



National Security and  
International Affairs Division

B-279832

April 24, 1998

The Honorable Steve Buyer  
Chairman, Subcommittee on Military Personnel  
Committee on National Security  
House of Representatives

Subject: Civil Military Program: List of Fiscal Year 1997 Approved Projects

Dear Mr. Chairman:

As requested, we are providing information about projects undertaken in fiscal year 1997 by the Department of Defense through its Innovative Readiness Training (IRT) Program. Under this program, units or members of the armed forces conduct training projects that support nondefense activities. Specifically, you requested, from information available at the Office of the Secretary of Defense (OSD), a description of each project submitted to OSD and, where available, the amount of supplemental IRT funding requested and provided for each. You also requested a description of any other IRT projects conducted in fiscal year 1997 that we found during our review of that program.<sup>1</sup> Information on 143 projects is presented in appendixes I and II.<sup>2</sup>

Information on 133 projects that received supplemental IRT funding and/or approval from OSD is provided in appendix I. This information was based on a list provided by OSD and supplemented by our review of OSD program files. In most cases, it was not possible to determine an amount requested and an

---

<sup>1</sup>Civil Military Programs: Stronger Oversight of the Innovative Readiness Training Program Needed for Better Compliance (GAO/NSIAD-98-84, Mar. 12, 1998).

<sup>2</sup>In GAO/NSIAD-98-84, based on information provided by OSD and the Marine Corps Reserve, we reported that available records indicated at least 129 projects were conducted in fiscal year 1997. The increased number of projects is due to additional information provided to us by OSD or found during our review of OSD program files.

amount approved for each project because project files did not contain the information. OSD officials told us that some funding requests were made orally with no supporting documentation provided to OSD. They also said that the services and the components frequently requested one amount of funds to be used for several projects and OSD approved funding for those projects as one amount. Where documentation did exist, OSD officials said that the amounts approved may not accurately reflect the amount spent on the projects because (1) additional funding may have been provided at a later date but not documented in the files, (2) funds may have been held back due to budgetary constraints, (3) services and components may have spent the approved money on another approved project as they deemed appropriate, (4) some approved projects may not have been conducted, and (5) some projects may have required less supplemental funding than had been anticipated.

During our work, Marine Corps Reserve officials provided information on 10 fiscal year 1997 projects that did not require supplemental funding and, therefore, were not reported to OSD. Descriptions of these projects are provided in appendix II. Although some other service and component representatives said that their organizations had probably conducted projects without supplemental funding, they did not know what those projects were.

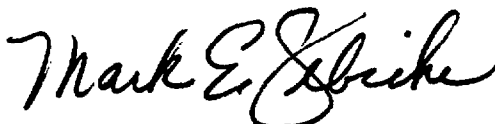
OSD officials commented orally on a draft of this report. They agreed with the information contained in the letter and appendixes. They did not have any other comments on the draft.

We performed our work from March 1998 to April 1998 in accordance with generally accepted government auditing standards.

Major contributors to this report include Carol Schuster and William Solis from the National Security and International Affairs Division in Washington, D.C., and Janet Keller and Sharon Reid from the Norfolk Field Office.

Please call me at (202) 512-4140 if you or your staff have any questions.

Sincerely yours,



Mark E. Gebicke  
Director, Military Operations  
and Capabilities Issues

SUPPLEMENTAL FUNDING INFORMATION FOR INNOVATIVE READINESS  
TRAINING PROJECTS REPORTED TO OSD

Project <sup>a</sup>	Supplemental Innovative Readiness Training Funds (rounded to nearest thousand)	
	Requested <sup>b</sup>	Approved <sup>c</sup>
<b>Army (Received \$600,000)<sup>d</sup></b>	<b>\$630,000<sup>e</sup></b>	<b>\$635,000<sup>e</sup></b>
<b>Harnett County Projects.</b> Combat Engineer Brigade elements from the XVIII Airborne Corps.		
Conduct a boundary line survey between two counties.	0	f
Construct 1.5 miles of gravel county airport access road.	131,000	f
Construct athletic fields at South Harnett Elementary School.	89,000	f
Raise an airstrip extension to the level of the existing air strip.	360,000	f
Total	580,000	144,000
<b>Richmond County Project.</b> Combat Engineer Brigade elements from the XVIII Airborne Corps. Assist in the improvement of earthen dam works to enhance flood control.	f	108,000
<b>Community Service Leadership Camp.</b> (See Army Reserve.)	f	333,000
<b>Operation REEFEX.</b> (See Army National Guard.)	f	f
<b>Army Special Operations Command Medical IRT.</b> In collaboration with the Gallup Indian Health Service, Gallup, New Mexico, with incorporation of the Medical Readiness Learning Initiative "MEDREX" system in Ft. Bragg, North Carolina; Ft. Campbell, Kentucky; Ft. Benning, Georgia; Ft. Lewis, Washington; Birmingham, Alabama; and Salt Lake City, Utah, provide support and services to this medically underserved Native American population.	50,000	50,000
<b>Army National Guard (Received \$5.9 million)<sup>d</sup></b>	<b>3,892,000<sup>e</sup></b>	<b>3,754,000<sup>e</sup></b>
<b>Operation Dino Mite.</b> Montana Army National Guard. Assist in the movement of dinosaur remains to a university museum.	23,000	f
<b>Operation Arctic Engineer 97 (Alaskan Road).</b> Alaska and Missouri Army National Guard. (See USCINCPAC.)	85,000	85,000

Project <sup>a</sup>	Supplemental Innovative Readiness Training Funds (rounded to nearest thousand)	
	Requested <sup>b</sup>	Approved <sup>c</sup>
<b>Operation Navajo Nation Building.</b> New Mexico Army National Guard. Coordinate repairs and rebuilding of infrastructure (roadways/trails and warehouses and other buildings) on the reservations of the Navajo Nation. Other participants include construction elements from the Indiana, Kansas, Missouri, Oregon, South Carolina, Vermont, and Virgin Islands National Guards.	1,220,000	1,220,000
<b>Operation REEFEX.</b> New Jersey Army National Guard. Coordinate this joint project to place excess tanks at designated off shore points to create artificial reefs.	377,000	377,000
<b>Operation REEFEX.</b> South Carolina Army National Guard. Coordinate this joint project to place excess tanks at designated offshore points to create artificial reefs.	f	f
<b>Operation Rolling Thunder.</b> Oregon Army National Guard. Develop, construct, repair, and improve community athletic and recreational facilities and areas throughout Oregon.	800,000	800,000
<b>Operation Benedum Airport.</b> West Virginia Army National Guard. Mountainous roadways development, earth moving and displacement of soil, boulders, and timber, etc. around the Benedum, W.Va, airport to improve the landing and launch operations of aircraft to the facility.	621,000	621,000
<b>Knik River Road Fire Substation.</b> Alaska Army National Guard. Excavation and earth moving tasks for Matanuska Susitna Borough water reservoir tank installation.	0	f
<b>Operation Florida Transport.</b> Florida Army National Guard. Assist the Florida Department of Transportation to transport donated medical equipment from various locations in Florida to the Port of Miami.	0	0
<b>Kahikinui Kuleana Homestead Project.</b> Hawaii Army National Guard. Construct a bladed roadway network of approximately 10 miles in support of the Department of Hawaiian Homes Lands.	0	0
<b>Maine Baseline IRT.</b> Maine Army National Guard. In collaboration with the State Department of Health and Transportation, plan medical/health care, engineering, and transportation projects for fiscal year 1998.	11,000	11,000
<b>Operation Brightside.</b> Missouri Army National Guard. Perform heavy equipment/excavator construction work for the city of St. Louis.	f	f

Project <sup>a</sup>	Supplement Innovative Readiness Training Funds (rounded to nearest thousand)	
	Requested <sup>b</sup>	Approved <sup>c</sup>
<b>Operation Hartsburg.</b> Missouri Army National Guard. Raise the height of an existing levee for the city of Hartsburg.	f	f
<b>Operation Lawson.</b> Missouri Army National Guard. Construct community athletic fields for the city of Lawson.	f	f
<b>Operation R-VI School.</b> Missouri Army National Guard. Construct a parking lot and safety zones for the city of Pierce.	f	f
<b>Operation Newton School.</b> Missouri Army National Guard. Construct community athletic field for the city of East Newton.	f	f
<b>Operation Monett.</b> Missouri Army National Guard. Expand the Municipal Airport for the city of Monett.	f	f
<b>Operation R-VIII School.</b> Missouri Army National Guard. Construct community athletic fields for the city of Joplin.	f	f
<b>Excelsior Springs Job Corps Center.</b> Missouri Army National Guard. (Description of work to be done was not available in OSD files.)	0	0
<b>Operation French Creek.</b> Pennsylvania Army National Guard. Perform heavy equipment and excavator construction work in support of the French Creek Bank Stabilization and Channel Improvement.	20,000	20,000
<b>Spotsylvania Battlefield Park.</b> Virginia Army National Guard. Repair and construct road surfaces and provide support and services to the National Park Service, the Fredericksburg and Spotsylvania National Military Park, and the Army Center of Military History.	f	f
<b>Operation Mount Rainier.</b> Washington Army National Guard. Excavate and restore a former campground in Mount Rainier National Park.	0	0
<b>Support Homeless Military Veterans.</b> Maine Army National Guard. Provide medical screening and referrals to homeless veterans.	10,000	f
<b>Operation Manatee County.</b> Florida Army National Guard. Under the governance of the Manatee County Health Department, provide health care services to a medically underserved migrant population.	0	0
<b>Operation Immunization 1997.</b> Maryland Army National Guard. In support of Baltimore City and Baltimore County, provide needed immunizations to the medically underserved population.	23,000	0

Project <sup>a</sup>	Supplement Innovative Readiness Training Funds (rounded to nearest thousand)	
	Request <sup>b</sup>	Approved <sup>c</sup>
<b>Operation Guard Medical IRT (MIRT) 97.</b> The Army National Guard with some Air National Guard participation. Provide medical services in 12 states in 45 medically underserved communities in cooperation with the Public Health and Indian Health Services.		
Alabama	71,000	71,000
Arizona	11,000	11,000
California	f	f
Louisiana	32,000	30,000
Montana	f	f
New Jersey	40,000	41,000
Nevada	30,000	30,000
Ohio	9,000	9,000
Oregon	26,000	26,000
Pennsylvania	97,000	61,000
Tennessee	30,000	30,000
Wisconsin	20,000	20,000
<b>Alaska Dental.</b> (See Army Reserve).	50,000	50,000
<b>Operation Sioux City.</b> Iowa Army National Guard. Administer measles, mumps, and rubella immunization to high school students.	11,000	0
<b>Iowa Dental IRT.</b> Iowa Army National Guard. Provide dental support and services to the medically underserved communities of Blackhawk County, Cedar Falls, and Waterloo, Iowa.	0	0
<b>Illinois Medical IRT.</b> Illinois Army National Guard in conjunction with the Department of Public Health. Provide physicals and diagnostic services to underserved or underinsured individuals.	0	0
<b>North Carolina Medical IRT.</b> North Carolina Army and Air National Guard. Administer inoculations.	0	0

Project <sup>a</sup>	Supplement Innovative Readiness Training Funds (rounded to nearest thousand)	
	Request <sup>b</sup>	Approved <sup>c</sup>
<b>Operation Rough and Ready.</b> California Army and Air National Guard. With participation by the Air Force Reserve, provide support and services to the State of California Emergency Medical Services Authority and other state and volunteer organizations by deploying and setting up field treatment sites to collect, triage, and evacuate the "injured" to hospitals outside the affected "war-torn/disaster" area.	19,000	19,000
<b>Operation Arctic Care 97.</b> Alaska Army National Guard. (See Marine Corps Reserve.)	256,000	222,000
<b>Operation Stand Down.</b> Alaska Army National Guard. Provide security for the homeless veteran population in collaboration with the State of Alaska Division of Veterans Affairs, the Municipality of Anchorage, and other organizations.	0	0
<b>Army Reserve (Received \$100,000)<sup>d</sup></b>	<b>10,000<sup>e</sup></b>	<b>15,000<sup>e</sup></b>
<b>Community Service Leadership Camp.</b> Provide communication and leadership training to juveniles.	f	f
<b>Operation North Platte.</b> Support Sioux Indian Outlook Committee and the Lincoln County Commissioners by moving statue in need of repair.	0	0
<b>Navajo Nation Mt. Utah.</b> In conjunction with the Native American/Indian Health Service, provide medical services to the Navajo Nation in Utah and Arizona.	0	0
<b>Alaska Dental IRT (Operation Norton Sound).</b> In collaboration with the Alaska Area Native Health Service, provide dental support and services to the Norton Sound Health Corporation in Nome, Alaska.	10,000	15,000
<b>Air Force (Received 0)<sup>d</sup></b>	<b>610,000<sup>e</sup></b>	<sup>e</sup>
<b>Hanscom Air Force Base.</b> In conjunction with the Naval Reserve.		
City of North Andover - renovate community sports field.	200,000	f
City of Billerica - renovate sports complex.	210,000	f
City of Medford - renovate recreation center.	200,000	f
<b>Air National Guard (Received \$800,000)<sup>d</sup></b>	<b>679,000<sup>e</sup></b>	<b>583,000<sup>e</sup></b>

Project <sup>a</sup>	Supplement Innovative Readiness Training Funds (rounded to nearest thousand)	
	Request <sup>b</sup>	Approved <sup>c</sup>
Pemberton Township Project. New Jersey Air National Guard. Erect prefabricated structures for the Ft. Dix Elementary School in support of Pemberton Township.	f	f
Operation Rough and Ready. (See Army National Guard.)	115,000	115,000
Operation Arctic Care 97. (See Marine Corps Reserve.)	96,000	f
CareForce Medical IRT. Provide services in 13 states at 17 locations. The program includes (1) trauma/casualty management teams working in inner city trauma centers, (2) an innovative trauma/casualty learning initiative by computer simulation designed to provide individualized training and assessment, and (3) a casualty civil-military assessment training opportunity.		
Alaska	41,000	41,000
California	40,000	40,000
Indiana	f	f
Iowa	f	f
Kentucky	34,000	34,000
Minnesota	52,000	52,000
Missouri	33,000	33,000
New Jersey	43,000	43,000
New Mexico	35,000	35,000
Oklahoma	72,000	72,000
South Carolina	41,000	41,000
Tennessee	48,000	48,000
Utah	29,000	29,000
Air Force Reserve (Received \$2.3 million) <sup>d</sup>	570,000 <sup>e</sup>	264,000 <sup>e</sup>
Operation TRANSAM. Prepare, transfer, and deliver excess military medical supplies, material, and equipment from the Department of Defense to Indian Health Service facilities to support needs of Native American and Alaska Native communities.	f	f



Project <sup>a</sup>	Supplement Innovative Readiness Training Funds (rounded to nearest thousand)	
	Request <sup>b</sup>	Approved <sup>c</sup>
<b>Operation Walking Shield.</b> Move and place excess government housing units on land of the Great Sioux Nation of North and South Dakota.	f	f
<b>Operation Good Neighbor.</b> Reconstruct Navajo Nation roads in New Mexico and Arizona.	f	f
<b>Operation Rough and Ready.</b> (See Army National Guard.)	f	f
<b>Medical Care Walking Shield 97.</b> Provide medical support and optometric services in support of the Oglala Lakota and Rosebud Lakota Reservations, South Dakota.	264,000	264,000
<b>Operation Tuba City 97.</b> Provide medical services to the Navajo Nation in Tuba City, Arizona.	306,000	f
<b>Navy (Received \$1.2 million)<sup>d</sup></b>	e	e
<b>Seaborne Conservation Corps.</b> Participate in a residential job training and education program in partnership with AmeriCorps, Texas A&M University at Galveston, and the state of Texas.	f	f
<b>Naval Reserve (Received \$1 million)<sup>d</sup></b>	633,000 <sup>e</sup>	604,000 <sup>e</sup>
<b>Bowdoinham Public Boat Landing Project.</b> 2nd Naval Construction Brigade. Repair and rehabilitation of the public boat landing pier, coastal launch way, and marine vessel moorings in the town of Bowdoinham, Maine.	65,000	<sup>g</sup>
<b>"Field of Dreams" Community Athletic Fields.</b> 3rd Naval Construction Brigade. Develop 64 acres of unimproved land into athletic fields and community recreation facilities in the city of Van Buren, Arizona.	98,000	<sup>g</sup>
<b>Tailwater Stream Improvement Project.</b> 3rd Naval Construction Brigade. Work on stabilizing stream bank erosion and restoring stream water flow control near the town of Rogers, Arizona.	162,000	<sup>g</sup>
<b>Washington County Public Pier Improvements Project.</b> 3rd Naval Construction Brigade. Repair and rehabilitation of public boat landing and pier in the city of Hillsboro, Oregon.	59,000	<sup>g</sup>
<b>Operation Walking Shield.</b> 3rd Naval Construction Brigade. (See Air Force Reserve.)	249,000	<sup>g</sup>

Project <sup>a</sup>	Supplement Innovative Readiness Training Funds (rounded to nearest thousand)	
	Request <sup>b</sup>	Approved <sup>c</sup>
Operation Good Neighbor. 3rd Naval Construction Brigade. (See Air Force Reserve.)	f	g
Hanscom Air Force Base Projects. 2nd Naval Construction Brigade. (See Air Force.)	f	g
Operation Arctic Care 97. (See Marine Corps Reserve.)	f	g
Marine Corps (Received \$100,000) <sup>d</sup>	e	e
Chemical/Biological IRT. Conduct cooperative training between the Chemical/Biological Incident Response Force under Commander, Marine Forces Atlantic and National Guard/ Reserve elements to facilitate response participation to domestic incidents.	f	f
Marine Corps Reserve (Received \$1.0 million) <sup>d</sup>	1,400,000 <sup>e</sup>	451,000 <sup>e</sup>
Operation Crescent City 97. Develop heavily forested land areas around the city of New Orleans, Louisiana, into community athletic facilities.	367,000	f
Operation Ft. Nugent. Perform extensive earth moving, grading, and compacting of areas in the Ft. Nugent State Park near the city of Oak Harbor, West Virginia.	70,000	f
Operation Gig Harbor. Conduct grading and earthmoving operations to support development of 5 acres into a community recreational site for the town of Gig Harbor, West Virginia.	25,000	f
Operation Roanoke Range. Build a rifle/pistol range for the city of Roanoke, Virginia, Police Department.	70,000	f
Operation Mahonig (Perkins Park). Construct an 8' wide, quarter mile slag walkway along the banks of the Mahonig River, near the city of Warren, Ohio.	104,000	f
Operation Walking Shield. (See Air Force Reserve.)	f	f
Operation Arctic Care 97. In conjunction with the Alaska National Guard, provide health and dental care and light engineering support in villages in the Bethel and Kotzebue Regions of Alaska.	650,000	443,000
Operation Arctic Engineer (Alaskan Road). (See USCINCPAC).	f	f

Project <sup>a</sup>	Supplement Innovative Readiness Training Funds (rounded to nearest thousand)	
	Request <sup>b</sup>	Approved <sup>c</sup>
<b>Operation Home Support.</b> Augment food services donated by other organizations to provide meals to about 700 homeless veterans in coordination with the Department of Veterans Affairs, the Metro Washington Council for Homeless Veterans, Inc., and the National Coalition for Homeless Veterans.	114,000	8,000
<b>USCINCPAC (Received \$1.4 million)<sup>d</sup></b>	<sup>e</sup>	<b>2,048,000<sup>e</sup></b>
<b>Operation Arctic Engineer (Alaskan Road).</b> A multiyear effort sponsored by USCINCPAC and coordinated by the Army's Alaskan Command to construct mountainous and coastal roadway on Annette Island, Alaska, using assets from the Marine Corps, Marine Corps Reserve, Air Force, Navy, Naval Reserve, National Guard, and Army.	<sup>f</sup>	2,048,000
<b>Coast Guard (Received \$700,000)<sup>d</sup></b>	<sup>e</sup>	<sup>e</sup>
<b>Sea Partners.</b> Enhance community awareness of marine pollution prevention and improve regulatory compliance.	<sup>f</sup>	<sup>f</sup>
<b>Uniformed Services University of the Health Sciences (Received \$500,000)<sup>d</sup></b>	<sup>e</sup>	465,000 <sup>e</sup>
<b>MEDREX.</b> Provide training to the troops through computer based medical distance learning.	<sup>f</sup>	465,000

<sup>a</sup>Projects listed include those provided by OSD and those found during our review of OSD files.

<sup>b</sup>Amounts taken from project applications or OSD correspondence found during our review of OSD files.

<sup>c</sup>Amounts taken from approval documents found during our review of OSD files. According to OSD officials, the approved funding may not be an accurate reflection of amounts spent on projects. Additional funding may have been provided at a later date but not documented in OSD's files, funds may have been held back due to budgetary constraints, services and components may have spent the approved money on another approved project as they deemed appropriate, some approved projects may not have been conducted, and some projects may have required less supplemental funding than had been anticipated.

<sup>d</sup>Information on amounts received was provided by OSD officials from OSD financial reports.

<sup>e</sup>Totals reflect information available in OSD files. Totals may not be accurate due to missing project information.

<sup>1</sup>Information not available in OSD files.

<sup>9</sup>Approval document found in OSD files shows \$604,000 approved for projects of the 2nd and 3rd Naval Construction Brigades. The projects were not specified.

MARINE CORPS RESERVE INNOVATIVE READINESS TRAINING  
PROJECTS FOR FISCAL YEAR 1997 THAT DID  
NOT RECEIVE SUPPLEMENTAL FUNDING<sup>a</sup>

1. Blue Ridge Parkway, Bedford, Virginia - 4th Combat Engineers, roofing project for existing park building.
2. Maude I. Kerns Art Center, Eugene, Oregon - 6th Engineer Support Battalion, concrete work that allowed for construction of a new fence and an access ramp for the handicapped.
3. Firing Range Project, Alameda, California - 4th Landing Support Battalion, constructed portion of marksmanship training facility for Alameda County Sheriffs Department.
4. Elijah Bristow State Park, Eugene, Oregon - 6th Engineer Support Battalion, earth moving project to improve hiking trail through portion of park.
5. Bethany Lake Park, Beaverton, Oregon - 6th Engineer Support Battalion, earth moving project for public lake park.
6. North Marion High School, Portland, Oregon - 6th Engineer Support Battalion, constructed two concession stands for high school stadium.
7. St. Francis Park, Portland, Oregon - 6th Engineer Support Battalion, earth moving for improvements of an urban park.
8. Civil Air Patrol, Eugene, Oregon - 6th Engineer Support Battalion, assisted in constructing an aircraft hanger for local chapter of the Civil Air Patrol.
9. Nike Missile Move, Selfridge, Michigan - MWSG-472, moved inert missiles for museum exhibit.
10. Repair City Wall, Jayuya, Puerto Rico - 4th Landing Support Battalion, repaired wall of a city park.

<sup>a</sup>Provided by Marine Corps Reserve officials.

(703239)



---

---

### Ordering Information

The first copy of each GAO report and testimony is free. Additional copies are \$2 each. Orders should be sent to the following address, accompanied by a check or money order made out to the Superintendent of Documents, when necessary. VISA and MasterCard credit cards are accepted, also. Orders for 100 or more copies to be mailed to a single address are discounted 25 percent.

**Orders by mail:**

**U.S. General Accounting Office  
P.O. Box 37050  
Washington, DC 20013**

**or visit:**

**Room 1100  
700 4th St. NW (corner of 4th and G Sts. NW)  
U.S. General Accounting Office  
Washington, DC**

Orders may also be placed by calling (202) 512-6000 or by using fax number (202) 512-6061, or TDD (202) 512-2537.

Each day, GAO issues a list of newly available reports and testimony. To receive facsimile copies of the daily list or any list from the past 30 days, please call (202) 512-6000 using a touchtone phone. A recorded menu will provide information on how to obtain these lists.

For information on how to access GAO reports on the INTERNET, send an e-mail message with "info" in the body to:

**info@www.gao.gov**

or visit GAO's World Wide Web Home Page at:

**http://www.gao.gov**

---

**United States  
General Accounting Office  
Washington, D.C. 20548-0001**

**Official Business  
Penalty for Private Use \$300**

<p><b>Bulk Rate Postage &amp; Fees Paid GAO Permit No. G100</b></p>
---

**Address Correction Requested**

---