



UNITED STATES ARMY
THE CHIEF OF STAFF



DACS-ZAA

13 Aug 91

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Trip Report -- CSA Roundout Brigade Visit, 10 - 11 August, 1991

1. **PURPOSE:** On 10-11 August 1991, I visited the 116 Cavalry Brigade, 4th Infantry Division Annual Training at Gowen Field/Orchard Training Area, Idaho and the 205th Brigade, 6th Infantry Division Annual Training at Fort McCoy, Wisconsin. I was accompanied by Assistant Secretary for Manpower and Reserve Affairs, Mr Wincup; the DCSOPS, LTG Peay; the Director of the Army Guard, MG Rees, and the Chief, Army Reserve, MG Sandler. The trip provided an opportunity for all of us to see for ourselves the great soldiers of the Army Guard and Reserve, to meet with our leaders in the field, and to see the excellent training facilities in use by the Total Army. This memorandum provides a record of the results of our trip.

2. **OBJECTIVES:** The trip was successful in achieving all of our objectives:

- a. To assess Roundout Brigade training in the USAR and ARNG.
- b. To assess facilities for Reserve Unit training.
- c. To demonstrate my personal commitment to the Total Force.
- d. To participate in discussions with key Total Army leaders.
- e. To enhance my perspective for major policy decisions and pronouncements.
- f. To participate in media events targeted on the Total Force.

3. **KEY OBSERVATIONS:**

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a. We were met at Gowen Field by Governor, Cecil D. Andrus; LTG Harrison, Cdr 6th Army; and MG Darrell Manning, TAG Idaho. Governor Andrus hosted a short reception which also involved MG Tony Clark, TAG Nevada; BG Fred Flint, representing TAG Oregon; and MG Tom Jaco, Cdr, 4th Infantry Division. Governor Andrus spoke supportively of the Guard role at Gowen Field and of the outstanding performance of the Total Force in the Gulf War.

b. This was followed by a short briefing on the Idaho ARNG and facilities at Gowen Field and by a general officer discussion on the roundout brigade.

(1) I was pleased to note a solid relationship between the brigade and the 4th Division with an appropriate interface on METL, QTBs, and USRs. (Info.)

(2) I was pleased to note general agreement that squad/crew-platoon level of training is, in general, the appropriate level for roundout unit prior to mobilization. The brigade commander noted, however, that such a training strategy would require more ammunition than currently authorized. I am not sure that he is correct, but we must consider this point of view as we mature the Combined Arms Training Strategy. (Appropriate Action: DCSOPS.)

(3) I noted that the 116th has serious shortfalls in personnel present for training with the unit for a variety of reasons, including attendance at MOS-producing and leader development schools. I recognize that there are presently disincentives to overmanning but believe that, if we expect roundout units to be ready, we must structure our personnel policies to work for and not against that objective. (Info.)

(4) The brigade commander pointed out that, because the 116th is a divisional brigade, it has less capability to function independently than a separate brigade. He pointed out that that is a particular problem since he cannot do his AT with his parent division. We need to consider this circumstance, particularly as we look at Roundup brigades, as we mature our approach to roundout brigade readiness. (Appropriate Action: DCSOPS.)

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(5) I noted the excellent training facilities available at Gowen Field including the RC Tank Commander's course, the Regional Maintenance Training Site and the Multipurpose Range Complex (MPRC). I was disturbed to learn, however, that land use restrictions imposed by the Bureau of Land Management limit availability to Guard units only. As a general principle, it seems unwise to make the kind of investment we have made in the MPRC if it can only be available to a small segment of our Total Army. In an environment of constrained resources, we should give priority to investments that can be used by the Total Force. I want to know more about that issue. (Action: DAEN.)

(6) I was advised that, because we can no longer give direct appointments to Warrant Officer, National Guard sergeants are reluctant to apply for our Warrant Officer Candidate programs. Leaders believe that the WOCS competes unfavorably with OCS and that WO shortfalls will grow. This issue should be considered in the Warrant Officer Development Study. (Action: DCSOPS.)

c. Following our discussions, we visited the Reserve Component Tank Commanders Course and Regional Maintenance Training Site. Following that we moved to Orchard Training Area and visited soldiers of the 116th Cavalry Brigade in their Brigade Tactical Operations Center, tank crew qualification on the MPRC, and service practice by the howitzer battalion. Members of the 4th Division and the Readiness Group were present assisting the brigade in maximizing its training time. I observed the brigade to be training to standard. (Info.)

d. We arrived at Lacrosse Airport on the evening of the 10th and were met by LTG Hall, Cdr, 4th Army; MG Sam Ebbesen, Cdr, 6th ID; MG Jerry Slack, TAG, Wisconsin; BG Steiner, Cdr, 6th ID (RO); and COL William Stanley, Cdr, Fort McCoy.

e. The visit began with a working breakfast on the morning of the 11th of August where I was given a series of very professional briefings on Fort McCoy and the training mission they support. Over 130,000 reservists attend training at Fort McCoy every year--a remarkable statistic. I also noted with pride the great job of the Fort McCoy garrison and community in mobilizing, deploying, and demobilizing Desert Storm soldiers. It reminded me, once again, that Desert Storm was an effort to

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which thousands of soldiers and civilians in our Total Force made important contributions even though they did not deploy themselves. (Info.)

f. Following breakfast we were given a tour of the Regional Maintenance Training Center and then moved to the 6th ID (Roundout) headquarters in the field where I was briefed by MG Rehkamp, CG 88th ARCOM; BG Steiner; and COL Saboe, CDR 205th IN Bde. I noted many of the same personnel issues that had been surfaced in my discussions in Idaho.

(1) I noted that the unit is spending AT time performing HIV testing, physical exams, and dental x-rays. I believe our strategy for roundouts and rapidly deploying units should provide for this to be done during IDT. (Appropriate Action: DCSOPS.)

(2) We discussed training standards for CEWI battalions in the USAR. Commanders expressed concerns that the units can never perform to standard without fundamental changes in full time manning, equipping, etc. We should examine a range of options including, perhaps, a different organizational strategy. (Appropriate Action: DCSOPS.)

(3) I was pleased to note an aggressive approach to NCOES but noted again that institutional training leaves units without leaders at AT. We must consider overstrength for high priority units to overcome this shortcoming. (Appropriate Action: DCSOPS.)

g. I visited the 3-3d IN Bn (Minnesota USAR), which was in the process of preparing defensive fighting positions. Solid training program - troops knew what they were doing, were highly motivated, had developed and an excellent working relationship with their active component counterpart. (Info.)

h. Finally, I visited the 3-14th FA Bn (105 towed). The unit was in the process of conducting a live fire mission, after which I had the opportunity to talk with a number of the soldiers. (Info.)

4. GENERAL COMMENTS:

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a. I was impressed, at both Gowen Field and at McCoy, that our installations and units are accommodating the environment in which we train to a remarkable degree. I know that we are looking at this and how to tell the Army's story, both inside and outside the Army. Please provide me with information on how we recognize outstanding efforts, whether or not we need to provide more recognition, and how I can be involved. (Action: DAEN.)

b. Our training facilities are the result of many programs that, over the years, have not necessarily been articulated very well. In the smaller force, an important aspect of Total Force integration will be shared facilities, shared schools, and shared infrastructure. Just as we need to think of our units in the broadest possible Total Force context, we need to look at our facilities and other infrastructure in the broadest possible way. (Appropriate Action: All.)

c. My discussions with the TAG's revealed that the Air Force adheres to a different new equipment training strategy than the Army that allows them to modernize units quickly and at little degradation in readiness. We can take up to three years, for example, to complete an aviation modernization program that the Air Force, I am told, can do in 90 days. Provide me with a paper that points out the differences between Air Force does and what we do and considers what, if anything, we should adopt from their approach. (Action: DCSOPS.)

d. As we distribute equipment from inactivating units, I want to be sure that Roundout/up and early deploying units are given due consideration for redistribution. I was distressed to learn of serious shortfalls, coming from reorganization and undoubtedly exacerbated by Desert Storm, but shortfalls nonetheless. I want to understand how we determine the priorities for these units and I want to be briefed on how we can ensure that equipment redistribution within the Total Force has the greatest impact. (Action: DCSOPS.)

e. Throughout my visit, I was briefed by commanders--from squad leader to CONUSA Commander. I was impressed by the quality of our leadership; knowledgeable, in charge, and making things happen. Our dialogue, at every stop, was open, honest, and forthright; it was oriented on

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soldiers, on training, and on readiness. I believe that those qualities will serve us well in the difficult days ahead. (Info.)

f. At both Gowen Field and Fort McCoy, I took the opportunity to conduct brief press conferences. Both command and commercial media reporters were interested in my presence at reserve training and at installations with a reserve mission. Their questions gave me an opportunity to stress the Total Army theme and to talk about the success of our Total Force in the Gulf War. I emphasized the quality of our Total Force and the necessity to contract it in a rational way to ensure that we maintain our edge. (Info.)

5. SUMMARY:

a. My trip provided a superb opportunity for me, with Mr Wincup, LTG Peay, MG Rees, and MG Sandler--together--to emphasize that we are indeed one Army. It is important to me that all of us on the ARSTAF and in the Secretariat visit our units and carry that same message. (Appropriate Action: All.)

b. I believe that there is an important role for the Guard and Reserve in supporting the new strategy. Reserve forces will continue to provide depth to the Total Army and will play a vital role in future contingencies. I am prepared to accept tiered readiness, if necessary, in order to ensure that those units most critical to our warplans--roundout/up brigades and early deploying units--are adequately resourced. I am prepared to challenge our existing body of regulation and legislation to develop personnel, equipping, and training policies to contribute to that goal. Our total force played a key role in the Cold War victory--just as they played a key role in the Gulf; and, as we contract the Total Force, their role will only become more important. We all must understand that and work together to achieve those ends. (Info.)



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