

OPERATION JOINT ENDEAVOR

Reserve Forces Contribution

By Colonel Alexander A.C. Gerry, AUS (Ret.)

For surprise and variety, Bosnia-Herzegovina has no rival in Europe. One can read up on the country and glean the news, but once there, the situation is quite different from anything imagined.

A country's history is born out of its geography, and the history of Bosnia-Herzegovina has been tempestuous to the extreme since the fateful battle of Kosovo Polje in 1389. That year, Islam defeated Christendom and the Balkans fell under the dominion of Turkey for 500 years. The resultant diversity is seen in the customs and traditions. There are three religions, Serbian Orthodox, Roman Catholic and Moslem. There are also two alphabets, Cyrillic and Latin. These differences have incited, in the 20th century alone, fratricidal bitterness that again bubbled to the surface in the four years following the breakup of the central authority of the former Yugoslavia.

The Dayton Agreement

As a United States initiative, the Dayton Agreement was an international tour de force to bring to an end the four years of genocide and destruction. At the conclusion of the agreement signed by the presidents of Bosnia, Croatia and Serbia on 14 December 1995, the NATO Implementation Force (IFOR), a coalition of 30 nations, began to deploy into Bosnia-Herzegovina to secure peace.

The military provisions of the Dayton Agreement were implemented on schedule and more smoothly than anticipated. The general election for a president and a parliament on 14 September 1996 was accomplished. Yet the real difficulties in rebuilding order out of chaos are still working out the political objectives of the agreement. Incongruity on the political level begins with trying to construct a single

state with federal authority, but composed of two constituent states. Will it now be possible for the complex federal constitution to hold the federal state together if the constituent states decide not to cooperate? Can the deep-rooted ethnic tensions exacerbated by long years of terror be overcome?

An important provision of the Dayton Agreement is the right of refugees to return to their homes. To date, too few refugees have been willing to return to territories now controlled by other ethnic factions. Furthermore, original homes have either been destroyed, precluding any anticipated return, or occupied by families that would now have to be expelled. In addition to the seemingly insurmountable obstacles associated with ethnicity, there are other problems. There is the economic problem between the Croat "haves" and the Moslem "have nots." In the longer term, there is the Serbian fear of being outnumbered and outvoted because of the more prolific birth rate of the Moslems. Another prob-

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lem relates to the elections themselves. Should they be based on the status quo ante bellum, and the 1991 census, which implies the repatriation of refugees to their former communities, or should they be based on current ethnic composition of municipalities and districts?

These political, economic and ethnic problems may seem insurmountable. Nevertheless, there are positive forces working to make the Dayton objectives reality. Many international, governmental and non-governmental organizations and

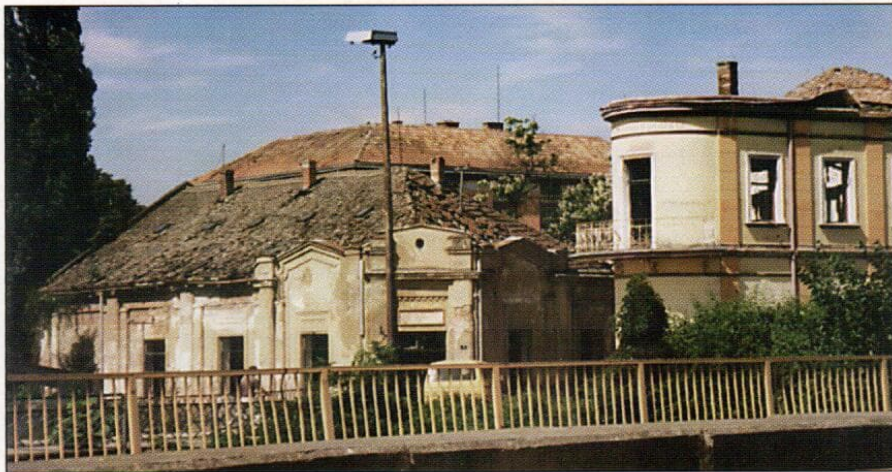
agencies are at work helping with the reconstruction and economic development of the country. The Organization of Security and Cooperation (OSCE) is charged with educating, preparing and monitoring the elections. The UN efforts, under the direction of the UN High Commissioner for Refugees (UNHCR) Carl Bildt, will facilitate the return of refugees. The European Union is committed to providing extensive economic assistance to Bosnia-Herzegovina.

...NATO, by its presence, will insure the military situation remains under control.

Meanwhile, NATO, by its presence, will insure the military situation remains under control. There is also an ambitious U.S. plan to arm and train Bosnia Federation forces. The planned \$400 billion program would bolster the forces of the Bosnia Moslem-Croat Federation that was heavily outgunned during the long war—a "no win" war that, hopefully, taught people that there is no alternative to the peace process and prosperity, where everybody wins.

Traveling through Hungary and Croatia, one is most impressed by the exterior signs of economic vitality. Both countries have rebuilt and modernized in a few short years, to the point that they may be considered viable candidates for inclusion in the European Union. They are the examples to follow, if and when Bosnia-Herzegovina can put aside historic animosities and fully participate in the peace and nation-building process the Dayton Agreement offers.

This short overview of historic and contemporary Bosnia-Herzegovina is provided as a backdrop to clarify observations, comments and actions described herein.



The previously tranquil and bucolic countryside and towns of Bosnia-Herzegovina bear many scars from almost four years of civil war. Once political stability and public confidence is restored, the enormous task of reconstruction can go forward. Photographs for this article were taken by Col. Alexander A.C. Gerry, AUS (Ret.)



BOSNIA

At the control point entry into Bosnia, the officer in charge was not only a Reserve officer, but, as it turned out, was also member of ROA. His main duty was to check IFOR press identification at the gate. He also gave instruction to proceed across the reconstructed Brcko bridge "at no more than eight miles an hour." This was the bridge that had been destroyed by U.S. bombing in September 1995. And, as the reader may recall, it required great effort to rebuild, initially as a pontoon bridge, last winter over the freezing waters of the flooded Sava River.

The first task in Bosnia was to report to the Joint Information Bureau (JIB) at the Tuzla Air Base, where Maj. Gen. William L. Nash, U.S. Sector commander, and his U.S. First Armored Division are headquartered. Having operational responsibility for the JIB was Maj. Dennis H. Fink, USAR, commander of the 361st Press Camp Headquarters (PCH) from Fort Totten, N.Y. He assigned Capt. Christopher Scholl, USAR, as escort officer to arrange for interviews with other Reserve units and individual Reservists of the various services present for duty with IFOR at Tuzla.

The 24 personnel of Major Fink's 361st PCH had deployed from home base on 14 December 1995. After activation, mobilization processing and validation for deployment at Fort Dix, the 361st flew to Gelbstadt Army Airfield in Germany and on to the 7th Army Training Center at Hohenfels. From the first days of its arrival in Bosnia, the 361st PCH was immersed in its mission without any time to transition into the operational environment. When the PCH's advance party



The town of Brcko on the Sava River is at the center of the three-mile corridor in northern Bosnia that joins the two Serbian ethnic areas together.

arrived on 10 January, it immediately began to assist in escorting media to witness the arrival of the Russian air-transported IFOR contingent, the first example of the American-Russian military ground operations since WWII.

The Press Camp Headquarters is a new idea in the Army, and that has presented the 361st public affairs soldiers with some challenges. The PCH now goes right to the most forward-deployed units to get the story. As a result, some skills commonly thought of as infantry skills have had to be used for real by the PCH personnel. Crew-served weapons are essential on convoys to the front lines. PCH personnel have had to sharpen their skills on the use and employment of crew-

served weapons. In a land where most of the infrastructure has been destroyed or damaged, land navigation can be a challenge, especially when one wrong turn can put you in the middle of a minefield. So, land navigation skills have become as

In spite of a seven-day work week and 10-12 hours on the job each day, the active and Reserve component troops have the attitude that they are all professionals who are in Bosnia to accomplish an important and necessary real-world mission.

valuable a skill as writing ability to the public affairs soldiers here. The unit leadership reports that even with the new organization the soldiers have performed well.

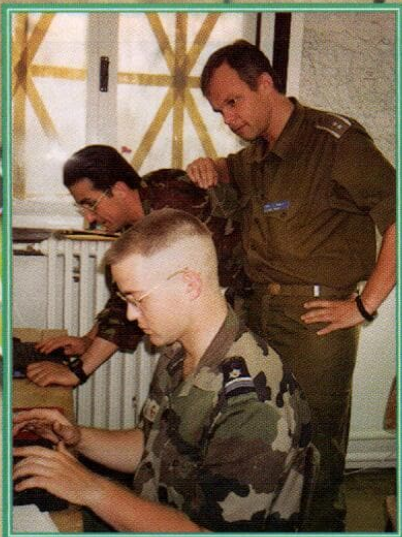
Col. Mark Brzozowski, Field Artillery, Operations Public Affairs Officer, First Armored Division, said that the 361st PCH had distinguished itself in running the Joint Information Bureau by serving challenging mission requirements, often under difficult physical conditions, which far surpass normal garrison duties. In light of the unit's outstanding performance, Col. Brzozowski recommended the 361st PCH receive the Army Superior Unit Award.

The impressive Tuzla Air Base is a huge U.S. sector complex that contains the First Armored Division units and headquarters for the U.S. Sector, Multi-National Division-North. It is a beehive of activity with convoys constantly moving in and out. All troops on base wear full combat gear to include the teflar helmet, flack-jackets, the M-16 rifle and a basic load of



Standing are Maj. Dennis H. Fink, Commander, 361st Press Camp Headquarters, (right) and Capt. Leonard Esposito (left). Sitting are Spc. James Hunter (left) and Capt. Christopher Scholl (right). Members of the unit operate the Joint Information Bureau at Tuzla Air Base in Bosnia.

CROATIA



BOSNIA-HERZEGOVINA

SERB

NTENEG

NATIONAL FORCE CONTRIBUTIONS TO IFOR *Multinational Divisions (MND)* **BREAKOUT BY SECTOR**

MND NORTH



U.S.A.

- RUSSIA
- TURKEY
- SWEDEN
- DENMARK
- NORWAY
- POLAND
- FINLAND
- ESTONIA
- LATVIA
- LITHUANIA
- ROMANIA

MND SOUTHEAST



France

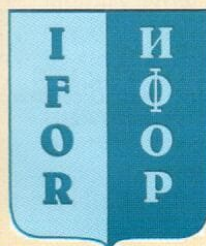
- ITALY
- SPAIN
- PORTUGAL
- MALAYSIA
- UKRAINE
- EGYPT
- JORDAN
- MOROCCO

MND SOUTHWEST



United Kingdom

- CANADA
- NETHERLANDS
- CZECH REPUBLIC





Before entering the headquarters building on Tuzla Air Base, soldiers are required to remove the loaded magazine and then fire the rifle into a sand filled drum to ensure that the chamber is empty.

ammunition at all times. They take their role seriously and are totally dedicated to the mission.

In spite of a seven-day work week and 10-12 hours on the job each day, the active and Reserve component troops have the attitude that they are all professionals who are in Bosnia to accomplish an important and necessary real-world mission. Conditions are tough, though. After a cold and damp winter, the heat is

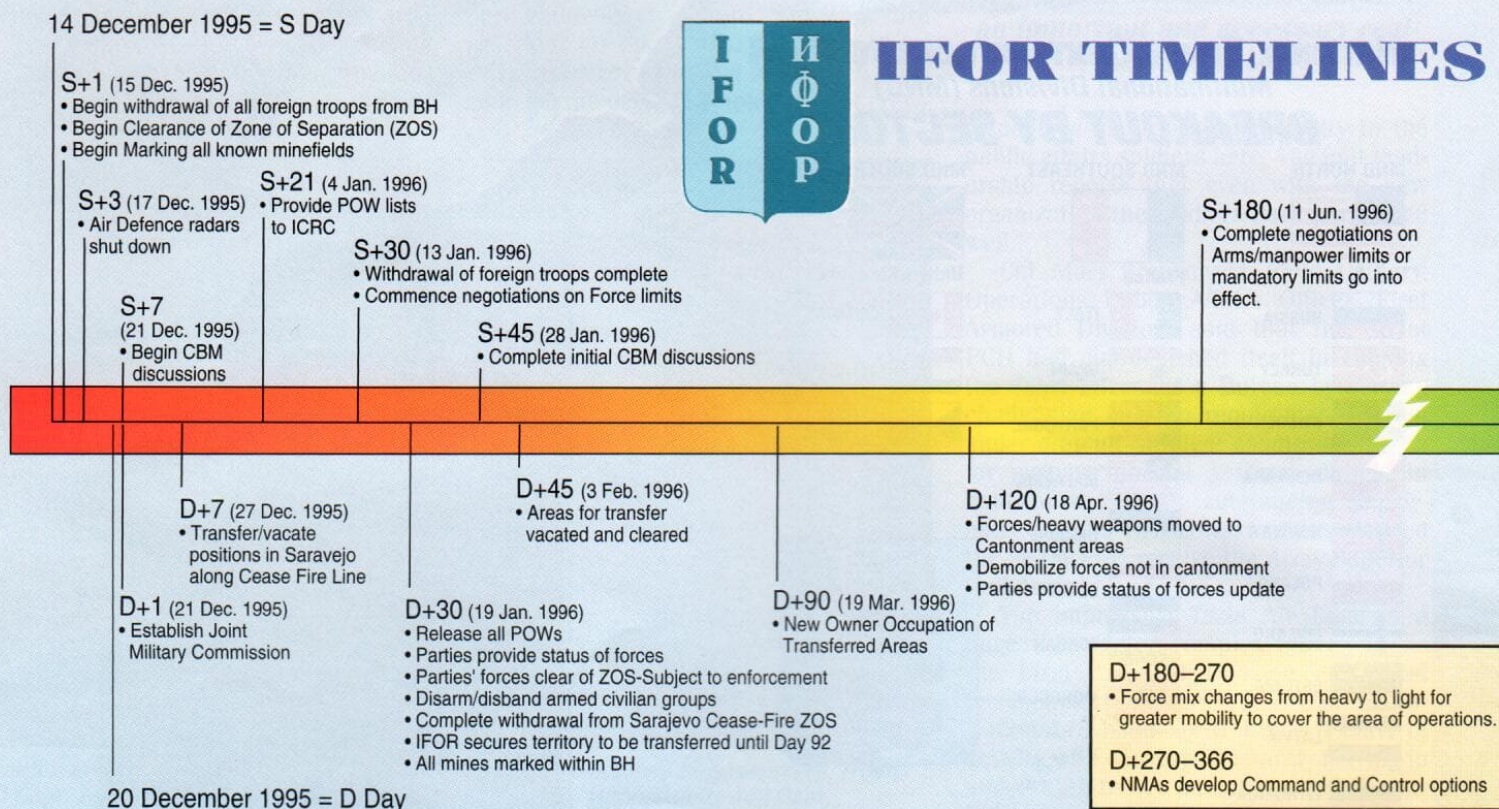
now unbearable on many days and will be worse as the summer goes on. Recreation is limited. The troops use their few leisure hours to work out at the base gym or watch movies. Alcohol is prohibited and no one is allowed off base when off duty. Yet, the troops on post appear busy and spirits are high. There is no real griping. General Nash can be justifiably proud of the performance of his soldiers.

The First Armored Division has two armored brigades in country, an airborne infantry battalion, and corps support troops totalling approximately 20,000 personnel. The international coalition engaged in *Operation Joint Endeavor* includes 30 maneuver battalions within the three Multi-National Divisions, as shown on Chart 1. These combat forces are backed up by artillery, aviation, engineering, military police, combat support and combat service support assets. Thirty nations now contribute ground troops, basing rights, transit agreements and economic aid to this war-torn Balkan area. Nearly half of those nations are not NATO members but are members of Partnership for Peace, neutral countries, Arabic and other Muslim countries and a few Asian nations. This is the first time NATO has engaged troops in an operation other than for training since its inception. Who would have envisioned only a few short years ago that today the U.S., as part of NATO, would be working side-by-side with Russia and other former adversaries in out-of-area peace enforcement operations?



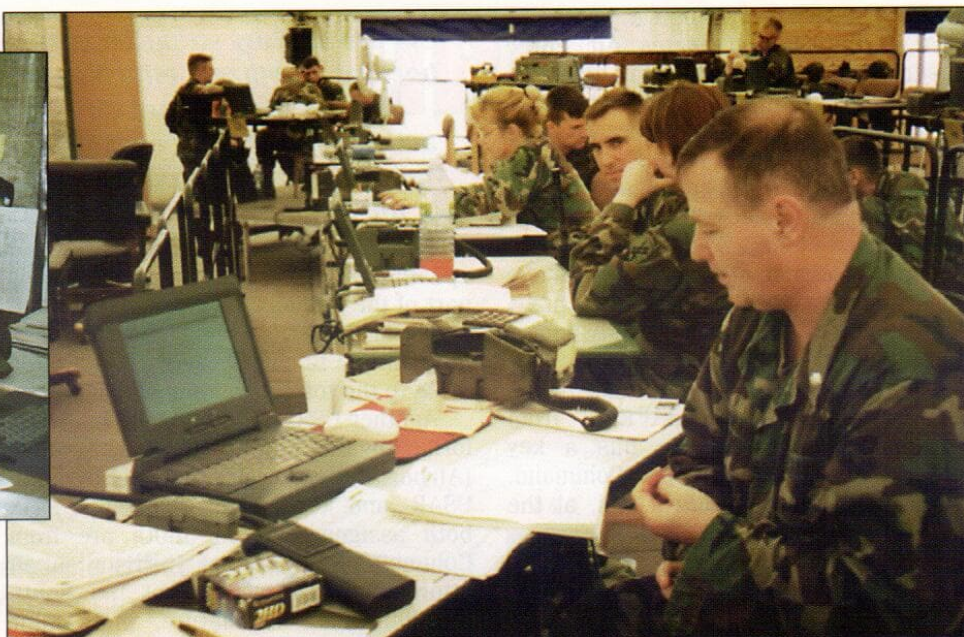
Officers of the Polish Airborne Infantry Battalion assigned to the U.S. Sector, coordinate activities with U.S. Headquarters at Tuzla Air Base.

Yet, the IFOR mission and what is actually being carried out in Bosnia is not well understood by the American public. The initial military tasks that included ensuring self-defense, freedom of movement, and the withdrawal of forces and heavy weapons into the various zones of separation, have been accomplished. General Nash has clearly stated that this military phase is successfully completed and IFOR is now moving into the nation-building phase. This is the time when USAR civil affairs and psychological units truly come into their own. A secure environment which facilitates the work of humanitarian organizations and the accomplishment of the non-military aspects of peace settle-





Coordinating civil-military activities at Tuzla are (left) Maj. Paul Wegman, USAR, Detachment Commander of the 401st Civil Affairs Battalion and a deputy sheriff from Rochester, N.Y., and (right) Team Chief Capt. Christopher M. Ryan, USAR, who is a marketing director in his civilian job.



Cmdr. William Hendrix, USNR, (right) runs the Command Center Public Affairs Group on Tuzla Air Base, Bosnia.

ment has been achieved. These USAR units are instrumental in a variety of Civil Military Cooperation (CIMIC) tasks that include coordination with organizations responsible for the conduct of projects related to nation-building—humanitarian missions, election security, police force duties, movement of refugees and implementing arms control and regional stability measures.

The CIMIC Center in Tuzla is composed almost entirely of Reserve personnel.

Capt. Christopher M. Ryan, USAR, team commander of the 401st Civil Affairs Battalion from Rochester, N.Y., says the Reserve forces bring unique skills to the task in coordinating with government and non-government organizations to facilitate their work in the theater. One of the primary tasks is rebuilding the infrastructure in Bosnia, the cost of which is estimated at \$50 billion.

There are also a number of Naval and Air Force Reservists assigned to Tuzla Air Base. Lt. Cmdr. Craig Anderson, USNR, a commander of the Seabee Amphibious Construction Battalion, detachment 2, from Minneapolis, Minn., is assigned to the CIMIC center. Commander Anderson speaks Serbo-Croat, having studied Balkan history and languages at the University of Zagreb in the 1980s. From his contacts with the Russians in Bosnia, he comments that U.S. and Russian cooperation and training are “going swimmingly well” in spite of the fact that Russians lack familiarity with NATO procedures and interoperability.

Gen. George A. Joulwan, USA, Supreme Allied Commander Europe, who has overall responsibility for IFOR, views very positively the results of Russian and U.S. forces working together in a military operation. “Our relations with Russia’s military grow closer and more cooperative each day. As the operators work side-by-side in Bosnia, there is a clear demonstration of U.S. capability and goodwill.” General Joulwan adds that it is an opportunity to remove some of the Russian suspicion toward the West, while building confidence in our good intentions.

At the “Battle Stars” command center, Cmdr. William Hendrix, USNR, serves as the director of the Command Center’s Public Affairs Group. At home station,

Commander Hendrix is the public affairs officer with Navy Headquarters REDCOM 1 in Newport, R.I. He has been in theater for seven months. He remarked, “My group is the first source of information to the media; we must determine what might be newsworthy.” Other USAR units present for duty at Tuzla Air Base at the time included a transportation detachment, a military history detachment and other public affairs units.

Among the busiest Reservists on base are the members of the USAR Military Intelligence Group from Heidelberg, Germany. According to Staff Sgt. Leah Filzow-Perez, the unit of the 7th USAR Command has eight personnel forward deployed serving with the Allied Rapid Reaction Corps at various locations throughout Bosnia.

Col. Paul R. Cooper, USAFR, was



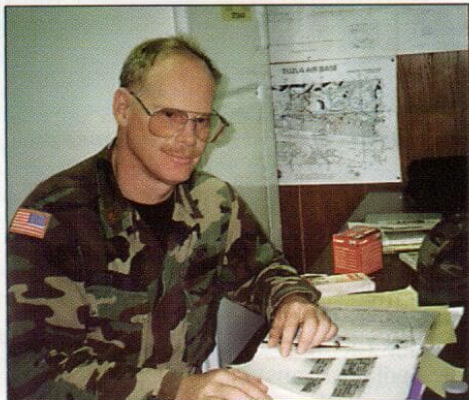
Members of the Military Intelligence Group (MIG), Europe, from Heidelberg, Germany, are assigned to various headquarters throughout Bosnia. Staff Sgt. Leah Filzow-Perez, USAR, is one of several MIG unit members serving in Tuzla.

S+275 (14 Sep. 1996)
• General Elections

D+366 (20 Dec. 1996)
• Projected withdrawal of
US troops

selected by Maj. Gen. Robert A. McIntosh, USAF, Chief, United States Air Force Reserve, with the approval of Gen. Michael E. Ryan, Commander, U.S. Air Forces in Europe, to serve as the wing commander at Tuzla Air Force Base (AFB). He has an important active military contingent under his direction and command. Colonel Cooper commented that this assignment provides a unique opportunity for a Reservist to actually command active forces in a vitally important theater of operation.

Another Air Reserve officer, Maj. Ralph Johnson, USAFR, from Germantown, Penn., also has a key assignment with the Air Base Command. He is in charge of protocol and, at the



Maj. Ralph Johnson, USAFR, is from Germantown, Md. Fluent in Russian, he was assigned to Tuzla Air Base Headquarters to serve as Protocol Officer and to assist the Russians at the air base with their air resupply schedules.

same time, is the liaison officer charged with coordinating with the Russians and assisting in the resupply by Russian aircraft landing at the Tuzla AFB. Major Johnson, who in civilian life is a cartographer with the Defense Mapping Agency, said that a few years ago he worked on

As the military situation has become stabilized, efforts are now oriented toward civil activities, restoring economic viability and preparing the land for democratic elections.

updating the very maps now used in this part of the Balkans. In addition, he is fluent in Russian. This is just one example of the multiple talents that Reservists often bring to the total force on mobilization.

Another USAR mission at Tuzla is performed by the 360th Civil Affairs Brigade (Airborne). Lt. Col. James Harrison, USAR, and Maj. David Schimsa, USAR, both assigned to the 360th are from Columbia, S.C. Colonel Harrison is an attorney and a member of the South Carolina state legislature, and Major Schimsa works for a major textile company. Colonel Harrison explained that the 68 personnel of the 360th Civil Affairs Brigade have primary responsibility for the operation of the Civil Military Coordination Center for Multi-National Divisions-North, which coordinates through the G-5 (civil military operations officer).

Field coordination is conducted with various civilian non-governmental organizations, government agencies like USAID, and United Nations organizations such as the office of the U.N. High Commissioner for Refugees, the International Police Force and the OSCE. The OSCE is the only Pan-European security body that includes North America. It is dedicated to political and material support for conflict prevention, arms control, non-proliferation and human rights. As the military situation has become stabilized, efforts are now oriented toward civil activities, restoring economic viability and preparing the land

for democratic elections. The OSCE is responsible for planning and supervising the elections.

About 10 miles from Tuzla is a major logistical supply depot near the town of Lukavac. Several USAR units are assigned for duty at this depot at Lukavac. It is, in fact, the largest U.S. logistic and transportation base in theater and home to some 1,800 soldiers from the First Armored Division Support Command. Lukavac is conveniently located along the main supply route between Sarajevo in the south and the IFOR staging areas in Hungary. This camp provides all classes of supply—food, fuel, spare parts, tents, organizational clothing and equipment—a mission it shares with the 16th Support Group.

Lt. Col. Jerry Shiles, USAR, is commander of the USAR 309th Rear Area Operations Command (RAOC), a unit which provides security for the truck convoys through potentially hostile areas, in and around the zone of separation, where IFOR has now accomplished the removal of the former warring factions and their weapons. Colonel Shiles explained, "We also do a lot of ash and trash stuff—like building barricades and pulling 24-hour perimeter guard duty every three to four days, and then immediately go back to assigned missions and details. We also are sent on short-term missions from time to time. For example, we were recently up at the Sava River near Slavonski Brod on the Croatian border to do a reconnaissance of likely sites through which Task Force Eagle will be able to redeploy its forces out of Bosnia when the mission ends.

"We still occasionally have trouble with locals trying to break through the wire to steal vehicle parts, meals ready to eat (MRE), computers and anything else they can lay their hands on. After several



Lt. Col. James Harrison, USAR (left), and Maj. David Schimsa, USAR (right), from Columbia, S.C., are members of the 360th Civil Affairs Brigade (Airborne) assigned to Task Force Eagle, Civil Military Coordination Center at Tuzla.



A convoy of vehicles on the north-south main supply route through Bosnia. U.S. and Allied vehicles are part of the convoys that constantly move troops and supplies over Bosnian roads.

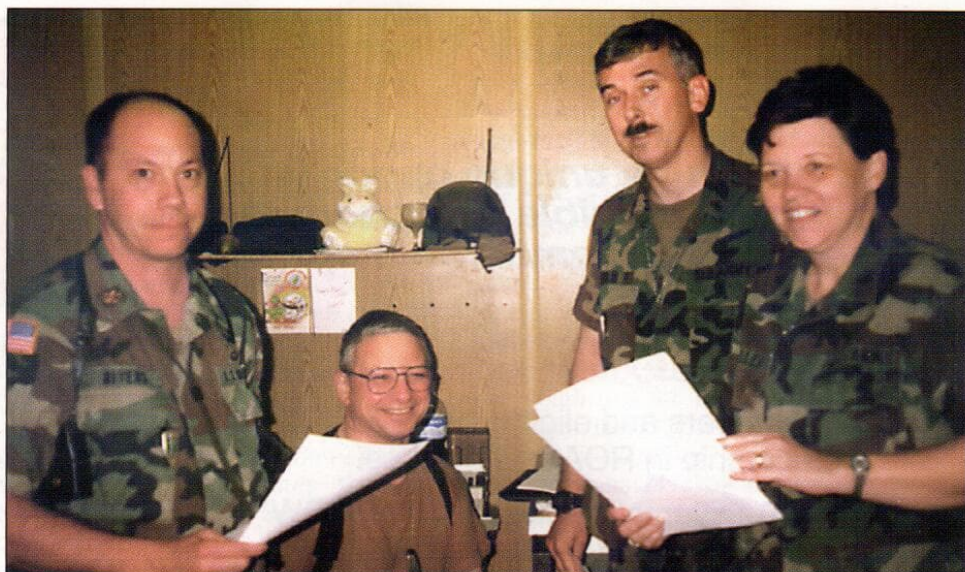
years of war, the economy is so depressed that it is easy to understand their actions, but we cannot allow them to rob us. Since my soldiers began conducting day and night patrols in the area, both mounted and dismounted, these attempts have diminished significantly. My soldiers have performed to the highest standards and, as a result, we keep getting the difficult missions. The good news is it keeps soldiers from getting bored," concluded Colonel Shiles.

Master Sgt. Irene van Oosterhout, USAFR, comes from the 749th ASG at Travis AFB, Calif. Although she is an Air Force Reservist, back home she works as a civilian for Department of the Navy as a quality assurance specialist. This experience comes in handy here in Lukavac where she is doing duty with the US contracting administration that coordinates the work performed by Brown and Root, the European-American building conglomerate, and other private enterprises responsible for building and constructing bases and roads in Bosnia-Herzegovina.

Also at Lukavac are members of the USAR 203d Mobile Public Affairs Detachment, commanded by 1st Lt. Manuel Vides, USAR, and Sgt. Christina Steiner, USAR. The detachment has 18 personnel in theater. Lieutenant Vides is a systems analyst with Pepsico Food Corporation in Augusta, Kans., and Sergeant Steiner, from Wichita, Kans., works as a free-lance writer.

An indispensable unit to have at a big supply depot, especially where the risk of accidental fire exists, is the USAR 369th Engineer Fire Fighter Platoon. Crew Chief Cpl. Cary S. Boyd, USAR, Spc. Vincent Strausser, USAR, and Spc. Kamal Brown, USAR, were hard at work performing maintenance on one of the unit's organic four 2500 L crash/fire rescue vehicles they brought with them from Philadelphia, Penn. The platoon has 28 soldiers and its vehicles are located in Lukavac, Tuzla Main and Tuzla West sections of the air base.

USAR members of the 369th Engineer Fire Fighter Platoon from Philadelphia, Penn. Crew Chief Cpl. Cary S. Boyd (left) and Spc. Vincent Strausser work on one of the unit's crash/fire rescue vehicles at Lukavac.



USAR civil affairs teams working in Sarajevo perform outstanding civil military missions in the sector. From left to right are Maj. Christopher Rivers, Sgt. Maj. Edward van Ravenstein, Lt. Col. John Orfe and Col. Carol Miller.

According to Corporal Boyd, in addition to being prepared to fight fire or conduct rescue tasks, the platoon's time is spent in conducting building- and tent-safety inspections and inspections of motor pools and petroleum, oil and lubricant (POL) sites. This unit is a typical example of the type of unit ideally suited to the Reserve force structure. USAR personnel often have civilian-acquired skills and qualifications suited to such specialized units as this, and for which there is a critical need in the Total Force.

Another major concentration of Reserve units is in the area of Sarajevo. The drive south to Sarajevo winds through some breath-takingly beautiful mountain landscapes. Headquarters, Allied Rapid Reaction Corps (ARRC) is located seven kilometers east of Sarajevo. Upon approaching Sarajevo by road, it is easy to see how vulnerable the city was to Serbian artillery fire. The town is surrounded by high hills at a distance of

about five kilometers and, behind that, another range of higher hills, all providing direct observation over the town below. Most of the outlying buildings are deserted and severely damaged, and many downtown buildings still show the ravages inflicted by indiscriminate shelling.

The ARRC's mission is to establish a secure environment, provide security and be prepared to act as a responsive force. Assigned to this important multi-national force are several civil affairs and psychological operations units whose missions are fundamental to the peace process and the future economic survivability of the country. Col. Carol A. Miller, USAR, is G-3 (operations staff officer) of the 308th Civil Affairs Brigade from Homewood, Ill., and serves as the assistant chief of staff



1st Lt. Manuel Vides, USAR (right), and Sgt. Christina Steiner, USAR (left), serve with the 203rd Mobile Public Affairs Detachment from Wichita, Kans., at the U.S. supply base in Lukavac, Bosnia.



Allied officers man the coalition press at the Tuzla Air Base Information Center in the U.S. sector.



Left to right are Maj. Christopher C. Hopper, USAR, Col. Alfred Lugert, Austrian Army Reservist, and Maj. Randall Saifer, USAR. Both U.S. Reservists are members of 308th Civil Affairs Brigade from Homewood, Ill.

in the ARRC headquarters for civil military operations. As the military situation became stabilized, the original 10-person CIMIC team assigned to the ARRC staff was augmented by two additional teams of 18 persons each. Two subordinate units of the 308th are also in theater—the 415th Civil Affairs Battalion, from Kalamazoo, Mich., consisting of 54 USAR personnel, and the 432nd Civil Affairs Battalion, from Green Bay, Wisc., consisting of 76 USAR personnel. The 415th supports MND-Southwest (British sector) and the 432d supports MND-North (U.S. sector).

The ARRC G-5 has organized CIMIC cooperation centers at corps, division and brigade levels. All 21 CIMIC centers are found throughout the IFOR area with various Canadian, British, French, Spanish, Norwegian, Russian, Turkish, Italian and

American divisions and headquarters. Civil affairs teams, consisting of four to six individuals, are found at each CIMIC center, which serves as the single point of contact for U.S. and other government agencies, and with 20 U.N. and other international agencies engaged in the reconstruction and development of Bosnia.

The CIMIC centers also coordinate with a large number of non-government organizations such as Medecins Sans Frontieres, Caritas, United Methodists, Catholic Relief Services, the International Committee of the Red Cross, British Overseas Development Agency, UNICEF, European Community Monitoring Mission (ECMM), and many more. At least 200 non-government organizations are registered in country, according to Colonel Miller.

The IFOR military presence was overwhelming and immediately effective. In retrospect, that was the easy part. Now comes the truly heroic task of nation-building and establishing confidence and trust among the factions to pave the way for democratic elections to be held next September. The civilians who work for the

various agencies are often exposed to threats and considerable personal risk in their contacts with hostile elements in the population.

The first task of the USAR civil affairs teams has been to study what is most needed and where. The resulting assessment of key municipalities, carried out by civil affairs experts on the assessment team, is fundamental to assisting, and later directing, civilian reconstruction efforts. In each municipality, the teams evaluate existing infrastructure, utilities, medical facilities, schools, economic and business factors, the level of unemploy-

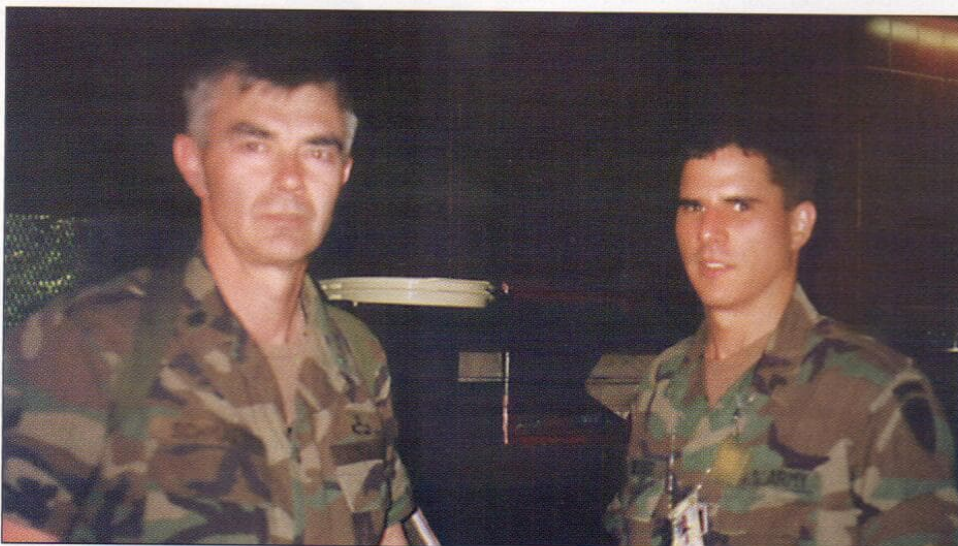
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ment, sanitation and health conditions, and available or lacking resources. A particular assessment will also determine priorities and establish short- and long-term projects to be completed.

With the assessment behind them, the civil affairs team will pass to the next important step, which is to invite the civilian agencies to the CIMIC center and brief them on the local situation and needs, urging them to take on specific tasks for which they have the expertise. Examples of some of the projects underway in various towns are: restoration of water services, refurbishing a bakery, rebuilding a hospital, repairing a sewage system, repairing a water treatment plant, refurbishing a hospital infirmary, improving medical services and renovating schools.

It is clear that the extraordinary contribution by civil affairs units goes far beyond the number of persons involved. Without the civil affairs assessments and prioritization of projects, it would be difficult for the CIMIC center to coordinate effectively the work of any civil agency.

Especially involved in making a unique contribution to the peace program are the USAR psychological operations units at



Lt. Col. Terry R. Schmaltz, USAR, (left) commander of the 17th Psychological Operations Battalion from Joliet, Ill., and Sgt. Thomas DeKeyser, USAR, (right) are assigned to the ARRC Headquarters in Sarajevo.



Civil Affairs Officer Maj. James L. Pressner, USAR, (left) teams up with Maj. Jiri Parik of Czechoslovakia (right) in providing civil military assistance to the OSCE charged with preparing Bosnians for elections.

the ARRC headquarters. Lt. Col. Terry R. Schmaltz, USAR, with the 17th Psychological Operations Battalion from Joliet, Ill., is the CEO of a small corporation. He explained how the USAR psychological operations units in the sector publish printed material and disseminate, throughout Bosnia, information to the population on the status of various political initiatives, financial aid and the progress in reconstruction and economic development.

It is important that the various population groups realize that positive steps are being taken and know which issues are still unresolved. All this is done through the psychological operations units' mobile print facility where 110,000 copies of *Herald of Peace* are distributed by tactical psychological teams. The USAR units also are responsible for printing posters, for example, warning civilians against the mines and booby traps that may be found, especially in abandoned buildings. The psychological operations units also provide IFOR information tapes to more than 60 local radio and television stations. The tapes address each of the three ethnic groups.

Behind the scenes, Reservists are playing a key role in implementing the civilian aspects of the Dayton Peace

Agreement. Mostar, a war-torn city in the southern part of Bosnia-Herzegovina, is the seat of one of six OSCE regional centers. Col. Alfred C. Lugert, an Austrian Reserve officer, is well-known to the Reserve community in Louisiana where he is a visiting professor of political science at the University of New Orleans. On sabbatical from the university, Colonel Lugert is currently assigned to the OSCE regional center in Mostar. He reports that, as in other parts of the country, the OSCE is charged with assisting the former warring parties in achieving stability as set forth in the agreement drafted in Dayton, Ohio, last November.

According to Colonel Lugert, the regional center is unique "in using Reserve officers as key personnel to perform diplomatic and professional duties." In one of the first acts as regional center director, Lt. Gen. Wolfgang Odendahl (Ret.) from Germany selected Lt. Col. Carl Willecke, USAR, a postal official from Illinois, as chief of operations. Together they work to provide direction and guidance for a staff of 33 persons from 12 participating nations. Maj. Christopher Chopper, USAR, Maj. Randall Safier, USAR, and Maj. James L. Pressner, USAR, together with Colonel Willecke, are members of the 308th Civil Affairs Brigade from Homewood, Ill. General Odendahl remarked, "The combination of military experience, training and civilian expertise makes these Reserve officers indispensable to the job of coordinating military, diplomatic, and humanitarian requirements."

The three U.S. majors are assigned to Colonel Lugert to assist with military and security tasks for the OSCE that include providing input for spot reports and issues dealing with regional stabilization. They are further tasked with coordinating with the parties their efforts on arms control, confidence building and security measures. "The contacts with local military and with IFOR at division and brigade level became increasingly essential," reports Colonel Lugert.

Major Pressner is a high school princi-

pal from southern Indiana. He, along with a counterpart from the Czech Republic, is responsible for all matters relating to transportation, supply, maintenance and procurement for the Mostar office. When asked whether the September elections were perhaps premature in view of the deep resentment and physical and psychological scars that are evident among the former warring factions, Colonel Lugert responded that the 14 September elections are a fundamental first step toward democracy. "We have to encourage peoples to work together for a mutually rewarding future that only democracy can bring, and to restore dignity and prosperity to Bosnia. The population must realize that no alternative to this democratic process is acceptable."

GERMANY

In the first rotation, more than 3,500 Reservists were mobilized under the Presidential Selected Reserve Call-up (PSRC) by late March 1996. Of those, 3,475 were Army Reserve components, of which 91 percent were actually deployed to Europe. A further analysis shows that, of this number, 380 were individual USAR soldiers and 1,879 were in USAR units. About 900 Reservists were moved "down range," i.e., to serve with the IFOR in Bosnia, Croatia and Hungary. The majority, however, about 2,300, remained in Germany to provide Reserve support most sorely needed to backfill active headquarters and units deployed with Task Force Eagle to Bosnia.

The void left in U.S. Army Europe was quickly filled by testing the relatively new concept of Continental United States (CONUS) augmentation by Reserve units.



From left to right are Capt. Garey R. Harmon, Sgt. 1st Class Joann Ross and Capt. Lora L. Elliott. These U.S. Army Reservists were activated and assigned to support the 21st TAACOM in Germany.



Col. Jerry Reshetar, USAR, (right) is the Assistant Chief of Staff for Personnel with the USAR 3rd COSCOM (CONUS) Augmentation from Des Moines, Iowa. 1st Lt. Reggie Richardson, USAR (left), who is responsible for Plans and Operations under Personnel, has served 10 years with the COSCOM.

A good example of this is the case of the 21st Theater Army Area Command (TAA-COM). CONUS Augmentation from Indianapolis, Ind. Commanded by BG David Kauchek, the unit was among the first activated under PSRC to support *Operation Joint Endeavor*. The 21st TAA-COM CONUS Augmentation had only a few days prior notice of the impending mobilization. Advance elements were deployed over Christmas. By the end of the holiday season, most of the unit's personnel had arrived in Germany.

Col. Lawrence Harmon, USA, Assistant Chief of Staff, Plans and Operations, for the 21st TAACOM in Kaiserslautern, Germany, was in charge of the Command's Logistical Operation Center (LOC). He recalls that, "Before the arrival of the Reserve augmentation unit, officers and NCOs operating the LOC were exhausted. We simply did not have enough people to perform all the tasks. When the CONUS augmentation came in on Christmas day, they were a blessing," said Maj. Gen. James M. Wright, the 21st TAACOM Commanding General. "The Reservists displayed the same can-do attitude that my soldiers displayed to get on with the mission."

The CONUS augmentation concept was devised from the disparity between "REQ" and "AUTH" columns on the MTO&E of the 21st TAACOM as a result of the downsizing of that headquarters. The force reductions permitted filling only the "authorized" duty assignments in the command, or those positions that are deemed sufficient for peacetime functions, according to Lt. Col. Keith King, USAR, Assistant Chief of Staff for the 21st CONUS Augmentation. The more than 200 vacant "required" slots necessary for full operational capacity thus became the 21st TAA-COM CONUS augmentation. In other words, a *bona fide* active duty assignment



Shown left to right are Sgt. Michael Thomas, USAR, Maj. Patricia Figures, USAR, and Spec. Shawn Johnson. These Reservists are part of the Crisis Action Team at 7th ARCOM's mobilization Support Center operating out of Rhein Main Air Base in Germany.

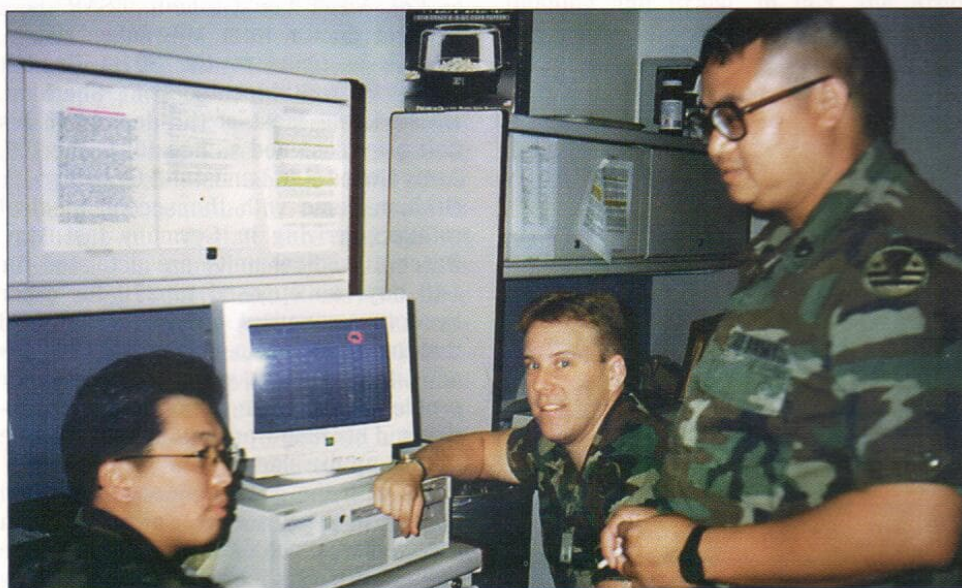
filled by Reservists. According to Col. Richard Sackett, USAR, Senior USAR Advisor for the 21st TAACOM and ROA President, Department of Europe, this concept saw its first application in *Desert Shield/Desert Storm* when the 21st TAA-COM Augmentation was mobilized to help comprise the 22d SUPCOM, commanded by Lt. Gen. William Pagonis, USA. Since then, the concept has expanded into four additional CONUS augmentations.

Much of the success of CONUS augmentation derives from the Overseas Deployment Training (OSDT) program, whereby the USAR augmentation unit conducts annual training with its active component sponsor in Germany. Brig. Gen. David Kauchek, USAR, says this makes the CONUS augmentation unit immediately deployable without additional training because of its closely integrated operational and command structure. An unexpected advantage that the augmentation concept offers is continuity. Active component soldiers rotate constantly so that continuity and history stay with the Reservists who have been training in Germany for the past seven to ten years.

Much of the success of CONUS augmentation derives from the Overseas Deployment Training (OSDT) program.

explained that "the USAR unit augments the entire range of operations for the COSCOM. Almost every month for the last six years, we have sent 3d COSCOM (CONUS) personnel to Wiesbaden, Germany for 12 to 16 days of Overseas Deployment Training. This has paid great dividends with the strong relations we have developed with the COSCOM in Germany, to the extent that, on our arrival, we melted into the COSCOM—business as usual." At the end of the first 270-day rotation, the Des Moines units will be replaced with the 311th COSCOM out of Los Angeles, Calif.

The 7th Army Reserve Command (ARCOM), commanded by Brig. Gen. Roger Brautigan, USAR, is unique, not only because it is the sole USAR ARCOM to be based overseas, but because it fulfills a real-world contingency mission. Indeed, the 7th ARCOM, headquartered in Schwetzingen, Germany, provides critical assistance to *Operation Joint Endeavor* with the mobilization of a USAR Rear Tactical Operations Center (RTOC), two RAOs, as well as several seven-man Movement Control Teams. These units, stationed in Germany, are a part of what General Brautigan calls the "all ready, already here" USAR troops residing in Europe. From the 7th ARCOM, 315 Reservists were mobilized for *Operation*



At Rhein Main Air Base members of the 300th Transportation Detachment from Tacoma, Wash., form an air traffic movement control team. From left to right are Spec. Hong Kim, USAR, Spec. Sean Koonce, USAR, and Staff Sgt. Thomas Winslow, USAR.

U.S. Army Reservists, (from left to right) Spc. Renee Waddell, Sgt. Troy Patterson, Sgt. Steven Sha and Sgt. Gylon Peden, are members of the 454th Regulating Replacement Detachment, a unique USAR unit in that is home-based at Rhein Main Air Base, Germany. Their primary job is accountability, briefing, receiving and processing of transit personnel.



Joint Endeavor in the first rotation, and 220 Reservists were mobilized under the second rotation.

On 30 November 1995, General Brautigan had the opportunity to address the German Parliament on the problem of re-employment rights of U.S. Reservists residing and working in Germany. He explained that 870 Reservists are assigned to the 7th ARCOM in Europe. While most work for the U.S. government, about 30 percent have local national employers who are not legally bound to protect their jobs during military mobilization. General Brautigan requested the Parliament to consider obtaining re-employment protection for all U.S. Reservists who work for German, civilian or government employers. These contacts with the German Bundestag were made using the good offices of Mrs. Doris Barnett, member of the Bundestag's Labor and Social Welfare Committee, who is married to U.S. Reservist Sgt. Maj. Paul Barnett, USAR, on the 7th ARCOM staff.

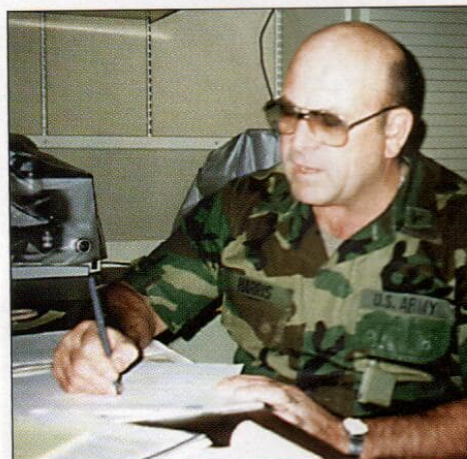
The 7th ARCOM, mobilized for *Operation Joint Endeavor*, has a standing mission to operate as a Mobilization Support Center. At Wiesbaden Air Base, ARCOM personnel run a Crisis Action Center (CAT) around the clock. According to team chief Maj. Patricia Figures, USAR, the CAT, which reports to the USAEUR Deputy Chief of Staff for Operations, is responsible for communicating with higher and lateral headquarters in theater and in CONUS, and with liaison officers at airports and other locations in order to track Reserve component personnel arriving, in transit and departing the theater of operations. Additionally, the CAT is tasked with maintaining a database on movement and location of Reservists in theater.

Major Figures reports that 2,834 Reserve component personnel from the first rotation, and 597 from the second rotation, for a total of 3,431, were in Europe on 20 June, the day of my visit. Another mission for the CAT is to serve as the clearing house to resolve Reserve component issues. These issues include the eligibility of Reservists to receive dan-

ger pay, problems with promotion while on an activated status, or help with employer support. Such issues, explained Major Figures, surface or are funneled through the CAT.

Maj. Michael Griffen, USAR, with the advance party from the 2122d U.S. Army Garrison, a USAR unit located in Baltimore, Md., said that the 2122d would take over the operation of the Mobilization Support Center during the second rotation. Major Griffen explained that, while the garrison unit has considerable experience with handling, administrative processing, billeting and movement of troops, tasks for which a garrison unit is trained, it will learn something new from the 7th ARCOM—force tracking. The lessons learned in this area will be useful as force tracking becomes a future mission for all Reserve component garrison support units.

Another variation on the theme of success is the story of the 388th Medical Logistics Battalion from Hays, Kans. Thirty-seven members of the 388th arrived in Germany in late September and early January, reporting to three separate locations in Germany. The battalion was



Col. Donald L. Harris, USAR, Commander of the 719th Medical Detachment, Veterinary Service, from Fort Sheridan, Ill., is a veterinary pathologist and dairy farm owner with unique qualifications for conducting quality control of food and dairy inspections.

assigned to the United States Army Medical Materiel Center Europe (USAMMCE) to provide backfill for the active component 226th Medical Battalion as their troops were deployed forward to Bosnia. The working relationship that the 388th, the USAMMCE and the 226th enjoy began with OSDT in the summer of 1994 when the 388th sent three different increments to train with the 226th for a period of six weeks. The overseas training since then has prepared the unit for the "real thing" in *Operation Joint Endeavor*. Of the 37 Reservists activated, 45 percent had previously trained in theater. "This is the way things are supposed to work," says Col. Richard Ursone, USA, commander of the USAMMCE. "Reservists are married up with the active component for training. In the event of a major contingency, the Reserve units step right in without losing time to learn the way the unit does business."

The three main tasks of the 388th in theater involve the distribution and transportation of over 12 tons of medical materiel each day to more than 200 customers throughout Europe, Africa and South West Asia; biomedical maintenance, which includes the handling of a multitude of work orders and equipment to inspect, repair and calibrate; and blood processing at the Medical Center at Landstuhl, Germany, which is responsible for collecting, testing, storing and shipping blood to where it is needed. In an action sincerely appreciated by the Reserve community, Col. Ursone took the initiative to write a personal letter to the families of each activated Reservist under his command. In the letter he states his pride in the Reservist's performance, describes the individual's contribution to the overall mission and compliments the Reservist for being a great patriot and soldier.

Col. Virgil Lee Graham, USAR, is a medical doctor from Milwaukee, Wisc., who is assigned to the 801st Combat Support Hospital located at Ft. Sheridan. He said that most of the doctors in his unit were assigned as backfill to the U.S. Army Hospital in Landstuhl, Germany. Dr. Graham came with the second medical rotation arriving in Germany last May. Reserve medical units are activated for 140 days as opposed to 270 for other Reserve component units. He explained that as a doctor in group practice, his activation did not pose any particular problem because he works in group practice and his fellow practitioners were able to take up the slack.

As with the great majority of medical doctors in the Reserves, Colonel Graham received medical education through the military. He says that most of the doctors are making the best of the activation. Maj. Aaron Heard, USAR, is the deputy for patient administration with the 4005th

USAR Hospital from Lubbock, Texas.

Maj. Heard, who has served on active duty for 15 years, said that the Reserve medical administrative personnel bring with them new hospital management techniques and innovations, for example, in emergency planning. Army Reserve Staff Sgt. Thomas G. Hawkins, a member of the 4221st U.S. Army Hospital from Madison, Wisc., commented that "Reservists are handling the nitty gritty of hospital billing, finance, transferring records and processing reimbursements."

Also on duty in Landstuhl at the medical testing laboratory is the 719th USAR Medical Detachment, Veterinary Service, headquartered at Ft. Sheridan, Wisc. Col. Donald L. Harris USAR, Commander of the 719th, is a veterinary pathologist and owner-operator of a dairy farm in Neillsville, Wisc. Colonel Harris said that his unit replaced the 445th USAR Detachment out of Kansas City, Mo. Since 10 personnel from the 445th had opted to stay on for 270 days, only he and four others from his unit were required to deploy for the second rotation. The veterinary units carry out food and water inspections and exercise quality control during the procurement of food to insure it is wholesome and meets sanitary standards. These USAR units also conduct tests for rabies in the laboratory.

Because of his expertise in dairy operations and inspections, U.S. Army Europe had Colonel Harris scheduled to leave the following week for Stainich, Austria, to inspect one of the major milk suppliers for U.S. troops stationed in Europe. While this is the first time Col. Harris has been mobilized for active duty during 31 years in the Reserve component, on 10 separate annual training tours in the last four years he has taken his unit to Panama, Honduras, Costa Rica, Bolivia and other Latin American countries, where there is great need for medical and veterinary services.

Overall, the Army Reserve has provided major portions of the sustaining base medical support to *Operation Joint Endeavor*. Army Reserve medical people have ensured that soldiers and their dependents continue to receive quality medical and dental care throughout Germany. In many cases, waiting lists have been reduced and Reservists have done far more than just provide the normal medical services. Morale and dedication are high, as evidenced by the fact that many of the enlisted soldiers have extended their tours to provide a bridge between rotations to ensure no interruption in services.

Another critical assignment given to Reservists was at Rhein Main Air Base in Germany, which is the key air terminal for U.S. troop departures and arrivals in Europe. Here, the 454th Replacement Detachment of the 7th ARCOM has been



Within a few minutes after troops deplane at Rhein Main Air Base, they are brought together in the briefing by personnel of the USAR 454th Regulating Replacement Detachment.

operating in support of the deployment since 11 December 1995. The 454th, home-based at Rhein Main, has 40 personnel assigned throughout the theater. According to Sgt. Troy Paterson, USAR, those at Rhein Main are responsible for assisting the transfer of active and Reserve units, processing personnel on End of Tour of Service (ETS), individuals on leave, and those units and personnel completing the first rotation. Sergeant Troy says, "We are always busy. When Reserve component units come into theater, we brief them, account for personnel and then turn them over to the active sponsor for processing."

Anyone would be impressed if they were able to see first hand the efforts of the many Reservists in virtually all facets of our mission in Bosnia. But it is important to keep in mind that many Reservists supporting *Joint Endeavor* are serving in places other than Bosnia and Germany. For instance, the Army Reserve has the 381st Replacement Battalion processing soldiers at Fort Benning, and Garrison Support units working at Forts Dix, Benning and Bragg. In fact, the Army Reserve, well into its second rotation now, has provided more than 70 percent

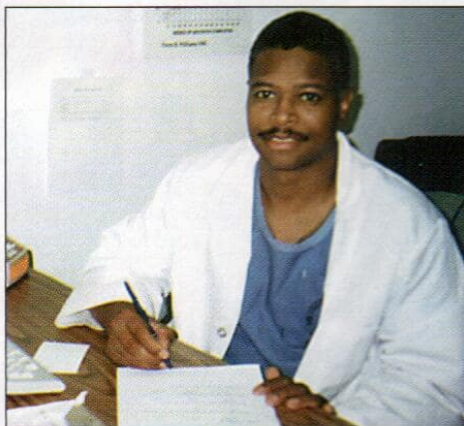
of the Reserve component support so far to *Operation Joint Endeavor*.

Within the theater of operations, ROA was afforded the enviable opportunity to visit and speak directly with so many individual Reservists. But, the ROA mission would not have been possible without the tremendous help provided by several Reservists who deserve special mention here. In particular, our appreciation goes to Lt. Col. Wanda A. Arceneaux, USAR, 7th ARCOM Public Affairs Officer, for arranging the very busy and detailed schedule of visits all over Germany, and for taking time to escort. Her insight into

...the tasks performed by the Reserve component are often unique and their contribution consistent with the spirit and intent of the Total Force policy.

operations was exceeding valuable to the story. Capt. Christopher Scholl, USAR, also deserves to be commended for opening all the doors at Tuzla Air Base and facilitating entree to the many disparate Reserve units and individuals on the base. The efforts of Sgt. Troy Darr, USAR, are also appreciated. He was very helpful during the visit to Tazlar Airfield in Hungary, the intermediate staging area for U.S. troops on their way to Bosnia. Capt. Michael J. Huth, USAR, whose wife gave birth three days before his leaving for Hungary, is Commander of the 221st USAR Public Affairs Detachment to which Sergeant Darr is assigned.

From the candid observations and declarations made by the individual Reservists, it can be concluded that the Reserve component is important to the overall success of the implementation of the Dayton Agreement. Indeed, the reader can readily understand that the tasks performed by the Reserve component are often unique and their contribution consistent with the spirit and intent of the Total Force policy.



Col. Virgil Lee Graham, MD, USAR, is a surgeon with the 801st Combat Support unit. His USAR unit is assigned to the U.S. Army Hospital, Landstuhl, Germany.

OPERATION JOINT ENDEAVOR

Air Force Reserve Providing Critical Support

On 6 December 1995, as the first American troops arrived in Bosnia, Air Force Reserve units were part of the airlift support. The C-130, C-141 and C-17 crews battled ground threats and severe weather to deliver cargo and troops into the war-torn area. Excluding the early build up airlift called Joint Endeavor Express or AFRES Express, Air Force Reserve units have flown more than 502 sorties approximately 1,287 hours while transporting more than 662,300 pounds of cargo and 993 people from late December to the end of March 1996.

To date, Air Force Reserve Air Mobility, Airlift and Air Refueling Wings have supported *Operation Joint Endeavor* on a mission by mission basis. A Reserve C-5 from the 349th Airlift Wing was the first C-5 to land at Budapest, Hungary, for *Operation Joint Endeavor*. A C-17 from the 315th Airlift Wing made history during *Joint Endeavor* when it delivered needed bridge sections to complete the pontoon bridge over the Sava River, allowing the land troops to advance by road into Bosnia-Herzegovina. As such, Reserve C-130, C-5, C-17, C-141 and KC-135 aircraft have flown about 250 missions since 7 December 1995. Reserve aeromedical teams are covering Hungary to support the evacuation of injured troops. About 39 Reserve medical person-

nel are on active duty orders to Hungary for 179 days.

When the Bosnia airlift first started in December of last year, approximately 100 Reservists were on active duty orders on a daily basis. Today, after the initial surge of activity, approximately 60 Reservists, mostly aircrew members, are on orders supporting operations by delivering troops and cargo to Europe. As of 30 July 1996, more than 1,800 Air Force Reservists have been on active duty in support of the Bosnian peacekeeping efforts. About 154 Individual Mobilization Augmentees (IMAs) have volunteered for active duty since December, with about 30 currently in support. Although direct involvement has slowed for the Air Force Reserve in recent months, most Reserve

"We started flying *Provide Promise* missions in mid-1992 and have had an almost continual presence in that theater ever since, flying and working along side the active force and Air National Guard in Bosnian operations. This would not be possible without the men and women who volunteer time away from jobs and families to participate in these contingencies. We owe them all a great debt of thanks."

—Maj. Gen. Robert A. McIntosh, USAF
Chief of Air Force Reserve



airlift units continue to provide support for Bosnian missions.

Operation Deny Flight began on 12 April 1993 as an enforcement of the no-fly zone over former Yugoslavia. Aircrews flew combat air patrol and armed reconnaissance from Aviano Air Base in Italy. Air Force Reserve units joined similarly equipped Air National Guard units in support of the operation. Air Force Reserve units involved in this mission included F-16 fighters, A-10 close air support aircraft and KC-135 tankers. A package consisted of eight KC-135s with 32 aircrew members and 121 support personnel. As of June 1995 (data after that date remains classified), Air Force Reserve fighters had flown 2,056 sorties; and more than 400 personnel supported 142 refueling sorties for *Operation Deny Flight*, all on a volunteer basis. *Deny flight* officially concluded 21 December 1995, when NATO assumed peacekeeping responsibility of the region under *Operation Joint Endeavor*. The NATO no-fly mission is known as *Operation Decisive Edge*. Four Air Reserve fighter squadrons, from four separate Fighter Wings to include about 200 Air Reservists, are stationed out of Aviano Air Base, Italy, and provide close air support to the Implementation Force in Bosnia.

As of 9 March 1996, the 944th Fighter Wing with 12 F-16s flew 485 sorties in support of the Bosnia no-fly zone. Reserve KC-135 tankers flying out of Pisa, Italy, conducted more than 500 hours of missions during the period 28 March to 10 June to refuel fighters reinforcing the no-fly zone. During the same time frame, six Reserve A-10 fighters deployed from Aviano carrying out their vital role in enforcing the no-fly with more than 163 sorties.



C-17 Globemaster III of the type flown by Air Force Reserve Crews loads up IFOR Personnel and equipment at Rhein-Main Air Base Germany.

Reserve Units Mobilized To Support

OPERATION JOINT ENDEAVOR

Presidential Selected Reserve Call-up authority has been increased to 8,181 in order to accommodate the overlap in numbers between service members being called to federal active duty and those currently serving. As Reserve units returning from the Balkans are demobilized, these numbers will reduce quickly. The original ceiling when President Clinton signed the executive order on 8 December 1995, was 3,800. That number was increased by 500 to 4,300 in January 1996 at the Army's request. Currently, the Army has 4,225 Reserve component soldiers serving overseas and in the U.S. in the following units.

UNIT	COMPONENT	HOME STATION
20th Special Forces Group	ARNG	Birmingham, Ala.
31st Armor Brigade Headquarters and Headquarters Company	ARNG	Livingston, Ala.
131st Mobile Public Affairs Detachment	ARNG	Montgomery, Ala.
158th Ordnance Company	ARNG	Tallahassee, Ala.
167th Corps Support Command	ARNG	Montgomery, Ala.
336th Postal Detachment	USAR	Sheffield, Ala.
813th Replacement Company	USAR	Gordo, Ala.
1984th U.S. Army Hospital	USAR	Ft. Richardson, Alaska
1st Military Intelligence Center	USAR	Phoenix, Ariz.
7th Psychological Operations Group	USAR	Moffett NAS, Calif.
15th Psychological Operations Battalion	USAR	Upland, Calif.
222nd Broadcast Public Affairs Detachment	USAR	Bell, Calif.
272nd Military Intelligence Company	USAR	Bell, Calif.
311th Corps Support Command	USAR	Los Angeles, Calif.
353rd Psychological Operations Battalion	USAR	Moffett Field, Calif.
1106th Aviation Classification Repair Activity Depot	ARNG	Fresno, Calif.
6252nd U.S. Army Hospital	USAR	Ventura, Calif.
7216th Medical Support Unit	USAR	Oakland, Calif.
5502nd U.S. Army Hospital	USAR	Aurora, Colo.
337th Military Intelligence Company	USAR	Danbury, Conn.
338th Military Intelligence Company	USAR	Waterbury, Conn.
199th Air Traffic Movement Control Team	USAR	Washington, D.C.
273rd Military Police Company	ARNG	Washington, D.C.
715th Public Affairs Detachment	USAR	Washington, D.C.
81st Movement Control Team	USAR	Gainesville, Fla.
146th Transportation Company (MCT)	USAR	Orlando, Fla.
834th Postal Detachment	USAR	Miami, Fla.
State Area Command, Detachment	ARNG	Allenwood, Ga.
3rd Infantry Detachment Rear Area Operations Command	ARNG	Fort Stewart, Ga.
133rd Chaplain Support Team	USAR	Ft. Benning, Ga.
209th Broadcast Public Affairs Detachment	USAR	Rome, Ga.
213th Judge Advocate Detachment	USAR	Chamblee, Ga.
317th Military History Detachment	USAR	East Point, Ga.
337th Military Intelligence Battalion	USAR	East Point, Ga.
341st Postal AG Detachment	USAR	Athens, Ga.
342nd Adjutant General Detachment	USAR	Rome, Ga.
2125th Garrison Support Unit	USAR	East Point, Ga.
Tripler U.S. Army Hospital	USAR	Tripler AMC, Hawaii
117th Public Affairs Detachment	ARNG	Honolulu, Hawaii
49th Military History Detachment	USAR	Forrest Park, Ill.
91st Legal Team	USAR	Ft. Sheridan, Ill.
93rd Psychological Operations Support	USAR	Arlington Heights, Ill.
93rd Psychological Operations Battalion	USAR	Arlington Heights, Ill.

UNIT	COMPONENT	HOME STATION
235th Adjutant General Replacement Company	USAR	Centralia, Ill.
308th Civil Affairs Brigade	USAR	Homewood, Ill.
334th Transportation Battalion	USAR	Fort Sheridan, Ill.
347th Adjutant General Replacement Battalion	USAR	Marion, Ill.
376th Engineer Detachment	USAR	Granite, Ill.
416th Engineer Command	USAR	Chicago, Ill.
416th Engineer Command, Detachment 1	USAR	Chicago, Ill.
476th Adjutant General Company	USAR	Centralia, Ill.
825th Adjutant General Company (Replacement)	USAR	Marion, Ill.
4221st U.S. Army Hospital, Detachment 2	USAR	Ft. Sheridan, Ill.
21st Theater Army Area Command	USAR	Indianapolis, Ind.
48th Military History Detachment	USAR	Ft. Harrison, Ind.
324th Prisoner of War Information Center	USAR	Terra Haute, Ind.
350th Mobile Public Affairs Detachment	USAR	Ft. Harrison, Ind.
4221st U.S. Army Hospital, Detachment 3	USAR	Indianapolis, Ind.
3rd Corps Support Command	USAR	Des Moines, Iowa
34th Transportation Company (MCT)	ARNG	Camp Dodge, Iowa
135th Mobile Public Affairs Detachment	ARNG	Camp Dodge, Iowa
186th Military Police Company	ARNG	Camp Dodge, Iowa
102nd Military History Detachment	ARNG	Topeka, Kan.
161st Field Artillery, Battery E	ARNG	Lamed, Kan.
203rd Mobile Public Affairs Detachment	USAR	Wichita, Kan.
323rd Engineer Detachment	USAR	El Dorado, Kan.
368th Finance Battalion w/3 Detachments	USAR	Wichita, Kan.
368th Finance Battalion	USAR	Wichita, Kan.
388th Medical Logistics Battalion	USAR	Hayes, Kan.
487th Engineer Detachment (Firefighter)	USAR	Washington, Kan.
531st Transportation Control Detachment	USAR	Manhattan, Kan.
535th Transportation Company (MCT)	USAR	Manhattan, Kan.
818th Replacement Company (CRC)	USAR	Wichita, Kan.
209th Adjutant General Detachment (PS)	ARNG	New Orleans, La.
29th Mobile Public Affairs Detachment	ARNG	Baltimore, Md.
200th Transportation Control Detachment	USAR	Baltimore, Md.
214th Military Intelligence Company	USAR	Owens Mill, Md.
338th Military Intelligence Battalion	USAR	Ft. Meade, Md.
352nd Civil Affairs Command	USAR	Riverdale, Md.
354th Civil Affairs Brigade	USAR	Riverdale, Md.
356th Broadcast Public Affairs Detachment	USAR	Ft. Meade, Md.
450th Civil Affairs Battalion	USAR	Riverdale, Md.
531st Transportation Control Detachment	USAR	Baltimore, Md.
629th Military Intelligence Battalion	ARNG	Laurel, Md.
2122nd Garrison Support Unit	USAR	Baltimore, Md.
2290th U.S. Army Hospital	USAR	Rockville, Md.
126th Military History Detachment	ARNG	Worcester, Mass.
470th Postal Detachment	USAR	Chicopee, Mass.
883rd Combat Stress Company	USAR	Boston, Mass.
1-101st Field Artillery Battalion	ARNG	Lynn, Mass.
210th Military Police Headquarters Detachment	ARNG	Taylor, Mich.
415th Civil Affairs Battalion	USAR	Kalamazoo, Mich.
432nd Civil Affairs Brigade	USAR	Kalamazoo, Mich.
1776th Military Police Company	ARNG	Taylor, Mich.
4221st U.S. Army Hospital, Detachment 5	USAR	Grand Rapids, Mich.
4221st U.S. Army Hospital, Detachment 4	USAR	Southfield, Mich.
19th Materiel Management Center	USAR	Ft. Snelling, Minn.
329th Adjutant General Postal Company	USAR	St. Paul, Minn.
1-151st Field Artillery Battery	ARNG	Anoka, Minn.
4221st U.S. Army Hospital, Detachment 6	USAR	Ft. Snelling, Minn.
113th Military Police Company	ARNG	Brandon, Miss.
114th Military Police Company	ARNG	Clinton, Miss.
231st Combat Communications Squad	ANG	Meridian, Miss.
324th Replacement Battalion	USAR	Starkville, Miss.
412th Engineer Command	USAR	Vicksburg, Miss.
10th Psychological Operations Battalion	USAR	St. Louis, Mo.
325th Field Hospital	USAR	Independence, Mo.
363rd Mobile Public Affairs Detachment	USAR	St. Louis, Mo.
445th Medical Detachment (Veterinarian)	USAR	Independence, Mo.

UNIT	COMPONENT	HOME STATION	UNIT	COMPONENT	HOME STATION
1137th Military Police Company	ARNG	Kennett, Mo.	2145th Garrison Support Unit	USAR	Nashville, Tenn.
103rd Public Affairs Detachment	ARNG	Helena, Mont.	90th Military History Detachment	USAR	San Antonio, Texas
114th Mobile Public Affairs Detachment	ARNG	Manchester, N.H.	100th Mobile Public Affairs Detachment	ARNG	Austin, Texas
4th Legal Support Organization	USAR	Bronx, N.Y.	302nd Military Police Company	USAR	Ft. Worth, Texas
133rd Ordnance Company	ARNG	Peekskill, N.Y.	321st Civil Affairs Brigade	USAR	San Antonio, Texas
139th Cargo Detachment	USAR	Fort Totten, N.Y.	607th Military Police Battalion	USAR	Ft. Worth, Texas
141st Cargo Detachment	USAR	Fort Totten, N.Y.	Headquarters Detachment		
142nd Movement Control Team	USAR	Jamaica, N.Y.	755th Adjutant General Postal Company	USAR	Texarkana, Texas
353rd Civil Affairs Command	USAR	Bronx, N.Y.	4005th U.S. Army Hospital	USAR	Lubbock, Texas
401st Civil Affairs Battalion	USAR	Webster, N.Y.	300th Military Intelligence Group	ARNG	Draper, Utah
1019th Service and Supply Company	USAR	Mattydale, N.Y.	358th Mobile Public Affairs Detachment	USAR	Ft. Douglas, Utah
Civil Affairs Psychological Operations Command	USAR	Ft. Bragg, N.C.	Army Augmentation Element	USAR	Norfolk, Va.
130th Military History Detachment	ARNG	Raleigh, N.C.	55th Movement Management Control	USAR	Fort Belvoir, Va.
337th Military Intelligence Battalion (HHC)	USAR	Charlotte, N.C.	131st Chaplain Support Team	USAR	Fort Belvoir, Va.
422 Civil Affairs Battalion	USAR	Greensboro, N.C.	201st Public Affairs Detachment	USAR	Fort Belvoir, Va.
449th Aviation Group	ARNG	Kingston, N.C.	300th Area Support Group	USAR	Fort Lee, Va.
514th Military Policy Company	ARNG	Greenville, N.C.	310th Theatre Area Command	USAR	Fort Belvoir, Va.
535th Transportation Control Detachment	USAR	Fort Bragg, N.C.	390th Personnel and Administration Detachment	USAR	Richmond, Va.
Army Augmentation Element D	USAR	Akron, Ohio	300th Transportation Company (MCT)	USAR	Tacoma, Wash.
Headquarters State Area Command	ARNG	Columbus, Ohio	152nd Prisoner of War Internment Co.	ARNG	Moundsville, W.Va.
2nd Psychological Operations Group	USAR	Cleveland, Ohio	304th Military Police Company	USAR	Bluefield, W.Va.
74th Movement Control Team	ARNG	Kettering, Ohio	811th Ordnance Company	USAR	Rinelle, W.Va.
326th Military History Detachment	USAR	Columbus, Ohio	Headquarters State Area Command	ARNG	Madison, Wis.
367th Mobile Public Affairs Detachment	USAR	Columbus, Ohio	432nd Civil Affairs Brigade	USAR	Green Bay, Wis.
838th Military Police Company	ARNG	Youngstown, Ohio	757th Rail Movement Control Team	USAR	Milwaukee, Wis.
4221st U.S. Army Hospital, Detachment 7	USAR	Pama, Ohio	2228 Aviation Battalion	USAR	Sparta, Wis.
4221st U.S. Army Hospital, Detachment 8	USAR	Columbus, Ohio	4221st U.S. Army Hospital, Detachment 9	USAR	Madison, Wis.
381st Replacement Company	USAR	Ponca City, Okla.	Medical Support Unit, Europe	USAR	Heidelberg, Germany
801st Replacement Company	USAR	Antlers, Okla.	Mobilization Support Center	USAR	Heidelberg, Germany
41st Adjutant General Detachment (Personnel)	ARNG	Portland, Ore.	Military Intelligence Group	USAR	Frankfurt, Germany
Headquarters State Area Command	ARNG	Annnville, Pa.	221st Public Affairs Detachment	USAR	Heidelberg, Germany
23rd Adjutant General Postal Company	USAR	Pittsburgh, Pa.	280th Rear Area Operations Command	USAR	Heidelberg, Germany
28th Field Artillery Headquarters Battery	ARNG	Hershey, Pa.	305th Rear Area Operations Center	USAR	Bad Kreuznach,
304th Civil Affairs Support Element	USAR	Philadelphia, Pa.	Germany		
326th Public Affairs Detachment	USAR	Reading, Pa.	309th Rear Area Operations Center	USAR	Friedberg, Germany
369th Engineer Detachment (Firefighter)	USAR	Norristown, Pa.	310th Theater Army Area Command	USAR	Kaiserslautern,
1079th Garrison Support Unit	USAR	Ft. Indiantown Gap, Pa.	Germany		
2-228th Aviation Battalion	USAR	Willow Grove, Pa.	313th Rear Area Operations Center	USAR	Kaiserslautern,
Headquarters State Area Command	ARNG	San Juan, P.R.	Germany		
113th Mobile Public Affairs Detachment	ARNG	San Juan, P.R.	316th Rear Tactical Operation Center	USAR	Hamberg, Germany
360th Civil Affairs Brigade	USAR	Columbia, S.C.	317th Rear Area Operations Center	USAR	Wiesbaden, Germany
450th Ordnance Company	USAR	Aiken, S.C.	330th Rear Area Operations Center	USAR	Kaiserslautern,
1-151st Aviation Battalion	ARNG	Eastover, S.C.	Germany		
57th Transportation Company (MCT)	ARNG	Brookings, S.D.	345th Rear Tactical Operation Center	USAR	Hamberg, Germany
30th Finance Battalion	ARNG	Smyrna, Tenn.	454th Regulating Replacement Detachment	USAR	Frankfurt, Germany
489th Civil Affairs Battalion	USAR	Knoxville, Tenn.	1172nd Movement Control Team	USAR	Heidelberg, Germany
1128th Finance Detachment	ARNG	Smyrna, Tenn.	1177th Movement Control Team	USAR	Heidelberg, Germany
1129th Finance Detachment	ARNG	Smyrna, Tenn.	663rd Transportation Company (MCT)	USAR	Vincenza, Italy
1130th Finance Detachment	ARNG	Smyrna, Tenn.	793rd Transportation Company (MCT)	USAR	Vincenza, Italy

MOBILIZATION UPDATE

Recap 11 September 1996

	Bosnia/Hungary				Germany/Italy/U.S.							
	Nat. Guard		USAR		Nat. Guard		USAR		Pending		Totals	
Special Operations			16	465			11				16	476
Public Affairs	05	61	06	61			07				12	129
Medical							10	564			10	564
Military History	01	03	01	03			02	06			04	12
Military Police	01	17	01	17	05	625	03	286			10	945
Postal			01	16			05	128			06	144
Finance							01	79			01	79
Rear Area Operations	01	19	07	169							08	188
Movement Control			03	23	01	07	10	181			14	211
Mob Spt/Reception							14	484			14	484
Log Augmentation			03	170			06	274			09	444
Military Intelligence					03	15	11	289			14	304
Personnel					02	96					02	96
Firefighters			03	76							03	76
Aviation	01	10	01	2			02	26			04	38
Fire Support	04	141									04	141
Maintenance	01	190			01	225					02	415
Individuals	01	13			05	69	06	831			12	913
Totals	15	454	42	1002	17	1037	71	3166			145	5659
	Units	Pers.	Units	Pers.	Units	Pers.	Units	Pers.			Units	Pers.