FY) 2002. Following the terrorist attack of 11 September 2001, the Army devoted much of its resources and energy to homeland security operations, toppling the Taliban in Afghanistan, and counterterrorism operations elsewhere in the world. During the latter half of the year, the Army began preparing for a possible invasion of Iraq to overthrow the regime of Saddam Hussein.

Outside of war and preparation for war, the Army continued to invest considerable work in transforming itself into a service better suited for the conditions of a post-Cold War world. Along with changes to the operational forces, the Army undertook several major reorganizations of its institutional elements, most notably in Headquarters, Department of the Army (HQDA), and in its logistical systems.

Continuing disagreement between the service's senior leaders and Secretary of Defense Donald H. Rumsfeld over the proper course of transforming the Army led to the cancellation of the Crusader self-propelled howitzer in FY 2002. Nevertheless, the Army's research and development efforts continued to focus on supporting the service's transformation initiatives. The centerpiece of Army transformation, the Future Combat Systems (FCS), had become a program of such complexity that during FY 2002 the service decided to use an unprecedented lead system integrator contract. At the same time, the Army continued the process of equipping and training the first of the Stryker Brigade Combat Teams, the interim force that will bridge the gap between the service's current and future force structures.

The Army had an excellent year in recruiting and retaining enlisted personnel. The troubling trend of the last several years of inadequate junior officer retention continued; the service took several steps to address the problem in FY 2002. As part of the transformation effort, studies on noncommissioned officer and warrant officer training and development were released. The Army continued work on several programs to improve the circumstances of soldiers and their families, most notably in regards to barracks and family housing.

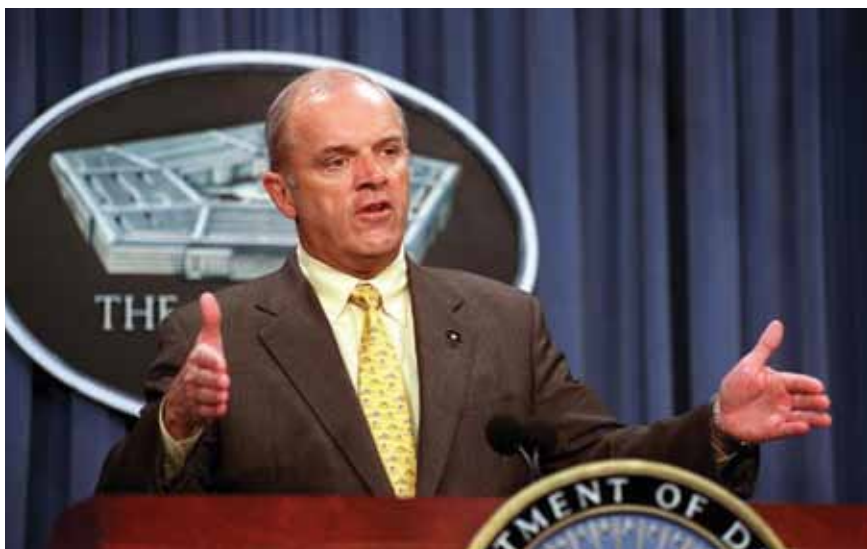
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Organization, Management, and Budget

Organizational Changes

In May 2001, Secretary of the Army Thomas E. White ordered the creation of a Realignment Task Force to study ways to reduce duplicate personnel activities and make better use of technology, automation, and systems-based business practices. The Deputy Under Secretary of the Army for International Affairs led the task force, which began work in June 2001. The Realignment Task Force proceeded in three phases: phase one concentrated on Headquarters, Department of the Army, phase two on field operating agencies, and phase three on major commands. During phase one, the task force had two guiding principles: the purpose of the Secretariat was to formulate policy and programs, and the purpose of the Army Staff was to prepare, plan, supervise, and execute those policies and programs. Similarly, the Secretariat would oversee the Army missions and functions coordinated by the Army Staff. The task force—operating offsite and on a close-hold basis—reviewed HQDA processes and functions. The task force intended to reduce and consolidate headquarters structures to eliminate overlapping functions and redundant layers of supervision. Incorporating findings and recommendations from previous work on the subject, the task force also considered changes to the alignment of responsibilities and authorities within Headquarters, Department of the Army (*Appendix A*).

By the end of FY 2001, the planning for the realignment of Headquarters, Department of the Army, was largely complete. On 17 December 2001, the basic outline of the change was announced in an executive summary and Department of the Army General Orders 3 authorized the reorganization on 9 July 2002. The resulting modifications divested the Secretariat of several offices and left its remaining ones better organized for the formulation of policy and provision of strategic guidance. In the most extreme case, the Office of the Deputy Under Secretary for International Affairs was disestablished and its responsibilities redistributed across the headquarters. The Army Staff reorganized itself to



Secretary of the Army White holds a press briefing at the Pentagon on 26 October 2001 to discuss homeland security.

mirror the Joint Staff by adopting the World War II-era general staff system and nomenclature (*Appendix B*). The Army Staff also added personnel slots—including national guardsmen and Army reservists—who were integrated into various offices as a means of reducing frictions between components. While the Army Staff and Secretariat as a whole gained efficiencies, certain offices and functions could not be divested or disestablished. As an unintended result of the realignment, the Office of the Administrative Assistant to the Secretary of the Army took on a number of “orphans” that performed vital tasks that did not fall neatly into other HQDA offices or directorates.

As a capstone to the Headquarters, Department of the Army, reorganization, General Orders 3 established the Executive Office of HQDA (EOH). This was an idea previously considered but rejected by Army leaders in the mid-1990s. The Executive Office of HQDA included the Secretary of the Army; the Under Secretary of the Army; the Chief of Staff of the Army, General Eric K. Shinseki; and the Vice Chief of Staff of the Army. This body was created to provide executive leadership and a unified decision-making process from the Army’s highest civilian and uniformed leaders. General Orders 3 added no new authorities, responsibilities, or duties to those already belonging to the constituents of the executive office.

Although the Realignment Task Force placed its primary emphasis on the reorganization of headquarters during phase one, it also considered the issue of Army-wide installation management. The Army's fifteen major commands were responsible for providing base support; however, there were no common standards for garrison support; housing; or morale, welfare, and recreation operations. This led to installation and garrison commanders diverting sustainment, restoration, and maintenance funds to augment insufficient base operations and support funds, which resulted in a variable quality of life on installations.



General Shinseki

After considering several proposals to address this problem, the Realignment Task Force suggested in September 2001 that installation management be centralized under the Assistant Secretary of the Army for Installations and Environment and the Assistant Chief of Staff for Installation Management (ACSIM). In October 2001, Secretary White accepted the proposal of the task force and created the U.S. Army Installation Management Agency (IMA), a field operating agency of the ACSIM.

The Secretary of the Army's intent that the Installation Management Agency be fully functional within a year strained the limited manpower of ACSIM, which was a relatively small office. This goal required the formation of an informal task force of external contractors to begin the initial analysis in November 2001. The 17 December 2001 executive summary of the Headquarters, Department of the Army, realignment provided limited guidance on the subject. It directed that the centralization of installations through regional directors—a system used by U.S. Army, Europe, and U.S. Army Medical Command—be adopted Army-wide and that the details be worked out with the major commands within six months.

The Transformation of Installation Management Task Force was established in March 2002. This new task force created and validated plans to incorporate the Army's 184 installations under IMA and to have the Army's major commands set up their own task forces to reorganize their operations within the proposed seven subordinate regional commands. This process included the transfer of over

seventy thousand civilian and military personnel to the Installation Management Agency, and the tedious effort of establishing clear lines of communication from senior mission and garrison commanders through the regional commands to the agency. To provide a forum for senior leaders to offer guidance and to create a sense of participation and inclusion in the effort, the agency created a steering group, the Installation Management Board of Directors. This steering group was chaired by the Vice Chief of Staff of the Army and included the commanders of major commands and other senior leaders. The Installation Management Agency is expected to be formally activated by a Department of the Army general orders early in FY 2003.

The Realignment Task Force addressed the fact that the Army's organization and supervision of its personnel was divided between components. To further the concept of a unified Army, the task force suggested integrating the Total Army Personnel Command (TAPC) and the U.S. Army Reserve Personnel Command. This was a practical solution that reduced inter-component frictions and eliminated personnel spaces by consolidating functions. However, it also represented a radical break with the traditional practice that commands below the Headquarters, Department of the Army, level controlled the management of their own personnel.

In early 2002, the Human Resources Integrated Product Team (HRIPT) began an extensive survey of Army-wide human resources organizations to identify redundant and asynchronous practices and organizations. The team included representatives from the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs; the Office of the Deputy Chief of Staff, G-1; the Office of the Special Assistant for Business Transformation; the Army Manpower Analysis Agency; and the U.S. Army Reserve. Between June and September 2002, the HRIPT developed a plan to merge the human resources activities of the Army's field operating agencies to achieve better integration between Army components. From the beginning the initiative to create a single human resources provider faced resistance. During the initial research phase the team met with opposition from the major commands and field operating agencies surveyed. The concept of a unified agency to supervise civilians caused particular dissent from some major commands, which were reluctant to give up control of their civilian personnel agencies and management of personnel funds. Tensions between the active and reserve components also hindered progress. At the close of FY 2002, work continued on this initiative.

The U.S. Army Accessions Command was established by a Department of the Army general orders on 15 February 2002 as a

subordinate command of U.S. Army Training and Doctrine Command (TRADOC). It was charged with providing integrated command and control of the recruiting and initial military training of the Army's officer, warrant officer, and enlisted forces. Placed under Accessions Command, as subordinate organizations, were U.S. Army Recruiting Command; U.S. Army Cadet Command; U.S. Army Training Center, Fort Jackson, South Carolina; and the Officer Candidate School, Fort Benning, Georgia.

In 2001, after three years of discussions and planning, The Adjutant General drafted a proposal to merge the U.S. Army Central Identification Laboratory, Hawaii, with the U.S. Pacific Command's Joint Task Force–Full Accounting. In March 2002, representatives of the laboratory, the joint task force, Pacific Command, the Joint Staff, and the Army Staff met with the Deputy Assistant Secretary of Defense for POW/Missing Personnel Affairs to discuss a possible merger. The meeting resulted in a recommendation to the Deputy Secretary of Defense to combine the two organizations in order to enhance operational effectiveness while maintaining the functions of both. The Joint Staff is preparing a draft “terms of reference” for the new joint organization that is expected to be activated on 1 October 2003.

Management Information Systems

The Strategic Readiness System (SRS) is an integrated strategic management and measurement system designed to ensure that all levels of the Army align their efforts with the objectives articulated in *The Army Plan*. Additionally, it measures progress toward achieving these goals. The SRS was developed after an Army War College study in January 2000 found that the existing readiness reporting system did not provide senior Army leadership with an adequate means to manage readiness. The system is based on a “balanced scorecard” methodology, which uses lagging and leading indicators to measure progress toward achieving objectives.

The Army Scorecard is the foundation of the Strategic Readiness System. It sets out the objectives established by the Secretary of the Army and the Chief of Staff of the Army. The Chief of Staff of the Army approved the Army Scorecard on 13 March 2002. Headquarters, Department of the Army, and the major commands began working with the automated version of their scorecards during the summer of 2002. In September 2002, the process expanded to include units subordinate to the Army Staff directorates and those subordinate to major commands. The scorecards of these organizations will align to the Army Scorecard to ensure that the goals of subordinate units

are consistent with the strategic objectives of the Army. Automated links reaching into approximately fifty-eight hundred separate Army databases retrieve the data used in the measurement portion of the scorecards. The system displays the status of objectives as red, amber, or green, indicating the degree of success toward achievement.

The Strategic Readiness System places no additional reporting burdens on soldiers. The system does not replace the current Unit Status Report; it integrates the data required by the current system with data from the force generation and institutional elements of the Army to provide a holistic view of readiness across the service. It provides leaders down to the division and separate brigade level with a tool that facilitates allocating resources to maximize their unit's readiness.

In October 2001, the Department of the Army began implementation of the Department of Defense Common Access Card program. The common access card is a new identification card for soldiers, Army civilian employees, and eligible contractors. The new card has three functions: it identifies persons permitted access to buildings and controlled spaces, it allows access to computer systems and networks, and it is the primary platform for the Public Key Infrastructure token. Fielding was expected to be completed by the end of FY 2002. However, problems with the Defense Information Security Agency's certification authorities, contaminated card stock, and a shortage of laminate derailed the Army's planned mass issuance plan and pushed the expected completion date back to October 2003.

Budget

When it was submitted in June 2001, the Army's budget request for FY 2002 supported a balanced base funding program that allowed the service to meet its objectives for the year without the need for a nonemergency supplemental appropriation (*Table 1*). This reversed a decade-long trend and allowed the Army to continue critical missions without losing momentum or diverting funds to support essential and unavoidable costs. The request included significant increases for installation services and infrastructure, mitigating the need to divert funds programmed for readiness training. It kept recruiting and advertising programs on track and funded continued improvements in barracks, housing, and strategic mobility facilities. Transformation programs were funded, although not at the desired level. There was some risk in the level of training funding, but these risks were considered acceptable to ensure stable base operations levels and improved facility maintenance and repair. Sustainment programs also remained stable, and the request would allow some modernization of the aging helicopter fleet to begin.

TABLE 1—TOTAL OBLIGATION AUTHORITY, FY 2001 AND FY 2002
(In Millions of Dollars)*

<i>Account</i>	<i>FY 2001</i>	<i>FY 2002</i>
Military Personnel, Army	22,713	22,713
Operations and Maintenance, Army	22,765	21,987
Procurement	10,905	10,568
Aircraft	(1,541)	(1,971)
Missiles	(1,309)	(1,072)
Weapons and Tracked Combat Vehicles	(2,450)	(2,178)
Ammunition	(1,170)	(1,192)
Other Procurement	(4,434)	(4,155)
Research, Development, Test and Evaluation	6,263	7,053
Military Construction, Army	961	1,779
Environmental Restoration, Army	0	387
Army Family Housing	1,208	1,386
Operations	(980)	(1,077)
Construction	(228)	(309)
Reserve Components		
National Guard		
Personnel	4,031	4,044
Operations	3,413	3,733
Construction	285	400
Army Reserve		
Personnel	2,519	2,675
Operations	1,601	1,753
Construction	109	166
Base Realignment and Closure	282	164
Chemical Demilitarization	978	1,098
Defense Working Capital Fund, A	12	167
Total	78,047	81,075

*Totals may not add due to rounding.

Source: FY 03 President's Budget Highlights, Assistant Secretary of the Army for Financial Management and Comptroller.

Operations following the 11 September 2001 terrorist attack required the Department of Defense to request a supplemental appropriation for FY 2002. This supplement (Public Law 107–206), signed in August 2002, provided the Army with an additional \$371.4 million: \$209 million for operations and maintenance; \$79.2 million for other procurement; \$8.2 million added to research, development, test and evaluation; and another \$75 million for the destruction of chemical agents and munitions.

The FY 2003 budget request, submitted in February 2002, was a significant increase over the FY 2002 budget (*Table 2*). The request provides for an end strength of 480,000 in the active Army, 350,000 in the Army National Guard, and 205,000 in the Army Reserve. It included a pay raise of 4.1 percent, allowing for targeted raises by grade and years of service. Increases in housing allowances would reduce out-of-pocket expenses for military personnel from 11.3 percent in FY 2002 to 7.5 percent in FY 2003, putting the Army on track for eliminating average out-of-pocket costs entirely by FY 2005 for those soldiers and families living on the economy. The active Army's military construction budget continued to focus on facilities that upgrade the quality of life of soldiers and the capabilities of Army installations as power projection platforms. The Army family housing request reflected a shift of funding from new and replacement construction to the Family Housing Improvement Fund's privatization program.

The operations and maintenance request maintains readiness objectives by supporting a sufficient training tempo, critical training enablers, and the ongoing Bosnia and Kosovo operations. Operations NOBLE EAGLE, homeland defense activities, and ENDURING FREEDOM, the response to the 11 September 2001 terrorist attacks, however, were not included in this request. Instead, the Department of Defense will request a supplemental appropriation to cover the costs of those operations in FY 2003.

The FY 2003 request accelerates the pace of the Army's transformation efforts by purchasing the third Stryker Brigade Combat Team. Ninety-seven percent of the science and technology funding will go toward the design and development of the Objective Force. The budget also invests heavily in three key modernization efforts: the Comanche helicopter, the Crusader self-propelled howitzer, and unmanned aerial vehicles.

In accordance with congressional directives, the Army developed a new methodology to prepare budget requests that accurately reflect operations and maintenance requirements. In the report submitted in July 2002, the Army outlined updated processes that ensure consistency in reporting of tank miles and reflect requirements and execution with more precision. Management controls initiated in FY 2001 to prevent migration of funds allocated for operational tempo to other areas were highly successful and remained in effect during FY 2002.

TABLE 2—TOTAL OBLIGATION AUTHORITY, FY 2003 BUDGET REQUEST
(In Millions of Dollars)*

<i>Account</i>	
Military Personnel, Army	27,088
Operations and Maintenance, Army	24,581
Procurement	12,280
Aircraft	(2,061)
Missiles	(1,642)
Weapons and Tracked Combat Vehicles	(2,248)
Ammunition	(1,159)
Other Procurement	(5,169)
Research, Development, Test and Evaluation	6,919
Military Construction, Army	1,477
Environmental Restoration, Army	396
Army Family Housing	1,405
Operations	(1,122)
Construction	(283)
Reserve Components	
National Guard	
Personnel	5,131
Operations	4,137
Construction	102
Army Reserve	
Personnel	3,400
Operations	1,923
Construction	58
Base Realignment and Closure	165
Chemical Demilitarization	1,490
Defense Working Capital Fund, A	425
Total	90,978

*Totals may not add due to rounding.

Source: FY 03 President's Budget Highlights, Assistant Secretary of the Army for Financial Management and Comptroller.

3

Personnel

Army Strength

The active Army's end strength at 30 September 2002 totaled 486,542: 66,446 commissioned officers, 11,712 warrant officers, 404,304 enlisted soldiers, and 4,080 cadets. This was an increase of 5,741 personnel over the FY 2001 final strength. Minorities constituted 41.2 percent of the active Army. Women constituted 15.3 percent of the active Army.

The Army National Guard's end strength at 30 September 2002 totaled 351,078: 29,023 commissioned officers, 7,426 warrant officers, and 314,629 enlisted soldiers. This was a decrease of 751 over the FY 2001 final strength. Minorities constituted 26.5 percent of the Army National Guard. Women constituted 12.3 percent of the Army National Guard.

The Army Reserve's end strength at 30 September 2002 totaled 206,682: 37,710 commissioned officers, 2,714 warrant officers, and 166,258 enlisted soldiers. This was an increase of 1,054 over the FY 2001 final strength. Minorities constituted 41.2 percent of the Army Reserve. Women constituted 24.7 percent of the Army Reserve.

Enlisted Personnel

In FY 2002, the Army exceeded its recruiting objectives and exceeded all its enlisted retention goals (*Tables 3 and 4*). The Army met or exceeded its quality standards in recruiting. Of new soldiers, 91 percent had a high school diploma, 68 percent scored in the top fiftieth percentile on the Armed Forces Qualification Test, and only 1.4 percent scored in Category IV of the test, the lowest category permitted to enlist.

The Army increased funding for the Selective Reenlistment Bonus program by \$23 million, to a total of \$110 million, in order to prevent losses in critical and technical skills that were becoming harder to retain because of job opportunities for these skills in the civilian sector. The Targeted Selective Reenlistment Bonus program was successful in bolstering retention in Korea and at eleven locations

TABLE 3—ARMY ENLISTED ACCESSION RESULTS, FY 2002

<i>Component</i>	<i>Goal</i>	<i>Actual</i>	<i>Difference</i>	<i>Percentage</i>
Active Army	79,500	79,585	+85	+0.1
ARNG	60,504	63,251	+2,747	+4.5
USAR	38,857	41,697	+2,840	+7.3

Note: ARNG = Army National Guard, USAR = U.S. Army Reserve

Source: Military Personnel Management Directorate, Office of the Deputy Chief of Staff, G-1.

TABLE 4—ENLISTED ACTIVE ARMY RETENTION, FY 2002

<i>Personnel</i>	<i>Goal</i>	<i>Obtained</i>	<i>Percentage</i>
Initial-term	19,048	19,433	101.7
Mid-career	22,638	23,074	101.6
Career	14,959	15,730	104.9
Total	56,645	58,237	102.5

Source: Military Personnel Management Directorate, Office of the Deputy Chief of Staff, G-1.

in the United States. There were 45,946 promotions allocated during the fiscal year: 23,877 to sergeant, 12,481 to staff sergeant, 6,517 to sergeant first class, 2,542 to master sergeant, and 529 to sergeant major.

The G-1 approved several changes regarding enlisted promotions. Soldiers now have one year from the effective date of promotion to complete the appropriate level of the Noncommissioned Officer Education System, along with a one-time, six-month extension. Soldiers who fail to complete the suitable level will be administratively reduced in rank. Commanders at advanced individual training centers can give meritorious promotions to PV 2 to up to 3 percent of PV 1s without regard to time-in-service requirements.

The Army separated 79,038 enlisted soldiers from active duty for administrative reasons, for physical disability, and for retirement. Rationale for separation that showed an increase during the fiscal year included misconduct, failure at alcohol or drug rehabilitation, and voluntary administrative discharge in lieu of court-martial. Reasons for separation that showed a decrease included defective enlistment, hardship or dependency, and homosexual conduct. During the year,

the Army modified its previous policy on allowing commanders to decide whether or not to initiate separation proceedings on soldiers with less than three years of service and below the rank of sergeant who committed a single drug offense. Under the new policy, commanders must start separation proceedings for all soldiers with a single drug offense, and the separation authority for that soldier will decide whether to direct retention or discharge.

Several initiatives during FY 2002 reflected concern over the recruitment and retention of Special Forces soldiers. During the fiscal year, the Army began recruiting nonprior service volunteers for enlistment in Special Forces. These civilians would have to complete basic training, airborne training, the special operations preparation course, the Special Forces assessment and selection course, and finally the Special Forces qualification course. The first of 400 volunteers reported to basic training in April 2002. Three out of every ten volunteers are expected to complete the two-year process, and these soldiers are to begin reporting to Special Forces groups in January 2004. In January 2002, the Total Army Personnel Command permitted infantry soldiers undergoing one-station training at Fort Benning, Georgia, to volunteer for the Jump Start Initiative. This project was a one-time effort to provide a limited but immediate pool of qualified candidates to the nonprior service Special Forces enlistment program. Approximately 300 soldiers volunteered for the Jump Start Initiative, and 212 were enrolled in the special operations preparatory course.

The G-1 approved a request from the commander of the U.S. Army Special Operations Command to prohibit Special Forces noncommissioned officers from terminating their Special Forces status for reasons other than medical or disciplinary while stop-loss provisions remain in effect. The G-1 also approved offering a critical skills retention bonus to Special Forces noncommissioned officers with between twenty and twenty-five years of active federal service. The special duty pay for the Special Forces career management field was increased from \$110 to \$220 per month, to go into effect at the start of FY 2003.

Although the number of Hispanic enlisted soldiers has increased in recent years, Hispanics are still underrepresented in the Army relative to their share of the American population. Recruiting Command implemented the Foreign Language Recruiting Initiative to help eliminate this gap. This two-year pilot program, started in January 2002, is designed to increase the number of Hispanics in the Army. The Army will select 200 Spanish-speaking recruits per year during the program on a first-come, first-served basis. Those selected may score up to ten points below the normal minimum score on the Armed

Services Vocational Aptitude Battery, provided that they score in the upper half of the Spanish Wonderlic Personnel Test, a cognitive test used by civilian businesses. After testing, these recruits will be sent to the Defense Language Institute for up to seven months of English-language training. Those who then pass English comprehension tests will be sent to basic training.

Officer Personnel

The active Army faced a serious shortage of basic-branch captains during the year. It needed nearly 16,500 but had only about 15,300. In response, in early 2002 the timing for promotion to captain was reduced from forty-two to thirty-eight months. In June 2002, the G-1 announced a new policy whereby active Army lieutenants who did not hold Regular Army commissions, and who were scheduled to leave active duty within the next year, would be granted automatic active duty service extensions so that they could be considered by the captains' selection board scheduled to meet in November 2002. Officers selected by the board were offered voluntary indefinite status. Affected lieutenants who desired to separate from active duty would have to submit a memo declining the extension.

Over the last several years, the Army had gradually increased the number of lieutenants programmed to graduate from the Officer Candidate School at Fort Benning, Georgia. In 1997, the school's mission was 500 graduates. In early 2002, the Army set the school's mission as commissioning 1,452 second lieutenants. This increase was necessary because of a continuing slump in the number of basic-branch lieutenants commissioned through the Reserve Officers' Training Corps.

During FY 2002, the Army completed the integration of its active duty field-grade officers into the Officer Personnel Management System XXI. Under this new system, once officers are promoted to major, they are assigned to one of four career fields: institutional support, information operations, operational support, or operations. About 75 percent of the officers are assigned to the operations career field and remain in their basic branch's career pattern. The remaining officers assigned to other career fields are assigned to one of the functional areas within each field and will have training, education, and assignment patterns distinctive to that career field. Field-grade officers will now only compete for promotions against other officers in their career field.

In July 2002, the Army Training and Leader Development Panel issued its report on the state of training and leader development in

the Army's corps of warrant officers. The panel made sixty-three recommendations grouped into four major categories: Army culture, training and education, manning, and professional development. In Army culture the panel recommended fully integrating warrant officers into the officer corps; clarifying and publishing the role of the warrant officer, by pay grade, in the Army; and managing, educating, and assigning warrant officers to the specific needs and requirements of their branch. In training and education the panel concluded that the current Warrant Officer Education System did not meet the needs of the Army and warrant officers. The quality and quantity of technical education and training must improve dramatically. Furthermore, the Warrant Officer Education System should become a specialized subset of the Officer Education System rather than a stand-alone operation. In manning, the panel recommended that the service revise its methods of recruiting and retaining warrant officers into a unified effort for the total Army, rather than disparate, under-funded operations in the active component, the Army Reserve, and the Army National Guard. For professional development, the panel recommended a number of changes to the professional development process for warrant officers.

Civilian Personnel

In FY 2002, the Army's civilian personnel strength was 277,786. There are approximately 150 civilians deployed in support of the war on terrorism in Operation ENDURING FREEDOM. In any given week fifty or more Army civilians served beside soldiers in the Balkans as part of Operations JOINT GUARDIAN and JOINT FORGE.

The average age and tenure of the Army civilian has increased since the post-Cold War drawdown began. Average age increased from forty-three in FY 1989 to forty-eight in FY 2002. Average years of service increased from 13.5 in FY 1989 to 18 in FY 2002. There were 21,409 retirement-eligible Army civilians at the end of FY 2002. This represented 10.8 percent of the workforce. This is an increase in both absolute numbers (there were 18,544 eligible in FY 2001) and in percentage of workforce (9.5 percent in FY 2001).

As a comprehensive effort to consolidate and more effectively manage the force, the Army started an initiative to transform the civilian personnel system. High-quality, well-trained civilians are absolutely essential to the readiness of the force and to the ability to sustain operations today and in the future. Aggressive transformation of the civilian force—in which projections through FY 2005 indicate a 16 percent annual turnover due to retirements and other losses—will ensure the Army continues to meet those obligations. To forecast future

civilian workforce needs with precision, the Army uses the Civilian Forecasting System, a sophisticated projection model that predicts future civilian personnel requirements under various scenarios.

During the Persian Gulf War, there was not a centralized automated method for tracking civilian employees sent to the theater in support of deployed forces. On 31 May 2002, Headquarters, Department of the Army, implemented a new Web-based deployed civilian employee tracking system called CIVTRACKS. Although designed for Department of the Army employees, accountability for other civilians in a theater of operations can be maintained using CIVTRACKS, such as Department of Defense contractors, Army and Air Force Exchange Service (AAFES) personnel, and members of the Red Cross.

Special Topics

In FY 2000, FY 2001, and FY 2002, the Army was able to man all its divisions and armored cavalry regiments at 100 percent aggregate fill. In FY 2001 and FY 2002, it also achieved the same goal with selected early deploying units. In none of these years, however, has it been able to meet the Chief of Staff of the Army's directive to fill units with their authorized grades and Military Occupational Specialties (MOSs), forcing units to assign some soldiers to positions for which they do not have the required grade or MOS. Available manpower has limited the Army to filling these units with only about 90 percent of their authorized strength by grade and MOS.

To support Operations NOBLE EAGLE and ENDURING FREEDOM, the Army issued several stop-loss orders during the fiscal year. Stop-loss is a program that allows the service to retain soldiers—who are determined to be essential to the national security of the United States—on active duty for an open-ended period beyond their date of retirement, separation, or release. Not covered by the program are soldiers eligible for mandatory retirement, eligible for retirement or separation for physical disability, those awaiting separation for improper behavior, and those for whom continued active duty would cause extreme hardship.

The first stop-loss message, in December 2001, affected members of the active Army in Special Forces, warrant officer helicopter pilots, and CH-47 helicopter mechanics. The second message, in January 2002, covered reserve component soldiers in Special Forces, warrant officer helicopter pilots, psychological operations and civil affairs specialists, and mortuary affairs specialists. The third stop-loss message, also in January 2002, added all active Army military police and most military intelligence commissioned officers, warrant officers, and enlisted

personnel. Later in the year, several field artillery and air defense artillery military occupational specialties, along with unmanned aerial vehicle operators, explosive ordnance technicians, and prime power production specialists were added to stop-loss. By the end of the fiscal year, stop-loss had affected approximately fifty-one thousand active Army, Army National Guard, and Army Reserve soldiers.

Initially, the stop-loss orders had been open-ended. This had a negative effect on morale, and, in September 2002, the Army G-1 announced an end to that policy. Instead, soldiers affected by stop-loss would be permitted to leave active duty or separate from the service twelve months from the end of their original obligation. Those personnel who had already completed their original obligation would be allowed to leave twelve months from the date they were placed under stop-loss.

In October 2001, the Total Army Personnel Command fielded the Assignment Satisfaction Key (ASK) after a five-year development process. This system was created in response to a requirement in the Army Family Action Plan that the service allows enlisted personnel to become more involved in managing their careers. The Assignment Satisfaction Key is a Web application that permits soldiers to post their assignment preferences and other information about themselves in the same database used by career managers at the Total Army Personnel Command when making job decisions. In September 2002, TAPC introduced the Assignment Satisfaction Report to gauge how well career managers match assignments with soldiers' preferences as recorded by ASK. A similar program for officers was fielded in July 2002.

During FY 2002, the Total Army Personnel Command incrementally fielded the Personnel Electronic Records Management System's online official military personnel file application. This application allows soldiers to view their official personnel file via a standard Web browser. In the past, many soldiers traveled to TAPC's records centers, at their own expense, before selection boards met to ensure that their files were accurate and updated. Electronic versions of personnel files also reduce the records centers' workloads, particularly in regards to supporting selection boards. By January 2002, the system covered all soldiers of the active Army. It was extended to Army National Guard officers the next month and to all members of the Army Reserve in July 2002.

The Army continued implementation of its Well-Being Strategic Plan, issued in January 2001. Well-being is the personal (physical, material, mental, and spiritual) state of soldiers, Department of the Army civilian employees, veterans, retirees, and their families.

The Army takes a deep interest in the personal state of its members because of how it can affect their ability to carry out their duties. The primary difference between what was once called quality of life and well-being is that well-being seeks to integrate the mutually supporting demands and expectations of the Army and its people. The Army Staff developed fifty functions over the past two years to organize services and programs that contribute to well-being and readiness.

In March 2002, the Army announced that five well-being labs would be established by June 2002. The installations selected were Aberdeen Proving Ground, Maryland; Fort Bragg, North Carolina; Fort Jackson, South Carolina; 2d Infantry Division, Republic of Korea; and the 26th Area Support Group, Germany. The labs will research, develop, and implement a program designed to maximize the well-being of soldiers, civilians, and families through actions taken at the installation and community levels; identify community member perceptions of well-being products and services; and analyze the results and recommend actions for Army-wide implementation.

In FY 2002, 399 active duty soldiers died. Eleven soldiers were killed in action or died of wounds sustained in action. Eighty-one died from illness, twenty-one were murdered, sixty-six killed themselves, one hundred and ninety-seven died in accidents, and in twenty-one cases cause of death was undetermined.

In November 2000, the Chief of Staff of the Army directed that the black beret, previously worn by members of the 75th Ranger Regiment, be adopted Army-wide effective 14 June 2001. Sufficient berets were available by that date to provide every soldier one beret. The active Army and mobilized Army National Guard and Army Reserve soldiers received their second black beret in April 2002. Army National Guard and Army Reserve soldiers not mobilized will receive their second beret in FY 2003.

On 4 July 2002, the Army released the computer game *America's Army* as part of the Army Game Project. The project is a new tool in the service's recruiting effort and is distributed by the service for free. Its purpose is to connect directly with young Americans using a pastime that is very popular with them. *America's Army* consists of two connected components: a first-person-perspective action game and a role-playing, attribute-building game. The two components model the Army enlisted experience from recruitment and basic training through unit assignments and real-world missions. In its initial release, the action game component contains only one single enlisted career management field, light infantry. Future versions of this component will present other career management fields that model well in action games.



The new U.S. Disciplinary Barracks at Fort Leavenworth, Kansas

In September 2002, a new U.S. Disciplinary Barracks opened at Fort Leavenworth, Kansas. Authorized in 1994, construction of the 521-bed facility began in June 1998. Located on what had been the prison's farm, the new state-of-the-art disciplinary barracks replaced the old brick-and-stone facility known as the "The Castle." Accreditation of the new facility by the American Correctional Association is expected in FY 2003.

4

Force Development, Training, and Operational Forces

Army Organization

The Army is organized into two functionally discrete entities known as the operational Army and the institutional Army. In addition to functional distinctions, the Army is described in terms of components. Each component is characterized by the source and role of its units and people. There are three components: the Regular Army and two reserve components, the Army National Guard and Army Reserve. The Regular Army is a federal force consisting of full-time soldiers. The Army National Guard has both federal and state roles. In its federal role, it provides trained units able to mobilize quickly for war and other missions. In its state role, the Army National Guard prepares for domestic emergencies and other missions as required by state law. The Army Reserve is the Army's primary federal reserve force with the principal role of providing the specialized units needed to deploy and sustain Army forces at home and overseas. The Army Reserve is also the service's major source of trained individual soldiers for augmenting headquarters staffs and filling vacancies in Regular Army units.

The operational Army—consisting of numbered units from army to company levels—provides essential land power capabilities to combatant commanders. The heart of the operational Army is its divisions. The Regular Army has ten: one airborne, one air assault, one infantry, two armored, two light infantry, and three mechanized infantry. The Army National Guard has eight divisions: one armored, one light infantry, three infantry, and three mechanized infantry. For special operations the Regular Army has one ranger regiment and five Special Forces groups while the Army National Guard has two Special Forces groups.

The institutional Army supports the operational Army by providing the foundation necessary to design, raise, train, equip, deploy, and ensure the readiness of all Army forces. Major elements of the institutional Army are Army Materiel Command, Training

and Doctrine Command, Forces Command, Army Space and Missile Defense Command, Army Intelligence and Security Command, the Corps of Engineers, Criminal Investigation Command, Medical Command, National Guard Bureau, and Army Reserve Command.

Blueprint for the Future

In November 2001, the Army published a white paper, *Concepts for the Objective Force*. This paper articulated the overarching framework for the Objective Force, its operational concept, the characteristics that guided its development, the enablers that would facilitate its fielding, and the critical nature of the human dimension to its development. In February 2002, the Army published the *2002 Army Modernization Plan*, which superseded the 2001 version of the plan. This plan provided an update on the Army's efforts to support and implement transformation. It described the modernization and investment strategies adopted by the Army that place priority on pursuing advanced technologies and developing systems to meet future requirements, while at the same time remaining committed to maintaining the readiness of the current force.

The overall modernization strategy has three components. The first is to accelerate fielding of the future Objective Force and, in particular the Future Combat Systems, the foundation of that force. The Objective Force will be organized, manned, equipped, and trained to be more strategically responsive, deployable, agile, versatile, lethal, survivable, and sustainable across the entire spectrum of military operations from major theater wars through counterterrorism to homeland security. Objective Force units will conduct operational maneuvers from strategic distances and will dominate land operations, providing the decisive complement to air, sea, and space operations.

The second part of the strategy is the Interim Force, designed to meet immediate requirements to rapidly create a force that can be used across the full spectrum of possible operations. This part of the strategy is based on the rapid fielding of six brigade combat teams equipped with the Stryker family of new armored vehicles and enhanced information technologies. The Interim Force will bridge the capabilities gap between the Legacy Force and the arrival of the Objective Force and provide more flexible options for the Army to support the regional combatant commands.

The third part of the strategy is the Legacy Force. This force—which is expected to exist for the next twenty-five to thirty years—involves maintaining and improving the capabilities of units equipped with current weapon systems through selected modernization efforts.

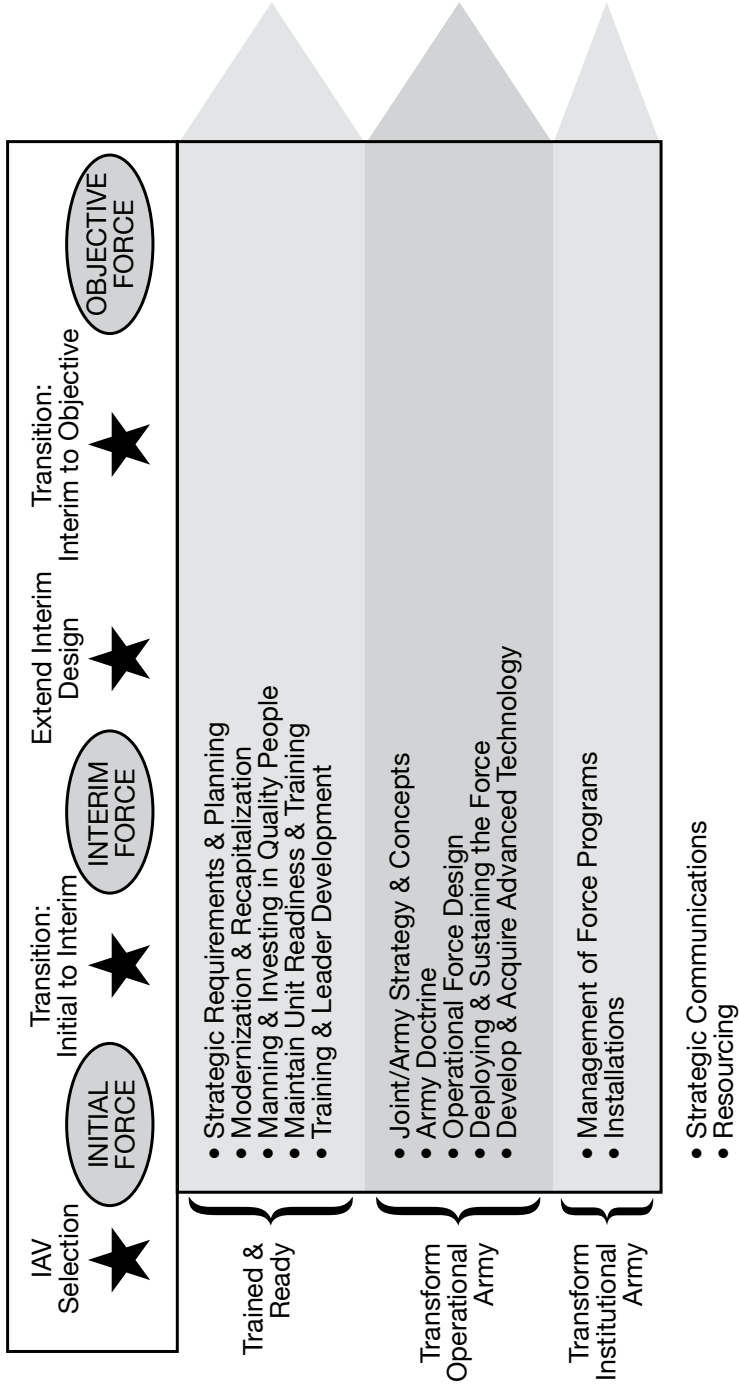
An important element of the Legacy Force is the requirement for an offensive or counteroffensive capability for use in a major conflict, which calls for a three-division corps. The Army is selectively modernizing and recapitalizing III Corps (designated as the Army's Counterattack Corps), which consists of the 3d Armored Cavalry Regiment and three divisions: the 1st Cavalry Division, the 3d Infantry Division, and the 4th Infantry Division. Also included in this effort are those units at echelons above division assigned to III Corps, including reserve component units.

The Army's Transformation Campaign Plan, which is developed, coordinated, and maintained by the Army G-3, ensures the synchronization of the transformation process with the day-to-day management of the Army (*Diagram 1*). It is a three-phased plan, with phases corresponding to the three major objectives. In addition, there are three axes: Trained and Ready, Transform the Operational Army, and Transform the Institutional Army. These serve as the framework for the execution of the plan. These axes are further divided into lines of operation, which provide the ability to synchronize and integrate the transformation effort across the Army.

In order to accelerate transformation to the future Objective Force, the Army accepted risk by focusing its modernization efforts on selected units and capabilities. The number one priority for investments is the development of the future Objective Force and particularly the Future Combat Systems, the foundation of the transformed Army. Of the Army's total science and technology research funding, over 95 percent directly supports programs needed to develop the Objective Force. The Army is also devoting a substantial and increasing amount of its research, development, and acquisition funding to fielding systems that will be integrated in the Objective Force. Fully 20 percent of this funding is directly earmarked for systems that will be essential to the Objective Force. Over 50 percent of this funding is designated for Legacy Force systems that will transition to and remain part of the Objective Force, while only 16 percent of this funding will be used by systems associated solely with the Legacy Force. The preponderance of funding focused on the Objective Force will continue to increase over time as the Army progresses in the transformation process. The focus on the future force is, in fact, enabled by the Army's continued investment in the readiness and capability of the Legacy Force and in the fielding of the smaller Interim Force, for which about 4 percent of research, development, and acquisition funding is devoted.

On 18–19 September 2002, the Army's senior leadership met for an Objective Force midcourse review. This meeting provided senior leaders an update and assessment of the Army's transformation

DIAGRAM 1—THE ARMY TRANSFORMATION CAMPAIGN PLAN





The Stryker infantry carrier vehicle was officially named the Interim Force's medium-weight armored vehicle on 27 February 2002.

efforts toward fielding initial Objective Force capabilities in this decade. Furthermore, it afforded senior leaders the opportunity to provide midcourse guidance for these endeavors, and it identified the way ahead for the Objective Force and the means to get there. The review approved the U.S. Army Training and Doctrine Command's conceptual underpinnings for the Objective Force, the Future Combat Systems acquisition concept, the Objective Force architecture concepts and timelines, the Objective Force sustainment concepts and timelines, the Objective Force personnel concepts and timelines, and the way ahead for the Objective Force. The approved way ahead included forming a General Officer Steering Group for Priorities (G-3), Programs (G-8), and Synchronization (Director, Objective Force task force) to guide the development of the critical path for creating irreversible momentum toward fielding the Objective Force to provide oversight of the Army Transformation Roadmap and the Army Transformation Campaign Plan.

Force Development

On 27 February 2002, the Army officially named the Interim Force's medium-weight armored vehicle the Stryker after two unrelated infantrymen with the same last name who had both received the Medal of Honor. The first Strykers arrived at Fort Lewis, Washington, on 31 May 2002. The arrival of the Strykers inaugurated a series of training

and test challenges oriented toward making the first Interim Force brigade (3d Brigade, 2d Infantry Division) ready for deployment. On 1 July the Interim Brigade Combat Team was renamed the Stryker Brigade Combat Team.

The first major opportunity for the Stryker brigade to demonstrate its new vehicle and the operational concepts it employs was the Joint Forces Command–sponsored MILLENNIUM CHALLENGE 2002 exercise at Fort Irwin, California. For the demonstration, the unit deployed a complete company and various support attachments to accomplish brigade-level tasks involving both simulated and actual units. Although MILLENNIUM CHALLENGE 2002 demonstrated the brigade’s capabilities on a small scale and minor problems with equipment occurred, the units that deployed did well in the exercise. The 3d Brigade, 2d Infantry Division, is expected to be certified as ready for deployment in FY 2003.

Training

Transformation required making changes to the way the Army trained and developed its leaders, as well as fielding new equipment, organizations, and doctrine. In June 2000, the Chief of Staff of the Army established the Army Training and Leader Development Panel; its mission was to examine training and leader development as part of the Army’s transformation effort. In May 2001, the panel released its report concerning commissioned officers. The report concluded that there were serious shortcomings in the officer corps stemming from the fact that there was a pervasive failure to follow doctrine concerning leadership and training management. Furthermore, it found that the officer education system “does not satisfactorily train officers in combined arms skills or support the bonding, cohesion, and rapid teaming required in full spectrum operations.”

Based on recommendations in the panel’s report, the Army began making major changes to the officer education system. Branch basic courses for new lieutenants will be replaced by a two-phased Basic Officer Leaders Course (BOLC). BOLC phase one will provide small-unit combat training to all second lieutenants at a central location, with an emphasis on practical exercises in the field, in order to establish a common standard for officership and small-unit leadership. BOLC phase two will provide platoon-level, branch-specific training in the tactical and technical skills needed by new lieutenants. The length of the two-phased BOLC will not exceed the existing twenty-week officer basic courses.

This requirement created some concern at the branch schools because it forced them to squeeze nineteen weeks of instruction into a new Basic

Officer Leaders Course phase two of thirteen weeks. The schools had to look for inefficiencies in the existing program of instruction, had to find opportunities to add more field training or hands-on training for more rigor, and had to recognize that time restraints would prevent training some skills to past standards. Priorities had to be established so that the most important skills would be trained to the desired level. A pilot program for phase one of the course began during FY 2001 and was joined by pilot programs for phase two during FY 2002. The transition from officer basic courses to BOLC is targeted for completion during FY 2004.

The panel also recommended eliminating the current method for selecting and educating officers at the Command and General Staff College. For the existing course the Army uses a central selection process to identify the top 50 percent of the majors in each year group. These majors then attend the ten-month resident course at Fort Leavenworth, Kansas. The rest complete a nonresident education program to receive their field-grade education. The new Intermediate-Level Education program will give all majors a common core of Army operational instruction of approximately three months. Career field, branch, or functional area education will follow the common core training and be tailored to prepare officers for future service in the Army. Lengths and locations will vary depending on the educational requirements of their career fields or the functional areas. This Intermediate-Level Education program will end the current practice of using educational opportunities as a discriminator for branch qualification, promotion, and command selection. The pilot programs began in FY 2002, and full implementation is projected for FY 2005.

In April 2002, the Army Training and Leader Development Panel issued its report on the state of training and leader development in the Army's noncommissioned officer corps. The panel's major findings include: a need to improve the Noncommissioned Officer Education System, a need to devote more resources to training noncommissioned officers, and the existence of a climate of micromanagement that impedes the ability of noncommissioned officers to perform their duties and further their professional development. The report presented seventy-eight findings and recommendations extending across six imperatives: Army culture, Noncommissioned Officer Education System, training, systems approach to training, training and leader development model, and lifelong learning.

Deployed Operational Forces

The terrorist organization known as al-Qaeda—perpetrator of the 11 September 2001 attack—used Afghanistan as a safe haven

and training ground. Military action in Afghanistan quickly became the focus of Operation ENDURING FREEDOM, the code name given to America's response to the terrorist attack. U.S. forces began arriving at an air base in south-central Uzbekistan in the fall of 2001. From there, in October 2001, Army Special Forces teams were inserted into the country with the mission of contacting leaders of anti-Taliban forces, coordinating their activities in a series of offensives, bringing U.S. airpower to bear on Taliban and al-Qaeda forces, and changing the government of Afghanistan so that the country was no longer a safe haven for terrorists. On 14 November 2001, the capital, Kabul, fell to Northern Alliance forces assisted by Army Special Forces teams and American airpower.

While special operations forces fought alongside the Northern Alliance, the U.S. Central Command established the theater architecture to command and control a sustained land campaign. In October 2001, it designated the U.S. Third Army—Army Central—to provide command and control for ongoing operations as the Combined Forces Land Component Command (CFLCC). Third Army headquarters deployed to Egypt just days prior to the terrorist attack to provide oversight of the BRIGHT STAR exercise. On 13 November, the headquarters moved from Egypt to Camp Doha, Kuwait, where it officially assumed responsibilities as the Combined Forces Land Component Command on 20 November. The mission of CFLCC was to direct and synchronize land operations to destroy al-Qaeda and prevent the reemergence of international terrorist activities in Combined Joint Area—Afghanistan, as well as to conduct humanitarian operations and create conditions for a peaceful, stable Afghanistan.

In order for the Combined Forces Land Component Command to accomplish its mission, additional Army forces were deployed to the Gulf region and Central Asia to support Operation ENDURING FREEDOM. These forces included engineer, intelligence, military police, civil affairs, and logistics units. The buildup of forces in Central Asia led CFLCC to request the equivalent of a division tactical command post to serve as the CFLCC (Forward) headquarters closer to the actual fighting. On 25 November the 10th Mountain Division a light infantry division, stationed at Fort Drum, New York, received orders to deploy a command post to Central Asia to serve as the CFLCC (Forward) headquarters. Also deployed from Fort Drum was one of the division's brigades. On 12 December the 10th Mountain Division headquarters officially assumed duties as the CFLCC (Forward)—or Task Force MOUNTAIN—at Karshi-Khanabad, Uzbekistan. In February 2002, Task Force MOUNTAIN moved into Afghanistan



Soldiers of the 10th Mountain Division search for members of al-Qaeda and the Taliban during operations in Afghanistan.

and established a headquarters at Bagram Air Field. The mission of CFLCC (Forward) was to command and control Army forces—less special operations forces—in the Combined and Joint Area of Operations, Afghanistan. In April 2002, Central Command placed the Combined Joint Special Operations Task Force under the tactical control of Task Force MOUNTAIN.

After the fall of Kabul, al-Qaeda and Taliban forces retreated into major strongholds in the Tora Bora Mountains south of Jalalabad near the Pakistani border. Special Forces teams and anti-Taliban forces moved into the area. By the time the Tora Bora fighting slowly ground to a halt in mid-December, a few al-Qaeda were captured, but most of them fought to the death or slipped away into the relative safety of nearby Pakistan. With the capture of Kabul and Kandahar and the destruction of organized resistance in Tora Bora, Afghanistan was now in effect liberated. U.S. Army forces, augmented by the newly arrived 3d Brigade, 101st Airborne Division, still had to find an elusive and potentially deadly residual guerrilla force, assess the humanitarian situation in their local areas, coordinate allied humanitarian initiatives, gather intelligence on al-Qaeda and Taliban remnants, and ensure that liaison was established with the newly emerging Afghan government.

In April 2002, Central Command decided to create a corps-level headquarters in Afghanistan to simplify and clarify the multiple lines of authority in the theater. Selected for this mission was the XVIII Airborne Corps, which was designated Combined Joint Task Force–180 (CJTF-180). As originally organized, a combined joint task force included nearly one thousand staff positions. In order to meet the restrictions placed by the Secretary of Defense on the numbers of Army personnel allowed in Afghanistan, the XVIII Airborne Corps arrived at Bagram Air Field in May 2002 with only 365 personnel. Members of the U.S. Army, Air Force, and Marine Corps—as well as those from several coalition partners—rounded out the headquarters staff. The transfer of authority from Task Force MOUNTAIN to Combined Joint Task Force–180 occurred at midnight on 1 June 2002. CJTF-180 incorporated Task Force MOUNTAIN into its command structure—CJTF-180 took over the political-military responsibilities, worked with the Afghan government, and dealt with the neighboring countries, while Task Force MOUNTAIN served as the tactical headquarters for combat operations. With Combined Joint Task Force–180 in place, the bulk of Third Army’s personnel serving in the Combined Forces Land Component Command returned to the United States, leaving a small staff in Kuwait to handle CFLCC’s support responsibilities in the theater.

Central Command ordered the Combined Joint Task Force–180 to destroy the remaining al-Qaeda and Taliban forces in Afghanistan. It was also directed to train the Afghan National Army and to conduct operations to stabilize and secure Afghanistan so that terrorism could not reemerge there. During the spring and summer of 2002, the brigades from the 10th Mountain Division and the 101st Airborne Division returned to the United States, replaced by elements of the 82d Airborne Division as the main maneuver force in the theater. This force—designated Combined Task Force–82—assumed responsibility for tactical operations from Task Force MOUNTAIN, while Combined Joint Task Force–180 focused on stability and reconstruction, political-military issues, and assistance to the Afghan government. Operations in Afghanistan continued through the end of FY 2002.

The 2d Brigade, 1st Cavalry Division, deployed to Kuwait as part of Operation ENDURING FREEDOM. It prepared and deployed in November 2001, fourteen days after notification, and returned to Fort Hood, Texas, in early April 2002. The 3d Brigade, 3d Infantry Division, replaced it in Kuwait.

The Army continued during FY 2002 to maintain the Patriot air defense task force in the Persian Gulf. This task force, established after Operation DESERT STORM in 1991, defends American and coalition

forces against the threat of Iraqi ballistic missiles. The task force is comprised of elements of an air defense artillery battalion and an attached infantry company, which provides ground security. These units deploy to the Gulf for a temporary duty rotation of 120 days.

Possible Operations in Iraq

After the overthrow of the Taliban in Afghanistan, the Army began to expend more effort on planning and preparing for a possible invasion of Iraq. The focus of this effort was Third Army headquarters, which would again assume the role of Combined Forces Land Component Command for Central Command during any operations in Iraq. In June 2002, the Department of Defense assigned the Army the mission of training a force of up to five thousand Iraqi exiles and expatriates to aid U.S. forces should an invasion of Iraq become necessary. Planning for this mission by the U.S. Army Training and Doctrine Command continued through the end of FY 2002.

5

Army National Guard

Personnel Management

To reach an Army National Guard end strength goal of 350,000, enlisted gains were programmed at 60,504 and officer gains at 3,608. The Guard finished FY 2002 with 63,251 accessions or 104 percent of the goal. It programmed nonprior service and prior service accessions at a fifty-fifty mix and completed the year with 32,811 nonprior service accessions and 30,440 prior service accessions. The Army National Guard continues to lead the reserve components with the lowest overall attrition rate at 19.3 percent. This success can be credited to an increased command emphasis on using existing attrition programs and the awareness that has been placed on attrition management at all levels.

Training and Readiness

Fourteen of the fifteen enhanced separate brigades in the Army National Guard met the required readiness criteria dictated by the Defense Planning Guidance. Readiness within Army National Guard divisions declined slightly in FY 2002 due to the increased operational tempo created by mobilizations and deployments, as well as by the lack of full-time support personnel. As a result of the decline in training readiness within the divisions, post-mobilization training levels and the overall preparedness of these units remain below acceptable levels.

Mobilization

More than eight thousand national guardsmen deployed overseas as part of Operation ENDURING FREEDOM during FY 2002. They served in Afghanistan, provided force protection in Europe, and conducted detainee operations in Cuba. The Army National Guard provided more than ten thousand soldiers for force protection missions to major U.S. Army commands and border security missions to the Immigration and Naturalization Service and the U.S. Customs Service. It supported homeland security missions, guarding airports, nuclear power plants, domestic water supplies, bridges, tunnels, and military assets. National

guardsmen secured the Pentagon after the 11 September 2001 attack and provided continuous support to local authorities at the site of the World Trade Center. Across the country, the Army National Guard responded to 263 requests for assistance. Security was given special emphasis at the Winter Olympics in Salt Lake City, Utah, and was designated a National Special Security Event. As part of this security effort, national guardsmen from twenty-five different states provided security force, chemical and biological detection, radar, aviation, transportation, communication, military police, explosive ordnance disposal, and nine troop life support areas. At its peak, more than five thousand guardsmen were on duty. By the end of the year the Army National Guard expended 645,419 man-days in assistance to civilian authorities.

In FY 2002, the Army National Guard deployed 6,697 personnel to support operations in Bosnia, Kosovo, Macedonia, Kuwait, and Saudi Arabia. An additional 22,483 soldiers conducted combatant command mission support and training events in eighty-three other countries. Six brigades and numerous battalion and smaller sized units participated in rotations in Southwest Asia during the fiscal year. National guardsmen provided attack aviation task force mission support in Kuwait as well as infantry force protection support to the air defense artillery units in Kuwait and Saudi Arabia.

In December 2000, the Army decided that over the course of the next two years it would turn over responsibility for supplying units for peacekeeping operations in Bosnia to the Army National Guard. In September 2002, the Army National Guard provided the forces, including headquarters, for the first time. Elements of the 28th Infantry Division, a mechanized division of the Pennsylvania Army National Guard, totaling approximately fifteen hundred soldiers, deployed for this mission.

To free up active Army units for operations elsewhere after the 11 September 2001 terrorist attack, the Army National Guard took over responsibility for the Multinational Force and Observers commitment in the Sinai. Elements of the 39th Infantry Brigade (Arkansas Army National Guard) mobilized in October 2001 and, after training, deployed to Egypt in January 2002 for a six-month rotation. In July 2002, elements of the 41st Infantry Brigade (Oregon Army National Guard) relieved them.

Equipment and Maintenance

The depot maintenance program continues to be an integral part of Army National Guard sustainment. This program is based on a "repair



Members of the Virginia National Guard's 1st Battalion, 116th Infantry, begin a security shift at Dulles International Airport outside Washington, D.C., in support of Operation NOBLE EAGLE.

and return to user” premise as opposed to an equipment maintenance “float” system. Unlike the active Army, the Army National Guard does not have a quantity of selected end items authorized to use as immediate replacements by units when critical equipment is returned to the depot for repair. Funding for the Army National Guard’s depot maintenance requirement increased slightly from 77 percent in FY 2001 to 80 percent FY 2002. Equipment qualifying for depot repair increased by 11 percent during FY 2002, which is attributed primarily to an acceleration of the Army National Guard’s aviation modernization programs and the rebuilding of an aged tactical wheeled vehicle fleet.

Due to the large number of aviation units still equipped with legacy or substitute aircraft, the Army National Guard aviation structure went through sweeping changes at all levels during FY 2002. Not only were an additional ninety-nine modernized aircraft (eighty-nine UH-60 and ten AH-64) added to the Army National Guard’s total inventory, but the Guard converted the basic organizational structure of the majority of its aviation units to new aviation transformation designs effective September 2002. Unfortunately, the anticipated funding level for the supporting fielding items (tool sets, kits, test equipment, and parts) did not keep pace with the aircraft transfers and restricted the ability of the receiving units to fully utilize the new aircraft.

In FY 2002, three divisional brigades received the M2A2 Bradley and one enhanced separate brigade received the M2A2ODS Bradley.

A variety of shortages in the ground forces persist, such as tactical wheeled vehicles, SINCGARS radios, rotary wing aircraft, night vision devices, and engineer equipment.

6

Logistics

Management and Planning

The Secretary of the Army and the Chief of Staff of the Army approved a logistics transformation plan developed by Army Materiel Command. The plan is part of Army Materiel Command's efforts to streamline its operations and contained both short- and long-term recommendations. One initiative will create a more centralized research, development, and engineering command within Army Materiel Command, bringing together the service's laboratories, research, development, and engineering centers, and the Army Materiel Systems Analysis Agency. Another proposal is to create an Army Field Support Command, also under Army Materiel Command, to provide "factory to foxhole" logistical support. The plan seeks to decrease the ratio of combat arms soldiers to logisticians and maintenance personnel in units. Forty of the Army's fifty-five national maintenance repair program sites would be closed, and the Army would place more reliance on the Defense Logistics Agency's strategic distribution programs to ensure that supplies, equipment, parts, and tools are available when needed. A longer-term objective is to develop a "pit-stop engineering" approach to maintenance modeled on the automobile racing industry, designing systems to allow for easy access with only a few tools. Another proposal would require contractors doing logistical and maintenance work on certain systems to be members of the reserve components so that they could deploy, as reservists, with the unit they support as civilians. Army Materiel Command expects to brief the service's senior leaders in the second quarter of FY 2003 on the implementation of this plan.

Recapitalization is the rebuilding and selected upgrading of currently fielded systems to ensure operational readiness. Since the Army skipped a procurement generation in the 1990s, the ages of many of the current force's combat systems often exceed their expected service lives (twenty years for most active Army systems and thirty years for systems used by the Army National Guard). Rebuilding restores a system to a like-new condition in appearance, performance, and life expectancy. It inserts new technology when practical to improve reliability and maintainability. Selected upgrading rebuilds the system and adds capability improvements

that address shortcomings. The result of a selected upgrade is a system with a new model and a new life and improved operational capability. Recapitalization includes preplanned product improvements, extended service programs, and major modifications.

The Army has established a plan, management structure, and immediate milestones for the implementation of the recapitalization program. There are seventeen systems in the program: Abrams tank; AH-64 helicopter; UH-60 helicopter; CH-47 helicopter; M88A1/A2 recovery vehicle; M48/M60 armored vehicle launch bridge recovery vehicle; M9 armored combat earthmover; M2A3/M3A3 Bradley fighting vehicle; Multiple Launch Rocket System; Patriot air defense missile system; M113 family of vehicles; heavy expanded mobility tactical truck; small emplacement excavator; Firefinder Radar AN/TSQ-36; electronic shops; M992V2 field artillery ammunition support vehicle; and high-mobility multipurpose wheeled vehicle (HMMWV or Humvee).

There have been no policy changes since the Army Acquisition Executive and the Vice Chief of Staff of the Army published the *Recapitalization Program Policy Letter* in April 2001. The program has focused its resources on systems used by the Interim Force and by III Corps, which in its role as the counterattack corps, is the key component of the Legacy Force. The Army has taken a risk in this decision, as projected funding shortfalls in future fiscal years mean that the remaining active Army, Army Reserve, and Army National Guard units may not benefit from the recapitalization program.

On 7 June 2002, the Assistant Secretary of the Army for Acquisition, Logistics, and Technology activated Program Executive Office (PEO) Soldier at Fort Belvoir, Virginia. The mission of PEO Soldier is to focus directly on the soldier as the central component of the Army's most important weapon system. It has the responsibility to develop, field, and sustain virtually everything a soldier wears, carries, or operates. PEO Soldier integrated 346 Acquisition Category I, II, and III programs, under the purview of three project managers. Project Manager Soldier Weapons works on the development and production of current and future weapon systems, ammunition, and associated target acquisition and fire control products. Two product managers support Project Manager Soldier Weapons—Product Manager Crew Served Weapons Programs and Product Manager Individual Weapons Programs. Project Manager Soldier Warrior supports soldiers through the acquisition of all systems in four areas: soldier lethality, survivability, mobility, and sustainment. Two product managers support Project Manager Soldier Warrior—Product Manager Air Warrior and Product Manager Land Warrior. Project Manager Soldier Equipment provides advanced technologies for night vision devices, man-portable laser systems for range-finding and

designating, as well as working on the soldier's clothing and individual equipment. Two product managers support Project Manager Soldier Equipment—Product Manager Sensors and Lasers Programs and Product Manager Clothing and Individual Equipment Programs.

The Army Pre-positioned Stocks (APS) program consists of brigade and unit sets of equipment, operational projects, and sustainment stocks pre-positioned afloat and on land around the world. It also includes war reserve stocks for allies in Korea, Thailand, and Israel. In FY 2002, seven armored brigade sets were pre-positioned: six on land (three in Europe, two in Southwest Asia, and one in Korea) and one afloat. Another brigade will be put afloat in FY 2003. Operational projects provide specialized capabilities, such as base camp support. Sustainment stocks support APS unit sets and initial deploying units in Southwest Asia and Korea until resupply is initiated from the continental United States.

In FY 2002 the Army Pre-positioned Stocks–2 Reconfiguration Initiative, initially approved by the Army Requirements Oversight Council in August 2001, was implemented to make this stockpile more strategically responsive. Under this plan, APS–2 will be reduced from three armored brigade sets to one brigade set specifically configured to support U.S. European Command contingency requirements. This change is expected to be completed in October 2002. Excess stocks will be redistributed to APS–3, APS–4, and APS–5, as well as to U.S. Army, Europe, and Army National Guard units. The upload of the second brigade afloat to APS–3 has been delayed to FY 2003 because of support for operations in the U.S. Central Command area. Seven of eight Large Medium-Speed Roll-on/Roll-off Ships and three of four container ships in APS–3 were transferred in support of Operation ENDURING FREEDOM. Operational projects played key roles in supporting Army units deployed for Operation ENDURING FREEDOM. For example, all force provider modules were deployed to Afghanistan, Kuwait, or Qatar to provide living accommodations for soldiers. Over sixty large area maintenance shelters, nineteen sets of aircraft matting, and the Inland Petroleum Distribution System were also delivered in support of the operation.

In August 2002, U.S. Army Forces Command and the Joint Munitions Command formed a Centralized Ammunition Management integrated process team. The team's mission is to develop anticipatory logistical plans that allow the Joint Munitions Command to “push” required ammunition support to installation ammunition supply points and eliminate the need for major Army commands to “pull” support. These practices will include both training ammunition and wartime stocks. The team will use Fort Lewis, Washington, with a focus on Stryker brigade support requirements, and Fort Riley, Kansas, as an example of a site with Legacy Force systems



Further development of the Crusader self-propelled howitzer was canceled in May 2002.

and relatively stable training requirements. The team's charter is expected to be finalized in early FY 2003.

Research, Development, and Acquisition

In November 2001, the Crusader self-propelled howitzer—the replacement for the M109A6 Paladin self-propelled howitzer—completed its system-level preliminary design review, closing out transition of the design from the original 60-ton version to a more deployable 40-ton version. This was a major step on the way to the expected Milestone B review in 2003. However, in May 2002, the Secretary of Defense canceled the Crusader program. The Secretary concluded that the Crusader did not fit his vision of future land forces that involved using lighter weight, rapidly deployable forces in combined arms operations in conjunction with air- and indirect-artillery-delivered precision munitions. Instead, he saw the Excalibur family of 155-mm. precision-guided artillery rounds and an upgraded Multiple Launch Rocket System as offering greater improvements in precision, range, and deployability. In July 2002, the Under Secretary of Defense for Acquisition, Technology, and Logistics allotted \$32 million from the Crusader program to the Future Combat Systems program. In March 2002, the first Multiple Launch Rocket System unit to receive the M270A1 launcher completed the fielding



The RAH-66 Comanche is the first helicopter developed specifically for armed reconnaissance.

process. The M270A1 is an upgraded version of the M270 launcher. It is expected that a total of 225 launchers will be upgraded to the new version by the end of FY 2005.

The RAH-66 Comanche is a next-generation armed reconnaissance helicopter and is the first helicopter designed and developed specifically for this mission. Under development since 1983, the Comanche would replace the Army's current fleet of AH-1 Cobra and OH-58 Kiowa Warrior helicopters, performing the attack mission as well as reconnaissance. In September 2001, the Comanche project manager informed the Secretary of the Army and the Chief of Staff of the Army that Milestone II cost and schedule commitments for the program could not be accomplished. In December 2001, the Chief of Staff of the Army approved interim direction to discontinue the Milestone II program and to revise the engineering, manufacturing, and development phase work for 2002 and beyond. In April 2002, the contracting officer for Comanche issued a letter of instruction to the program's contractor team requesting that a proposal for the restructured program be submitted by 16 September 2002. It is expected that the restructuring plan will be approved in early FY 2003 by the Defense Acquisition Board and the Under Secretary of Defense for Acquisition, Technology, and Logistics.

In late October 2001, the U.S. Army Training and Doctrine Command completed work on the *Mission Needs Statement* and the *Statement of*

Required Capabilities for the Future Combat Systems. These documents, along with the Units of Action and Units of Employment Operations and Organization concept papers, form the foundation upon which future development of the Objective Force capability is based. On 2 November 2001, a draft solicitation for the Future Combat Systems was posted on the Defense Advanced Research Projects Agency Web page to facilitate review by industry. The final solicitation was issued on 21 November 2001.

In March 2002, the Defense Advanced Research Projects Agency awarded an Other Transaction agreement to the Boeing/Science Applications International Corporation team to serve as lead systems integrator on Future Combat Systems. Other Transaction agreements are not subject to the Federal Acquisition Regulation, allowing the Army considerable flexibility in negotiating terms and conditions with Boeing. The Army believed that using an Other Transaction agreement would encourage innovation and that the agreement's wide latitude would permit tailoring business, organizational, and technical relationships to achieve the program goals.

Senior Army leaders decided to use a lead systems integrator because they concluded that the service's existing acquisition workforce and organizations had neither the technical capability—particularly in regard to computer software and network design—nor the organizational agility to manage the most complex program in the service's history. Many of the Army's previous major integration efforts suffered from a lack of coordination between the developers and the users. Each system was developed separately and integrated into the force after the fact. The Army believed that a lead systems integrator could develop and manage the FCS—an integrated system of systems—more effectively than an Army program office because contractors have greater flexibility to work across organizational lines. The lead systems integrator is the single entity responsible for developing and integrating the Future Combat Systems within the Army's budget and schedule. Furthermore, the lead systems integrator is responsible for maximizing competition among other contractors involved in the program, ensuring interoperability among the systems, and maintaining commonality among systems to reduce life-cycle cost. The Army itself does not have a direct contractual relationship with the prime-item developers as it would when buying a single system, but rather works through the lead systems integrator.

In March 2002, the U.S. Army Research Office announced that it had selected the Massachusetts Institute of Technology as a University-Affiliated Research Center for the Institute for Soldier Nanotechnologies. The institute will provide the Army with expertise in developing and applying nanotechnology by funding unclassified basic research in this field. Furthermore, it will seek to apply breakthroughs made elsewhere in nanoscience and nanomanufacturing.

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Support Services

Morale, Welfare, and Recreation

The 11 September 2001 terrorist attacks and the subsequent heightened security measures had a substantial effect on total Morale, Welfare, and Recreation (MWR) funds. Net revenue for FY 2002 was \$771.3 million, \$23.1 million less than that for FY 2001. In October 2001, five MWR emergency essential civilian specialists deployed in support of Operation ENDURING FREEDOM: two to Afghanistan, one to Uzbekistan, one to Djibouti, and one to Qatar. In support of Operations NOBLE EAGLE and ENDURING FREEDOM, Army Community Service staff provided pre- and post-deployment briefings and training for soldiers and family readiness groups, family readiness liaisons, and rear detachment commanders, conducting 4,700 sessions with 210,000 soldiers and family members.

Army Continuing Education System

Initiated in July 2000, eArmyU is the world's largest distance learning portal, providing access to more than ninety degree and certification programs from twenty-one universities. During FY 2002, eArmyU expanded to cover four posts in the continental United States, two in Alaska, three in Hawaii, one in Germany, and one in Korea. Eighty-four soldiers earned degrees through eArmyU, and nearly 20 percent of the participants said that they had reenlisted or extended specifically to take advantage of this opportunity. Overall, soldier participation in traditional post-secondary continuing education programs (excluding eArmyU) declined from 135,165 enrollees in FY 2001 to 127,179 enrollees in FY 2002.

Housing

The ACSIM Facilities and Housing Directorate published the first Permanent Party Enlisted Barracks Master Plan in May 2002. This served as the baseline for programming and planning barracks modernization for permanent party enlisted soldiers.

The Army's goal is to eliminate all inadequate family housing in the United States by FY 2007 using a combination of traditional military

construction, Basic Allowance for Housing increases, and privatization. In 1996, the Military Housing Privatization Initiative Act provided the military services with the authority to obtain private sector capital and expertise to operate, manage, maintain, improve, and build military housing in the United States. The Army's housing privatization program, the Residential Communities Initiative (RCI), is a set of partnerships with private sector developers. During FY 2002, the Army transferred the houses at three posts to RCI partners: 5,912 homes at Fort Hood, Texas; 3,982 homes at Fort Lewis, Washington; and 3,170 homes at Fort Meade, Maryland. The Army has selected partners for eight additional projects: Fort Bragg, North Carolina; the Presidio of Monterey and the Naval Postgraduate School, California; Fort Campbell, Kentucky; Fort Belvoir, Virginia; Fort Hamilton, New York; Fort Irwin, California; Fort Stewart and Hunter Army Airfield, Georgia; and Forts Eustis, Story, and Monroe, Virginia. Teams at these installations are collaborating with Residential Communities Initiative partners to develop a 50-year community development and management plan. The transfer of operations at these installations is expected to occur during FY 2003 and FY 2004.

Army Safety Program

The Army had 2,048 Class A to Class C accidents in FY 2002. Ground accidents accounted for 1,912 of these, of which 189 were Class A (damages of \$1 million or more; destruction of military aircraft, injury resulting in a fatality or permanent total disability). Aviation accidents accounted for 136, of which 28 were Class A. The Army lost 205 soldiers from accidents, an 11 percent increase from FY 2001 and a 16 percent increase above the previous three years' average. Aviation Class A accidents resulted in the loss of seventeen soldiers, a 55 percent increase from FY 2001 and 42 percent increase above the previous three years' average. Ground accidents killed 188 soldiers, a 22 percent increase from FY 2001 and 19 percent increase over the previous three years' average. The leading cause of death was privately owned vehicle accidents, which killed 111 soldiers.

The Secretary of the Army and the Chief of Staff of the Army approved the Army Safety Strategic Plan in November 2001. This plan established safety and risk management objectives and required commanders of major Army commands and Headquarters, Department of the Army, functional proponents to develop supporting operational plans and investment strategies for risk-based resource decisions across all funding accounts. The U.S. Army Training and Doctrine Command developed and fielded the Commander's Safety Course in accordance with direction from the Chief of Staff of the Army to ensure commanders have the knowledge and tools

to manage their unit safety programs effectively and to incorporate risk management into all unit planning and activities.

Army and Air Force Exchange Service

During FY 2002, AAFES mobilized to support an ever-growing number of deployed troops. By September 2002, it had forty-eight approved contingency sites, thirty-four of which were in use, in seventeen countries extending from the Horn of Africa to the former Soviet Republics, with an additional thirteen new sites pending approval. Total revenues for AAFES were \$7.295 billion, 3 percent higher than the previous year. Key factors in the increase were a 3 percent increase in retail sales and a 6 percent increase in food sales. Earnings almost totaled \$329 million, about 4.67 percent of sales. Dividends to the Army and the Air Force were \$220.4 million, just below the target of \$221 million. In 2002, a number of economic factors combined to slow growth in the retail industry and AAFES was not immune. AAFES' financial revenue was affected by declining interest rates and the decline of the dollar against foreign currencies. The interest rate on the Military Star Card is linked to the prime interest rate, charging 4.75 percent above prime. As the prime rate declined, so did the Military Star card rate. Interest revenue in 2002 was \$124.1 million, down 13 percent from 2001. Unfavorable fluctuations in the foreign currency exchange rates reduced earnings because of overseas employment costs and other expenses. In addition to these economic factors, the additional costs of supporting Operation ENDURING FREEDOM affected AAFES' earnings; the cost of in-theater transportation, significant merchandise loss, provisions, and incentives for deployed personnel resulted in \$6.2 million of unexpected expenditures.

In 2002, AAFES completed forty major capital projects so customers can enjoy shopping at new, expanded, or updated facilities. While AAFES is approximately 98 percent self-funded, the rest of its funding comes from appropriations. In FY 2002, AAFES received approximately \$155 million in appropriated funds. Of this amount, \$25 million was used for utilities in overseas operations, defense telephone system access, facility maintenance, and the salaries of the approximately sixty active duty Army and Air Force military personnel assigned to AAFES.

Construction, Facilities, and Real Property

The Army Military Construction Program consists of the Military Construction Army, Army Family Housing, and Military Construction Army Reserve programs. During FY 2002, these activities contained a total of 171 projects scheduled at \$2.03 billion. As of 30 September

2002, the Corps of Engineers successfully awarded 161 projects slated at \$1.95 billion. Receipt of high bids for congressional inserts or emergency supplemental activities accounted for the majority of projects planned but not contracted during the fiscal year. All cost issues are being resolved, and all projects are scheduled for award during FY 2003.

The FY 2002 Department of Defense and Support for Others construction program consisted of Foreign Military Sales, Department of Defense Medical Facilities, Department of Defense Schools, Arlington National Cemetery, Missile Defense Agency, Navy, Defense Logistics Agency, and Defense Manpower Data Center. Interagency support projects, known as Support for Others, are also included in the program totals. During FY 2002, Support for Others contained a total of seventy-six projects totaling \$870 million. Of these, sixty-eight construction projects were forecast for contract awards totaling \$850 million. As of 30 September 2002, the Corps of Engineers awarded sixty-six projects totaling \$833 million. Changes in priority by customers, revisions, re-solicitation, and potential archeological conflicts precluded awarding the rest of the forecasted program during FY 2002. The Corps of Engineers is working to resolve these problems and expects to award contracts for these projects during FY 2003.

The Army made significant progress toward implementing a Department of Defense plan to privatize utilities (electric, gas, water, and wastewater). The Army privatized 63 of the 351 systems at installations in the United States. In addition, eighty-nine utilities were exempted or deferred as having received no industry interest or receiving proposals that were determined to be uneconomical.

The FY 2002 National Defense Authorization Act provided authority for the Secretary of Defense to establish a memorial for the 11 September 2001 terrorist attack on the Pentagon Reservation. In January 2002, following an October 2001 memorandum of agreement between the Defense Department's Washington Headquarters Services and the Corps of Engineers, the two organizations signed a support agreement in which the Corps of Engineers would provide the necessary planning, site selection, design, and related technical services for the memorial. In April 2002, a site was chosen near the impact area on the west face of the Pentagon. The Corps of Engineers is managing a two-stage competition to select a design. It is expected that finalists from among the 1,126 entries received will be chosen early in FY 2003. The finalists then will further develop their concepts, with selection of a winner expected later in FY 2003.

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Special Functions

Civil Works

During FY 2002, there was an average of 172 military personnel assigned to the Corps of Engineers civil works program. Civilian employees accounted for 24,965 full-time equivalent (FTE) work-years for this program in FY 2002, an increase of 295 FTE from the previous year. The Corps of Engineers New York District set up a disaster field office in Manhattan after the 11 September 2001 terrorist attack. From that office, the Corps assisted New York City with emergency power, technical assistance, debris removal, and structural safety assessment. At the height of the deployment, 164 Corps personnel supported recovery efforts. Twenty structural experts and four surveyors assisted the city in evaluating damage to buildings around the World Trade Center site. The Corps of Engineers and the City of New York worked together to remove 1.7 million tons of debris by barge from lower Manhattan to a landfill on Staten Island. In May 2002, this mission was completed, two months ahead of schedule. The Corps of Engineers also provided technical assistance for debris removal at the Pentagon, and the Corps' structural experts evaluated the damage to the Pentagon building.

Environmental Protection

Because of Environmental Protection Agency reporting requirements, the Army tracks its hazardous waste generation on a calendar year rather than a fiscal year basis. In 2001, the Army disposed of 35.6 million pounds of hazardous waste—almost twenty million pounds less than what it disposed of in 2000. This decrease is primarily a result of the Army demilitarizing fewer munitions in 2001 and, subsequently, generating less hazardous waste. In FY 2002, the Army generated over 1.6 million tons of solid waste, of which it recycled about 0.7 million tons and disposed of 0.9 million tons, a 43 percent diversion rate (the amount of waste recycled divided by the total amount generated). This rate surpassed the Department of Defense goal of diverting 40 percent of solid waste by 2005. The majority of this diversion is a result of recycling construction and demolition debris. In FY 2002, the Army procured 4,777 light-duty,



A survey team from the Corps of Engineers assists in checking the integrity of structures following the 11 September 2001 attack in New York City.

nontactical vehicles, which fell under the requirements of the Energy Policy Act of 1992 and Executive Order 13149. Of these vehicles, 2,843 use alternative fuel, a procurement rate of 60 percent for these vehicles. Although this is less than the 75 percent procurement rate mandated by Executive Order 13149, the Army has steadily increased its rate since FY 1997 and fully expects to meet this goal within the next few years. The Army acquires all of its alternative-fueled vehicles through leases with the General Services Administration.

In FY 2002, the Army obligated \$387 million for environmental restoration activities at active Army installations. This included \$9.9 million for the Military Munitions Response Program. In FY 2002, the Army budgeted \$143 million for restoration activities at installations slated for closure by the Base Realignment and Closures (BRAC) program. The Army achieved remedy-in-place or response complete at 123 active installation sites, and 109 BRAC environmental cleanup sites.

Small and Disadvantaged Business Utilization

In FY 2001, the Department of Defense initiated the Small Business Reinvention Program. As part of this program, each military service was

required to establish small business improvement plans and performance targets for FY 2002 based on FY 2000 accomplishments. The success of the services' small business program is measured against these assigned targets. In FY 2002, the Army implemented a number of initiatives pursuant to the Small Business Reinvention Program that resulted in an all-time high of dollars awarded for each area. The Army awarded over \$10 billion in contracts to small businesses, making the service the first federal agency to reach that mark. Also, in FY 2002 the Army again awarded over \$1 billion in contracts to women-owned small businesses.

Legal Affairs

Significant increases in the number of cases tried in FY 2002 were fueled in part by a rise in so-called "club drug" offenses, absent without leave and desertion violations, and Internet and child pornography crimes (*Table 5*). Increased numbers of soldiers on active duty as the result of activation of Army National Guard and Army Reserve units also contributed to the number of cases. The number of nonjudicial punishments imposed under Article 15 of the Uniform Code of Military Justice was 44,318, a rate per thousand of 85.8. The number of Article 15 punishments declined 8.5 percent from FY 2001.

TABLE 5—COURTS-MARTIAL STATISTICS, FY 2002

<i>Type Court</i>	<i>Tried</i>	<i>Convicted</i>	<i>Acquittals</i>	<i>Compared to FY 2001</i>
General	788	757	31	+2.3%
Bad Conduct Discharge Special	592	574	18	+67.2%
Non-Bad Conduct Special	10	8	2	+233.3%
Summary	858	793	65	+27.6%

Source: "Report of The Judge Advocate General of the Army, October 1, 2001 to September 30, 2002," in *Annual Report Submitted to the Committees on Armed Services of the United States Senate and the United States House of Representatives and to the Secretary of Defense, Secretary of Transportation, and Secretaries of the Army, Navy, and Air Force.*

There were 552 civil lawsuits filed in federal, state, and international courts against the Department of the Army and its officials, a 17 percent increase from FY 2001. Cases requiring civilian courts to interpret the Uniform Code of Military Justice remain a small, but significant, portion of this total. Most of these cases involve soldiers and former soldiers

seeking collateral review of courts-martial proceedings—usually via petitions for writs of habeas corpus filed in federal district courts—or in back-pay actions filed in the Court of Federal Claims. Other suits involved challenges to confinement conditions, to decisions to deny clemency or parole, to parole revocation, or to other administrative actions taken by confinement facility officials.

Family violence statistics in the Army continued to decline, with 2,370 substantiated cases of child abuse in FY 2002 compared to 2,917 in FY 1998. The Army rate of substantiated child abuse decreased from 7.1 per 1,000 to 5.6 per 1,000 (based on initial substantiated cases)—much less than the 14 per 1,000 in the civilian community reported by the National Committee for the Prevention of Child Abuse. There were 3,235 substantiated spousal abuse cases in FY 2002 compared to 5,108 in FY 1998. Comparing the populations of married persons (soldiers and spouses) for FY 1998 (571,769) and FY 2002 (524,638), the rate of substantiated spousal abuse declined from 9.9 per 1,000 in FY 1998 to 6.7 per 1,000 in FY 2002.

Inspector General Activities

During FY 2002, the Assistance Division handled 2,210 Inspector General Action Requests (IGARs). The requests dealt with issues or allegations regarding nonsenior officials, that is colonels and below, and GS-15 and below. This was a 9 percent increase from the previous year's total. Of the 2,210 requests, 2,033 were requests for assistance and 177 were allegations of impropriety. Of the 177 allegations, 59 were substantiated, while 118 were unsubstantiated. Of the 2,210 IGARs, the active Army accounted for 37 percent of the complainants. The Army Reserve and Army National Guard accounted for 29 percent of complainants, 26 percent from civilians, and in 8 percent of cases the complainants' status was unknown.

The Inspector General Action Requests came from a variety of sources, including 12 presidential and 211 congressional inquiries. While the number of presidential inquiries dropped from the 20 received in FY 2001, the number of congressional inquiries increased from the 188 received in FY 2001. This increase is part of a continuing trend of congressmen requesting Inspector General support when seeking assistance for their constituents. The Department of Defense Hotline accounted for 458 requests. This was a 20 percent increase in these types of cases. Whistleblower Reprisal requests accounted for 115 Inspector General Action Requests, which is approximately the same as in FY 2001. An additional sixteen cases dealt with allegations of improper mental health referrals.

Personnel management of soldiers was the most frequent type of complaint (25 percent of cases). This includes promotions, reassignments,

evaluation reports, separations, awards, and reenlistments. The next most frequent type of complaint was personal conduct (20 percent). This category includes sexual harassment, discrimination, standards of conduct, and nonsupport of family. Nonsupport of family accounted for 10 percent of all requests. The third most common type of complaint involved finance and accounting (18 percent). This includes travel pay, base pay inquiries, Army Reserve and Army National Guard pay, bonuses, and reimbursements. Ten percent of complaints concerned the command or management of organizations, including commander's decisions, command climate issues, caring for soldiers and family members, and open door policies. Six percent of complaints were about health care, including medical evaluation boards, TRICARE availability, civilian medical bill payment, line of duty investigations, and medical records.

The Investigations Division probes allegations of misconduct made against general officers, senior executive service civilians, and promotable colonels. During FY 2002, the division received 877 allegations involving 411 senior officials. Of these, the division completed 321 informal inquiries and 30 investigations. Other accusations were referred to the Department of Defense Inspector General or the Criminal Investigation Command or were addressed within the equal employment opportunity process. Eight percent of the assertions that were initially provided to the Investigations Division were eventually substantiated. The most frequently substantiated issues involved travel or temporary duty irregularities, failure to obey a regulation, misuse of government personnel or equipment, and nonsexual personal misconduct.

The FY 2002 chemical surety inspection program found that nine out of fifteen surety units and sites received at least one failing deficiency in at least one functional area during the initial inspection. The FY 2002 nuclear surety inspection found that one out of four surety units or sites received at least one failing deficiency in at least one functional area during the initial inspection.

In November 2001, following attacks using anthrax sent by mail, the Vice Chief of Staff of the Army directed the Inspector General to conduct a special inspection of Army facilities that store anthrax with an emphasis on accountability and security. Findings were presented to the Vice Chief of Staff on 30 November 2001. Based on the information provided, the Vice Chief of Staff directed that an Army Biological Surety Program be established.

The Inspector General conducted several special inspections and assessments. A special inspection of environmental compliance started in 2001 was completed in January 2002. It found that leaders at Army installations were not actively involved in environmental issues, resulting in a lack of formal strategy development. Efforts to implement

pollution prevention programs lacked command emphasis, awareness, and funding. There were no documented requirements for the minimum staffing or standard of services provided by installation environmental offices. An assessment initiated in 2001 sought to determine if the Army had doctrinally and culturally integrated the risk management process into training and operations at both the institutional and unit level. By the end of FY 2002 the report of this inspection was written, and the assessment team was briefing the appropriate Army Staff agencies on the findings and recommendations. Distribution of the final report will follow soon after the findings are briefed to the Chief of Staff of the Army.

A special inspection examined implementation of training on the Army's homosexual conduct policy. The inspection found that 71 percent of the soldiers polled received homosexual conduct policy training within the last year, 87 percent of the soldiers polled understood homosexual conduct policy either moderately or to a great extent, and 70 percent of the soldiers polled did not know at least one of the individuals who could guarantee them confidentiality if they wanted to report harassment.

An evaluation of the Army's organizational inspection program started in FY 2001 was completed in FY 2002. This assessment examines whether major commands and state adjutants general coordinate all inspections and audits into a single, cohesive program that complements and reinforces other sources of evaluation; identifies and eliminates deficiencies that degrade unit readiness; and relieves the burden of redundant inspections. The report and briefings for this assessment were not completed by the end of FY 2002.

Army Audit Agency

As a result of a change in the Comptroller General standards on independence, the Army Audit Agency was no longer considered an independent external auditor and therefore could no longer audit and provide an opinion on the Army's financial statements. In FY 2002, the agency provided support to the Army's financial statements by continuing audits addressing controls over financial data and information systems' compliance with federal financial requirements and through participation in the Army's strategic planning group on financial statements. These efforts are designed to lower the overall risk associated with financial data by identifying control weaknesses and providing recommendations for corrective action. This will facilitate the financial statement audits by external auditors. The agency did complete financial statement audits for the American Red Cross, the National Science Center, and the Secretary of Defense/Joint Staff Welfare and Recreation Association Fund. The Army

Audit Agency is external to these organizations and thus could provide financial statement audit services to them.

Because of its reduced workload in the financial statement area, the Army Audit Agency was able to expand its efforts in operational aspects of the Army's financial activities. Topics the agency examined included the aviation hydraulic system contamination program, controls over operating tempo funds, computer-based training for information technology, information assurance in the Army, the management of Tables of Distribution and Allowances and full-time support maintenance activities, the processes and procedures used to prioritize and develop courseware for the Distance Learning Program, and the Army's missile demilitarization strategy.

The Army and Arms Control

Fiscal year 2002 was a volatile year for the Chemical Demilitarization Program. Many significant accomplishments and milestones were achieved and a few setbacks were encountered. Public Law 99-145 (as amended) mandates disposal of the U.S. chemical weapons stockpile by 29 April 2007, consistent with the requirements of the Chemical Weapons Convention (CWC). The U.S. Army is the executive agent for this mission. The chemical stockpile is stored at eight locations within the continental United States. Disposal of the chemical stockpile at a ninth location, Johnston Atoll in the Pacific Ocean, was completed in November 2000.

As of 30 September 2002, a total of 25.6 percent (measured in tons of chemical agent) of the original U.S. chemical stockpile had been safely destroyed at the two operational sites, Johnston Atoll and Tooele, Utah. On 25 December 2001, the last of 888 nerve agent GB-filled MK116 Weteye bombs was destroyed from the stockpile at Deseret Chemical Depot. The MK116 Weteye bomb is the first munition type to be completely eliminated from the U.S. inventory of chemical munitions. The United States reached a major Chemical Weapons Convention milestone that required the extermination of 100 percent of Category 3 chemical material by 29 April 2002. The last Category 3 chemical weapons were destroyed on 5 March 2002. The Tooele, Utah, chemical agent disposal facility continued disposal of the chemical stockpile stored at Deseret Chemical Depot. As of 30 September 2002, a total of 44.4 percent (measured in tons of chemical agent) of the chemical stockpile stored there had been safely destroyed. Construction of the Anniston, Alabama, and the Umatilla, Oregon, chemical agent disposal facilities was completed during the fiscal year. Construction at the Pine Bluff, Arkansas, chemical agent disposal facility continued and, as of 30 September 2002, was approximately 97 percent complete.

Recovery from the 11 September 2001 Attack on the Pentagon

The terrorist attack on the Pentagon killed 125 people in the building, 75 of whom were soldiers, Army civilian employees, and contractors working for the Army. The attack destroyed or badly damaged the work spaces of several Army Staff and Secretariat offices, most notably those of the Office of the Deputy Chief of Staff, G-1. Following the attack, temporary work spaces elsewhere in the Pentagon, in other buildings used by the Army, and in rented offices in the Washington, D.C., area were used to reestablish a functioning Army Staff and Secretariat. Through the end of FY 2001 and into early FY 2002, surviving personnel from the affected elements integrated replacements, rebuilt their files and other necessary documents, and reestablished digital office systems.

Reconstruction of the Pentagon began in October 2001. The reconstruction work, along with the reorganization of the Army Staff and Secretariat mandated by the Realignment Task Force, forced a number of offices to relocate several times during the remainder of FY 2002. By February 2002, the Army Staff element most affected by the attack, the Office of the Deputy Chief of Staff, G-1, had returned all its elements to the Pentagon, albeit to still temporary quarters as reconstruction work continued on the area of the building it had occupied on the day of the attack. The G-1's return to its original location in the Pentagon began in August 2002 and is expected to be completed early in FY 2003.

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Conclusion

Fiscal year 2002 was a demanding year for the Army as it once again went to war. Although now at its smallest size since World War II, the service participated in numerous operational deployments at home and overseas, most notably in Afghanistan. These operations required the largest mobilization of reserve personnel since the Persian Gulf War of 1990–1991. At the same time, the Army continued the process of transforming into a service prepared for the post–Cold War era. The most important aspect of that transformation was evolving from an industrial-age, threat-based force to an information-age, capabilities-based, power-projection force. This transition affected both the operational elements of the service and the institutional Army. For the institutional Army, FY 2002 was a year of great change with the implementation of the Realignment Task Force’s recommendations.

During FY 2002, the service continued its efforts to compensate for the post–Cold War reduced strength of its operational forces by exploiting new information-age technologies and more lethal and precise weapons systems. The Army’s goal of fighting smarter and as a greater part of a joint team underscored many of its initiatives, including the Objective Force concept and the associated Future Combat Systems, both of which reached significant milestones during the year. To make more money available for this transformation, the Army funded only the most critical modernization programs in the Legacy Force as part of its recapitalization concept. At the same time, it sought to bridge the gap between the present and the future with the Stryker Brigade Combat Teams.

By the end of FY 2002, the Army had made further advances in its evolution into a post–Cold War force, despite the setbacks of the Crusader cancellation and the Comanche restructuring. Still, the competing visions of Army transformation held by the Secretary of Defense and the service’s senior leaders—most visibly expressed in the Crusader cancellation and in analyses of the initial phase of operations in Afghanistan—meant that the final shape of the Army transformation was still in flux.

Army leaders during FY 2002 once again had to consider carefully how to allocate available funds among quality of life, modernization programs, and readiness. The service’s size relative to its increased commitments during the year meant that soldiers deployed with increasing frequency and that their deployments lasted longer. In this operational

climate, quality-of-life issues grew in importance, and the Army devoted significant attention and resources to these matters because they play an important role in recruiting new soldiers, retaining trained personnel, sustaining morale, and supporting readiness.

Finally, at the end of FY 2002 the Army faced growing uncertainty about current and future deployments. Despite the successful overthrow of the Taliban, Afghanistan remained unsettled and Army forces could not be withdrawn. Other commitments within Operation ENDURING FREEDOM also continued, most notably in the Philippines and the new detention facility at Guantanamo Bay, Cuba. At home, the service supported Operation NOBLE EAGLE. These open-ended missions placed considerable stress on the Army, forcing it to invoke stop-loss provisions and rely heavily on the reserve components. Looming on the horizon at the end of the fiscal year was the increasing likelihood of a major land war in Iraq.

Glossary

AAFES	Army and Air Force Exchange Service
ACSIM	Assistant Chief of Staff for Installation Management
APS	Army Pre-positioned Stocks
ARNG	Army National Guard
ASK	Assignment Satisfaction Key
BRAC	Base Realignment and Closures
BOLC	Basic Officer Leaders Course
CFLCC	Combined Forces Land Component Command
CJTF-180	Combined Joint Task Force–180
CWC	Chemical Weapons Convention
EOH	Executive Office of Headquarters, Department of the Army
FY	fiscal year
FCS	Future Combat Systems
FTE	full-time equivalent
HMMWV	high-mobility multipurpose wheeled vehicle
HQDA	Headquarters, Department of the Army
HRIPT	Human Resources Integrated Product Team
IGAR	Inspector General Action Request
IMA	Installation Management Agency
MOS	Military Occupation Specialty
MWR	Morale, Welfare, and Recreation
PEO	Program Executive Office
POW	Prisoner of War
RCI	Residential Communities Initiative
SRS	Strategic Readiness System
TAPC	Total Army Personnel Command
TRADOC	U.S. Army Training and Doctrine Command
USAR	U.S. Army Reserve

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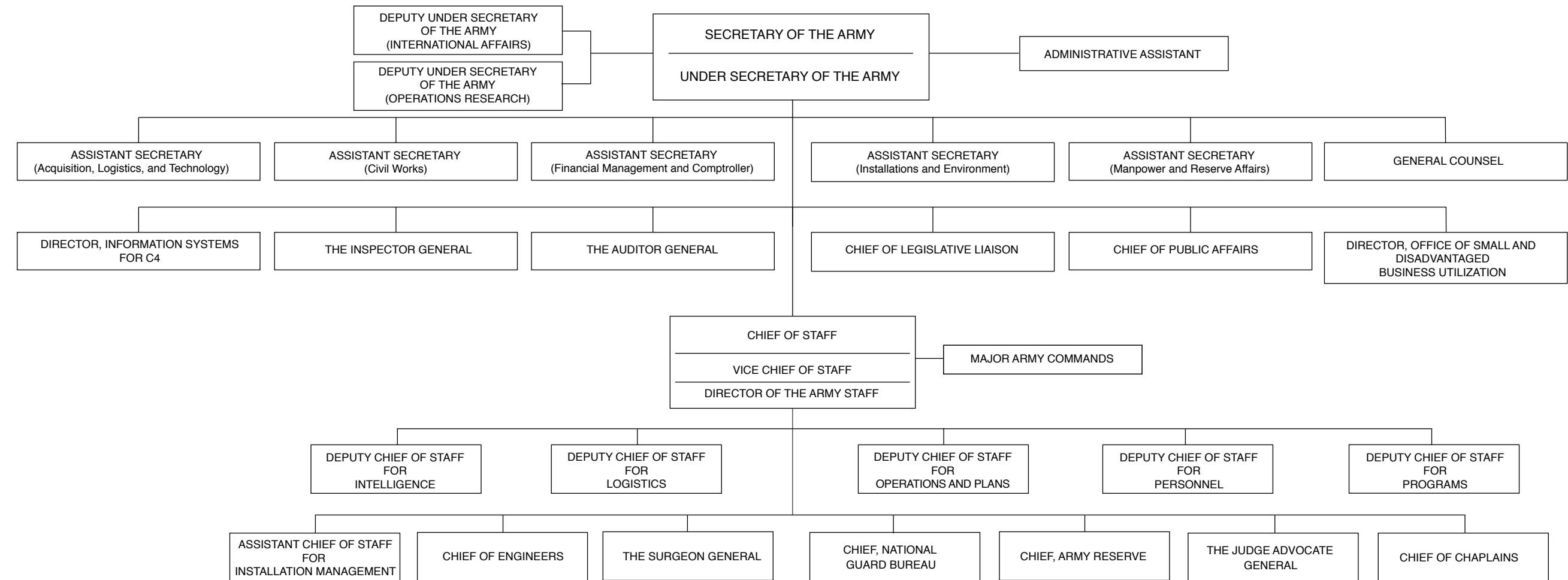
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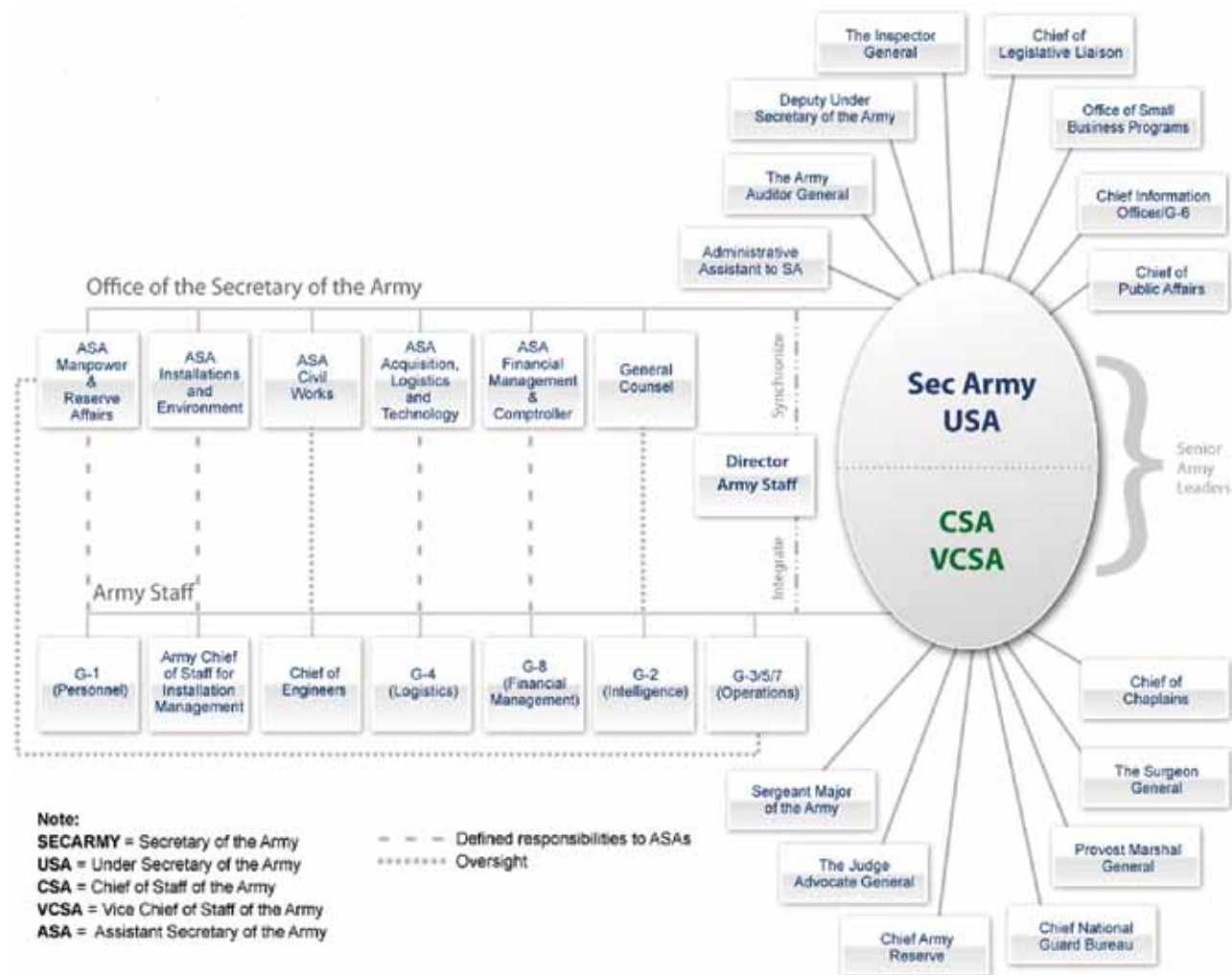
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Appendix A—Organization of Headquarters, Department of the Army, FY 2001



Source: The United States Government Manual, 2001/2002 (Washington D.C.: Office of the Federal Register, National Archives and Records Administration, 2001).

Appendix B—Headquarters, Department of the Army, After July 2002 Reorganization



Source: Headquarters, Department of the Army, General Orders 3 (Washington, D.C., 9 July 2002).

