25 MAR 1997

Ref: 97-F-0113

Mr. Albertus Brown
[redacted]

Dear Mr. Brown:

This is in response to your Freedom of Information Act request of January 17, 1997.

Regarding items 1, 2 and 3, please be advised that you can purchase the publications you seek through the Government Printing Office. That address is:

U.S. Government Printing Office, Superintendent of Documents, Mail Stop: SSOP, Washington, DC 20402-9328

The Joint Staff has provided the attached 125 page document which is responsive to item 4 of your request.

Washington Headquarters Services has provided the attached six page document which is responsive to item 5 of your request.

There are no assessable fees for this response.

Sincerely,

SIGNED

A. H. Passarella
Director
Freedom of Information
and Security Review

Enclosures:
As stated
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THE SECRETARY OF DEFENSE

WASHINGTON, THE DISTRICT OF COLUMBIA

15 APR 1993

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR OF DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL
INSPECTOR GENERAL
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
COMPTROLLER
UNIFIED AND SPECIFIED COMMANDERS-IN-CHIEF
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Roles, Missions, and Functions of the Armed Forces of the United States

The Chairman of the Joint Chiefs of Staff has provided me a report on the roles, missions, and functions of the Armed Forces of the United States along with his recommendations for improvements needed to maintain the maximum effectiveness of the Armed Forces.

My decisions on the Chairman's recommendations are attached. These decisions fall into three categories: 1) move quickly toward implementation; 2) undertake fast-track studies to explore some additional alternatives and to develop detailed proposals for implementation; or 3) accept the Chairman's recommendation that, for now, no immediate changes are necessary.

Responsible components will complete the actions directed and report to me through the Under Secretary of Defense for Policy.

At the same time, the Department will address some of the most difficult issues concerning the assignment of Service roles, missions, and functions in the ongoing bottom-up review of defense needs and programs.

Attachment

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Secretary of Defense Decisions

Roles, Missions, and Functions

Responsible OSD and Joint Staff elements will address the following issues in the bottom-up review of defense needs and programs:

- Service air power roles and force requirements to meet the Nation's defense needs.
- Expeditionary ground force roles and requirements.
- Service contributions to meet overseas presence needs.
- Responsibilities of the active and reserve components of the Services to meet military strategy requirements.
- Individual Service responsibilities in new mission areas, such as peacekeeping.

Other responsible elements will proceed as directed below. Required actions fall into three categories: 1) move quickly toward implementation; 2) undertake fast-track studies to explore some additional alternatives and to develop detailed proposals for implementation; or 3) accept the Chairman's recommendation that, for now, no immediate changes are necessary. Refer to the Chairman of the Joint Chiefs of Staff's Report on the Roles, Missions, and Functions of the Armed Forces of the United States for necessary background.

Proceed with prompt implementation of CJCS recommendations. Responsible organizations will provide plans for accomplishing these actions to the Secretary of Defense within 60 days:

<u>CinC for CONUS-based forces</u>. CJCS will prepare changes to the Unified Command Plan that expands the responsibilities of CinCLant to include command of Forces Command, Air Combat Command, Navy Atlantic Fleet, and Marine Forces Atlantic. This will give CinCLant additional responsibility for joint training, force packaging, and facilitating deployments of designated CONUS forces during crises; supporting UN peacekeeping operations; providing assistance during natural disasters, and planning for the land defense of CONUS. Forces Command will no longer retain specified status.

<u>CONUS air defense forces</u>. The Secretary of the Air Force will reduce dedicated CONUS air defense forces. CONUS air

defense/air sovereignty mission will remain largely a reserve component responsibility.

Close air support. Close air support will become a primary function for all Services, with each Service specializing in different aspects of the close air support mission. Service force structures for this function will be examined in the bottom-up review. CJCS will ensure that Army and Marine Corps attack helicopters are fully integrated in close air support planning. CJCS will develop standardized joint doctrine, tactics, techniques, and procedures. This will ensure that all Service elements can provide safe, effective close air support to other Service elements as circumstances warrant.

Fixed-wing aircraft training. The Secretary of the Air Force, assisted by the Secretary of the Navy, will consolidate initial fixed-wing aircraft training for all Services and transition to a common primary training aircraft. They will combine follow-on flight training into four common pipelines (Navy fighter/attack, Air Force fighter/bomber, Navy and Air Force tanker/transport/maritime patrol, and helicopter). The Services will begin exchange of instructors in FY 93, followed by exchange of students in FY 94.

Aircraft requirements and inventory management. CJCS, assisted by the Service Secretaries, will develop a standard accounting system and terminology for aircraft inventories in all Services. This will enable the Service to more accurately measure existing inventories against requirements.

Airborne command and control. The Secretary of the Navy, assisted by the Secretary of the Air Force, will consolidate airborne command and control operations for strategic nuclear forces in the Navy's E-6A platforms.

Combat search and rescue (CSAR). All Services will retain the combat search and rescue function. CJCS, assisted by the Service Secretaries, will begin developing standardized joint doctrine, tactics, techniques, and procedures for CSAR operations. This will allow each Service to support the other Services as necessary.

Operational Support Aircraft (OSA). CinCTrans will develop the capability to coordinate scheduling of CONUS operational support aircraft. This is intended to allow more efficient use of limited assets. CJCS will report on reduction of operational support aircraft that are excess to wartime requirements.

Attack helicopter maintenance and aircrew training. The Secretary of the Army will prepare plans for consolidation of some Army and Marine Corps attack helicopter maintenance and aircrew training. The JROC will stress continued exploration of common attack helicopter types.

General support helicopters. The Secretary of the Army, assisted by the other Service Secretaries, will prepare plans for consolidation of general support helicopter maintenance training, simulator training, and maintenance infrastructure.

Marine Corps armor. The Secretary of the Army, assisted by the Secretary of the Navy, will establish joint procedures to provide additional armor support to the Marine Corps when required. The Marine Corps will retain sufficient tank assets to support amphibious operations and outfit maritime pre-positioning squadrons.

Undertake follow-on, fast-track studies per CJCS recommendations to explore alternatives and develop detailed proposals for implementation. Initial results of these studies are to be delivered to the Secretary of Defense within 90 days:

Merger of StratCom and SpaceCom. CJCS will report findings on the proposed merger of StratCom and SpaceCom and possible designation of AFSpaceCom as the primary agent for design, launch and operation of satellites. The study will ensure that all interested Services retain representation in the space component.

Depot Maintenance. OSD, assisted by the Service Secretaries and the Joint Staff, will assess the merits of establishing an Executive Agent, Joint Command, or Defense Agency for depot maintenance activities. The study will also examine possible further consolidation of depot activities and competitive bidding. The Department should aggressively pursue reductions in excess depot capacity.

Initial helicopter training. The Secretary of the Navy, assisted by the Secretary of the Army, will report findings on consolidating Army, Navy, and Marine Corps initial helicopter training at Fort Rucker.

General support helicopters. The Secretary of the Army, assisted by the other Service Secretaries, will report findings on consolidating general support helicopter functions within geographic areas.

Adaptive force packages. CJCS will prepare findings on Adaptive Joint Force Package concept, which seeks to provide regional CinCs with tailored joint force packages, often in lieu of single-Service forward deployments, to achieve more effective overseas presence.

Marine Corps general support artillery. CJCS and the Secretary of the Navy will report on long-term Marine Corps general support artillery requirements. Analysis will include in-depth cost and operational effectiveness assessment of purchasing rocket launched artillery for the Marine Corps. Consideration will also be given to having the Army provide all rocket launched artillery support to the Marine Corps.

Theater air defense. CJCS, assisted by the Service Secretaries, will conduct a joint mission area analysis of theater air defense requirements. The analysis will focus on determining the proper mix of air and missile defense systems. Results will identify theater air defense requirements, capabilities, and deficiencies.

Training and test and evaluation facilities. OSD, assisted by the Service Secretaries, will streamline the test and evaluation infrastructure. The objective is to achieve management efficiencies by better integrating the activities of independent facilities and possibly linking CONUS test and evaluation ranges electronically within broad geographic areas. Consideration should be given to designating an executive agent as single manager for test and evaluation ranges. Consideration should also be given to designating a lead Service for test and evaluation of certain classes of systems (e.g., Army for surface-to-air missiles, Air Force for air-to-ground missiles, and Navy for air-to-air missiles). CJCS, assisted by OSD, will examine the feasibility of electronically linking Service training ranges in CONUS.

Construction engineers. CJCS, assisted by OSD, will evaluate possible consolidation of installation support activities in such areas as environmental services, contract administration, engineering design, facility standards, technical guidance, processes and forms, civil engineering R&D, and automated management systems.

Initial skills training. CJCS, assisted by OSD and the Service Secretaries, will evaluate additional consolidations in initial skills training across and within all Services. Evaluation should include all military skill areas. When consolidations are not appropriate, consideration should be given to

collocating Service training facilities to achieve savings.

Chaplain and legal corps. OSD and the Service Secretaries will evaluate possible consolidation of follow-on training activities (courses, seminars, etc.) for military chaplains and lawyers.

Intelligence. DIA will complete the ongoing study exploring consolidation of intelligence production centers under a joint intelligence organization to reduce infrastructure and overhead. DIA will explore other options to consolidate intelligence functions at the Department level, while preserving separate Service intelligence branches.

Accept CJCS recommendations, but continue to review in the context of potential changes to strategy and force structure resulting from the bottom-up review:

Tactical airlift/tankers. No reductions are recommended in C-130 aircraft (airlift and tankers), since the aggregate capabilities are still necessary. Little or no savings would be produced through consolidation into a single Service.

Electronic jammer aircraft. No reductions are recommended in EF-111 or EA-6B electronic jamming aircraft, since the aggregate capabilities are still necessary and the two aircraft operate in complementary fashion. Operations, basing, training, and logistic support will be consolidated where possible. JROC will determine upgrade requirements.

Electronic surveillance aircraft. No reductions are recommended in Air Force RC-135 and Navy EP-3E electronic surveillance aircraft, since the aggregate capabilities are still necessary and the two aircraft operate in complementary fashion. Little or no savings would be produced through consolidation.

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SECRETARY OF DEFENSE
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