

Annual Command History



(RCS CHIS-6 [R-3])
1 January - 31 December 1998

U.S. Army Intelligence Center
and Fort Huachuca
Fort Huachuca, AZ 85613

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*Maj. Gen. John D. Thomas, Jr.
Commanding
U.S. Army Intelligence Center and Fort Huachuca*

The Year in Review, 1998

Commander's Overview

Back in June 1998, my wife and I packed up and moved from the Intelligence and Security Command at Fort Belvoir to the Intelligence Center and Fort Huachuca where I assumed command from Maj. Gen. Charles W. Thomas. We found that much had changed at the Intelligence Center since my last assignment here as Deputy Commandant from 1990 to 1994. The improvements were to be expected under the thoughtful leadership of my predecessor. There had been far reaching organizational reshaping going on just before my arrival and a host of innovations, all aimed at putting the Intelligence Center at the forefront of the Army's new, leaner stance for the next century.

The chapters of this Annual Command History would provide a look at the events that transpired during a busy year. I would like to take a slightly different approach in this overview section and concentrate on some of the people that have made this command so effective in the past and who hold in their hands the promise of the future. Their contributions were integral to the successful accomplishment of the mission.

The year began with honors for some of the center's top noncommissioned officers. In January the command announced the NCO and soldier of the year for 1997. They were Sgt. Brian McCoy, a licensed practical nurse with U.S. Army Medical Command; and Spec. Michael Clark, a Mobile Subscriber Transmissions systems Operator/Maintainer team chief from the 86th Signal Battalion. Then, in the following month, SSgt. Bernice James, an instructor with the Basic Morse training department, 305th MI Battalion, was named Fort Huachuca's 1997 Instructor of the Year. Distinguished Instructors of the Quarter were SSgt. Joseph Pedone, NCO Academy; SSgt. Stephen Rodriguez, 305th MI Battalion; and SSgt. Kenneth Leydecker, 309th MI Battalion.

The home of Sgt. First Class Miguel Guante-Rojas and his wife Amarys was accredited in February by Family Child Care as meeting all the stringent requirements of Child Development Services. The Guante home was the first at Fort Huachuca and one of only 30 throughout the military.

In April the command had the opportunity to recognize an especially unselfish category of individual—the volunteer. These important team members represented 1,209 volunteers who logged over 127,946 hours. The Female Civilian volunteer of the Year was JoEllen Richter and her male counterpart was Frank Dull. The Military Female Volunteer of the Year was Sgt. Erica A. Dazle, A Company, 306th MI Battalion, while the Military Male Volunteer of the Year was a tie between Sgt. First Class Ernie R. Fedewa, Jr., D Company, 304th MI Battalion, and Staff Sgt. Craig Beebe, A Company, 305th MI Battalion.

In late June, the MI Corps hosted its annual Hall of Fame ceremonies. The three new individuals inducted in 1998 were Cmd Sgt. Maj. Raymond McKnight, former command sergeant major of the Army Intelligence and Security Command; Lt. Gen. Paul E. Menoher, Jr., former commander at the Intelligence Center, and the Army's Deputy Chief of Staff for Intelligence; and Col. Seth Nottingham, Jr., at the time of his death the director of Combat Developments at the Intelligence Center. As part of the festivities, the 313th MI Battalion, 82d Airborne Division, parachuted onto Huachuca's Chaffee Field. The day was capped by the annual MI Ball.

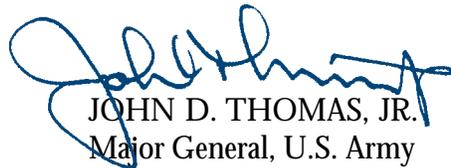
Many outstanding officers came and went during the course of the year and it would be hard

to mention them all in this format. Let me just name a few. In a July change-of-command ceremony at Brown Parade Field, Colonel Rodney H. Medford turned over command of the 111th MI Brigade to Col. Michael J. Gaffney. Brig. Gen. John W. Smith, Deputy Commanding General of the Intelligence Center, retired in October. A graduate of West Point, a senior Army Research Fellow, and a veteran of 32 years service, John headed the reorganization effort over the past year.

In July I had the privilege of presenting to the Staff Judge Advocate Office the Army's Chief of Staff Award for Excellence in Legal Assistance. It recognized the work of the office for exceeding legal assistance standards. The office served a clientele of over 30,000 soldiers, family members and retirees.

November was a busy month for honoring individual contributions. A classroom at the Noncommissioned Officers' Academy was named in honor of Cmd Sgt. Maj. (Retired) James Art Johnson, a former top enlisted soldier of the Military Intelligence Corps. Johnson played a major role in the design and planning of the new NCO Academy complex. Later in the month, Joseph D. Schaaf, a medical records technician at the Raymond W. Bliss Army Health Center, was named Fort Huachuca's 1998 Civilian of the Year. Finally, the Fort Huachuca Equal Opportunity Office was named the most improved in the Training and Doctrine Command for fiscal year 1998. I presented a plaque marking this achievement to Efren E. Medrano, the Equal Opportunity Officer.

It was easy to see from just this short list of outstanding individual efforts that people were the key to the progress of the Intelligence Center and Fort Huachuca. Let me turn now to the means of recording our institutional progress. The Annual Command History which you hold in your hands was the only comprehensive, concise and continuing record of significant developments within the Intelligence Center. I encourage you to use it as an orientation document for new members of your staff and as a guide to continuity. It shows how people resolved problems in the past, offers precedents, and generally makes readers aware that they were part of a long-standing tradition of excellence, one which was amply evidenced by the accomplishments of 1998.



JOHN D. THOMAS, JR.
Major General, U.S. Army
Commanding

CHAPTER I

A Brief History of U.S. Army Military Intelligence Training



This photograph shows those attending a military intelligence course in May 1918. The course was held at Harrow School and included 6 Americans, 1 Australian, 1 New Zealander, and 3 Royal Air Force officers in addition to those from the British Army. The Americans are the only ones wearing the high choker collar. The glass negative was found in the school photographer's shop in 1985. Presented by Brig. Gen. M.P. Ford, Director British Intelligence Corps, in June 1986.

The history of military intelligence began somewhere around the time that warfare began. But training in the intelligence art was largely a 20th century experience, made imperative by the proliferation of science and technology within military science generally. The early history of Military Intelligence training within the U.S. Army was fragmented and incomplete because the train-

ing itself was on-the-job, ad hoc and most often non-existent.

Early History

Colonel Arthur L. Wagner is remembered for his contributions as an advocate of Army educational reform, professionalism, and a writer of

considerable influence on military organization and tactics. But he also holds another distinction. He wrote the first U.S. Army textbook that dealt extensively with military intelligence. In 1893 he published *The Service of Security and Information*, a pivotal work calling attention to the importance of intelligence-gathering to the American military leader.

Wagner was a believer in the power of history to educate. His approach was didactic and he was convinced that “the experience of the past” could form “guide for the future.” He said, “If an officer would prepare himself to be of service to his country, he must attentively consider the recorded experience of those who have learned war from the actual reality, and must accumulate by reading and reflection a fund of military knowledge based upon the experience of others.”

To those who opposed his reforms as “mere theory,” and there were many, he shot back, “There are officers who pose as practical soldiers, and affect to despise all theory. These...are generally ignorant and obstinate men who know as little of the practice as they do the theory of war... How can we be sure that they will not some day find themselves compromised on service from want of knowledge, not from want of talent?” He viewed the obstructionists as the “Ireland Army,” an unkind reference to the immigrant soldiers who won their commissions on the Civil War battlefields.¹

As chief of MID from 1896-98, and as an intelligence officer at-large during the Spanish-American War, he sought to impress the importance of MI on an indifferent Army leadership. If he failed to win over his superiors [Maj. Gen. William R. Shafter thought his Bureau of Military Information was intended to spy on him rather than report on the enemy], he did make an impact on at least one of his subordinates. Twenty years later Ralph Van Deman, then a lieutenant,

now a major, picked up the MI banner and carried it forward. It was largely through Van Deman’s persistent pleadings that a Military Intelligence Division emerged in 1917 and served the U.S. Army well throughout the war in Europe.

One of the early training efforts was the formation in 1917 of the first aerial photography school at Cornell University in Ithaca, New York. One of its first graduates and instructors was 2d Lieutenant George Goddard who pioneered many of the advances in aerial reconnaissance, experimenting with infrared photography, and long-focal length camera lenses. His first job at the new school was to build it. The forty people in the first class were put to work with hammers and saws building the photo labs and dark rooms in Schoellkopf Hall. Using French and British instructors who were familiar with the terrain in the European theater, the course was designed to turn out officers who would command aerial photographic sections so critically needed in France. Every two weeks large shipments of actual photos taken along the front arrived at Ithaca. Goddard gave a picture of one of the teaching methods at the school.

An up-to-date map of the entire battlefield from the English Channel to the Swiss border was located on a long, high wall in the classroom. The map showed in great detail the first, second, and third German trench systems, no-man’s land and the first, second and third English, American and French trench systems. Each day the students would interpret the various pictures with the assistance of the French and British instructors who were familiar with the particular areas along the battle lines. The students would then revise the map and bring it up to date.²

The American Expeditionary Force in France during World War I relied upon its allies for intelligence training, and Americans assigned to intelli-



Arthur L. Wagner

A Brief History of U.S. Army Military Intelligence Training

gence duties like interrogation or creating aerial photo mosaics went to the British Army Intelligence School at Harrow, England. The Americans eventually established their own intelligence school at Langres, France.

Colonel Ralph Van Deman, a believer in intelligence training, organized the first training element, MI-9, as part of his Military Intelligence Division, General Staff, in the summer of 1918. He also recommended that a training facility modeled on the Langres school be set up in the Washington, D.C., area.

In October 1918 the MID published the first Army-wide intelligence training literature titled *Provisional Combat Intelligence Manual*. It was meant for training combat intelligence groups at the infantry division, regimental and battalion levels, after soldiers had received their uniform initial training in Division Intelligence Schools of Application in the United States. This forerunner of the 1940 Field Manual 30 series was also a training supplement to *Intelligence Regulations, A.E.F. 1917*, and other AEF intelligence instructions. It recognized that “originality, inventiveness and adaptability are essential to success in intelligence work,” and therefore recommended that the manual be used as a general guide.³

Before 1918, there was no technical training for intelligence officers. The American Expeditionary Force in France recognized this deficiency and cabled the War Department to ask that intelligence officers be sent to France ahead of their division’s sailing date so that they could attend a special intelligence training course. Initially, the course consisted of a quick visit to the front lines, then enrollment at the AEF General Staff College in Langres, France.

The U.S. Army Intelligence School at Langres began its operation on July 25, 1918, with Major Thomas Carton as director. Its faculty was international in flavor, with one British and two French officers on the staff. With about 11 instructors in all, they taught two six-week classes and one eight-week class, averaging 46 students each, for 46.5 hours a week, Monday through Saturday, and sometimes Sunday. The demand for enrollment far exceeded the number of spaces available because of the demand in the field for trained intelligence officers.

Dennis E. Nolan described in his final report the three main courses of instruction:

1. The detailed study of the enemy army, its organization, recruiting system, strength and location of its units and all matters that would help an Intelligence officer to visualize the enemy’s forces.

2. The examination of prisoners and documents. Theoretically, by means of books and lectures; and practically, by means of the ac-

tual examination of enemy prisoners and documents.

3. Topography, including the study, interpretation and restitution of airplane photographs.

To give the students a rounded though admittedly superficial grounding in military basics, they were also taught about American and allied organization and tactics.

A student could find himself interrogating actual fresh German prisoners, pouring over real captured documents from the front, or studying the German Order of Battle from the Spring Offensive just completed. His school day lasted from 0900 to 2100 hours, with time out for lunch and dinner. On Saturday or Sunday, he could hear a guest lecturer expound on such subjects as “The



A French officer teaches the principles of aerial photography at Ithaca, New

Austro-Hungarian Army,” “Tanks and Tank Tactics,” “German Gas Warfare,” or “Scouting, Patrolling and Trench Raids.”⁴

This system had the disadvantage of taking the officer out of his division for an average of three months and thereby depriving him of the training and staff work he would have received at the division level.

In an article he wrote after the war for a history teachers’ magazine, former Capt. John C. Parish explained the training he got at Langres prior to taking up duties in the G2 shop of the First Army, A.E.F.:

Late in July, 1918, about fifty officers gathered at the high-walled and historic French town of Langres for six weeks of intensive study. The group had been drawn widely from the American Expeditionary Forces. Some men had been called back from the front line in Northern France and Belgium, the mud of the trenches still on their boots; some had come from less active sectors in the Vosges region; others were from more recently arrived divisions still undergoing training in the areas back of the lines.

The instructors were American, British and French officers experienced in the recent operations, and the term comprised six weeks of the most concentrated training. Examinations were frequent and casualties often occurred. The amount of information one had to acquire in that brief time seemed appalling. It was necessary to learn all about the German Army—the organization of staff and line, the details of recruiting, and the stages and classes of service from that of the young boy entering active service to that of

the comparatively old man in the landsturm, the grades of officers and men, the numbers and arrangements of units of infantry, cavalry, field artillery, foot artillery and mountain artillery, the composition of machine gun organizations, jager battalions, engineers and pioneer groups. The officers diligently learned the origin of every one of the several hundred German divisions. They studied the expansion and reformation of the German Army during the war, and tried to memorize the details of their equipment and uniform, their artillery weapons, shells, fuses, gas projectors and a hundred other details.

Aside from the German Army it was necessary to learn to interpret airplane photographs, to use military maps with readiness, to gain familiarity with the theatre of operations, and to learn the routine of intelligence work in regi-

ments, divisions and higher echelons.

Those who were studying for the interrogation of prisoners had the opportunity of practice by catechising groups of actual German prisoners brought back from the front. These interrogations were carried out against time and were excellent training.⁵

The forerunner of the Counterintelligence Corps, the Corps of Intelligence Police, was created in August 1917 to meet a need of the AEF for investigators with linguistic abilities. They would be tasked with protecting the AEF from enemy espionage activities. The training for the first 50 sergeants, many of them European born, began in France under the tutelage of Commandant Walter of the French Surete. It was an educational experience for all concerned, especially for the several members of the corps who were



Students learn about photo mosaics during World War I field training.

A Brief History of U.S. Army Military Intelligence Training

discovered to be French draft dodgers by their French police instructor and thrown in jail. After that initial screening and thinning of their ranks, ten CIP agents were picked to train with the British at Le Havre. A *Syllabus for Instruction of Intelligence Police* was prepared by a British officer which included subjects like “Recognition of the boundary between Military Police and Intelligence Police work” and “the use of tact in dealing with French officials.” About 75 men completed the four- to six-week coursework, as the CIP grew in numbers, and plans were underway in mid-1918 to open a four-week Intelligence School at Bourdeaux. It never materialized, however, and on-the-job training at Bourdeaux had to suffice for most of the CIP men. The British course at Le Havre was the only formal instruction avail-

objecting that training fell within its boundaries alone. MID should not be conducting its own training program.

To solve this dispute, Colonel Dengler was transferred to the Training Branch of the War Plans Division where he would continue to work out the training for “positive intelligence personnel,” and still be responsive to MID requirements.

A few years after the Armistice, Brig. Gen. Marlborough Churchill, now called the Assistant Chief of Staff, Director of Military Intelligence, General Staff, was arguing for the continuance of MI training so that the lessons of the war not be lost. He observed in April 1920 that, “The doctrine and practice of combat intelligence training was evolved in the A.E.F. It is being continued at the present moment in the intelligence course at the General Staff College under Briga-



Army students attending cryptology classes at Riverbank Labs near Chicago pose for their graduation picture, spelling out “Knowledge is power” in Morse code by simulating dots and dashes

able until the end of the war, and it was considered indispensable.⁶

There was little effort within the War Department to provide any training beyond the unit level, and that training mainly concerned basic counterintelligence. To rectify that situation, Colonel F. L. Dengler was returned from France to establish MI-9, the training section of the Military Intelligence Division, and to coordinate training matters with the AEF G-2. He arranged to have combat experienced veterans sent home from Europe to act as instructors in divisions slated for shipment overseas. MID’s creation of its own training section soon ran afoul of War Department turf-guarding, with the War Plans Division

dier General D. E. Nolan, in the Service Schools at Leavenworth under Colonel W. Howell, and by the G-2s of tactical units. It is believed that the proper way to make sure that no useful lessons of the war are lost is to have the general policy concerning intelligence training announced by the Training and Instruction Branch, War Plans Division, after consultation with the Military Intelligence Division, which should be held responsible that nothing is lost that stood the test of actual war in the A.E.F.”⁷

In the postwar Army, intelligence training was to take place in the field rather than at any centralized school, with special courses being offered at the service schools and in the General Staff

College. Churchill described the status of U.S. Army intelligence training in early 1920:

Combat Intelligence and Combat Intelligence Training has been provided for by the creation of the Troop Subsection of the MI5, issue of the Provisional Intelligence Regulations of the A.E.F., and by the detail of department and division intelligence officers who have had G-2 training in France. Division and Department Commanders are charged with the instruction of their commands. The principle of decentralization demands that the War Department give them a free hand in intelligence training which they, more than anyone in Washington, are competent to initiate and to develop.

The intelligence courses at the Service Schools and at the General Staff College are in charge of officers who distinguished themselves in intelligence work in the A.E.F. M.I.D. furnishes them with data and assistance. This is believed to constitute the proper relationship.⁸

His successor in the job of top MI officer in the Army kept up the drumbeat for peacetime MI training. Major General Dennis E. Nolan, Pershing's G2 in France during the war and now, in 1921, the head of the Military Intelligence Division of the War Department, voiced his concern that training for military intelligence would again be ignored, as it was before the war. He wrote, "My fear is that in the pressure of many things, claiming time for training, our Army may lapse into the pre-war days in its attitude toward the whole question of combat intelligence and that information regarding the enemy for our tactical problems and in our maneuvers will be based on the old and easy assumption that all information needed of the enemy is obtained from an enemy inhabitant."⁹

Lt. Col. Walter C. Sweeney played an important part in setting up the Military Intelligence Division of General John J. Pershing's American Expeditionary Force headquarters in 1917. He served with that headquarters until July 1918

when he joined the V Corps and 28th Infantry Division in the fighting. Before the war, the experienced infantry officer had been active in training officers. Wanting to capture the lessons of his World War I experience, he wrote a book about the emerging importance of military intelligence to further the understanding of that craft and its usefulness to commanders. In *Military Intelligence: A New Weapon in War*, published in 1924, he concluded:

One of the most important lessons gained...was that a great loss of efficiency in the military machine was caused by failure to maintain good team play between commanders and their staffs and between members of the same staff. Some officers, who saw more Intelligence staff work than any other kind, have gained the impression that this was particularly true with regard to the relation of Intelligence officers to their commanders and to their coordinate brother staff officers. ...The natural consequence...was...a higher price in human life.¹⁰

As a former trainer, he had much to say about the training that would be required for intelligence officers at the various levels of command. At the General Staff level, he called for all staff officers to be trained in intelligence so that they could be familiar with the matters normally handled by the Acofs, G2, and so that they would be able to "make a critical analysis of the situation, plans and intentions of the enemy."

For Intelligence Service personnel, he thought the instruction should be "uniform in its nature and cover a definite specified field." Although specialized training was a necessity, a certain amount of cross-training was desirable. All the intelligence specialists "must all talk the same language or there will be lost motion and wasted effort."

Recognizing that the intelligence skills needed in time of war would have to come from a pool of experts that were trained in peacetime or that were able to convert civilian skills, he turned to the Reserve and National Guard as a source of

intelligence manpower during periods of crisis. Parallels for this element of his thinking can be found in the modern-day dependence on reserve forces for such experts as linguists.

He called for “ingenuity and care in preparing the course of study.” His experience told him that the best method for training intelligence personnel was what he called “the applicatory system of instruction.” This hands-on approach would require the student to “actually solve his problem or make his report, as he would under service conditions, in accordance with the assumed situation given him in the problem.”

In promulgating these ideas, he was undertaking a futile attempt to formalize doctrinal, organizational, and training tenets for military intelligence in the post World War I U.S. Army. That he did not succeed is not surprising in a military establishment that shrank to negligible levels in the interwar years. That he recognized the essential nature of military intelligence, that is its importance to commanders and organizations is revealing in that he foresaw the U.S. Army doctrine of the 1990s, encapsulated in the phrase “Commanders Drive Intelligence.”

Despite some training successes in World War I and the advocacy of men like Van Deman, Dengler, Churchill, Nolan and Sweeney, the post-war intelligence training was inhibited by the lack of funds and personnel across the Army as a whole. The hopes of MID leaders to establish their own MI Training School after the war were dashed by the drastic drawdown in manpower and budget allocations.

The clash over training responsibilities lingered after the war and into the next decade. MID organized a Training Section (MI-4) again in February 1922 which attempted to supervise and standardize combat intelligence training and conduct a Military Intelligence Reserve Officers (MIORC) correspondence course. With two officers and two civilian clerks, it was to expand on the work of the former Troop Subsection of MI 5 which had been set up in early 1920. The chief of the new training section had to report after its first

fiscal year of operation that “nothing in the way of supervision of combat intelligence training in the Army has been accomplished.”¹¹ But the MI 4 soon began to make headway, recommending that local intelligence schools that were to be organized in the event of mobilization in each Corps Area and Departmental command adopt a standard training outline published by MI 4, a recommendation that most adopted.

In 1924 they published the first *Combat Intelligence Regulations*, and were working on *Tactical Interpretation of Aerial Photographs*, and a *Correspondence Course for MI-ORC Officers*.

The ACofS, G2, War Department General Staff, Col. James H. Reeves, was worried that insufficient attention was being paid by field commanders to military intelligence training and in his annual reports for FY 1925 and 1926 he called for a larger G2 role in writing training regulations and conducting tactical inspections. Those functions, however, would remain firmly in G3. That was the state of affairs in 1931 when one MID staffer wrote, “The state and extent of combat intelligence training in the Army is not known to this branch; as it makes no inspections and receives no training reports.”¹²

Meanwhile, the Army Air Corps was conducting its own training in aerial photography. In 1929 George Goddard reported to Chanute Field, Rantoul, Illinois, to be Director of the School of Photography, Air Corps Technical Command. He described the curriculum.

The course for enlisted students covered a varied curriculum of subjects ranging from mathematics to mosaic making. (The basic photographic course included mathematics involved in photography, the principles of photography, negative making processes, lantern slide making, photographic optics, cameras, practical ground photography, newspaper and commercial photography, copying, filters, the work of the field photographic section and mosaic making.) There was also a nine-month course for a class of officers. Their curriculum was basically the same as that of the

enlisted men, but in addition, they studied practical aerial photography, the military use of photographs, photographic interpretation, and aerial intelligence. Included were approximately 150 hours of air time divided equally between piloting and acting as the photographic observer.

In the training of officers to become photographic pilots and observers, the utmost care was taken in selecting men who had an aptitude for navigation, engineering and endurance flying—rather than the spectacular fighter or attack types. Bomber and transport pilots generally made good photographic aviators, particularly for mapping operations. With our limited number of navigation instruments, it required months of practice and study to become a good photographic pilot.

* * *

Since some of the officer trainees would go on to command photo sections and, both officers and enlisted men alike were required to be proficient in the demanding work involved in every aspect of aerial photography, I stressed innovation in all training. Resourcefulness became the watchword of the school.

For example, in the dead of winter a group of students would be dumped out beside a frozen river. They would have portable laboratory equipment with them. At some point in the next twenty-four hours a plane would fly over and drop rolls of exposed film. Processing the film required cutting a hole in the ice to get fresh water. When the film was developed it was sent back to base by motorcycle. During the exercise the men not only worked under difficult climatic conditions, they also lived under them.¹³

In his book on *Combat Intelligence*, an instructor at the Command and General Staff School at Fort Leavenworth in the 1930s tells us that the U.S. Army doctrine prior to 1932 was based upon determining the “enemy’s probable intentions.” At the Command and General Staff School the doc-

trine was modified to present the commander with only hypotheses based upon capabilities alone, thus complicating the process, but eliminating guesswork.¹⁴ The 1951 field manual on *Combat Intelligence* echoed the 1932 thinking when it cautioned commanders to “be certain they base their actions, dispositions and plans upon estimates of enemy capabilities rather than upon estimates of enemy intentions.” The 1976 edition of FM 100-5, *Operations*, revised Army doctrine to its pre-1932 stance, advising that “enemy intentions must be considered along with capabilities and probable actions,” realizing that capabilities and intentions are mutually compelling.

In 1933 the Military Intelligence Division was busy revamping its extension courses for MI reserve officers. By October of that year they reported that they had revised four courses [Command Staff Functions, Military Intelligence Organization and Functions, Intelligence Documents, and Military Maps] and were working on three more updated courses [Combat Intelligence; Collection, Evaluation and Dissemination of Combat Intelligence; and Map Compilation and Reproduction].

According to the historian of the MID, Bruce Bidwell, the intelligence training activities reached a new low in 1934, when the four officers of the Training Section of the Operations Branch “were chiefly engaged in performing functions connected with mobilization plans, intelligence police, reserve affairs and the domestic subversive situation, rather than those related directly to establishing intelligence training policies or procedures.”¹⁵ Training funds were so scarce that only 17 MI reserve officers could be called up for training in all of the Corps Areas in FY 1934. This situation could only improve in FY 1935.

In 1938 a basic field manual for intelligence was envisioned and its three sections were in final draft. They were: Part One—“Combat Intelligence” (to replace TR 210-5); Part Two—“Tactical Interpretation of Aerial Photographs” (to replace TR 210-10); and Part Three—“Examination of Prisoners, Deserters, Inhabitants, Repa-

A Brief History of U.S. Army Military Intelligence Training

triates, Documents and Material.”

Also in 1938 exams were written to test the language capabilities of MI Reserve officers speaking Dutch, French, German, Italian, Japanese, Polish, Portuguese, Russian, Spanish or Swedish. A year later the Regular Army started a “certified language officer list.”

The Military Intelligence Division issued the first field manuals to be known as the FM-30 series beginning in 1940. They included: FM 30-5 *Combat Intelligence* (17 April 1940); FM 30-10 *Observation* (30 November 1940); FM 30-15 *Examination of Enemy Personnel, Repatriates, Documents and Materials* (22 July 1940); FM 30-20 *Military Maps* (27 May 1940); FM 30-21 *Role of Aerial Photography* (1 November 1940); FM 30-25 *Counterintelligence* (15 February 1940); FM 30-30 *Identification of United States Government Aircraft* (18 September 1940); FM 30-31 *Identification of British Aircraft* (limited edition, 2 December 1940); FM 30-35 *Identification of German Aircraft* (5 July 1940); FM 30-38 *Identification of Japanese Aircraft* (25 June 1940); FM 30-40 *Identification of United States Armored Vehicles* (21 May 1941); FM 30-41 *Identification of British Armored Vehicles, German, Japanese, Russian, Italian, and French* (20 June 1941); FM 30-50 *Identification of United States Naval Vessels* (11 October 1941); and FM 30-55 *Identification of German Naval Ships* (19 June 1941).

Turning to signals intelligence, all SIGINT intelligence training accomplished in the years before World War II was done by the Army Signal Corps’ Signal Intelligence Service which had been founded in 1930 to handle all cryptologic functions for the Army. Under the leadership of William F. Friedman, the SIS published studies on cryptology and developed training courses for reserve officers so that a cryptology manpower pool would be available for wartime mobilization.

William Friedman conducted some short courses in cryptology from 1930 to 1933 despite the absence of funding for any training. He also developed some extension courses for an Officer Reserve Corps program. By 1934 the SIS school was formed with 1st Lt. W. Preston Corderman

as the instructor. Nine regular Army officers would receive extensive training in communications intelligence there by 1941. Signals intelligence field work was brought together in the 2d Signal Service Company established at Fort Monmouth, New Jersey, in January 1939.

Shortly after the Training Branch of the Signal Intelligence Service was formed in 1934, it devised a 16-month, inclusive program of instruction that covered elementary and advanced cipher and code solution, code compilation, machine ciphers, secret inks and code solution in the field. Its school opened on 4 September 1934 with two students and Lieut. Corderman acting as instructor. Other members of the agency gave classes. From 1934-1941, William Friedman wrote six text books on Military Cryptanalysis for extension courses conducted by the Army at universities around the country.

Although the coursework was extensive, only two officers were trained each year beginning in 1935 so that only a few Signals intelligence officers were available on the eve of World War II when vastly larger numbers would be needed.

Prior to World War II, Dwight Eisenhower remembered the “shocking deficiency” in intelligence assets that hampered planning. “The fault,” he said, “was partly within and partly without the Army. The American public has always viewed with repugnance everything that smacks of the spy.” George C. Marshall voiced a similar view of the pre-war situation. “Prior to World War II, our foreign intelligence was little more than what a military attache could learn at dinner, more or less over the coffee cups.” Omar Bradley expressed the problem this way: “The American Army’s long neglect of intelligence training was soon reflected by the ineptness of our initial undertakings [in World War II]. For too many years in the preparation of officers for command assignments, we had overlooked the need for specialization in such activities as intelligence....”

A centralized intelligence training school was proposed during the Army reorganization that followed World War I. The idea was turned down,

but resurfaced just before World War II. An Army conference on training, scheduled for 8-13 December 1941, which would have heard this recommendation for a central Army intelligence school, was cancelled because of the surprise attack on Pearl Harbor.

World War II

World War II was a war in which military intelligence training would come of age. It was a war which saw American intelligence cryptanalysts, like William Friedman with his Signal Intelligence Service, break key enemy codes. It was also the war of aerial photo reconnaissance, and by 1944 over 200 missions were flown and a half-million photos delivered.

Army manuals in 1940 called for specialized intelligence training at the regimental level. It covered a wide spectrum of subjects. Senior NCOs and officers assigned to intelligence duties would first attend a divisional course of instruction which was far-ranging. Intelligence schools at the General Headquarters level were provided for selected personnel who measured up to the "highest standards." They would receive instruction in "various military intelligence activities and detailed instruction on the enemy country and army."

An interesting sidelight on division-level intelligence training occurred during the fighting in North Africa. Frank B. Sargent was a private in the Combined Commando Unit of the 34th Infantry Division. He felt his combat experience could be useful to his comrades and wrote a training pamphlet for his unit entitled, *The Most Common Shortcomings in the Training of Battalion and Regi-*

mental S-2 Personnel, And Some Suggestions to Overcome These. In this document he wrote: "The main thing in training of intelligence personnel is to keep them training all the time. To make them understand the larger points of their jobs and to teach them not to overlook the smaller ones. They have to be kept interested all the time. They 'have to do it themselves.' ...They must know the complexity of the Intelligence system and feel that they are an important cog in it."

Private Sargent's pamphlet came to the attention of Maj. Gen. Charles W. Ryder, his division commander, who passed it on to General Eisenhower. The commander of Allied Forces in

North Africa ordered it published and distributed throughout his command. When General George C. Marshall visited Eisenhower's headquarters, he too was impressed by the work and carried a copy back to Washington for distribution throughout the U.S. Army in 1943.

The Military Intelligence Service, formed in March 1942 and newly located in the Pentagon, was an operating agency of G2 that controlled intelligence work in the Zone of Interior, such as training for combat-bound soldiers in escape and evasion, and the interrogation of high-level enemy prisoners in U.S. prison camps.

The battle between G2 and G3, WDGS, over who had staff responsibility for field intelligence training, which had raged throughout the inter-war years, again surfaced in 1941. Fearing that combat intelligence training was on the decline in the U.S. Army, the G2 issued a memorandum in September 1941 attributing poor quality of training to: "No intelligence plans; too much de-



The Military Intelligence Training Center at Camp Ritchie, Md, during World War II.

pendence on standing operating procedure; and an erroneous conception of Leavenworth's teaching concerning combat intelligence." The Military Intelligence Division gained an undisputed staff responsibility for field intelligence training in July 1942 when newly published AR 10-15 gave the division responsibility for the "preparation of plans and policies, and supervision of...Intelligence Training."¹⁶

The general supervision of intelligence training during World War II rested with the Training Branch of the War Department's Military Intelligence Service. But the real work of training was accomplished at the various schools which exercised a great deal of autonomy in carrying out the instruction.

Now called the Training Group of the Military Intelligence Service, it exercised staff control of the Military Intelligence Training Center, and the Military Intelligence Service Language School, Chinese Language Schools at Yale and the University of California, and the Japanese Language School at the University of Michigan. It was also the point of contact in Army headquarters for training liaison with the Office of Naval Intelligence, Army Air Forces, Army Ground Forces, and the Army Service Forces.

To meet the growing demand for trained intelligence specialists in the field, the Military Intelligence Training Center (MITC) was authorized in May 1942, but did not begin operations at Camp Ritchie, Maryland, until 19 June 1942. It was staffed largely by MID staff and MI Reserve officers. The center's first commander was Lt. Col. Charles T. Benfill, AC. He served concurrently as Chief of the Training Division of MIS and Commandant of the Military Intelligence Training Center at Camp Ritchie, an arrangement that proved unsatisfactory and was discontinued in January 1944. Operating in an old National Guard armory, the MITC trained combat intelligence specialists, just less than 20,000 of them during World War II.

Initially, a school for interrogators, interpreters and translators, the Military Intelligence Training Center expanded its curriculum in October 1942 to include terrain studies, signal communications, staff duties, counterintelligence, order of battle, photograph interpretation, and familiarity with enemy small arms. In February 1944 the Secretary of War gave the center the added mission of training intelligence personnel of divisions. A month-long course was inaugurated in March which taught foreign maps and equipment, enemy tactics, POW interrogation, photo interpretation, counterintelligence, order of battle, staff work, and the employment of specialist intelligence teams.

After graduating from the military censorship school at Fort Washington, Md., and the photo interpreter school at the Camp Ritchie Military Intelligence Training Center (MITC), Capt. Henry Hauser was assigned as an instructor and later Assistant Photo Interpretation Department chief at the MITC. He remembered that in 1943 the average class size for both officer and enlisted was 35. They worked seven days, then got the eighth off, a day they called "Benday" after the school's commander Lt. Col. Benfill. They used German and Italian POWs to instill realism in the interrogator training. After eight weeks the men were formed into photo interpreter teams and assigned to divisions, corps, armies and field armies.¹⁷

Were those MI specialists trained at Camp Ritchie prepared for duty in a combat theater of operations? A poll of 76 European Theater of Operations G2s taken after was unanimous in calling the training received at the Military Intelligence Training Center "well planned, but inadequate to prepare intelligence specialists to enter upon their work in the European Theater of Operations."¹⁸ Many of the graduates of the MITC had not received any basic military training and, as a result, were regarded as poor soldiers lacking discipline.

But the school at Ritchie did apparently give them confidence in their intelligence abilities as

their morale was reported to be high when arriving in the Europe, and it was reported that “the intensive course offered at the Military Intelligence Training Center...give most of the graduates a great measure of inspiration and enthusiasm for their work.” To give them the added knowledge and skills for intelligence work in a combat zone, a training program was set up in the spring of 1943 under the general direction of the Training and Operations Branch, G-2 Section, European Theater of Operations.

The Field Interrogation Detachment took charge of the in-theater training of POW interrogator teams and MI interpreter teams, which would eventually incorporate actual prisoners of war. The Home Forces Intelligence Detachment, later known as the Photo Intelligence Center, based in England took responsibility for training newly arrived photo interpreter teams. Most of the instruction was provided by British and Canadian staff in the early days. Incoming order-of-battle teams got their training from the Order of Battle School, a subsidiary of the Military Intelligence Research Section, G-2, from January to October 1944, and after that from the Order of Battle Center that was relocated to France. They offered a nine-day basic course in German order of battle and a six-day course in the interpretation of enemy documents.¹⁹

The strength of the U.S. Army in 1939 was 189,839. By the end of 1941 it numbered 1.6 million. The challenge of mobilizing, equipping and training this burgeoning force was met by the Army as a whole and by the Counter Intelligence leadership in particular. The Corps of Intelligence Police saw its circa 40-agent force grow to 1,026 after Pearl Harbor, and reach 7,500 by war's end.

In February 1941 training began at the Corps of Intelligence Police Investigators Training School in a single room at the Army War College located at Fort Leslie J. McNair. The first class of 188 men were taught by five full-time instructors whose mimeographed lectures became the training texts. The school's graduates would be responsible for internal security in the Army. The

curriculum, which used the FBI basic courses as a model, was geared to criminal investigation with 61 courses being taught, addressing among other things the principles of observation and description, espionage and counterespionage, bombs, sabotage devices and undercover work.

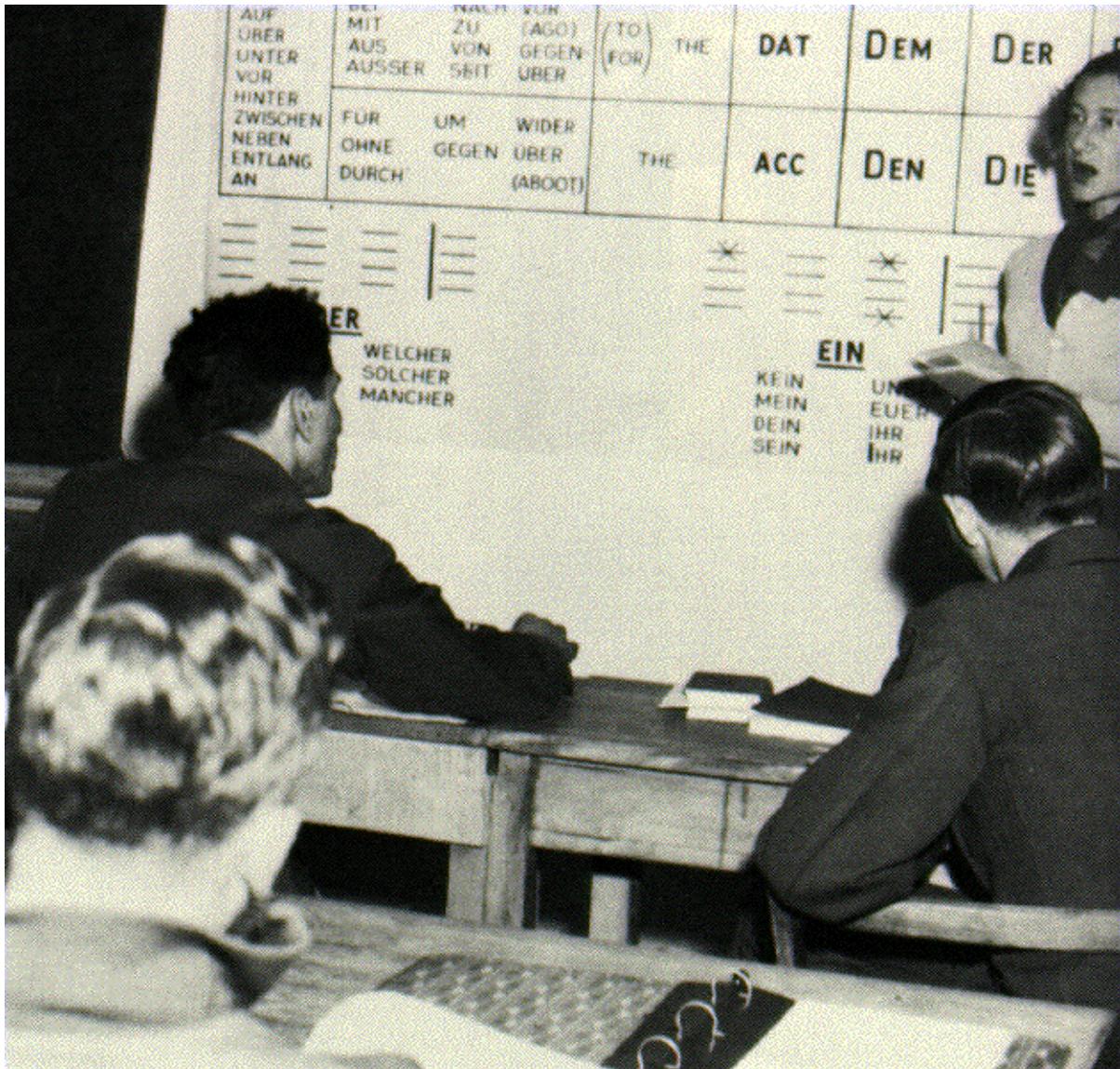
The CIP school soon outgrew its single room and spilled over to other sites in the Washington area. Permanent quarters for the school were found at the Tower Town Club, a hotel in Chicago's Loop, and training began there in November 1941. With the 1 January 1942 redesignation of the Corps of Intelligence Police as the Counter Intelligence Corps, the school on Michigan Avenue was renamed the CIC Investigators Training School.

Agent William Attwood wrote about that early CIC Training:

In Chicago, in June of 1942, six months after Pearl Harbor, I was one of a detachment of some 30-odd agents from the Army Counter Intelligence Corps assigned to take an FBI course that, like so much of my subsequent military training, taught me very little that I would ever again put to use, in or out of the service. In Chicago we learned, among other things, how to pick locks, practice judo, lift fingerprints, make plaster molds of tire tracks, forge documents, and tail suspects. The last of these activities, dubbed surveillance, was the centerpiece of our final exam....

Although we were all sergeants, our uniforms in Chicago were army-issue civilian clothes, purchased by voucher at government-approved outlets. We were therefore identically attired in tan gabardine suits, button-down white shirts, plain-toed brown shoes, and inconspicuous ties....

Our Chicago bivouac was a former YMCA building near the Water Tower on North Michigan Avenue. There were classrooms, a cafeteria, a gym, and double-decker bunks in the single rooms. Also, this being a U.S. Army installation, a formation was held



The 7712th Intelligence School in Oberammergau, Germany after the second world war.

early every morning on the sidewalk. Passers-by were naturally puzzled to see a platoon of apparently able-bodied young civilians in gabardine suits being put through close-order drill by a uniformed lieutenant.²⁰

Having moved in November 1942 to better accommodations on Chicago's South Side, the school became the CIC Advanced Training School, with basic CI training being accomplished in departments and service commands.

One example of a Service Command preliminary training school was the Third Service Command CIC Training School conducted in the

former dormitories of Goucher College in Baltimore, Md. This extract from the *History of the Counterintelligence Corps* explains the scope of the preliminary training:

The theory behind the Third Service Command School curriculum was that CIC training fell into two primary classifications: military and investigative. The military aspects were to be obtained at Basic Training Centers in order that an agent could function properly when assigned a military mission. The investigative aspects were the responsibility of the Counter Intelligence Corps. The

Service Command felt that it should provide the basic investigative training and the apprentice training in a field office. Further specialized and advanced training was considered the province of CIC Headquarters and the War Department.

Upon completion of this course, the trainees were sufficiently well educated in investigative procedures to begin work as apprentice agents in Service Command field offices. Under the guidance of a special agent, each newly trained agent was given practical experience for four weeks. After showing himself to advantage during this apprenticeship period, the agent was advanced to the title of special agent and became eligible for further training at the CIC Advanced Training School in Chicago.²¹

In order to ready CIC agents for combat duty, a CIC Staging Area was established, first at Army Air Base, Logan Field, Baltimore, in June 1943, then at Fort Holabird in August. To assist the CIC in performing its overseas mission, officers and a few enlisted men, were enrolled in the General Intelligence Course at the Military Intelligence Training Center at Camp Ritchie, Md. World War II agents also received specialized training in languages, mainly through the Berlitz Language Schools in Chicago, Baltimore, New York, and San Francisco. Some German instruction was given at the University of Pennsylvania in a program set up by Professor Otto Springer.

In April 1942 the first MI Officer's Candidate School opened at the Illinois Women's Athletic Club in Chicago, training and commissioning 30 candidates after an eight-week course. The school was discontinued after that first and last class, it having been determined in Washington that the Military Intelligence Division did not have a sufficient demand for officer personnel to justify a MI Officer Candidate School.

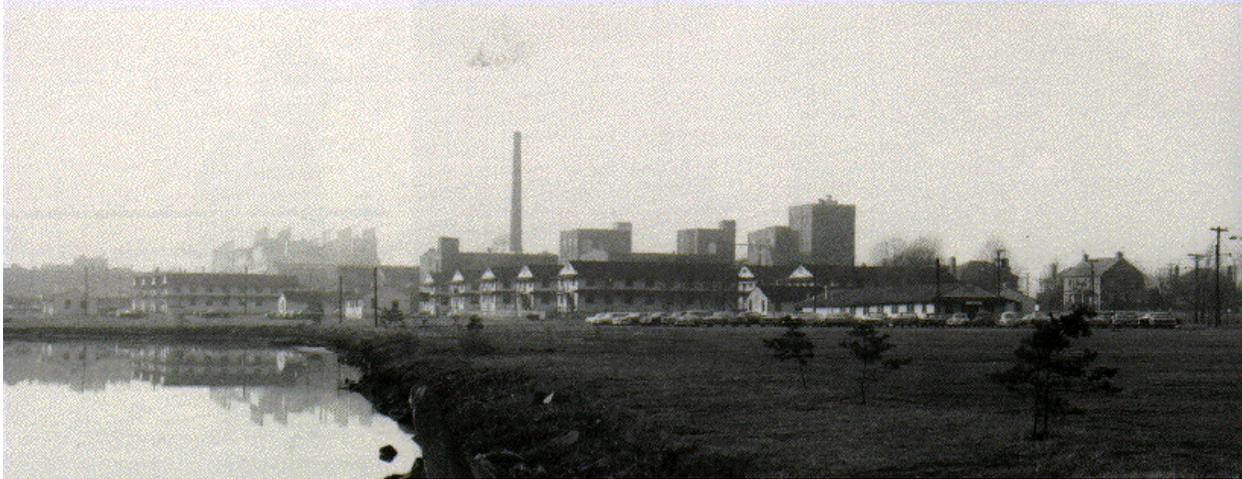
The Fourth Army opened its language school at the Presidio of San Francisco in the Fall of 1941 to teach Japanese. The school was moved in May 1942 to Camp Savage, Minnesota, and

placed under the command of the Military Intelligence Service. In August 1944 it moved again to Fort Snelling, Minnesota. The school was credited with graduating 4,800 Japanese linguists during the war. Russian and Chinese language specialists were trained at various universities under MIS supervision. The MIS also trained 1,750 censorship specialists at Fort Washington, Maryland.

With the outbreak of the war, the signals intelligence effort burgeoned and large numbers of trained personnel were needed. The Signal Intelligence Service, which would undergo several wartime name changes and emerge in the summer of 1943 as the Signal Security Agency, began its schooling for officers at the Cryptographic Division, Fort Monmouth, New Jersey, on 10 March 1942. After ten weeks the first fifteen officers were graduated and transferred to the Army Air Force for cryptographic security duties. The accelerated demand for officers necessitated operating the crowded Fort Monmouth classrooms in two shifts.

Enlisted training in Cryptography and Cryptanalysis began in July of 1940 at Fort Monmouth, with a dozen men attending classes that lasted for less than one week. Technical Sergeant Max Leighty presided. This evolved into an Enlisted Cryptographic School on 1 March 1941, designed to train expert cryptanalysts. Twenty-six regular army students and three draftees were enrolled in April and May. In December the Cryptographic School was redesignated the Cryptographic Division of the Enlisted Men's Department, Signal Corps School. The officer in charge was Leighty, newly commissioned a second lieutenant. By January 1942 the school's student capacity was 150 and the course was cut from 48 to 26 weeks.²²

On 2 October 1942, the Cryptographic Division of the Eastern Signal Corps School, with its 39 officers and 226 enlisted men, was transferred from Fort Monmouth to Vint Hill Farms. It trained both officers and enlisted. It became known as



Fort Holabird in the industrial suburb of Baltimore, Md.

the Signal Corps Cryptographic School. Here, too, two shifts had to be conducted until the buildings under construction could be completed in May 1943. In 1943 it trained 230 officers and 2,299 enlisted students. After June 1944 it would be known as the Vint Hill Farms School. To one enlisted signals intelligence specialist it would be remembered as the “Third Battle of Manassas.” The scope of the training required increased planning and coordination. A Director of Training was set up in the Signal Security Agency in March 1943 with Maj. Frank B. Rowlett at its head. The Training Branch operated a Civilian Training School at Arlington Hall Station, which had begun in 1939 at the old Munitions Building in Washington. It also ran the Signal Security School, as the extension courses and correspondence courses were called.

Some understanding of the methods and training devices can be gained from a history of the Training Division published in 1945. Using reports from the theaters of operation, the staff attempted to keep courses current and to find strengths and weaknesses of the training.

The methods of instruction have varied with the different courses. Originally, when adequate time was available, emphasis was placed on individual study. However, as demands for commissioned personnel in-

creased, it was necessary to speed up the courses. Lectures, demonstrations and individual and team solution have been the principal methods of instruction used in cryptanalytic and traffic analytic courses. Lectures and independent study have been the principal methods of instruction used in the cryptographic equipment maintenance courses. ...With the exception of the normal field and technical manuals used for general military training, all training has been based on special texts, documents, devices, charts, mock-ups, etc., prepared either by Signal Security Agency or by the instructional overhead of the school.²³

Tactical signals intelligence training was done under the control of the Signal Security Agency (formerly SIS) at Camp Crowder, Missouri, and Fort Monmouth, New Jersey.

The Army Air Forces conducted their intelligence training at Harrisburg, Pennsylvania.

It is interesting to note that, as the war drew to a close, planners in the Military Intelligence Service were recommending a peacetime organization for MI, based on the principle that “an effective and efficient system cannot be improvised after a war begins.” One of the unique concepts to come out of the proposal for a post-war military intelligence organization was the creation of a “Military Intelligence Corps.” Quoting from the



Revere Hall at the U.S. Army Intelligence School, Fort Devens.

Military Intelligence Service official history:

The Corps was designed as a means of securing and maintaining a body of trained intelligence personnel for the various activities of the Military Intelligence Service. It was proposed that it be made up of regular and reserve officers and a component of enlisted men. Wherever expert intelligence personnel were needed, they would be drawn from the Military Intelligence Corps. For their training, they would attend a Corps school.... They would be rotated throughout the various activities of intelligence to gain experience and to maintain their status as professional intelligence officers.²⁴

Civilian employees would also be trained and rotated in intelligence assignments to make them an adjunct to the Corps. The proposal had no chance of being adopted, however, in the post-

war climate of demobilization.

The Military Intelligence Training Center at Camp Ritchie was phased out after the war. But training resumed in counterintelligence at Fort Holabird in 1945. A Strategic Intelligence School was opened in Washington, D.C., in 1946 to train the Army's attaches. Overseas, training continued at places like Oberammergau, Germany, a facility run by the 7712th Intelligence School. The school was housed in a former SS barracks.

The closure of the MITC at Fort Ritchie left the Army Ground Forces without any intelligence training. Its commanding general, Gen. Jacob L. Devers, first activated an intelligence school at Fort Benning, Ga. in October 1945 to alleviate that gap and capture the lessons of World War II. The following month it was moved to Fort Riley, Kansas, to operate under the administrative pur-

view of the Commandant, The Cavalry School. There, in the Winter and Spring of 1946, it was organized into three departments: General Subjects, Photo Interpretation, and Order of Battle. Recognizing the close coordination needed in air and ground intelligence operations, it established a Department of Aerial Reconnaissance on 1 July 1946, subsuming the old photo interpretation department as a section and adding a section emphasizing air intelligence. The Department of General Subjects added a special projects section to handle Army extension courses and training literature. A new Department of Order of Battle and Interrogation of Prisoners of War revamped the old Order of Battle section and added a section on interrogation and exploitation of enemy documents.

In January 1946 Lt. Col. Hauser began a 12-year stint as Chief Instructor of the Army Photo Interpreter Department. Along with several other officers with extensive World War II intelligence experience, he first attended the Intelligence Department instruction, graduating in 1946 from the first Officer Intelligence Course.

A program published for the opening of The Intelligence School on 1 July 1946 claimed that it was the “first institution of its kind organized within Army Ground Forces. It grew from the combat experiences of World War II which showed that few officers or men were ready to assume the staggering jobs of intelligence activities in modern war.”²⁵

A full schedule of intelligence courses officially began in September 1946, but two interim classes were conducted before that and a special short course in photo interpretation. These first classes graduated 70 officers and 78 enlisted men qualified to perform intelligence duties in divisions and smaller units. Eight officers and 16 men were trained to function in order of battle teams, and 16 officers and 27 men were given photo interpretation schooling.

For its faculty, the Intelligence School sought only combat-experienced officers with extensive intelligence experience. Their branch was

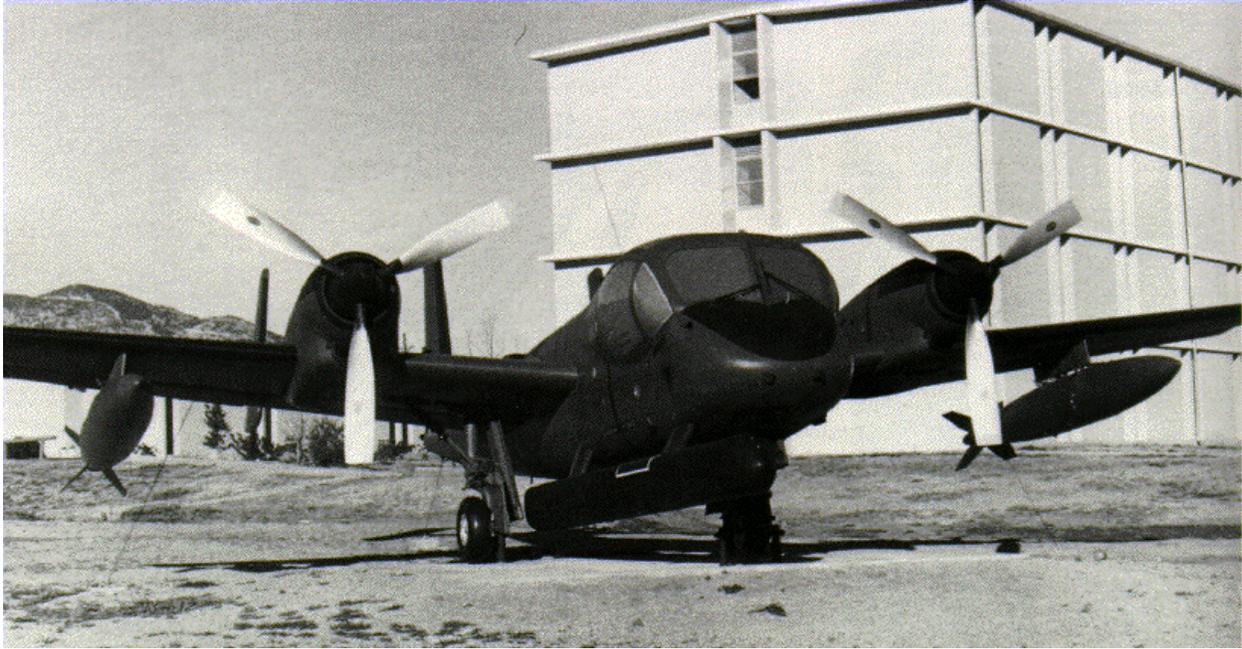
immaterial. The turnover of new instructors was high due to the army’s drawdown and readjustment of its personnel.

The Cavalry School taught a preparatory subcourse in reconnaissance, scouting and patrolling that lasted for six weeks. Upon completion of the subcourse, officers began a 12 1/2-week Officers’ Intelligence Course at The Intelligence School. Upon completion the graduates were considered to be able to function as G-2s or S-2s. Three courses were conducted in the school year beginning in September. A seven-week course was instituted to train enlisted photo interpreters and a course of the same length turned out interrogators and analysts. The curriculum assumed that “in future emergencies...there will be an immediate shortage of personnel on the ground for action. ...Hence, all instruction is conducted to prepare graduates to act as instructors in their skills in the field.”²⁶

In 1948 two instructors at the Command and General Staff College, Robert R. Glass and Phillip B. Davidson, published their book *Intelligence is for Commanders*. They wrote it, they said, to make the point that “Intelligence is not an academic exercise nor is it an end in itself. The prime purpose of intelligence is to help the commander make a decision, and thereby to proceed more accurately and more confidently with the accomplishment of his mission. This thought is the keynote of tactical intelligence.”²⁷ The authors planted a doctrinal seed which would germinate 40 years later as the U.S. Army’s official intelligence doctrine.

Korean War

The emergency anticipated by The Intelligence School planners came in June 1950 when the Soviet-backed North Korean Communists attacked the Republic of Korea. As intelligence specialists were graduated from The Intelligence School, they were shipped to Korea to MI units which supported tactical units. Detachments of MI specialists, CIC, and ASA personnel were at-



Riley Barracks, the headquarters for the U.S. Army Intelligence Center and School in 1976.

tached to each division.

If the seeds of MI training can be said to have been planted during World War II, the roots took hold after the Korean War, a war in which intelligence training was woefully inadequate.

Holabird

The first root of the Military Intelligence training network went to ground at a place familiar and dear to three generations of intelligence soldiers, a place called Fort Holabird. Holabird got its start as a Quartermaster Depot on 2 January 1918, when it was given the job of serving the Motor Transport Corps. Since 1945 the Army had been using the Holabird site to teach counterintelligence.

On 1 May 1955 the Combat Intelligence School at Fort Riley merged with the Counter Intelligence School at Fort Holabird. Lt. Col. Henry Hauser moved the Photo Interpretation Department to Maryland. He did not like the new facilities. He said, "Fort Holabird was a very small post adjacent to a cheap factory that had a brewery in it at one time. There were no buildings adequate for

classrooms, so when I was moving the photo interpretation department there, we were moved into a building next to the brewery. It wasn't very good. There wasn't any terrain for field problems. You had to go to Camp A.P. Hill, Virginia, to set up installations to photograph and train our students."²⁸ But, for the first time, the intelligence soldier had a place, such as it was, that he could identify with.

For the Military Intelligence student, the process of identifying with Holabird was not always without trauma. It was a greasy, industrial kind of place. But however modest, Holabird was a beginning. It could be said that MI within the U.S. Army was coming of age. It had pushed up through the topsoil and was enjoying its time in the sun.

One graduate of the MI Officers Basic Course at Fort Holabird in the summer of 1972 left this record of his MI training experience:

Fort Holabird, located in a bleak industrial neighborhood of Baltimore called Dundalk, was the home of the MI branch in the 1960s. It was there that presumably we would be initiated into the arcane rituals, cus-

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toms, and operating procedures of military intelligence. The course lasted only about a month, however, and I found too much of it to be disappointingly irrelevant to my assignment to Vietnam.

We sat in closed classroom buildings day after day, watching poorly produced slide shows and listening to lectures intended to familiarize us with the purposes, organizational structures, and techniques of our craft. The first thing we learned was the difference between information and intelligence—and the difference in our branch between those who simply collected information, and those who

turned it into intelligence by analyzing it. I could tell right away that I was destined to dwell at the bottom of this figurative food chain. A combat intelligence officer, that is, a graduate of the MI branch Basic Course at Fort Holabird, was by definition only a generalist. He might be qualified to collect data from a variety of human and/or electronic sources, but the transformation of that raw data into assessments of enemy capabilities and intentions would be reserved for higher-ups with either more rank or more extensive training. Fort Holabird was just a boot camp for MI.



The first classrooms at Fort Huachuca were wards of a World War II temporary hospital.



The first new construction for the Intelligence Center and School came in 1983 with the complex containing Alvarado, Walker and Mashbir Halls.

As the beautiful autumn days went by outside, we studied the “intelligence cycle”—how the essential elements of information (EEI) a commander needs to know are developed, collected, reported, disseminated, analyzed, and finally applied. From a progression of seemingly endless line-of-block charts, we learned the basic organization of both civilian and military intelligence agencies in the U.S. and around the world, especially those in the Communist bloc.

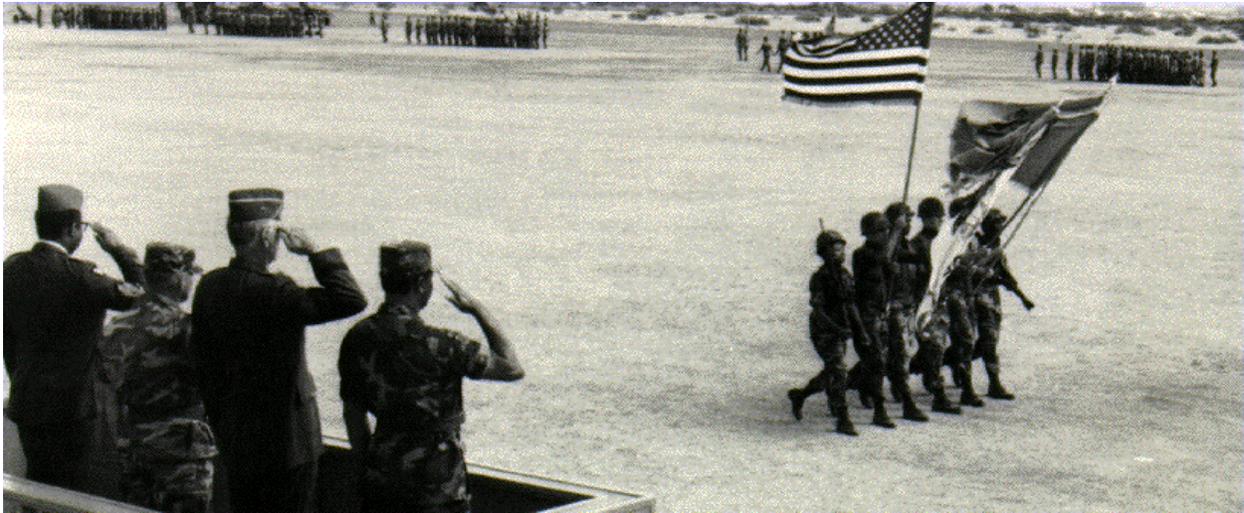
We were introduced, but only sketchily, to the functions of various component parts of our branch—counterintelligence, image interpretation, electronic surveillance, and technical intelligence (examining foreign equipment and material). We were issued copies of the basic MI bible, the FM 30-5 field manual, and told to commit most of it to memory. We were taught the fearfully strict

set of rules about handling and protecting classified documents, and told all about confidential, secret, and top-secret clearances granted to people at different levels of the intelligence community.

...My hopes of learning the more adventurous tricks of my chosen trade, like lockpicking, microfilming valuable enemy documents and seducing gorgeous foreign agents were dashed, however. The courses at Fort Holabird were straightforward and decidedly unexciting.²⁹

While all this was happening in Maryland, a second anchoring root of the intelligence training system was concurrently taking hold in Massachusetts. Fort Devens was established in 1917 to mobilize and train the 76th Division.

The Army Security Agency, created in September 1945 to assume the mission of the former Signal Intelligence Service, opened a training



The colors pass in review at ceremonies marking the activation of the Military Intelligence Corps in 1987.

school at Vint Hill Farms, Virginia, during the war. The school was moved to Carlisle Barracks, Pa., briefly, and finally to Fort Devens in 1951, where it was the Army's mainstay for cryptologic training. In 1957 it was renamed the U.S. Army Security Agency Training Center and School. It became part of the Army Intelligence Center and School in 1976. The U.S. Army Security Agency school at Fort Devens injected realism into its training with its "Vietcong" demonstration platoon and a mock Vietnamese hamlet.

The year 1967 was the genesis of a dream for the men and women of the intelligence community. The Army Chief of Staff Harold K. Johnson approved on 1 July the recommendations of the Norris Board, a body specially created to look at the Army's intelligence programs and organization. As a result, the old Army Intelligence and Security Branch, which had included the Army Security Agency, now became the Military Intelligence Branch. The MI mission changed from one of combat service support to combat support. Now the Army began studying the possibility of moving the Intelligence School from Fort Holabird and centralizing the training for the many intelligence specialties.

Training requirements were increased in 1962 when the intelligence function, which had been performed by officers and men from other Army

branches, got its own MI branch. The school at Holabird, hemmed in by industrial complexes and overcrowded by the increased demands of the Vietnam War, was now clearly inadequate. In early 1969, the Assistant Chief of Staff for Intelligence, Maj. Gen. Joseph A. McChristian began to brief an idea he had for an Intelligence Center and was given the go-ahead to implement the plan by Gen. William C. Westmoreland, the Army Chief of Staff. In February 1970 the Blakefield Board, named after its chairman Maj. Gen. William Blakefield, commandant of the Intelligence School at Holabird, recommended that Fort Huachuca be the site for that center.

During the Vietnam War, intel doctrine, assets, and technology proliferated, calling for specialized training over a wide ranging spectrum. A host of innovations made intelligence training for a greater number of soldiers an imperative.

Huachuca

There were three separate intelligence schools in 1970. There was the Army Security Agency School at Fort Devens, the Intelligence School that was at Holabird, and the Combat Surveillance and Electronic Warfare School at Fort Huachuca. General McChristian felt that "over the years as these schools were separated..., that



Nicholson Hall, part of the new Base Realignment and Closure construction that accommodated the consolidation of the school at Fort Devens with the Intelligence Center at Fort Huachuca.

not only were we failing to have people in intelligence train together and work together and exchange ideas together, but we were bringing about a split in the...Military Intelligence Branch itself.”³⁰ He elaborated upon his concept for a home of Military Intelligence.

...I thought if we can bring one of each type of intelligence unit and put it at a home, they always know to come back to that home; unless they are needed elsewhere to perform a mission....

And then you have a...young lieutenant, coming to that basic course we needed so badly, and which I must state here could not in my judgment have ever been conducted at Fort Meade or Fort Holabird. We needed so badly to take those young men we were going to train and say “Here are all the various types of intelligence equipment from sensors on the battlefield to planes in the sky, and others, of which you need to know the

limitations and capabilities, to be able to work with the tactical units you are going to support.”

This is not available today in our Army at any one place. It is better at Huachuca today than it was at Holabird, because we have two schools together. We do have open spaces, we can take people out and turn on radars; we can do a lot more.

...My concept is basically this: A home where all intelligence schools, all intelligence units, and all intelligence activities of the Army that are not required to be located someplace else, are established for the first time in our history where they can work together, and find out how one can help the other; because it is team work, you do not do intelligence in compartments. They must help each other on the battlefield.³¹

Basing his opinions on 38 years in the Army during which he rose from private to major gen-

eral, serving as Chief of Intelligence for General George Patton's Third Army, the head of intelligence for General William C. Westmoreland in Vietnam, and, just before his retirement in 1971, the Army's Assistant Chief of Staff for Intelligence, McChristian told a congressional subcommittee that he believed strongly "that there is no staff function more important to a decision-maker than intelligence. Knowledge is a big factor of power."

McChristian visited Huachuca in March 1969. He said, "When I arrived there and saw Huachuca, I said, 'Gee, if we could have this entire post as an Intelligence Center, it looks good to me.'" Upon his return to Washington, he briefed the Vice Chief of Staff of the Army and told him that Huachuca seemed a good candidate for an Intelligence Center. There were other candidates—Fort Riley, Kansas, and Fort Lewis, Washington. Huachuca had the advantage of a larger area in which to train and an uncluttered electromagnetic spectrum.

But like any transplanting operation, the transfer of the Intel School to the high desert of the Southwest would not be simple. There was the question of water. It was originally thought that there would not be enough to sustain the added population. And the facilities at Huachuca were primitive: A vacant World War II station hospital and barracks built in 1940. But a decision was made by the Army Chief of Staff in November 1970. General Harold K. Johnson directed the Army's Intelligence School be moved from Holabird to Fort Huachuca and renamed. Fort Huachuca became the "Home for Military Intelligence" on 23 March 1971 when the Intelligence Center and School was officially created.

Opposition to the move to Huachuca was led by Congressman Clarence D. Long, a Democrat from Maryland, who understandably was moved by the loss of Fort Holabird in his district, and the chairman of the House Armed Service Investigating Subcommittee on Relocating the U.S. Army Intelligence School...to Huachuca, Repre-

sentative Otis G. Pike from New York, who one Army general compared to Joseph McCarthy for his zeal in attacking the Department of the Army.³²

Long wondered how the Intelligence School in the Arizona desert would "attract qualified people to work in that sparsely populated area."³³ There were also the real problems of housing shortage and insufficient water to support the larger population, although the water problem subsequently proved to have been grossly exaggerated.

Congressman Pike tried to undermine the reasoning for choosing Huachuca based on the absence of electronic clutter. In questioning Maj. Gen. Linton S. Boatwright, who had chaired a Long-Range Stationing Study, he asked, "If anybody ever got mad at us down in Mexico could they not generate quite a lot of electronic clutter?" General Boatwright replied that "if the Mexicans turned against us they could, yes."

The Intelligence School completed its move from Holabird to Huachuca in September 1971. It was a *fait accompli*. The House Subcommittee which investigated the move a year later could only fume that the Army "failed to consider the cost of the relocation at Fort Huachuca and the resource problems which existed at that post." The subcommittee concluded that, "while Fort Huachuca does provide larger training areas which permit exercises with electronic equipment and aircraft, it falls far short of the Center conceived by Gen. McChristian. ...It appears that is a high price to pay for the luxury of not admitting a mistake in the selection of Fort Huachuca."³⁴ The school grew with the addition of a school support element in 1972, and the Military Intelligence Officer Basic Course.

Following a March 1973 reorganization, the Intelligence Center and School acquired the U.S. Army Combat Developments Command Intelligence Agency and in July took over the U.S. Army Combat Surveillance and Electronic Warfare School.³⁵ Now the school had added the mission of combat development as it related to intelligence doctrine, organization, and material studies. It became the proponent for surveillance,

target acquisition, and night observation operations, known as STANO. The school offered 39 various courses of instruction, including the MI Officer Basic Course and the MI Officer Advanced Course. Its expanded role called for a higher graded commandant and on 7 May 1973 Brig. Gen. Harry H. Hiestand became the first general officer to command the Intelligence Center and School. He found the most significant achievement during his tenure to be “our recognition as the Intelligence Center for the United States Army.”

But the facilities did not grow with the mission. A student coming to Fort Huachuca in the 1970s would attend class in those World War II cantonment buildings that were hurriedly built in the 1940s as a temporary station hospital.

An Intelligence Organization and Stationing Study, ratified by the Army leadership in 1975, paved the way for the eventual consolidation of MI training at the Center and School. The Army Security Agency Training Center and School and the ASA Combat Development Activity at Fort Devens were transferred to the U.S. Army Training and Doctrine Command control and that headquarters, in turn, placed those organizations under the command of the Intelligence Center and School in October 1976.

Now intel training was indeed consolidated under one organization, but the sites for that training were still scattered at four separate campuses—Fort Huachuca, Fort Devens, Goodfellow Air Base, Texas, and the Naval Technical Training Center at Corry Station, Florida. The U.S. Army Intelligence School at Fort Devens handled the intelligence and electronic warfare training for both officer and enlisted personnel, relying for help on its two detachments at Goodfellow AF Base and Corry Station, Florida. The U.S. Army Intelligence Center and School taught the MI Officer Basic and Advanced courses, courses in combat intelligence, tactical reconnaissance and surveillance, and counterintelligence.³⁶

Also in October 1976 the school took over for its headquarters a building known as Riley Bar-

racks which had been built a few years earlier as a barracks for Fort Huachuca’s Troop Command. It was a definite improvement, not only for the command group which was instaled there, but for the students who would be billeted in these more acceptable accommodations.

In 1975 a concept was introduced at the Intelligence Center and School that would change the way the intelligence professional provided information to the commander. Called Intelligence Preparation of the Battlefield, it was a systematic and standard way of collecting and managing information on terrain, weather, and enemy doctrine in order to elucidate the enemy’s probable courses of action. It better supported the commander through all phases of hostilities and provided a picture in a graphic rather than a narrative mode. By 1982, Intelligence Preparation of the Battlefield was incorporated as doctrine in FM 34-1, *Intelligence Electronic Warfare Operations*, and taught at the school. A digitized terrain data base was developed to incorporate IPB into the All-Source Analysis System.

Beginning in 1977, TRADOC authorized a position in the grade of colonel known as TRADOC Systems Manager for each of the Army’s new weapons and equipment systems. In the beginning, three TSMs were assigned to the Intelligence Center and School. The TSM was responsible for managing a specific system from its inception to fielding. He would oversee the development, testing, production and fielding of an item of equipment and act as TRADOC’s single representative with the contractor and interested Army staff agencies. But the TSM also reported to the Commander of the Intelligence Center and School. The TSM program put the Intelligence Center and School at the center of IEW systems development and gave it a voice in IEW systems innovations and doctrine.

The landscape was beginning to change at Huachuca. Phase I academic facilities of the U.S. Army Intelligence Center and School were completed in October 1980. This phase encompassed four buildings and two parking lots, and cost ap-

proximately \$6.2 million. They are known today as Alvarado, Sisler and Walker Halls. The complex took on the appearance of a sapling that had weathered the Arizona drought.

The Intelligence Center and School acquired a larger share of the training mission in 1982 when it took over from Fort Devens SIGINT and EW training for officers, known as Specialty 37. This followed a Review of Education and Training for Officers (RETO), a comprehensive look at the jobs a MI officer would have to perform, called for by TRADOC. It determined that MI lieutenants and captains needed to be trained in tactical intelligence derived from all sources. The instruction in tactical intelligence (Specialty 35A); imagery intelligence (Specialty 35C); counterintelligence, human intelligence, and signal security (Specialty 36); and signals intelligence and electronic warfare (Specialty 37) could best be accomplished at a single location—Fort Huachuca. The transfer of Specialty 37 courses allowed Fort Devens to concentrate on the increased training requirements for the enlisted career management field 98, while at the same time giving Huachuca the ability to initiate tactical all-source intelligence training for company grade officers.

In 1983 construction was begun on another multi-building complex. Two buildings were in use by the end of 1984 and the third by the spring of 1987. The last mentioned was the \$9 million Strategic Interrogation Debriefing Facility named Mashbir Hall.

The Vice Chief of Staff of the Army approved in 1983 an MI unit for Fort Huachuca. The 1st School Brigade, which had provided command and control for the 2,000 soldiers assigned to the Intelligence Center and School since 1973 was redesignated the 111th MI Brigade (Training) on 17 March 1987. The unit allowed more hands-on training, field training and training realism for MI soldiers.

In 1984 the Intelligence School conducted a detailed study on the role of female soldiers in MI. The goal of the study, according to Maj. Gen. Sidney T. Weinstein, was to “maximize the role

of women while at the same time assuring career opportunities and assignment variety for both males and females.” The study looked at both officer and enlisted jobs that could be filled by women. By 1988, the MI Corps was recommending opening some 400 positions in tactical, forward-deployed CEWI units to women to give them tactical experience and a more equitable rotation between tactical and nontactical units.

Funding was approved and plans were underway in 1984 to build an 3,800 square foot addition to Riley Barracks that would house the headquarters of the Training Support Company (CEWI). Congressional approval was received for a new HUMINT academic building.

In 1985 the center and school added the proponency for the Remotely Piloted Vehicles/Unmanned Aerial Vehicles (RPV/UAV), the Joint Surveillance Target Attack Radar System (JSTARS), and the All-Source Analysis System (ASAS), thereby taking a wider responsibility for Intelligence and Electronic Warfare (IEW) assets. At the same time it also gained the responsibility for battlefield deception and battlefield weather operations, projecting large increases in the training load.

At the end of his tour in July 1985, General Sidney Weinstein said that he was “confident that we are sending the best trained MI soldiers that the Center and School has ever produced to tactical and strategic assignments throughout the world.” He went on to say that he was just as proud of all that had been done “in the development and fielding of IEW systems and equipment and work on the design of the proper MI force structure.”³⁷

It was at this time that the training of MI student officers and NCOs was enhanced through the development and use of an automated division-level simulation called the G2 Workstation. When the workstation began operation in 1984, the initial focus was on automation support of intelligence functions of the G2 Workstation into a training simulation for intelligence operations began in 1985. The workstation simulated the

functions and operations of the division intelligence system in a classroom environment. Players participating in a G2 Workstation exercise conducted all phases of the intelligence cycle as they would in the field with the exception of the actual collection of intelligence data.

On 30 April 1986, Maj. Gen. Julius Parker, Jr. broke ground near Cushing Street to begin construction of a new general instruction building. The 40,000-square-foot facility contained fifteen classrooms for human intelligence training, which would become known, upon its completion in September 1987, as Tallmadge Hall.

On 31 August 1987, a \$5 million contract was awarded for the construction of the All-Source Analysis Training Center Facility that would automate manual methods of training. The 65,000-square-foot general instruction building would contain twenty-two classrooms, administrative and support space and laboratories. It was completed in 1990 and called Rowe Hall.

The Military Intelligence Corps was activated on 1 July 1987. Maj. Gen. Julius Parker, Jr., described the goals and impact of the new corps. For the first time, "it bound soldiers and civilians, active and reserve component alike into a regimental organization proud of its heritage and committed to mission excellence in support of tactical and theater commander and national-level decision makers." General Parker continued, "...We must educate not only our brethren in the combat arms but also our junior MI officers that successful service as a maneuver battalion or brigade S2 can be just as career enhancing as MI company command."³⁸

In October of that year the Civilian Intelligence Personnel Management (CIPMIS) began to be implemented. It fully integrated the MI civilian workforce into the personnel proponency system.

It was a year when the USAICS began its own NCO Academy, one that would become a model for other academies. The Chief of the MI Corps approved in March 1987 the establishment of an MI Corps Historical Holding, the first step in cre-

ating an MI Museum.

On 1 July 1988, the MI Corps Hall of Fame was unveiled, and its first eighty-nine members inducted. These individuals were recognized as having made significant contributions to the growth and development of the MI Corps. Distinguished Members of the Corps (DMOC), by virtue of their accomplishments that qualified them for their membership, were automatically inducted into the Hall of Fame.

Consolidation

In May of 1990 it was announced that \$129 million of planned construction would take place at Huachuca, most of that being new buildings to accommodate the students, instructors and administrative personnel that were projected to be transferred from Fort Devens in connection with the Base Realignment and Closure Act of 1988.

Fort Devens, which had a long tradition of signals intelligence training, dating back to its Army Security Agency days beginning in 1951, would now move to the desert to be grafted onto the main trunk.

On 1 October 1990, the U.S. Army Training and Doctrine Command assumed command of the installation as part of the 1988 Base Realignment and Closure initiative. The U.S. Army Information Systems Command became a tenant activity and the U.S. Army Intelligence headquarters replaced it as the controlling headquarters. Maj. Gen. Paul E. Menoher, Jr., commanding the center and school, became the installation commander.

On 18 June 1991 a ground-breaking ceremony marked the beginning of the first phase of construction for the consolidated Intelligence Center. This phase included seven barracks buildings, two dining facilities, two applied instruction buildings, a SIGINT/EW maintenance facility, and utilities and roads to support the complex. The initial phase, for which ground was broke in June 1991, was valued at \$104 million, with addi-

tional contracts let for a second round of construction, including a \$20 million Unmanned Aerial Vehicle training facility, a self-contained NCO Academy, athletic, medical, and PX facilities.

Ever since the Norris Board had endorsed in 1967 the concept of all intelligence training being conducted at a single site, planning moved in that direction. There was political resistance from those states losing assets. And there was the problem of funding suitable facilities. But 26 years later, the end was truly in sight. All military intelligence disciplines would be taught at Fort Huachuca, now the Home of Military Intelligence in an all-embracing sense.

During 1992 the creosote-covered lower slopes of the Huachucas were transformed into what looked like a major college campus as the construction of six new barracks, two dining halls, two applied instruction buildings, and a self-contained new NCO Academy, including barracks and an instruction building, neared completion. In addition, construction began on a Joint UAV Training Center.

The new academic complex was designed to accommodate the students and instructors who began arriving in force in early 1994 from Fort Devens. It became a symbol of the long-cherished dream of all U.S. Army military intelligence training being consolidated at one location. That dream was enabled by the Base Closure and Realignment Act, or BRAC, of 1988, which called for the move of the U.S. Army Intelligence School at Fort Devens to Fort Huachuca. A small Forward Transition Support element from Devens arrived in August 1992. The new school buildings, the new technology, and the new doctrine began to be characterized in 1993 as a "Revolution in Military Intelligence."

Maj. Gen. Paul E. Menoher, Jr., summed up the MI revolution when he said in July: "The revolution is multi-faceted. You've got the fourteen new systems, you've got the new operational concept, you've got the new organizational designs, you've got the new doctrine and the new

training. All of those things are coming together to make us better prepared to support commanders on the modern battlefield, a force-projection battlefield."³⁹

When Brig. Gen. John J. Pershing took his American Expeditionary Force to France in July 1917, it was without a general staff with such crucial elements as an intelligence organization. Pershing would organize one, but the more experienced European military leaders looked askance at this green American headquarters scrambling to catch up to the accepted military science of the day. They wanted to absorb the disorganized Americans into their own formations. A French general lectured Pershing that it "takes 30 years" to establish a working general staff. Pershing shot back, "It never took America 30 years to do anything."⁴⁰

Pershing's reaction embodies the parable of American military history. In each crisis, the U.S. Army had to marshal all of its ingenuity and energy, often with allied help, to build a military capability on a par with its adversaries. It was the price to be paid for not supporting a large standing Army. In the initial stages of its wars, the sacrifice of lives to buy time to mobilize was disproportionate and tragic. But, until Vietnam, the U.S. Army would always meet the challenge and discover the resources needed to succeed. This reinforced the attitude that resourcefulness could offset unpreparedness. The American Army could do in six months what the European armies took 30 years to accomplish.

This brief review of military intelligence training mirrors the larger pattern of the Army's admirable achievements in wartime, and quick structural decline in peacetime. The story of MI training is really the tale of remarkable individuals who were not only struggling against the American reluctance to pay for a large regular Army, but often against unenlightened officers in their own chain of command. Arthur L. Wagner, Ralph Van Deman, Marlborough Churchill, Dennis E. Nolan, Walter C. Sweeney, James H. Reeves, William F. Friedman, George Goddard, Robert R. Glass,

Phillip B. Davidson, Joseph A. McChristian, Paul E. Menoher, Jr., John F. Stewart, Jr.... It is a roster of farsighted leaders who spoke in one voice over a century, calling for the maintenance of military intelligence during peacetime through the establishment of a comprehensive training program. There is also in their writings an unbroken and emphatic recognition that the primary importance of intelligence work is to the battlefield commander. They established a tradition that finds expression in today's doctrinal truism: "Intelligence if for Commanders."

In the era following the Vietnam War, the improvements in military intelligence are incontestably revolutionary and those men who made the case time and again for a better intelligence organization would be encouraged by the standing of military intelligence in the modern U.S. Army. Whether it can withstand the budgetary retrenchments and peacetime slide towards indifference that has historically followed emergencies, will depend, in large part, on those MI men and women who read these words.

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CHAPTER II

Mission, Organization, Functions and Leadership

Mission

The U.S. Army Intelligence Center and Fort Huachuca (Intelligence Center) was a subordinate element of the U.S. Army Training and Doctrine Command (TRADOC) headquartered at Fort Monroe, Virginia. The commander of the Intelligence Center served as an advisor to the U.S. Army Combined Arms Center (USACAC), Fort Leavenworth, a Training and Doctrine Command integrating center concerned with combined arms matters. The Intelligence Center's mission was to conduct intelligence and electronic warfare (IEW) training for soldiers, leaders and members of all services; articulate IEW requirements for materiel systems; develop IEW concepts, doctrine and organizations; exercise proponency for the Military Intelligence Corps; and command and operate the Fort Huachuca military installation. Stated simply, the Intelligence Center designed all military intelligence organizations, trained all MI personnel, and developed and tested MI systems and equipment from maneuver battalion through echelons above corps.

Locations

Located at Fort Huachuca, Arizona, a historic outpost since the Apache campaigns of the 19th century and a National Historic Landmark, the Intelligence Center and School oversaw intelligence training that included training components at the 344th MI Battalion at Goodfellow Air Force Base, Texas, near San Angelo; Delta Company of the 305th MI Battalion, Corry Station, Pensacola, Florida; and the JSTARS Development, Training and Test Detachment at Grumman Melbourne Systems Division in Melbourne, Florida.

Strength

The total noon-time population, a figure that would include all retirees within a 60-mile radius, military dependents and civilians, to include bank employees, contractors, etc., was 33,078 on 30 September. Actual military and federal civilians numbered 7,863. A further breakdown was given in Tables 1 and 2.

Functions

Besides the resident training lesson plans and resident instruction provided at the above locations, the Intelligence Center also provided non-resident training and instructional material support for active Army units, active Air Force personnel, active Navy personnel, U.S. Army Reserve (USAR) schools, Reserve Officer Training Corps (ROTC) units, and the Foreign Intelligence Assistance Program.

The Intelligence Center and School advised USAR and National Guard training activities on intelligence training and provided Executive Agent Training (EXAGT) according to National Security Agency and Central Security Service (NSA/CSS) requirements. This included current and projected new systems training.

The Directorate of Continuous Learning (formerly the Directorate of Operations, Training and Doctrine) remained responsible for the development of intelligence courses and formulated and coordinated the development of individual and collective training within the Enlisted Personnel Management System (EPMS), Officer Personnel Management System (OPMS), and Review of Education and Training for Officers (RETO).

TABLE 1.—*Strength Figures at Fort Huachuca, 31 March 1998²*

	Off	WO	EM	Military	Civilian	Total
Intelligence Center	208	60	1,615	1,883	800	2,683
[USAIC Students]	155	4	1,044	1,203	0	1,203
Tenants	299	55	2,283	2,637	1,614	4,251
Support Personnel, retired, & Dependents	0	0	0	0	25,948	25,948
Total	662	119	4,942	5,723	28,362	34,085

TABLE 2.—*Strength Figures at Fort Huachuca, 30 September 1998³*

	Off	WO	EM	Military	Civilian	Total
Intelligence Center	209	50	1,456	1,715	750	2,465
[USAIC Students]	172	4	935	1,111	0	1,111
Tenants	291	60	2,244	2,595	1,692	4,287
Support Personnel, retired, & Dependents	0	0	0	0	25,215	25,215
Total	672	114	4,635	5,421	27,657	33,078

Training development activities included the doctrinal literature program, Army Test and Evaluation Programs (ARTEP), Individual Training Development Books, Skill Development Tests

(SDT), training films, and educational television programs.

Continuous Learning developed, coordinated, and managed resident Programs of Instruction

(POI), and all exportable training including the Army Correspondence Course Program (ACCP) and Training Extension Course (TEC) Program. The center also developed training for new systems under the Life Cycle Military Intelligence aspects of modeling, simulating and war-gaming. It provided support to the operations at the National Training Center (NTC) with proponency for Intelligence and Electronic Warfare (IEW) and with Department of the Army proponency for all intelligence Military Occupational Specialties (MOS) and career fields. It prepared, coordinated, reviewed, and approved Army-wide training literature according to Army Regulation (AR) 310-3. The Intelligence Center also prepared, revised, and coordinated MOS actions regarding description, job analysis, and task analysis.

With Department of the Army proponency for Electronic Warfare, it coordinated Signals Intelligence and Electronic Warfare (SIGINT/EW) actions about training developments, including Electronic Warfare training aspects for nontechnical MOSs.

In summary, the Intelligence Center, under the management of the Directorate of Continuous Learning, trained annually MI soldiers in more than forty basic specialties and NCO courses; twelve warrant officer technical fields; as well as the MI basic and advanced courses for officers, warrant officers and noncommissioned officers. It also conducted classes in many assignment and system-specific courses.

Soldiers were trained as All-Source analysts, proficient in intelligence staff skills and the processing of intelligence information. They were trained in electronic warfare and cryptologic operations against communications and radars. Finally, they were taught interrogation and aerial surveillance operations.

Sergeants and staff sergeants came to Huachuca for the Basic NCO Course. Both common leader and specialty skill training were emphasized. Sergeants first class or promotable staff sergeants attended the Advanced NCO Course.

Warrant officers had a unique training program.

Upon appointment, they completed officer candidate school-type entry training at Fort Rucker, Alabama. Then MI warrant officers attended technical certification training at Fort Huachuca. These courses updated and refined technical skills learned as MI soldiers. WO1s also received an introduction to the leadership obligations and challenges they would face as warrant officers. Upon selection for CW3, senior MI warrant officers returned to Huachuca for professional development training in the Warrant Officer Advanced Course. This course updated the senior warrant officer on the latest doctrine, technology and future MI concepts.

Career training for officers began with the MI Officer Basic Course taught at the Intelligence Center. Graduates were fully capable of serving as platoon leaders or Assistant S2s at the battalion or brigade level. Since fully 50 percent of MI officers were detailed to another branch for their first four years after commissioning, they attended a transition course to prepare them for follow-on intelligence training. Following at least one tour of duty in the field, MI commissioned officers concluded formal Army intelligence instruction with attendance at the MI Officer Advanced Course.

Officers selected for battalion or brigade command returned to the Intelligence Center for a course intended to update their understanding of MI doctrine and systems. The Pre-Command Course provided a forum for sharing experience with a variety of senior officers and subject matter experts.

All military intelligence reserve component initial entry soldiers received their MOS training at the Intelligence Center. They attended the same classes and met the same requirements as the active component soldiers. The center trained approximately 380 Army National guard and U.S. Army Reserve soldiers. Almost half the lieutenants attending the officer basic course were reserve soldiers.

The Office of the Registrar was newly created in 1998 out of elements formerly in the Director-

ate of Operations, Training and Doctrine and in the Office of the Deputy Assistant Commandant. Its purpose was to coordinate the administrative functions that supported instruction at the Intelligence Center. It performed evaluation oversight through the conduct of the Training and Doctrine Command Evaluation and Quality Assurance Program and it assessed program effectiveness to ensure consistency with Army intelligence goals and the stated needs of national intelligence agencies and of other services. The office managed course offerings and tracked student enrollments for all courses offered by the Intelligence Center. It coordinated with Training and Doctrine Command and the Army's Personnel Command regarding course documentation and training resource requirements. The office also effected liaison with outside organizations and served as the point of contact for the Combat Training Centers (CTC), the Center for Army Lessons Learned (CALL), and the Army Research Institute (ARI). (For more information on training developments, see Chapter III.)

The Base Realignment initiative resulted in the construction of the most modern and technically up-to-date training facilities anywhere in the Army today. MI soldiers and officers from all services and several allied nations were training in state-of-the-art classrooms with labs and the highest quality automation equipment. Shared training between officers, senior NCOs, and soldiers became possible because of the new suites of intelligence equipment at the fort. Graduates came away with, not only a knowledge of their intelligence specialty, but an understanding of how they fit into the Military Intelligence Battlefield Operating System.

In its large and expanding role as the combat developer for the MI Branch, the center's new Futures Directorate (formerly Combat Developments, Battle Command Battle Lab and Office Chief of Military Intelligence) acted as the Training and Doctrine Command proponent for tactical intelligence, technical and intelligence support to Operations Security (OPSEC), and Army Me-

teorology.

In this capacity, the Futures Directorate determined deficiencies, documented future operational and tactical IEW and weather needs, and kept up to date the Intelligence Branch Concept, the functional Intelligence, Surveillance and Reconnaissance (ISR) and Counter-ISR, Electronic Warfare concept, and weather support concepts, doctrine, and organizational documentation.

The directorate was the proponent for the military intelligence portion of the Army-wide Doctrine and Training Literature Program, maintaining a five-year doctrinal literature production plan. In this role, it researched and wrote doctrinal field manuals and was the point of contact for all nonproponent doctrinal review actions.

It developed operational concepts, doctrine, organization, and materiel capabilities for new IEW systems and units at all echelons of the Army. It also developed and designed, in coordination with the materiel developer, logistician, trainer, user, and operational tester, the materiel requirements and documentation required by the Department of the Army Life Cycle Systems Management Model. It insured development of training and logistics concepts, doctrine, tactics, techniques, organization, and personnel, in coordination with the trainer, logistician, operational tester, and materiel developer.

The center conducted feasibility, doctrinal, conceptual, operational, and derivative investigative studies, and tests in IEW operations and systems at all echelons of the Army in the field. It helped in the development of proponent material and conceptual positions for quadripartite, bilateral, and North Atlantic Treaty Organization (NATO) standardization meetings and the Materiel Acquisition Decision Process (MADP). It monitored Surveillance, Target Acquisition and Night Observation (STANO), SIGINT, EW, electronic maintenance, aircraft survivability equipment programs, and other intelligence research and development activities conducted by other services, foreign governments, and civilian agencies for Training and Doctrine Command.

Mission, Organization, Functions and Leadership

The commanding general remained as the proponent for the entire MI Corps of over 30,000 soldiers and Department of the Army Civilians who serve the Army and the nation in a variety of positions around the world. To help the commanding general, the Office of the Chief of Military Intelligence (OCMI), since 1998 a subordinate element of the Futures Directorate, provided DCSPER, Department of the Army, recommended changes to personnel management policies and MI specialty development for officers, warrant officers, enlisted members and civilians. It was responsible for MI Branch proponentcy for Intelligence and IEW MOS and skill identifiers as they supported current IEW disciplines and new systems being developed under force modernization planning. In short, the OCMI insured the correct numbers within the proper grades, with the right skills, to meet the needs of the Total Army, both now and in the future. (See Chapter 3 for more on the Futures arena.)

The center also included the offices of four assigned Training and Doctrine Command Systems Managers (TSM) who remained responsible for emerging Intelligence and Electronic Warfare systems. They included the TRADOC System Manager for Specified Ground Tactical IEW Systems (TSM-Ground-Based Common Sensor); the TRADOC System Manager for the All-Source Analysis System (TSM-All-Source Analysis System); the TRADOC System Manager for the Joint Surveillance Target Attack Radar System (TSM-JSTARS); and the TRADOC System Manager for Unmanned Aerial Vehicles (TSM-UAV). These offices were responsible for the life-cycle management of all assigned systems and this included the developing, testing, and fielding of specific IEW systems.

Having been designated the Department of Defense training agent for all Unmanned Aerial Vehicle (UAV) instruction, Fort Huachuca was the site of the only Unmanned Aerial Vehicle (UAV) range in the United States. With its relatively unrestricted airspace, the Intelligence Center trained Army, Marine and Navy students in UAV

operations.

The center continued to plan, conduct, and report on operational testing of tactical intelligence and security equipment and systems. It participated in developmental testing, and provided advice on test and evaluation matters to materiel developers, materiel producers, and other services, and private industry. It also remained actively involved in a variety of evaluation and standardization activities. The center reviewed selected processes and products that contributed to or influenced MI training effectiveness and insured its adequacy, timeliness, validity, and cost effectiveness. (See Chapter 3 for more information on the four Training and Doctrine Command System Managers.)

The 111th MI Brigade was the only intelligence training brigade in the U.S. Army. The 111th MI Brigade, headquartered in Riley Barracks at Fort Huachuca, consisted of five MI battalions and two detachments. Four battalions, the 304th, 305th, 309th and 326th were located at Fort Huachuca along with one detachment. A fifth battalion was at Goodfellow Air Force Base, Texas, with one of its companies detached to Pensacola Naval Air Station, Florida. It provided general personnel administration and logistical support to assigned permanent party and student personnel, and also had Uniform Code of Military Justice (UCMJ) authority over all assigned military personnel. The brigade, which provides command and control for an annual average of 6,000 students and a permanent party of 2,500, has the mission of producing trained, physically ready officers, noncommissioned officers and soldiers for the total force through initial entry training in all military intelligence enlisted fields. The brigade also tested new doctrine and equipment. Besides its training and testing missions, the 111th stood ready to deploy units or individuals to meet contingencies throughout the world. (For more on the 111th MI Brigade, see Chapter 6.)

The Intelligence Center was supported by the U.S. Army Garrison which provided installation management and base operations, services, and

facilities to sustain organizational missions and quality of life. The Garrison also supported partner units and activities, certain off-post units, the U.S. Army Reserve (USAR), National Guard, and Reserve Officers' Training Corps (ROTC) units, and maintained contingency plans and managed mobilization operations. Since 1998, the Garrison also supervised the annual Military Intelligence Hall of Fame program. (For more on the wide range of programs and services provided by the U.S. Army Garrison, see Chapter 7.)

Command

In an article that first appeared in the *Army Times*, retired military intelligence officer Ralph Peters criticized the MI Branch for what he perceived as an emphasis on technology and systems at the expense of people, those highly specialized analysts that the profession demands. Maj. Gen. Charles W. Thomas responded in an issue of the *Huachuca Scout* which reprinted the Peter's piece at the same time. What follows was a synopsis of General Thomas' rebuttal. His remarks were important for what they reveal about the philosophy of MI's senior leadership at what may prove a critical juncture.

Thomas noted that MI has been studying technological and force structure needs for the last several years and has made some careful judgments, based on the Desert Storm experience and probable post-Cold War scenarios, about the size and direction of technological developments. Pointing to the All-Source Analysis System, the flagship system of MI, he acknowledged that it was probably "larger" than required, but added that its development was an experimental process that by its very nature was a learning one. Careful analysis of all the MI systems took place in Task Force and Division Army Warfighting Experiments in 1997 to insure that the technology fit the force structure, doctrine and operational requirements of the future. It was an ongoing scrutiny and the trend in recent years has been a reduction in technological systems to fit

the budgetary realities.



Maj. Gen. Charles W. Thomas

He concluded, "Yes, in the past MI may have been captivated with the technology of our collectors and processors. But we were actively engaged in assessing the 'Knowledge-Processor' relationship. The AWEs have been invaluable in driving corrections. Does this mean we have ignored the development of qualified analysts? I don't think so." He went on to explain that technology was designed as a tool to aid the analyst. He directed attention to the All-Source Analysis System Master Analyst Course, a new offering at the Intelligence Center, and MI's participation in the OPMS XXI Study to determine the correct balance of analysis and traditional Army leadership training that should make up the young officer's development. He also pointed to the Analyst of the Future study that has just been initiated within the MI community. In closing he said: "I believe it's important for the MI Corps to understand that MI was evolving at a steady

pace.”⁴

In an earlier interview with a staffer of the *Huachuca Scout*, Thomas touched upon that important balance between technological tools and the people that use them. He said, “We would never get to the point where the tool was more important than the person. ...No where was that more important to remember than the intelligence field,” he added, because the commander must have full trust in the competence of the person upon whom he depends for timely, accurate information. He felt that good people would continue to be attracted to the high-tech aspects of MI work.⁵

Upon his assumption of command, Maj. Gen. John D. Thomas, Jr. used his column in the July-September issue of the *Military Intelligence Professional Bulletin* to express his ideas about the state of military intelligence training.

Commenting on the environment in which military intelligence would be expected to function, he observed: “Three major forces have come together to shape today’s environment—the world situation, the continued development of our Army, and the realities of our available resources. We face no world-class peer-competitor on the immediate horizon, but the challenges of regional hegemonists and the unpredictability of regional instability, together with the technological revolution of the information age, form the environment in which we operate. At the same time, the Army was restructuring itself to maintain the overwhelming dominance and agility that guarantees peace while accomplishing today’s varied missions. Moreover, we encounter all of this in a period of declining resources. This environment demands that our MI Corps continually reevaluates and postures itself to provide commanders the intelligence they need on which to base their operations.”



Maj. Gen. John D. Thomas, Jr.

Crediting the leaders that preceded him, Maj. Gen. Charles W. Thomas and Brig. Gen. John Smith, for the progress made, he stressed the need to keep the momentum going. “This was not a task for only the Intelligence Center; it was a task for all of us. There was tremendous experience and vision throughout the MI Corps. The innovation of III Corps during the Advanced Warfighting Experiments and the outstanding professionalism of our soldiers and leaders in Bosnia, Southwest Asia, and Korea as they confront today’s missions were but a few examples of how we were meeting the challenge of today’s and tomorrow’s environment.”

The new commander underscored the importance of teamwork. He said, “We must integrate our Active and Reserve Components and capitalize on the MI ‘system of systems,’ realizing that all capabilities for every contingency would not be available in a single unit or echelon. We need to understand how to ensure that the

entire intelligence system, from national agencies to organic resources, supports our commanders.”

He called for active participation the Army Experimental Campaign Plan that would continue the idea of Force XXI at the division, corps and strike force levels. This was an initiative that was intended to shape the organizational structure of MI.

These were the other issues that he saw as priorities:

- technical competency at all levels.
- Collective intelligence training for MI units and supported commanders.
- MI enlisted structure.
- Increased counterintelligence/human intelligence (CI/HUMINT) capability.
- Integration of measurement and signature intelligence (MASINT) to support the tactical commander.
- Signals intelligence (SIGINT) in the information age.
- Intelligence support to information operations.

These would be areas of emphasis under his leadership. Returning the theme of teamwork, he asked for help and input from MI professionals in addressing these goals.⁶

Not only did commanders change during the year, but so too did the command sergeants major. On 1 April, Command Sergeant Major Scott C. Chunn replaced Command Sergeant Major Randolph Hollingsworth as the senior NCO of the Military Intelligence Corps. Hollingsworth, who was retiring in July, was interviewed by the Huachuca Scout and gave these comments on his nearly 30 years of service. He reflected that his life was not always smooth, but “was made smoother by good people.” He said that he “had great teachers. It made us realize



Cmd. Sgt. Maj. Randolph C. Hollingsworth

that education was much more important than what we’d realized, that we could ever see at that particular time.” About the Army’s values training he said, “I think if we continue to instill values and standards in people that we meet, then we don’t have to worry about our future, the future of the Army and the future of America.”

In the July-September 1998 issue of the *Military Intelligence Professional Bulletin*, Cmd. Sgt. Maj. Chunn introduced himself and briefly outlined the training objectives he felt were paramount. He encouraged soldiers to read the action plan *Intelligence Training XXI: Ready Now* that was published in 1997. The document established the plan for training military intelligence soldiers to perform effectively on the battlefields of the next century. In addition, Chunn laid down three training imperatives that would steer training outcomes. They were: Seamless Training Architecture, a principle that sought to join individual and collective training, and weld a seam between the

field training and that training conducted at the Intelligence Center; Realism, a self-explanatory term that would replicate the time and scope of battlefield conditions; and finally, Proficiency, the goal of all training.⁷



Cmd. Sgt. Maj. Scott C. Chunn

At a 1 December luncheon meeting of the Military Intelligence Corps Association, Command Sergeant Major Scott C. Chunn talked about the responsibilities of the Army's enlisted leaders at a time when the Army was becoming smaller but more complex. He pointed to the fact that the U.S. spends approximately three percent of its Gross Domestic Product on defense, a percentage of GDP that put the nation at 49th in the world. The downsizing spiral was likely to affect soldiers and their families in the area of pay, benefits and morale. The NCO has the job of keeping sight of the individual soldier, and some ways the NCO can meet his considerable responsibilities was to lead by example, train from

experience, maintain and enforce the standards, take care of the soldier, and adapt to a changing world." Turning to some of the things that make the MI soldier unique, Chunn noted that "no other branch within the Army has the propensity for its branch, has a branch unique MI Major Command, and has a three-star general on the Department of the Army staff." It was a combination that he called "unbeatable." The MI Command Sergeant Major called upon MI NCOs to respond to the problems of soldiers, and guide them through difficult times. He shared his vision of the NCO Corps as one "grounded in heritage, values, and tradition, that embodies the warrior ethos; values perpetual learning; and was capable of leading training and motivating soldiers."⁸

Key Positions

A roster of key Intelligence Center and Fort Huachuca personnel, as of 31 December, was shown in Table 3.⁹

Notes

¹*Organization, Mission and Functions (OMF) Manual*, USAICS Regulation 10-1, dated 1 October 1988. See also *Staff Directory*, May 1997, Directorate of Information Management, ATZS-IMC-SR, 533-2054, included as SUPPORTING DOCUMENT II-1.

² *Post Population Summary Report*, Directorate of Resource Management, U.S. Army Intelligence Center and Fort Huachuca, as of 31 March 1997, ATZS-RMP-E, included as SUPPORTING DOCUMENT 11-2.

³ *Post Population Summary Report*, Directorate of Resource Management, U.S. Army Intelligence Center and Fort Huachuca, as of 30 September 1997, ATZS-RMP-E, included as SUPPORTING DOCUMENT 11-3. For a second look at strength figures, see Fort Huachuca Statistical Data Card, as of 30 September 1997, ATZS-RMS, SUPPORTING DOCUMENT II-4.

⁴ Thomas, Maj. Gen. Charles W., "Commander gives straight truth about MI Corps," *Huachuca Scout*, 23 April 1998.

TABLE 3.—*Key Personnel*

Commanding General: Maj. Gen. John D. Thomas, Jr., assigned 18 June 1998.

Deputy Commander: Brig. Gen. John W. Smith, retired on 16 October. A replacement had not arrived at year's end.

Chief of Staff: Col. Robert C. White, Jr., assigned September 1997.

Command Sergeant Major: Cmd. Sgt. Maj. Scott Chunn, replaced Cmd. Sgt. Maj. Randolph S. Hollingsworth on 1 April 1998.

Registrar: Ms. Nancy Barnes, assigned April 1998.

Protocol Officer: Ms. Patricia Maggard, assigned November 1996.

Garrison Commander: Col. Theodore G. Chopin assigned 12 November 1996.

Commander, 111th MI Brigade: Col. Michael J. Gaffney, replaced Col. Rodney H. Medford on 10 July 1998.

Commander, 305th MI Battalion: Lt. Col. Janis A. W. Wheat, assigned on 27 June 1997.

Commander, 309th MI Battalion: Lt. Col. D. Kneafsey, replaced Lt. Col. Timothy Quinn in June 1998.

Commander, 306th MI Battalion: Lt. Col. Carol Szarenski replaced Lt. Col. Steven Boltz in July 1998.

Commander, 344th MI Battalion: Lt. Col. D. Jones, replaced Lt. Col. M. Gearty in July 1998.

Adjutant General: Ms. Judy Max, assigned January 1991.

Installation Staff Chaplain: Col. Thomas R. Decker, assigned April 1996.

Civilian Personnel Officer: Mr. Albert K. Buhl, assigned January 1997.

Director of Futures: Mr. Michael Powell, as deputy, replaced Col. Allen Boyd in May 1998.

Director of Contracting: Mrs. Wilma J. Rose, assigned in October 1995.

Mission, Organization, Functions and Leadership

Director of Installation Support: Mr. Stephen G. Thompson, assigned November 1976.

Director of Human Resources: Mr. Daniel D. Valle, assigned September 1995.

Director of Information Management: Mr. Delford D. Horton, assigned February 1995.

Director of Continuous Learning: Col. Steven J. Boltz, replaced Col. George K. Gramer in August 1998.

Commander, 304th MI Battalion: Lt. Col. Konrad Trautman, assigned June 1997.

Director of Public Safety: Maj. Dan R. Ortega replaced Lt. Col. James N. Mosley in October 1998.

Director, Resources Management: Mr. Lester J. Golbeck, assigned April 1996.

Installation EEO Officer: Mr. Efren E. Medrano, assigned January 1997.

Inspector General: Lt. Col. Kathleen D. Heaney, assigned in May 1996.

Retention Officer: Sfc. G. W. O'Brien, assigned April 1998.

Chief, Internal Review: Mr. James E. Freauff, assigned January 1985.

Military Equal Opportunity Officer: Sfc. D. Hendricks, assigned June 1998.

Staff Judge Advocate: Col. Brent D. Green, replaced Col. H. Dorsey in July 1998.

Public Affairs Officer: Lt. Col. Thomas A. Niemann, assigned October 1997.

Chief, Reserve Component Support: Col. John Craig, assigned September 1993.

Training and Doctrine Command System Manager—Joint Surveillance Target Attack Radar System (JSTARS): Col. Michael Gourques, assigned in August 1997.

Training and Doctrine Command System Manager—All-Source Analysis System: Col. Jerry V. Proctor, assigned in October 1997.

Training and Doctrine Command System Manager—Unmanned Aerial Vehicle: Col. Bill Knarr, assigned in January 1997.

Training and Doctrine Command—Ground-Based Common Sensor: Col. Eugene J. Komo, Jr., assigned in August 1995.

⁵ Thomas, Maj. Gen. Charles W., "Military Intelligence: Keeping the technological edge," *Huachuca Scout*, 26 February, 1998.

⁶ Thomas, Maj. Gen. John D., "Vantage Point," *Military Intelligence Professional Bulletin*, July-September 1998.

⁷ Chunn, Cmd. Sgt. Maj. Scott C., "CSM Forum," *Military Intelligence Professional Bulletin*, July-September 1998.

⁸ James, Cpl. Cullen, "MI's top NCO addresses Army issues," *Huachuca Scout*, 3 December 1998.

⁹ This roster was prepared based on a telephone canvas of the headquarters. For a roster of key intelligence personnel in the field, see SUPPORTING DOCUMENT II-5.



CHAPTER III

Futures

The Futures Directorate was made up of a Program Management Office, a Technical Director, the Office of Chief MI, a New Systems Training Office (NSTO), a Doctrine Division, and a Combat and Training Developments Division with its subdivisions of All-Source, Single Source, and Joint/Integration teams. The directorate, established in 1998, performed all combat and training development functions, created and published all IEW doctrine, undertook the duties of the Office of the Chief of Military Intelligence with

cluding on echelons Corps and below, and development of the MI Personnel Life Cycle Strategy for all Military Occupational Specialties (MOS). Within the New Systems Training Office, the directorate developed, evaluated and certified training and training products, conducted Doctrine and Tactics Training (DTT) and New Equipment Training Teams (NETT) for new and improved MI systems, and documented the development of training aids, devices, simulators and simulations to include hardware, software and

TABLE 4.—*Futures Division Manpower Figures*

		OFF	WO	ENL	CIV	TOTAL
REQD:	89	23	190	198	500	
AUTH:	60	15	156	56	287	
ACT:	36	9	91	48	184	

its proponency and force design activities, and was responsible for all IEW New Systems Training.

As the Combat and training developer, the directorate was responsible for IEW concepts, organizations and materiel systems for which the Army Intelligence Center was proponent; for training analysis and for intelligence aspects of Information Operations (IO). As chief of doctrine, the directorate organized and directed doctrinal writing teams; programed the development of doctrine; and reviewed nonproponent literature for MI accuracy. As the OCMI, representing the commanding general, the directorate was responsible for proponency actions, development and implementation of Total Force Design of MI units fo-

courseware.

Manpower allocations for the division, as of 31 December, is shown in Table 4.

Concepts

The Concepts Division performed combat developer functions for intelligence and electronic warfare (IEW) systems and selected strategic and space-based IEW systems. Part of its job was to ensure connectivity within the overarching Intelligence Surveillance and Reconnaissance (ISR) architecture, including non-MI systems with ISR applications. The division performed system management functions for all non-TRADOC System Manager (legacy) systems and

provided matrix support to the Training and Doctrine Command Systems Managers. It was organized into three major functional teams: Single Source, All Source and Integration.

The Single Source Team was working in conjunction with Intelligence And Security Command, and the Army's Deputy Chief of Staff for Operations to develop the Operational Requirements Document (ORD) for a major upgrade to components of the TROJAN CLASSIC XXI communications intelligence system. TCXXI would become the intelligence backbone of the evolving National-to-Tactical partnership and associated remote Signal Intelligence (SIGINT) collection system interoperability.

During the year the Single Source Team worked with the Signal Center, Communications Electronics Command, Department of the Army, Training and Doctrine Command, Intelligence and Security Command and Army Signal Command to develop a plan to migrate the communications functionality of the TROJAN SPIRIT into to the Warfighter Information Network (WIN) architecture. Approval of the Migration Plan by the commanding general, Intelligence Center, and commanding general, Signal Center, was anticipated to occur during first quarter fiscal year 1999. Additionally, Army Europe funding was acquired to provide operator/maintainer training compact discs to all users.

During fourth quarter fiscal year 1998, a Project Engineer from Army Communications-Electronics Command (CECOM), Research, Development and Engineering Center (RDEC), Intelligence and Information Warfare Directorate, was assigned to the Concepts Division. The primary purpose of the Communications Electronics Command liaison was to ensure technical integrity of the TROJAN SPIRIT/TROJAN CLASSIC and other tactical Army Intelligence and Electronic Warfare (IEW) systems.

In conjunction with Department of the Army, Intelligence and Security Command, Communications Electronics Command and Training and Doctrine Command, the Single Source Team

sought to develop the Capstone Requirements Document (CRD) for Army Signal SIGINT systems. The document would establish common system requirements for interoperability, communications and spectrum coverage for National-to-Tactical level systems. A draft would be released during first quarter fiscal year 1999. Approval was expected in second quarter fiscal year 1999. The Improved Remotely Monitored Battlefield Sensor System (I-REMBASS) Operational Requirements Document was updated, staffed and forwarded to Training and Doctrine Command for final approval. Commander, Intelligence Center, approved the document late in fourth quarter fiscal year 1998.

With the completion of the Critical Design Review (CRD) for the Tactical Exploitation System (TES), the TES program was nearing the completion of the first TES Forward. Construction and fielding of the prototype to the XVIII Corps was scheduled for summer 1999. The System Training Plan (STRAP) was also designed and published. TES ORD was scheduled to be updated during fiscal year 1999, incorporating requirements for TES Forwards at Division level, and TES-Lites as a replacement for the Forward Area Support Terminal (FAST). To insure that requirements were not lost, the team served on numerous Integrated Product Teams, Technical Exchange Meetings, and Working Groups for the TES and for the Joint Common Imagery Ground/Service System programs. The latter was growing in importance as the Army requirements for a Dual Data Link and sensor control were constantly under review.

The team actively participated in the National Imagery and Mapping Agency's Tasking, Processing, Exploitation, and Dissemination (TPED) program. The focus of this effort was to model requirements and capabilities against resources to design a national/theater/tactical imagery architecture for the year 2005 (resource constrained) and 2010 (resource unconstrained). The team has met with success in the past getting Army tactical requirements included in the mod-

els but recognized the need to be diligent. Ground maneuver imagery requirements can easily be lost in a process of this size. The TPED effort was scheduled to conclude in June 1999.

The 96D/H/U Military Occupational Speciality (MOS) Workgroup participated in the task force directed by the deputy commanding general which was tasked to identify the imagery requirements of the maneuver brigade commander, and to determine what soldier military occupational specialty (MOS) best supported those needs. The workgroup provided subject matter expertise on imagery architectures, capabilities and products specific to each echelon of command. Work was on hold after the initial briefing to battalion commanders.

The Tactical Exploitation of National Capabilities (TENCAP) Team members provided support to the following systems and programs in the past year: Mobile Integrated Tactical Terminal / Forward Area Support Terminal, Grenadier Brat, New Communication Technology Assessments, Task Force XXI/AWE, Advanced Electronic Processing and Dissemination System (AEPDS) fielding, Tri-band SATCOM Subsystem fielding, Imagery Product Library (IPL) Concept of Operations and assessments, Automatic Target Cueing and Recognition (ATR/C) assessments, and Coordinated Mobile Training Teams (MTT) to support Major Commands and Air Force elements in correcting training deficiencies.

The Measurement and Signature Intelligence (MASINT) Cell participated as the primary chair on the MASINT Integrated Concept Team (ICT) with Deputy Chief of Staff for Intelligence and Intelligence and Security Command, working to develop a Concept Of Operations on how the Army would use MASINT in operations. The project included: Requirements (Capstone Requirements Document); recommend operational architecture; how to get to Army After Next (AAN); Future Operating Capabilities (FOCs); experimentation plan; and Doctrine, Training, Leadership Development, Organization, Materiel, and Science and Technology (DTLOMS) impli-

cations. The MASINT Cell drafted the Army regulation on MASINT, which delineated roles, authorities and responsibilities. At the end of the year, the cell was working to have the Concept of Operations completed by June 1999. The cell participated in all system ICTs that were MASINT-related and acted as the Combat Developments representative at MASINT-related conferences.

The Futures Directorate participated in developing the Force XXI Corps Operations & Organizations (O&O) with Fort Leavenworth. Specific attention was given to paragraph 6b, *Develop Intelligence*. The organization helped to develop a concept of Intelligence, Surveillance, and Reconnaissance (ISR) integration, which the commanding general presented to Training and Doctrine Command in November. The concept was accepted and was being further developed through the ISR symposium.

The Counterintelligence/Human Intelligence (CI/HUMINT) Cell provided subject matter expertise to All-Source Analysis System and DCIIS contractors concerning the development of tactical CI/HUMINT report forms that would be used to deliver information between All-Source Analysis System, DCIIS, and the CI/HUMINT Automated Tools Set (CHATS).

Several meetings and conferences were hosted with local subject matter experts, as well as those from the field, in an attempt to develop the optimum course of action for merging MOSs 97B and 97E. The merger was recommended in the Army CI/HUMINT XXI Concept of Operations White Paper, dated 1 November 1997. Due to unresolved issues with the proposed merger and proposed courses of action, the commanding general, Intelligence Center, tabled a decision on the topic pending further study. This ongoing study, presently led by the 309th MI Battalion, was expected to be finalized by January 1999.

The CI/HUMINT cell provided subject matter expertise to contractor personnel developing the CI/HUMINT module for FIRESTORM. The proposal for this effort was

finalized by the Deputy Chief of Staff for Intelligence in April and, when completed, would allow realistic CI/HUMINT play in future Battle Command Training Program (BCTP) exercises.

The CI/HUMINT cell participated as subject matter experts in the Collections Workgroup of the HUMINT Advanced Concept Technology Demonstration (ACTD) effort. It assisted in the identification of commercial and government off-the-shelf (COTS/GOTS) sensors which the Army could test to see if they met the CI/HUMINT needs of the user, from Special Operations Forces to tactical, joint and national users. The Battle Command Battle Lab (Huachuca) was the lead for this demonstration.

The All-Source Team participated as the representative of the Futures Directorate and as a co-chair of the Battlefield Visualization (BV) Integrated Concept Team (ICT) with Training and Doctrine Command Program Integration Office (TPIO) for Army Battle Command System (ABCS). Members attended meetings at Fort Leavenworth and initiated coordination between numerous participants in Battlefield Visualization projects. Coordination with the Intelligence Center's USAF Weather Team resulted in instructions to software developers to integrate weather effects into Battlefield Visualization presentation devices and software.

The All-Source Team participated in the development of the Army Theater Missile and Air Defense Master Plan as a member of the Council of Colonels and, in that capacity, reviewed and provided comments on the draft Master Plan documents.

The team participated in review of the Joint ORD for automated targeting tools and assisted the Army Tactical Missile System procurement process by providing accurate, valid data for IEW support to the targeting process for approval by the Department of the Army and Department of Defense testing and evaluation community.

The Strike Force Team was organized to assist in the development and creation of the in-

telligence structure and testing of the Strike Force Brigade. On 27 August, 1st Lieut. Otero received the Strike Force tasking from Capt. Ream. Lt. Col. Garra was to head the team which included Mr. Aponte, 1st Lieut. Otero, and SSgt. Timm. 10 September, 1st Lieut. Otero and Mr. Aponte conducted a video teleconference with Fort Knox and Leavenworth, gathering data and due-outs. On 21 September, the director of the Futures Directorate was briefed by Lt. Col. Garra and Mr. Aponte, and personnel shortfall for the warfighter exercise was noted. On 30 September, Lt. Col. Garra lead the creation of Annex B for the warfighter. A video teleconference was held on 5 October with Forts Knox and Leavenworth. It defined the near-term goal as the creation of the strike force headquarters. In a meeting on 30 October lead by Mr. Aponte and including all TRADOC Systems Managers, a round table discussion was held regarding the Strike Force brigade and its development. Capt. Scott was brought on board in October to fill a TDA slot for the warfighter, and has stayed on the project since. Simulated Exercise (SIMEX) I was held from 2-12 November at Fort Knox to gather pertinent data to be used for SIMEX II in April or May 1999.

The US Army MI community participated in the 1998 Army After Next (AAN) cycle. Events included: Tactical Wargames I and II; Space 2; Army Special Operations Forces 2; Information Operations 2 war games; ISR Seminar; and the AAN culminating event the Spring Wargame (SPWG). The team headed the Intelligence Sub-panel of the Command, Control, Communications, Computers and Intelligence Requirements (C4I) committee which was chaired by the Communications Electronics Command. A report was submitted to Communications Electronics Command detailing the use of sensors/systems utilizing the revised AAN vehicles and the Intelligence Estimate was written for the Spring Wargame.

The Information Operations (IO) Integrated Concept Team (ICT) was led by the Com-

bined Arms Center at Fort Leavenworth. Seven work groups developed concepts throughout the year and an eighth workgroup, IO Career Field, was formed during the latter part of the year. Deliverables included an IO Core Curriculum for all Army Schools, an IO Training Support Package, and an updated IO Concepts and DTLOMS Focus (IOCADF). An IO Cell was added to the Heavy Division staff. Additionally, the Battle Command Training Program (BCTP) added an IO Cell that would allow corps and division staffs to plan for, execute, and react to IO events as part of full spectrum operations. The team was developing concepts for the Strike Force, as well as concepts for new Models and Simulations integrated with Information Operations.

The Improved Remotely Monitored Battlefield Sensor System (IREMBASS) Required Operational Capability (ROC) was approved by the Department of the Army. It was the first approved requirements document for unattended ground sensors, the first requirement for controllable remote sensors and the first for integrated robotic capabilities. The IREMBASS Operational Requirements Document was staffed by the J6, Department of the Army, and comments were provided back to the Intelligence Center for correction, prior to approval by Training and Doctrine Command. REMBASS-II capabilities were briefed at Picatinny Arsenal during an Army-wide Acoustic Sensor conference. The briefing included performance requirements for REMBASS II and specifically looked at the detect/distinguish and gateway requirements.

The key players on the Integration Team were Wayne Stram, Sfc. Marie Smith, Mr. Gary Phillips; Ms. Jo Ann Bolling; Mr. Pete Huisiking; Mr. Bob Gyger; Mr. Don Johnson; and Ms. Linn Gyger. As part of the Military Intelligence Restructure Initiative, the team participated in the process which determined the MI portion of reductions as directed by Department of the Army's Deputy Chief of Staff for Operations. In coordination with Department of the Army Deputy Chief of Staff for Intelligence; Intelligence and

Security Command; and the Office, Chief of Military Intelligence, the list for the reduction of MI spaces, part of the downsizing of the Army, was refined. The Vice Chief of Staff of the Army approved restructure reductions on 27 March and the Army's Deputy Chief of Staff for Operations released a message to Major Army Commands directing 690 authorizations to be reduced and documented in the fiscal year 1999 force.

Warfighting Lens Analysis (WFLA) 1998 was a mini-WFLA in support of the fiscal year 01-05 Army Mini Program Objective Memorandum (POM). All Training and Doctrine Command Schools participated in the process. The analysis was Training and Doctrine Command's process to provide Department of the Army with realistic modernization recommendations to support the goals of Force XXI and Army After Next (AAN), derived from Warfighters' assessment of future battlefield requirements, and based on sound analytics. This year's focus was the First Digitized Division (FDC) and Information Systems. WFLA preparation began in June and ended with the final recommendations being presented to Department of the Army on 30 November.

The process required that intelligence systems be prioritized, as well bill-payers being identified that may or may not be used to support the issues that each of the schools submitted. The initial submission request was for eight percent of the Intelligence Electronic Warfare (IEW) Battlefield Operating System (BOS) for each fiscal year, then changed to six percent. After the final recommendations were made, IEW was not a bill-payer.

The process began with the review of the 1998 IEW Battlefield Operating System. As a result of the assessment, the issues sent forward requiring a plus-up of dollars were All-Source Analysis System, to include CD ROM training; CI and HUMINT Automated Tool Set (CHATS) replacement as well as the Agent/Collector hand held devices; the MI Operations Workstation; and Trojan Spirit. An analyses of the submissions of the TRADOC schools resulted in Training and

Doctrine Command's final recommendation to Department of the Army. All-Source Analysis System (including CD ROM training) was on that final recommendation for a plus-up of \$19 million from fiscal year 2001-05.

Army participation in the Integrated Broadcast Service (IBS), along with the fielding of the 644 Joint Tactical Terminals (JTT) to Army units, appeared heading for difficulty around October 1999 because of an unfunded requirement to obtain Tactical Data Processors, along with associated software, that were required not only to set-up and operate the JTT radios, but also to receive and process the message data that would be broadcast over the IBS. Only the Tactical Exploitation of National Capabilities (TENCAP) program assets, with a possibility of the All-Source Analysis System Analysis and Control Element, had a chance of setting-up and loading the JTT control software and associated databases on 1 October 1999. Unless a crash program was initiated to obtain the requisite Tactical Data Processors and associated software, only the TENCAP program assets would apparently have the capability of processing the message traffic received over JTT. The first 50 JTTs would be delivered in September 1999, primarily to those units of the first digitized division.

Doctrine

The Doctrine Division managed the U.S. Army Intelligence Center's Doctrinal Literature Program (DLP); developed and revised Intelligence and Electronic Warfare doctrine; and conducted non-proponent doctrinal reviews. It was reorganized under Combat Development, Futures Directorate, from the former Directorate of Operations, Training and Doctrine. During the year, the division published no manuals. It processed in excess of 100 non-proponent review actions from other U.S. Army activities. Table 5 is a list of publications developed during the year.

The Doctrine Division made numerous improvements to its Internet Homepage. This

page provided electronic access to military intelligence doctrinal draft and approved publications.

Training Analysis

The reorganization of Intelligence Center moved the Training Analysis function to the Futures Directorate in February. Initially it was part of the Combat and Training Development Division (CTTD). In July Training Analysis was temporarily attached to the Dean of Initial Entry Training to allow full participation in the Cryptologic Training Advisory Groups. A reorganization of Futures resulted in Training Analysis being separated from CTTD. In January 1999 a final decision was scheduled to be made on whether to leave Training Analysis with the Dean of Initial Entry Training or return the organization to Futures.

Training Analysis participated in the Cradle-to-Grave for MOSs 33W Intelligence and Electronic Warfare Repairer, 96D Imagery Analyst, 96H Imagery Ground Station Operator, 96U Unmanned Aerial Vehicle Operator, 98C Signals Intelligence Analyst, 98G Voice Intercept Operator, 98H Communications Interceptor/Locator, 98J Noncommunications Interceptor/Analyst, and 98K Non-Morse Interceptor/Analyst. After the conclusion of the Cradle-to-Grave for each MOS, a Skills and Knowledge Review Board was conducted to align the Critical Task List with the Cradle-to-Grave results.

Automated Systems Approach to Training (ASAT) version 4.2 was fielded to Training and Doctrine Command schools. This version contained the Doctrine Module, which has an electronic staffing capability. This latest version has improved features, which allowed for easier data input and manipulation of the data. The ASAT database was updated with the latest task data as each Cradle-to-Grave was completed and approved. A classified ASAT network was established in the vault to accommodate training development of materials for Signal Intelligence MOSs and other classified data. This classified

TABLE 5 —*New manuals or revisions in production.*

FM 34-1, <i>Intelligence and Electronic Warfare Operations</i> (Writer's Draft)
FM 34-1-1, <i>Intelligence and Electronic Warfare Systems</i> (Initial Draft)
FM 34-3, <i>Intelligence Analysis</i> (Final Draft)
FM 34-7, <i>IEW Support to Stability Operations and Support Operations</i> (Writer's Draft)
FM 34-8, <i>Combat Commander's Handbook on Intelligence</i> (Final Draft)
FM 34-10, <i>Division Intelligence and Electronic Warfare Operations</i> (Writer's Draft)
FM 34-10-5/ST, <i>Division XXI Intelligence and Electronic Warfare</i> (Initial Draft).
FM 34-25-3, <i>All Source Analysis System</i> (Revision, Writer's Draft)
FM 34-31, <i>Special Operations Forces Intelligence and Electronic Warfare Operations</i> (Writer's Draft)
FM 34-37, <i>Echelons Above Corps IEW Operations</i> (Initial Draft)
FM 34-40, <i>Intelligence and Electronic Warfare Support to Command and Control Warfare</i> (Initial Draft).
FM 34-45, <i>Electronic Support Collection</i> (Initial Draft)
FM 34-56, <i>Imagery Intelligence</i> (Initial Draft)
FM 34-80, <i>Brigade and Battalion Intelligence and Electronic Warfare Operations</i> (Final Draft).
FM 34-80-1/ST, <i>Force XXI Brigade Intelligence Operations</i> (Revised Draft).
FM 34-130, <i>Intelligence Preparation of the Battlefield</i> (Writer's Draft)

ASAT network would be capable of producing classified Soldier's Manuals, Doctrinal manuals, Army Training and Education Plan (ARTEP) manuals, lesson plans, and Training Support Packages.

New Systems Training

The New Systems Training Office (NSTO) developed, evaluated, and certified training products for new and product-improved military intelligence systems. It documented and ensured development and acquisition of both systems and non-systems training devices to include hardware, software, and courseware. It planned and provided for life cycle support for training devices and training equipment in support of military intelligence institutional training.

The Office was divided into three branches: Tactical Systems Branch, National Systems Branch, and Training Devices Branch.

The Joint Surveillance Target Attack Radar System (JSTARS) Common Ground Station (CGS) section was responsible for certifying twenty-four 96H imagery ground system operator and two 33T IEW maintainer test players from B Company, 319th MI Battalion, Fort Bragg, North Carolina.

The section recommended that the deputy commanding general sign the Operational Test Readiness Statement (OTRS-T) certifying test player personnel to conduct the JSTARS Common Ground Station Initial Operational Test and Evaluation (IOTE). The overall risk of failure of the test due to training was low because the test players performed the individual and collec-

tive tasks throughout various training events and exercises. The deputy commanding general signed the statement on 16 March.

The CGS IOTE was conducted in April. Test results were not favorable and another test would be required in 1999. The CGS maintenance Instruction of Key Personnel Test was conducted by Motorola in May. It identified a requirement for two new maintenance trainers because of 33 MOS consolidation and projected increased student throughput. Efforts to redefine 96H and 33W MOS was ongoing through Cradle-to-Grave meetings. Final CGS manual verification and validation was conducted in June. Manuals were prepared for publication pending Communications Electronics Command and Training and Doctrine Command approval. The training of CGS New Equipment Training Team (NETT) augmentees was begun.

The instructor and key personnel training (IKPT) for Joint Collection Management Tools (JCMT) capability package (CP)1, in support of the All-Source Analysis System new equipment training team (NETT), was conducted from 26-30 January.

The Program Manager developed a draft JCMT Operational Requirements Document (ORD) and forwarded a courtesy copy to Army Training Support Center (ATSC). The wording in this requirements document did not support the need for training hardware needed for the Basic NCO Course JCMT operator training. The office was working with the Training Support Center to provide comments to the draft JCMT ORD.

The initial System Training Plan (STRAP) was approved on 17 April. A Collection Requirements Management Board was held at Fort Huachuca from 19-20 May at which was discussed CP1.0 fielding, CP1.1 status and post CP1.1 development. Trimming of post CP1.1 tasks was postponed. Funding for required equipment upgrades for formalized training at the Intelligence Center was unresolved. The 98D Cradle-to-Grave determined that JCMT training was to be

integrated into the Advanced NCO Course.

The System Training Plan for the All-Source Analysis System was approved on 28 January by Training and Doctrine Command. Worldwide distribution of the approved STRAP was completed on 25 February. The single source (SS) 2.0 software was delivered to the school for instructor training and lesson plan adjustments. CP-Communications instructor and key personnel training was conducted from 16 February to 6 March, and the training was evaluated during the period 27 April to 15 May. The certification of test players was conducted at Fort Hood from September to November in preparation for the Remote Workstation operational test which was performed in conjunction with the III Corps Warfighter in December.

The System Training Plan for Communications Central was approved 29 January by Training and Doctrine Command. Additionally, the CD-ROM upgrade was completed in February and distributed to units by September.

The doctrine and tactics training (DTT) video for the CI/HUMINT Automated Tool Set (CHATS) was completed in January for the new equipment training team use. Validation and verification of lesson plans and manuals were completed in February. The training test support package was briefed to the deputy commanding general of the Intelligence Center on 23 March. Test player training certification was held for the Development Test/Operational Test (DT/OT) held at Fort Gordon in April. The deputy commanding general signed the Operational Test Readiness Statement-Training (OTRS-T) on 20 April. Institutional training began in October for MOS 97B.

Support for the Unmanned Aerial Vehicle (UAV) included the DANGER STORM exercise in Grafenwoehr, Germany, from 17-25 February. New Systems Training Office personnel trained four soldiers (98G's) to operate the MUSE system before and during a mini-exercise which enabled support for the 7th Corps.

The office supported the 1st Infantry

Division's exercise SWIFT VICTORY from 8-15 March. Training was continued for additional personnel for the next operation to maintain a high quality of intelligence gathering and dissemination. Three additional soldiers were trained to act as the mission commander for day and night operations. This was the first use of live UAV simulation in a European theater.

Support for Guardrail involved the in-process review and verification of the Guardrail Common Sensor System technical manuals. This process continued through December.

The office completed the new materiel in-brief for Trailblazer on 12 March. The new system upgrade fielding occurred 13 April.

The Initial Operational Test and Evaluation (IOT&E) for the Ground-Based Common Sensor-Light (GBCS-L) was canceled and the program essentially terminated with regard to widespread fielding. Development was started for a new System Training Plan and Operational Requirements Document input was prepared for a Intelligence and Electronic Warfare Common Sensor successor system known as "Prophet." The initial draft was being staffed in December.

In the area of Remotely Monitored Battlefield Sensor System (REMBASS)/Improved REMBASS, the Advanced Monitored Display System (AMDS) software has not been completely developed due to funding shortfalls. The Training and Doctrine Command System Manager sent a copy of the operational requirement document for a mini-Rembass sensors development. These changes were incorporated into an updated system training plan.

The operational requirements document (ORD) for the Advanced Morse Mission Trainer (AMMT) was drafted and staffed within the Intelligence Center. This device would replace the current Morse Mission Trainer (MMT) that provided advanced Morse code training to Army, Air Force, Navy and Marine Corps personnel. The ORD was justified by the need to train merging tasks for MOS 98D and 98H, new equipment fielded by NSA, and field mission requirements.

Funding for the Intelligence and Electronic Warfare Tactical Proficiency Trainer (IEWTPT) was finalized in the Army Program Objective Memorandum (POM) fiscal year 2000-05. Funding was to start in fiscal year 2000 and was programmed through fiscal year 2005. This funding was managed by the Training Mission Area and would build only the Technical Control Cell component of the tactical proficiency trainer. The Target Signature Array was the responsibility of the IEW system program manager to fund and build. The constructive simulation would be the WARSIM Intelligence Module (WIM) which was being built by the Simulation, Training, and Instrumentation Command (STRICOM).

Program Management

The mission of the Program Management Office was to provide a full range of resource management, program management and administrative support services to the Directorate, the TRADOC System Managers, and the Battle Command Battle Lab. It was organized as a simple straight line organization with a single supervisor. PMO was comprised of five Training and Doctrine Command funded personnel, and two that were funded by reimbursable dollars.

The Futures Directorate did exceptionally well with available dollars during the year. Training and Doctrine Command funding totaled \$4.6 million. Of this total, 99.5 percent was obligated. Over \$3 million was received in Military Interdepartmental Purchase Request (MIPR) orders to augment the Training and Doctrine Command core budget. This was especially vital to enable directorate, the TRADOC System Managers and Battle Lab to meet their TDY obligations. Year-end acquisitions for such things as critical automation purchases, building renovation, and contractor efforts were also made.

*Office of the Chief, Military
Intelligence (OCMI)*

Officer Lifecycle Management

Officer Professional Management System (OPMS) XXI Implementation continued. The MI and Functional Area 34 chapters were rewritten and were incorporated in the newly published Department of the Army PAM 600-3, *Commissioned Officer Development and Career Management*. The key changes to the MI Chapter were in the branch qualification of MI Officers. Company Command was required for all captains to be branch qualified. Branch qualification for majors specified S-2; S-3; XO; Chief, ACE, or any MI coded position. Previously, MI majors had to serve in MI coded positions, but specific duty titles were not listed.

Functional Area 34, Strategic Intelligence Officer, was developed. The implementation phase was on-going. The recoded positions were identified and should be reflected in the fiscal year 2000 The Army Authorization Document System (TAADS). OCMI and the Intelligence Center Chief of Staff participated in numerous recoding conferences and briefs at the Department of the Army level. The Functional Area 34 Officer Development Action Plan was briefed and submitted to Combined Arms Center. OCMI also participated in the Operations and Information Operations Career Field Conferences at Fort Leavenworth. The Strategic Intelligence Officer Course, developed by the 304th MI Battalion, would be a prerequisite to attendance at the Post Graduate Intelligence Program.

Shortages in Specialty Trained Officers were identified in June. As a result of further study, OCMI determined that the center was not training enough officers to fill current authorizations. After an evaluation of the potential impact of Officer Personnel Management System (OPMS) XXI on MI's ability to fill the authorizations throughout the lifecycle of its officers, OCMI determined that the training capacity for

these courses required a slight increase over the current capacity. The student population were all of the MI Officer Advanced Course and Branch Mix Officer Advanced Course graduates. This action was staffed and approved by Personnel Command and Training and Doctrine Command. OCMI oversaw proponent support to the ROTC Summer Camp Program. The 311th MI Battalion supported the Basic Camp at Fort Knox, KY. They sent 14 soldiers and several pieces of equipment to orient cadets on the capabilities and missions of the MI Corps. The 201st MI Brigade supported Advanced Camp at Fort Lewis, WA. This camp cost less than the Basic Camp because there were no system transportation costs and fewer personnel TDY.

Warrant Officer

Warrant Officer recruiting goals were met except for MOS 351B and 351E. Based on the inability to meet the goals in those military occupational specialties, OCMI requested and received a more liberal Active Federal Service Waiver Policy from ODCSPER. For fiscal year 2000 recruiting, ODCSPER would favorably consider AFS waivers for well qualified applicants between 12 and 13 1/2 years to assist in meeting the shortfalls in those two MOSs.

OCMI reviewed and provided proponent eligibility determinations for 235 Military Intelligence Warrant Officer applications from the Active Army, Army Reserve and National Guard. The office also evaluated approximately 25 requests for warrant officer or commissioned officer transitions. All commissioned officer and most warrant officer transition requests were from the U.S. Army Reserve and National Guard.

For the third consecutive year, OCMI published a quarterly Warrant Officer Newsletter. This newsletter received widespread distribution among the Military Intelligence Warrant Officer Corps and significant secondary distribution among Military Intelligence commanders and G-2s. It provided information on warrant officer

professional development, force structure and personnel issues.

OCMI participated in developing and staffing two significant Army-wide changes to warrant officer management. The first was separation of promotion zones for technical service and aviation warrant officers. Time-in-grade requirements were reduced to five years for due course promotions for technical service warrant officers and remained at six years for aviation warrant officers. This was a direct result of the desire to fill senior grade shortages within MI and other branches. Also, the correspondence prerequisite phase of the Warrant Officer Advanced Course was replaced with ST 7000, Action Officer Development Course, an online course with much greater relevance to current warrant officer duties.

Enlisted

In accordance with AR 600-3, *The Army Personnel Proponent System*, OCMI analyzed, coordinated, and recommended total force personnel lifecycle management actions for MI enlisted soldiers. The office submitted recommended changes pertaining to personnel regulations and policies affecting MI soldiers to Headquarters, Department of the Army and Major Commands (MACOMs) on behalf of the MI Proponent. Specifically, the Mission Essential Task List (METL) involved the eight Life Cycle Management functions: Structure, Acquisition, Individual Training and Education, Distribution, Unit Deployment, Sustainment, Professional Development, and Separation. Problems meeting recruiting goals, academic attrition, and below Army average retention continued to be serious issues of concern. Aggressive recruiting programs, reducing academic attrition, and increased incentives to maintain high quality personnel remained the first priority. OCMI analyzed The Army Authorization Documents System (TAADS), MI Tables of Organization and Equipment (TOE), and Tables of Distribution and Allowances (TDA) analyzing and

evaluating the MI force inventory. Standards of Grade Authorization (SGA) and career field coding occurred. Additionally, OCMI assisted Intelligence and Security Command in their efforts to change from TDA to TOE documents.

OCMI researched MI accession criteria for soldier quality and the required numbers by year and career fields forwarding the results to the Army Staff (ARSTAF) for action. In addition, OCMI coordinated with the Intelligence Center academic departments on training and graduation criteria. OCMI recommended changes to Army policies including assignments, details, transfers, and special programs. It also evaluated distribution policies concerning the personnel proponent system submitting recommendations that may effect how the MI Corps was mobilized. The office analyzed MI reenlistment and retention rates to assess trends. This analysis formed the basis of proponent recommendations to improve retention. OCMI submitted statistical information on Career Management Fields (CMF) 33, 96, and 98 to all Department of the Army enlisted selection boards, analyzing career lifecycle models against the trends in MI. Recommended changes were submitted to professional development regulations and policies for ARSTAF and Major Command (MACOM) consideration. Finally, OCMI analyzed separation policies, minimum qualification standards, service obligations, and shortage career fields for possible exceptions to applicable policies. These actions maintained personnel strengths consistent with emerging technology and the threat.

OCMI representatives attended Personnel Command Career Management Field Reviews and Army Force Structure Management Enlisted Force Updates in Washington, D.C. In November, OCMI provided briefings to the Intelligence and Security Command G2, Commander, and Command Sergeants Major Conference, at Fort Belvoir, VA. OCMI also attended a Personnel Proponent Workshop from 29 November to 12 December at Fort Belvoir, VA, sponsored by the Proponent Integration Division, Deputy Chief of

Staff for Plans, The Total Army Personnel Command.

OCMI continued to fine-tune the Change in NCO Structure (CINCOS) grading tables. Overall, CINCOS reduced the MI NCO grade content from 68 percent to 51 percent. The MI proposal modified the number of NCO positions at each grade. This resulted in NCO grade reductions in some organizations and upgrades in others. Tables for many MOSs were changed to accommodate requests from the field. CINCOS documentation was to be completed by 1 October. A review of the MI enlisted force and recommendations to the Army leadership was scheduled to be conducted early next year.

OCMI presented over 20 career briefs to the Officer Basic, Advanced, and Pre-Command Courses. The briefings gave the most current information on professional development for officers, warrant officers, and enlisted.

OCMI participated in Phase I of Total Army Analysis (TAA) 2007. Changes incorporated into TAA-07 included an analyses of the Threat, Theater Ballistic Missiles, Chemical Warfare, Scenario Changes, and Warning Times. Also, a methodology was used to Mission Task Organize the Force (MTOF). Tables of Distribution and Allowance (TDA) organizations associated with the MTOF were built and aligned as either a Base Generating Force (BGF) or a Base Engagement Force (BEF). Work continued on the integration of the Division Force XXI design and the Force XXI Echelons Above Division (EAD) effort, and the remainder of the 25,000 Quadrennial Defense Review reductions for adjudication. A need still exists to resolve unit Authorized Levels of Organization (ALO) shortfalls. And efforts continue in the integration of the Active and Reserve Components (AC/RC). Finally, the Army National Guard (ARNG) Division Redesign Plan was briefed for implementation.

OCMI continued to work Force XXI issues within the Force Design Update (FDU) process. The first FDU added an order-of-battle warrant officer position to each S2 section within

the Army's 30 maneuver brigades. The second FDU addressed the reduction (by one-third) in the divisional requirement for Low-Level Voice Intercept capability. This initiative was scheduled to be briefed to the Army Chief of Staff early in 1999.

Another effort OCMI participated in was the Officer Restructure Initiative (ORI). This project was designed to match inventory and structure as well as align and reduce grades. OCMI also participated in work groups designed to address language issues, counterintelligence, and the integration of the Reserve Component with Active Component units. In addition, OCMI also conducted an analysis of operations in support of a Bosnia deploying MI unit coordinating with Department of the Army and the Training and Doctrine Command on the current and future force design.

OCMI, in coordination with the US Army Force Management Support Agency (USAFMSA), reviewed, provided input, and completed approval actions on three battalion-level TOEs (MI Battalion, Division XXI; MI Battalion, Heavy Division; and MI Battalion Aerial Exploitation [Guardrail Common Sensor #2]). The Division XXI TOE added an Analysis and Control Team for use by either artillery or aviation units within the division, reduced three interrogation warrant officers and moved force protection functions from the Direct Support companies to the General Support Company, and added three systems administrators to support automation within the division. OCMI reviewed six nonproponent TOEs, commented on the 1999 Army TOE Development Plan, the Army Diagnostic Improvement Program, the Army Tactical Wheeled Vehicle Study, and an study of outdated equipment in MI TOE. OCMI coordinated two MTOE actions and commented on seven recommended changes from MI units.

OCMI reviewed three MI and seven non-MI Manpower Requirements Criteria (MARC) as well as 31 MI Basis of Issue Plans (BOIP) and 33 non-MI BOIPs. Input was provided to an

Equipment Usage Profile Study that would be used for TAA-07 and future TOE development. The study addressed all equipment associated with MI units at Echelons Corps and Below (ECB). Unattended Aerial Vehicle (UAV) manning for the close range and short range UAVs was also reviewed. OCMI helped develop and get Department of the Army approved the Aviation Company (TOE 34415A200), 15th MI Battalion, Fort Hood, TX by completing eight BOIP (i.e., system documents) for the GUARDRAIL Common Sensor System #2. Department of the Army also approved four All-Source Analysis System BOIP on which OCMI assisted, as well as six other All-Source Analysis System BOIP which were to be approved in January 1999. The AN/TSQ-138, TRAILBLAZER Electronic Countermeasures System BOIP was also approved this year. Work continued on the Advanced Electronic Processing and Dissemination System (AEPDS) which would be the subject of a Documentation Integration Working Group in January 1999. Finally, OCMI reviewed the 2d Infantry Division's Modified TOE concerns with the TRAILBLAZER System.

Battle Command Battle Lab

Established in July 1993, the Battle Command Battle Laboratory (Huachuca) provided overall direction, oversight, vertical and horizontal integration for intelligence and electronic warfare, and for command and control warfare against the adversary's information systems. Some of its specific missions included:

—Optimizing the commander's access to, and use of intelligence information, including that from theater and national resources (sometimes called "push-pull" intelligence).

—Synchronizing and melding IEW operations, information engagement and components of command and control (C²) warfare with the commander's concept and intent.

—Developing methods to broadcast intelligence of the enemy situation to the com-

mander at each level while on the move.

—Tactically tailoring IEW and developing methods to conduct split-based operations in support of force protection operations.

—Developing tools and capabilities to access enemy C² and information systems capabilities and vulnerabilities, and targets or attacks the enemy's decision-making process.

—Improving exchange of information in joint and coalition forces as it applies to IEW, information engagement and C²W.

The concept was created in 1992 by Gen. Frederick M. Franks, Jr., then the Training and Doctrine Command commander, to integrate all Training and Doctrine Command activities related to the art and science of battle command and information warfare so that all efforts were coordinated and requirements defined. There were six battle labs within the U.S. Army: Early Entry, Mounted Battlespace, Dismounted Battlespace, Command and Control, Depth and Simultaneous Attack, and Combat Service Support. They all depended on virtual simulations that test options to ensure that Army resources were best applied against the development of high-tech battlefield systems. In this way, the Army worked with the developer, user and industry to assess advanced technologies and concepts and determining their potential for use in weapon systems, advanced warfighting concepts, and organizational improvements. The labs also allowed for the appraisal of options for joint and coalition warfighting, and ensure interoperability.

The simulations could use actual soldiers in tactical situations and could employ warfighting experiments to focus on complex issues. Called Advanced Warfighting Experiments (AWEs), they addressed doctrine, training, leader development, organizational structure, materiel and soldier system requirements.

The Battle Command Battle Laboratory (Fort Huachuca) integrated Intelligence, Surveillance and Reconnaissance support to Information Operations, as it pertained to cross BOS and Service applications, to fully explore and exploit the

latest technology. It developed and updated an Experimental Campaign Plan and coordinated with other Battle Laboratories within both Training and Doctrine Command and the Department of Defense.

BCBL(H) executed the Automated Intelligence Preparation of the Battlefield (Auto IPB) Concept Evaluation Program (CEP) project during 1998, and a closeout report was sent to Training and Doctrine Command in December providing results of our experimentation in this area. Mystech (now Sterling) Corporation performed the work, and BCBL(H) oversaw the effort. This CEP called for BCBL(H) to partner with industry and develop software to conduct Auto IPB using various terrain data and the NATO Reference Mobility Model (NRMM). Mystech Corporation's efforts centered around rewriting the NRMM in the JAVA programming language and using vector interim terrain data (VITD) to provide the basis for an Auto IPB capability. Due to overarching design considerations, problems with the NRMM's core algorithms and availability of VITD, work on the project was halted in the Spring. The results of our experimentation and conclusions would be forwarded to the Topographic Engineering Center for use in rewriting the NRMM.

Pirate Eye was designed to assess the vulnerability of Unmanned Aerial Vehicles (UAV) to hostile intercept, location, tracking, exploitation, deception, and disruption. On 23 February, an Air Force detachment out of Greenville, TX, flew an RC-135 (Rivet Joint) reconnaissance aircraft over Fort Huachuca in an effort to collect and exploit video and command links during normal Hunter and Pioneer UAV training missions. The collected data was analyzed at the Raytheon Systems Co. lab facility in Greenville, and results and recommendations were briefed at Fort Huachuca in May. A second collection effort was then conducted on 24 Jun. The final Pirate Eye briefing took place on 6 August at Fort Huachuca, and the Pirate Eye Final Report (SECRET Collateral) was published in December. The report

and its Special Compartmented Information (SCI) annex were available on Intelink at <http://www.hua.ic.go>.

The following experimental proposals were developed in 1998 for execution in 1999 and beyond:

In 1998 the battle lab, for the first time, assumed a major role in the development and approval of Advanced Concept Technology Demonstrations (ACTDs).

BCBL(H) made the commitment to be the Technical Manager of the Human Intelligence/Counterintelligence (CI) Support Tools (HICIST) ACTD in May. The HICIST ACTD has two major objectives. They were to demonstrate methods and technologies to enhance national to tactical HUMINT and CI targeting, dissemination, and collection, and, secondly, to improve Strategic to Tactical Concept of Operations (CONOPS) and Architecture. The ACTD was successfully briefed to the "Breakfast Club" on 15 June, and BCBL(H) led the coordination and planning efforts that resulted in a successful "final scrub" briefing and approval by the Deputy Under Secretary of Defense for Advanced Technology (DUSD[AT]) on 9 December. Dr. Judith Daly, DUSD(AT), then briefed the Joint Requirements Oversight Council (JROC) on this ACTD candidate on 14 December. This ACTD would research and test commercial-off-the-shelf/government-off-the-shelf (COTS/GOTS) hardware and software for HUMINT application. This was a \$16.5 million effort across five years, beginning in fiscal year 1999 when the funds were released by DUSD(AT).

Joint Intelligence, Surveillance and Reconnaissance (Joint ISR) ACTD was a fiscal year 2000 proposal whose objective was to provide joint early entry forces with greater survivability and lethality through improved integration of joint intelligence processors, fusion of multi-service and multi-echelon ISR data, and enhanced visualization capabilities. These developments would improve situational awareness and would help satisfy specific requirements in the force projec-

tion, force protection, dynamic targeting, and tactical warning areas. Over the course of 1998, BCBL(H) worked in conjunction With Communications-Electronics Command to define the Joint ISR ACTD and move it toward approval as an Army fiscal year 2000 ACTD candidate. BCBL(H) secured Training and Doctrine Command approval and worked with Communications Electronics Command and the Joint Precision Strike Demonstration (JPSD) office to develop the initial Joint ISR architecture and scenario briefing for final Department of the Army and Office of the Secretary of Defense approval. Other experiments were studied to find other technology to use. BCBL(H) continued to work closely with other battle labs to gain Joint ISR support. Training and Doctrine Command forwarded the Joint ISR proposal to the Deputy Under Secretary of Defense for Advanced Technology. If approved by the Department of Defense, the Joint ISR ACTD would be a more than \$60 million effort between fiscal year 2000 and fiscal year 2005.

For the fiscal year 1998 Advanced Concept Technology 11 (ACT 11) cycle (1999 execution), BCBL(H) submitted two topics to be included in the ACT 11 Broad Agency Announcement (BAA). They were the Software Connectivity Toolbox, developed by BCBL(H), and Intelligence, Surveillance, and Reconnaissance (ISR) Automated Support Tools/Collection Management System, developed by the Intelligence Center's former Directorate of Combat Developments (DCD). Throughout the community, 31 ACT 11 concept papers were received against BCBL(H)'s two topics. Seven papers were found satisfactory, and complete proposals were requested for these seven. Industry submitted five proposals, four of which were recommended by BCBL(H) for funding. Based on available resources, two projects were funded. They were Software Connectivity Toolbox (SCTB) and Automated ISR Collection Management System (AICMS). BCBL(H) was monitoring the execution of both projects.

On 18 December the Software Connec-

tivity Toolbox (SCTB) contract was signed by Communications Electronics Command and Northwestern University. The contract specified \$180,000 in funds for initial development, with follow-on incremental funding of \$47,439. Northwestern University would develop a suite of software programs that allow intelligence computer systems to learn new message formats dynamically with little or no operator intervention. The key to this process would be the use of pattern recognition software routines. The programs and associated documentation were to be built and delivered to the Army during 1999. BCBL(H) and Communications Electronics Command Research and Development Center (RDEC) would jointly oversee the project.

The Automated ISR Collection Management System (AICMS) Advanced Concept Technology 11 Project was proposed by BCBL(H) in the Spring of 1998 and approved for funding by Training and Doctrine Command in October of the same year. On 18 December the AICMS contract was signed by Communications Electronics Command and Charles River Analytics, Inc. Charles River Analytics, Inc. would develop software that would automatically generate a collection plan based on threat situation, environmental effects, and mission requirements. The contract specified \$600,000 in total funds for development, paying in increments of progress payments over the course of development. The software and associated documentation were to be built and delivered to the Army during 1999. BCBL(H) and Communications Electronics Command Research and Development Center (RDEC) would jointly oversee the project.

Ten Concept Evaluation Program (CEP) initiatives, totaling approximately \$2.9 million, were submitted. Due to a 66 percent cut in CEP funding at Training and Doctrine Command, only one was approved for execution in fiscal year 1999. That was the Joint Environmental Tool (JET). This CEP would investigate the operational utility of a Joint Environmental Tool graphically depicting weather and its effects on combat and



The MI Analysis and Control Team Enclave provides the integrating nexus for intelligence, surveillance and reconnaissance (ISR) within the maneuver brigade. This HMMWV-mounted shelter is designed to complement the Common Ground Station (CGS). It will be fielded to each maneuver brigade's supporting (DS) MI Company, beginning in FY 99. Its modular and scaleable features allow further integration of the following: Tactical Unmanned Aerial Vehicle (TUAV) Ground Control Station (GCS) (scheduled to enter the same force structure in FY99-03; the Trojan SPIRIT II high-capacity satellite communications system (uniquely suited to early-entry and autonomous brigade operations); and other digital communication and Force XXI Battle Command Brigade-and-Below (FBCB2) capabilities as required. This capability can be tethered to the larger brigade Army Battle Command System (ABCS) LAN architecture, where available.

The shelter seamlessly integrates stand-alone Table of Organization and Equipment (TO&E) communications and processing capabilities, through a combination of networking capabilities, supporting intercom, ASAS-RWS workstations, and software. With the exception of the shelter, with its imbedded LAN and router architecture, and power generation equipment, the ACT Enclave hardware components are already standard to the A Series, MI Company TO&E. The integrated, sheltered configuration supports ease of setup/tear down, facilitates rapid integration of information, and affords suitable environmental protection for the computer equipment and work area for ASAS-RWS operators/analysts. Its basis of issue will be three per Division MI BN, and one per Armored Cavalry Regiment (ACR). ASAS MI ACT provides support during low-, mid- and high-intensity conflicts, and during restoration and return to peacetime stabilization periods. The ACT Enclave is a streamlined evolutionary WRAP initiative, relying heavily on commercial-off-the-shelf/government-off-the-shelf (COTS/GOTS) and non-developmental items (NDI) products. The ACT Enclave has been tested at Force XXI Brigade and Division level.

ISR assets in a three dimensional environment. The tool provided a visual representation of projected weather events over a three- to five-day period fused over digitized terrain/imagery to assist the commander in mission planning and execution.

BCBL(H) received a request to perform a joint, preliminary examination of the Global Command and Control System (GCCS) Common Operational Picture (COP) v:3.0 interface with the

All-Source Analysis System-Remote Workstation (RWS) v:3.0. The purpose of the test was to determine if the GCCS-COP v:3.0 could receive, process, manipulate, display, and store the All-Source Analysis System COP data types. The test would assist GCCS in determining the exact capabilities of the GCCS-COP and check if the current state of GCCS-COP software development could receive and display the live sensor feeds that the All-Source Analysis System re-

ceived. Following a week of intense testing, it was determined that there were differences in data formats expected by the GCCS system, and the GCCS-COP was unable to receive or display Moving Target Indicator (MTI) data. Additional tests were planned to successfully interface these key Army Battle Command Systems in early 1999. There were two major demonstrations of Military Intelligence (MI) systems and systems interface, one to the Rural Governors Conference and a second to the Chief of Staff of the Army. Both demonstrations showcased MI systems fielded in support of the first digitized division and supporting Army XXI MI concepts.

BCBL(H) successfully sponsored the ACT Enclave as a Warfighter Rapid Acquisition Program (WRAP) candidate for fiscal year 1999. It was decided to fund ACT Enclaves for the Digitized III Corps for a total of seven systems. This would give the brigades plug-and-pull capability and allow a more flexible support to other brigades within the divisions when dictated by mission requirements.

Battalion Level Command System (BCS), an ACT 11 project, was a collaborative effort between this organization and the Mounted Maneuver Battle Lab (MMBL) at Fort Knox. System demonstrations were accomplished at Fort Knox and Fort Huachuca. The ACT 11 effort centered on developing a prototype system that met the command, control, and intelligence needs at the maneuver battalion. The objective of the BCS was to provide a single prototype system that met the unique needs of battalion-level command and control and to achieve commonality between the separate Battlefield Operating Systems (BOS), particularly Maneuver Control System (MCS) and ASAS, thereby minimizing integration, operating, and training requirements. The system was Common Hardware-Software (CHS) and Army Technical Architecture (ATA) compliant. The project provided an operations and intelligence software decision support system for essential battalion-level command and staff processes and provided access to digitized products from higher, adjacent,

and subordinate elements. The system facilitated leading, training, planning, and monitoring operations. It maintained and extended situational awareness.

From 16 August to 13 September, BCBL(H) provided the intelligence representative to the U.S. Army's second annual U.S. Army Mobile Training Team (MTT) to Estonia in the Baltic region. The four-man team trained company grade Army officers from Estonia, Latvia, and Lithuania on the U.S. Army's Military Decision-Making Process (MDMP), with specific focus on planning battalion-level combined arms operations. In addition to conducting portions of common MDMP instruction, the intelligence representative was also responsible for all aspects of Intelligence Preparation of the Battlefield (IPB) and S2 operations. The MTT was a resounding success with instructors and students gaining new appreciation for multinational and combined operations.

BCBL (H) conducted an experiment with the United States Air Force (USAF) which involved an All-Source Analysis System RWS v.3 generating situational graphical overlays, textual reports (INTSUM), and selected secondary imagery, and forwarding them to a local Trojan SPIRIT 11 for transmission to the Trojan switch at Fort Belvoir. The Trojan switch forwarded these products to the Global Broadcast System/Broad Area Data Dissemination (GBS/BADD) hub at the Naval Research Center, from which they were forwarded on to Joint In-Theater Injection (JITI) terminal at Fort Monmouth. From there, products were broadcast via the GBS/BADD network to a BADD Warfighter Associate (WFA) receive/display terminal at Air Warrior, Nellis Air Force Base. Products received by the WFA were automatically forwarded to an adjacent RWS, where they were categorized, stored, and made accessible to an adjacent Combat Intelligence System (CIS) terminal using D3 S software techniques. Valuable lessons learned during the CEP experiment proved a relatively automatic, transparent information sharing between the Army's All-

Source Analysis System-RWS v.3 and the USAF's CIS in an operational environment can be achieved using links provided by Distributed Data Dissemination System (D3S). The D3S provided an infrastructure for seamlessly passing various types of data horizontally and vertically across battlefield functional area (BFA), service, and coalition lines.

BCBL(H) was the primary proponent in the submission of the ACE Processing Model Concept Evaluation Program (CEP) (Resume Sheet 97-CEP-3023a). It oversaw the Division XXI ACE Process Modeling Experiment in which the structure and parameters of the units participating in the Division Advanced Warfighting Experiment (DAWE) were input and run through the Intelligence Production Model (IPM). The IPM (developed by the Army Research Laboratory and Battle Lab at Fort Huachuca) was an analytical and diagnostic software tool which modeled and simulated intelligence production. The tool included the capability to impose specific mission, environment, and task conditions on the intelligence production system being modeled. The general findings of this experiment yielded the following conclusions.

The precision, speed, and detail provided by the enhanced automation environment of Division XXI would improve intelligence production even in missions where databases were scanty and collection was less than optimal.

The digital analytic process acts on an information product of extremely high quality, because the collection system was very effective, and access to intelligence databases outside the division was excellent.

Automation systems, like the All-Source Analysis System and others, were tools to be used by the analyst/operator, not substitutes for them. The Division XXI flat, digital environment significantly decreased the importance of organizational structuring decisions and the physical placement of individual intelligence system tasks.

Finally, even in the digital environment, the commander still drove intelligence. The ar-

ticulation of his requirements in automation systems remained critical.

BCBL(H) served as the MI point of contact for leading the development of the Intelligence Architecture for a regimental-sized Strike Force to be fielded in fiscal year 2003. Submitting the initial design in March, work continued and the structure was refined based on information obtained at the June Map Exercise and the November Simulation Exercise. Issues which continued to influence the design were: Overall size and its effect on rapid deployment; the amount of analytical support that must be physically present with the Battle Force in theater; the role and mission of UAVs; the role and mission of ground-based SIGINT and Electronic Attack; connectivity to joint and coalition partners; Data bandwidth; and III Corps Warfighter Exercise (WFX) Support.

BCBL(H) provided support to the III Corps WFX Ramp-Up exercise from 30 October to 7 November. A BCBL(H) officer, NCO, and contractor were members of a team from Fort Huachuca. The team worked a variety of simulation and intelligence system connectivity issues for III Corps, including attending and coordinating meetings among the Battle Simulation Center, 4th Infantry Division, and III Corps staffs for FIRESTORM, Joint Surveillance Target Attack Radar System (Joint STARS) Common Ground Station (CGS), and All-Source Analysis System-Remote Work Station connectivity and message handling issues. Further actions included serving as technical subject matter expert to all III Corps Tactical Operations Center (TOC) Officers in Charge and G2 officers when related to ground station operations and integration with other systems such as All-Source Analysis System-Remote Work Station.

Unmanned Aerial Vehicle

The Training and Doctrine Command System Manager—Unmanned Aerial Vehicles was the Army's centralized manager for all combat devel-

opments user activities associated with Unmanned Aerial Vehicles, Aerial Common Sensor, Guardrail Common Sensor, and Airborne Reconnaissance Low. The TRADOC System Manager UAV also served as the Army's integrator of UAV payloads and the focal point for the Tactical Control System (TCS).

Guardrail Common Sensor (GRCS) System 2, the world's most advanced airborne SIGINT system, successfully completed technical testing at TRW, Sunnyvale, California, in November. This was the culmination of more than four years of work by a complex team of government and contractor personnel, and would result in conditional acceptance of the system by the government after legal review of contractual requirements was completed in January 1999. After additional work to integrate and test a Direct Aircraft-to-Satellite Relay (DASR), Drop-On SIGINT Receiver (DOSR) and other technical enhancements, the system would be fielded to the 15th MI Battalion (III Corps) in January 2000.

GRCS System 4 has been supporting the forces in Bosnia since December 1995. The 1st MI Battalion (Aerial Exploitation) continued to operate out of Tazsar, Hungary, and has flown more than 2,600 missions in the Bosnian Theater. The unit was awarded the Army Aviation Association of America's award as Fixed-Wing Aviation Unit of the Year at the association's annual convention in February. The 1st MI Battalion (AE) was also selected to receive this award for 1998 (to be presented at the 1999 convention). This high honor was tempered by the loss of a RC-12K aircraft and both pilots in a training accident in Germany in November.

GRCS System 3 continued daily mission support to US Forces, Korea, throughout 1998. In addition, the system participated in Demonstration 4 of the Precision SIGINT Targeting ACTD in October. This ACTD demonstrated the ability to produce targetable geolocation data by fusing raw sensor data from GRCS with other raw sensor data from national SIGINT systems. Hardware and software produced during this ACTD

would reduce risk as the Army moved to downsize the GRCS Integrated Processing Facility to the mini-Integrated Processing Facility and subsequently migrate to Aerial Common Sensor.

The GRCS System 1 Remote Relay was upgraded in September with the ability to produce targetable SIGINT in the remote mode using the Communications High Accuracy Airborne SIGINT Locations System (CHAALS).

TRADOC System Manager personnel attended the first Aerial Common Sensor (ACS) Integrated Product Team meeting in Washington, D.C. in July. Several items of program risk and cost were identified, and a second meeting in November identified potential courses of action to mitigate these areas of concern. TRADOC System Manager-UAV continued to develop questions and issues for an ACS requirements and analysis study throughout the year. Preliminary consensus on the study tasker was reached in September, but the Army's Deputy Chief of Staff for Operations issued new guidance in November. The new guidance significantly increased the scope and detail required in the study, in order to answer questions raised in the two Integrated Product Team meetings and during the 1998 Special Mission Electronic Aircraft conference.

The Program Manager, Aerial Common Sensor, continued development of Airborne Reconnaissance Low (ARL)-M aircraft #4 and #5 throughout 1998. A malfunction of the fire control system in the contractor's facility in Hagerstown, Maryland, caused water and corrosion damage to both aircraft, which caused the scheduled fielding to be delayed by several months. The Defense Airborne Reconnaissance Office funded technical development of an airborne SATCOM datalink for ARL, but the Army did not provide the funds required to integrate and test this developmental hardware. In May, the Army's Deputy Chief of Staff for Operations decided to defer the previously scheduled integration of the Joint SIGINT Avionics Family Low Band Sub System (LBSS) payload into the ARL aircraft. The reason for the deferment was the

continued cost growth and schedule slip problems encountered by the Joint Airborne SIGINT Program Office at Wright-Patterson AFB. The Army would integrate and test the LBSS payload in the ACS aircraft instead of the ARL-M aircraft. The ARL-I & C aircraft continued to support operations in the USSOUTHCOM area, including disaster relief operations following Hurricane George in Central America. The ARL-M aircraft also supported daily operations in Korea.

The TRADOC System Manager-UAV hosted the 1998 Special Electronic Mission Aircraft (SEMA) Conference from 28 September to

2 October in Fitch Auditorium. A total of 122 personnel attended the three-day conference. Maj. Gen. John D. Thomas, Jr., commanding general, Intelligence Center, provided the conference keynote address. Col. Dennis “Butch” Erickson, Director, TEXCOM IEWTD, gave the conference dinner address. The conference theme was “Army Airborne Reconnaissance in the 21st Century.” The conference centered on providing a forum for the exchange of information within the SEMA community, reconciling airborne reconnaissance issues, focusing Airborne Common Sensor (ACS) on Force XXI and Army After Next



Airborne Reconnaissance Low is a modified DeHavilland DHC-7 turboprop aircraft that is configured to support joint task force commanders in force projection operations. Carrying a payload of imagery sensors, like line scanners, forward-looking infrared radar, and day and night imaging system, it can provide images of land and sea targets. Its communications intelligence assets include high-frequency/very high frequency/ultra high frequency communications intercept capabilities, along with direction-finding, frequency-hopping, and low probability intercept signals. The ARL can intercept, identify and locate communications emitters. ARL uses a direct air-to-satellite data link. Its basic configuration may be augmented with low-light television, moving target indicator cueing radar, synthetic aperture radar, multispectral camera, acoustic sensor, and a precision targeting subsystem. There are currently three configurations of the ARL system: The ARL-IMINT (ARL-I) configuration with an imagery payload consisting of a Forward Looking Infrared (FLIR) sensor, an Infrared Line Scanner (IRLS), and a Daylight Imagery System (DIS); The ARL-COMINT (ARL-C) configuration with a conventional communications intercept and direction finding payload; and the ARL-Multifunction (ARL-M) equipped with a combination of IMINT, COMINT, and MTI/SAR payloads. As of 1998, six ARL systems have been fielded. Two ARL-Cs and one ARL-I provided support to USSOUTHCOM and three ARL-Ms provided support to USPACOM (Korea). Two additional ARL-Ms were in production.

requirements, and exploring solutions for various SEMA training issues. Conference sidebar discussions included requirements for Aerial Common Sensor, Contract Logistic Support (CLS) options to sustain fielded SEMA systems, and computer-based training options to provide system-specific soldier training in field units.

The High Altitude Endurance (HAE) UAV Advanced Concept Technology Demonstration (ACTD) continued during 1998, under the watchful eye of Forces Command and the TRADOC System Manager-UAV. Both Global Hawk and Dark Star had several successful flights at Edwards Air Force Base, CA. The Global Hawk continued to have difficulty in integrating the desired imagery payloads. Thus, the planned first operational demonstration was postponed from January 1999 to April 1999. This demonstration would include flight operations over the National Training Center (NTC) with imagery processing accomplished within the 525th MI Brigade's Enhanced Tactical Radar Correlator.

The Medium Altitude Endurance (MAE) UAV, Predator, continued operations in support of United Nations forces in Bosnia-Herzegovina under the aegis of the Air Force's 11th Reconnaissance Squadron. Additionally, the Air Force activated their second Predator unit (12th Reconnaissance Squadron) at Nellis Air Force Base, NV. Air Force Predator training continued at Indian Springs Auxiliary Air Field, NV. Army utilization of the Theater Air Force Predator was portrayed at numerous Warfighter exercises throughout 1998. These exercises confirmed previous assessments that the Army has a continuing requirement for an organic Short Range UAV at corps and division.

During 1998 the Hunter UAV continued operations at Fort Hood, TX, and Fort Huachuca. Conceptually, the debate within the Army continued as to whether to support the previously validated requirement for an organic Short Range Tactical UAV (SR-TUAV) at corps and division, or to depend entirely on the Air Force MAE UAV (Predator) for timely and responsive deep battle

reconnaissance, surveillance, and target acquisition (RSTA) support.

In late October, the Chief of Staff of the Army requested input on the potential fielding of a Hunter system baseline to a Combat Training Center. TRADOC System Manager-UAV prepared and provided a position briefing for distribution to commanding general, Combined Arms Center, and the Commandants of the Armor Center, the Aviation Center, the Infantry Center, the Intelligence Center and the Field Artillery School.

On 18 December, commanding general, Intelligence Center and TRADOC System Manager-UAV accompanied commanding general, Training and Doctrine Command to brief the Army Chief of Staff on the Training and Doctrine Command recommendation for placement of a Hunter system to a Combat Training Center. TRADOC System Manager-UAV briefed the Chief of Staff on the Training and Doctrine Command recommendation and the Chief of Staff directed that the recommendation be implemented. He directed that the TRADOC System Manager-UAV lead the action and that Hunter be in place to support the June 1999 Joint Readiness Training Center rotation.

Over 300 Hunter flights occurred in 1998 and over 1,304 hours were accumulated. There were one Class A and two Class B mishaps. The Class A incident occurred with E Company, 305th MI Battalion at Rugge-Hamilton Runway, Fort Huachuca, on 12 March. During normal local flight operations, AV 216 was handed off from the instructor Flight Control Box (FCB) to the student FCB. Upon transfer, the UAV entered a hard-right, nose-down attitude and impacted the ground nose down from approximately 200 feet. The AV was destroyed on impact. The second incident occurred on 23 November, also involving the 305th MI Battalion. While on final approach, the ground station lost link with the AV. AV entered glide mode, touched down on the runway, moved inside, struck external pilot flight control box and stand, continued towards the runway area, departed the south side of the runway,

ran down the embankment, and came to rest at the bottom of the ravine.

The other Class B incident was with the 15th MI Battalion, Fort Hood, TX, while supporting the 4th Infantry Division at the National Training Center. AV 250 was damaged by a huge dust devil at bicycle lake on 9 August. The dust devil ripped the empennage completely off, flipped the AV on its side, damaging the center wing section, ripped out a cable harness that goes through the booms, and cracked the front cowling on the right side. The tent, where the AV was being worked on, was lifted straight up about 30 feet and blown about fifty feet away.

The TRADOC System Manager UAV revised the 1995 Joint Close Range-Tactical UAV Operational Requirements Document (ORD) using the Integrated Concept Team (ICT) process. After many iterations, the ORD was finalized on 10 December by the TRADOC System Manager UAV, signed by the commanding general, and forwarded to Training and Doctrine Command Headquarters. Training and Doctrine Command then forwarded the ORD to Department of the Army. Key changes included an objective range of 200 km (a requirement resulting from JROCM 150-95), an increased launch and recovery area of 100m x 50m, and an objective automatic launch and recovery system to ultimately eliminate the need for the external pilot. This ORD was an Army-only document as a result of the decision by the Joint Requirements Oversight Committee to split the Joint TUAV program and allow the Army and the Navy to pursue separate TUAV solutions.

The TRADOC System Manager-UAV prepared and presented a UAV System Program Review to the Training and Doctrine Command Deputy Chief of Staff for Combat Developments on 9 December. The two-and-a-half-hour presentation, comprised of 117 PowerPoint slides, focused on the brigade commander's Close Range-Tactical UAV (CR-TUAV), its requirements, and the status of the Outrider CR-TUAV candidate and its military utility assessment (MUA). The

briefing also covered the Short-Range TUAV and the latest status of the Hunter conditional fielding for training and development of Tactics, Techniques and Procedures, as well as updates on the Tactical Control System (TCS), Endurance UAVs (Predator, Global Hawk, and DarkStar), and the Doctrine, Training, Leadership Development, Organization, Materiel, and Science and Technology impacts on current UAV acquisition and fielding efforts.

The Outrider TUAV Military Utility Assessment was held at Fort Hood from the end of April to the end of June. The purpose of the MUA was to integrate Outrider into military operations and determine the degree to which the system provided commanders with timely, accurate, and complete reconnaissance, surveillance, and target acquisition in support of the commander's requirements. During the MUA, the Outrider was never integrated into military operations and it never operated in support of a brigade commander, the intended customer. Hence, this became an individual training event and an opportunity for the contractor to continue development and integration work. Although not a full MUA, the event did provide insight into technologies (Integrity Beacon Landing System) and information to support Operational Requirements Document and Concept of Operations revisions. An Advanced Concept Technology Demonstration decision was still to be determined at this date on the Outrider system.

This year the Tactical Control System (TCS) has developed to Engineering Build Four, demonstrating land-based control of both Outrider and Predator in accordance with the TCS operational requirements document. With both Outrider and Predator UAVs, TCS demonstrated receipt of payload products, hand-off of the vehicle and control of the vehicle on the ground. On 18 November the TCS successfully flew another tactical unmanned aerial vehicle, General (GA) Prowler UAV. The TUAV Prowler was launched at 1330 from the flight test facility in El Mirage, CA. A hand-over was conducted during



Tactical Unmanned Aerial Vehicle. It is intended for use in environments where real-time information feedback is needed, but manned aircraft are unavailable, or excessive risk or other conditions render use of manned aircraft less than prudent. The TUAV system consists of two Ground Control Stations (GCS); one Remote Video Terminal (RVT); four Air Vehicles (AV's); Modular Mission Payloads (MMP's); and launch and recovery equipment. The Ground Control Station collects, processes, analyzes, and distributes digitized battlefield information by interfacing with present and planned Service Command, Control, Communications, and Intelligence (C3I) systems. Flight and mission commands are sent to the AV's from the GCS. RSTA imagery and AV position data are sent by downlink directly to the GCS or RVTs located in tactical operations centers. The TUAV is transportable by one C-130, with a roll-on, roll-off capability. Mission capability will be enhanced as advanced mission payloads become available, maximizing battlefield digitization to increase the effectiveness of other weapon systems.

the flight to pass control of the Prowler to the TCS. The TCS successfully controlled Prowler autonomously via a pre-planned mission before handing the vehicle back for landing at 1415. Total flight time was 45 minutes.

TCS has demonstrated multiple vehicle control from a single Tactical Control System. The same software and hardware controlled MAE Predator, TUAV GNAT-750, TUAV Prowler, and UMV Robo Ski. It has received payload data from TUAVs Outrider and Hunter, VTOL Eagle Eye, and VTOL CL-327. The TCS team's next stop was Alliant Tech System's flight test facility in Glascock, TX, to demonstrate command and control of the TUAV Outrider.

This year, Fort Rucker completed the second portion of the Manned/Unmanned Aerial Vehicles Concept Experimentation Program (MUM II). This portion of the Concept Experimentation Program looked at the Comanche and a Tac-

tical UAV to determine the military worth and utility to a maneuver force of having TUAV and manned aircraft teams as a tactical reconnaissance asset. The scenario for the year-long effort called for the Comanche and TUAV crews to work together in a zone reconnaissance, the hardest of the missions for reconnaissance helicopter to perform. Three cases were analyzed during this year's experimentation. The base case was with the TUAV ground control station (GCS) controlling the UAV and relaying voice and digital messages to the Comanche crew, while working to cover the team zone. The second case had the Comanche receiving direct video into the cockpit from the UAV, and the third case had the Comanche receiving hand-off/control of the UAV from the UAV ground station. The final phase of the Concept Experimentation Program would occur in fiscal year 1999.

In May and June of this year, the Navy/

Marine Corps held the first of two demonstrations to evaluate VTOL UAVs. The purpose of the demonstration was to gather data on the maturity of VTOL UAV technology, and air vehicle performance, and to minimize risk in developing VTOL UAVs in the naval environment. The evaluation was a land-based demonstration held at Yuma Electronic Proving Grounds in Yuma, AZ. Three UAVs were evaluated for endurance, speed, and payload capability. Those contracted for evaluation were the Bell/Textron 'Eagle Eye,' Bombardier CL-327 'Guardian,' and the SAIC 'Vigilante.' Due to numerous system problems and an accident, the Vigilante only completed several test flights. A ship-based demonstration would be held in fiscal year 1999 that would lead to an acquisition decision.

The Army continued to gain valuable experience in UAV operations at the command and staff levels through the continued use of Multiple Unified Simulation Environment (MUSE) in 1998. The UAV Joint Technology Center/Systems Integration Laboratory supported ten Army exercises with MUSE during the year, including three Battle Command Training Program Warfighter exercises for XVIII Corps, 1st Armored Division, and III Corps. Major events and changes to MUSE occurred during the year that affected Army UAVs and UAV support. MUSE was changed from "Multiple UAV Simulation Environment" to "Multiple Unified Simulation Environment" due to the inclusion of simulation capabilities beyond UAV-based sensors for the U-2R and Airborne Reconnaissance-Low. MUSE was adopted as the initial embedded operator trainer in the Outrider UAV for the Outrider Advanced Concept Technology Demonstration. The Air Force adopted MUSE as the Synthetic Environment for Reconnaissance and Surveillance (AFSERS). This action included funding to create an increased fidelity Synthetic Aperture Radar model for the Predator UAV and eventually for the High Altitude Endurance (HAE) UAVs. MUSE was integrated into the Combat Synthetic Training Assessment Range (CSTAR) for a sec-

ond quarter, fiscal year 1999 fielding to the National Training Center, followed by III Corps in fiscal year 2000. Initial work began on a Close Range-Tactical UAV Synthetic Aperture Radar/Moving Target Indicator (SAR/MTI) payload simulation. This effort would better define how UAV operators would use and analyze data from this new sensor capability scheduled for the Close Range-Tactical UAV.

The TRADOC System Manager-UAV drafted and submitted a proposal to Training and Doctrine Command for the establishment of a Tier One Integrated Concept Team (ICT) for UAVs in July. Commanding general, Intelligence Center, approved the request on 3 August. The commanding general, Combined Arms Center and Fort Leavenworth, approved the proposal on 23 August and the Chief of Staff, Training and Doctrine Command, approved the request on 16 October. The TRADOC System Manager-UAV then drafted a team charter and submitted it to the ICT membership at the 1998 UAV Conference in November, where it was revised through ICT Work Group actions. The revised document was resubmitted to the membership in mid-November for ICT approval. The charter would then be submitted to commanding general, Intelligence Center, in January 1999 for signature, enroute to Training and Doctrine Command for final approval. The final draft of AR 95-XX, *UAV Flight Regulations*, was approved by Department of the Army, the sponsor for the regulation, and returned to TRADOC System Manager-UAV for coordination prior to printing. Pending completion of the final coordination with remaining MACOMs, the document would be returned to the the Army's Deputy Chief of Staff for Operations for publication in January 1999.

A TRADOC System Manager-UAV representative attended the first meeting of the Industry Study Group/Federal Aviation Administration (ISG/FAA) Work Group (WG) in September. The purpose was to identify and discuss requirements for FAA regulations to address UAV operations in the National Airspace System

(NAS). The group broke off into four subgroups to identify UAV airspace requirements from the perspective of low altitude, medium altitude, high altitude, and VTOL operational requirements. The Association of Unmanned Vehicle Systems International (AUVSI) sponsored the work group.

The TRADOC System Manager-UAV representative attended the first meeting of the Small UAV Work Group in September. The meeting was attended by representatives from the Army, Navy, Marine Corps, Air Force, Treasury Department, Border Control, Department of Immigrations, and several law enforcement agencies. The focus of the meeting was to provide a forum to identify field requirements for a Small UAV system, one that would be smaller than those being developed to meet close and short-range requirements, to support military and nonmilitary requirements. The group elected to form a "coalition" Work Group to meet these challenges and to draft a charter to identify its purpose and goals. The next meeting was scheduled for January 1999. The TRADOC System Manager-UAV hosted its second annual UAV Conference from 2-5 November at Fort Huachuca, Arizona. The theme was the "Brigade Commanders' UAV" and its purpose was to provide visibility and harmony to all UAV-related efforts and activities. Over 130 personnel, representing more than 90 organizations, attended the conference. The TRADOC System Manager provided the opening remarks and an update of the UAV program. Maj. Gen. David R. Gust, Program Executive Officer, Intelligence, Electronic Warfare and Sensors, delivered the conference keynote address on his newly acquired responsibilities for Unmanned Aerial Vehicle systems. Maj. Gen. Gust also served as the conference dinner speaker and provided a historical example of an acquisition program in his address. The conference hosted twenty-seven presentations on various UAV subjects, sensor systems, ongoing Tactics, Techniques and Procedures (TTP) development, and documentation for system requirements. It also sponsored Work Group sessions to discuss, review and approve input for

the Close Range-Tactical UAV Operational Requirements Document (ORD), the Operations and Organization Plan (O&O Plan) and the charter for the UAV Integrated Concept Team. The conference was a great success with numerous favorable comments on the variety and content of the topics covered. The 3rd Annual UAV Conference was scheduled for 20-22 July 1999 at Fort Huachuca.

Payload requirements for the Close Range Tactical UAV (CR-TUAV) were validated in the CR-TUAV revised ORD. Primary among these UAV Modular Mission Payloads (MMP) were improved Electro Optic/Infrared (EO/IR), which increased resolution and identification quality, and Synthetic Aperture Radar/Moving Target Indicator (SAR/MTI) for a near all-weather capability. The Communications Electronics Command awarded a contract to Northrop-Grumman, Baltimore, MD, to develop a SAR/MTI radar MMP for tactical demonstration as part of the Multi-Mission Payload Advanced Technology Demonstration (ATD). The advanced EO/IR portion of this ATD was out for source selection during the latter part of 1998. The advanced EO/IR MMP would include a Laser Range Finder/Designator.

Joint Stars

The Training and Doctrine Command System Manager for Joint Surveillance Target Attack Radar System (TSM-JSTARS) was the Army's centralized manager for all combat development user activities associated with the Joint Surveillance Target Attack Radar System, Common Ground Station, Commander's Tactical Terminal, Joint Tactical Terminal, Army Broadcast Intelligence Office, and Common Integrated Broadcast Service-Module (CIBS-M).

At press time, the TSM-JSTARS had not submitted any information for 1998.

Ground

The Training and Doctrine Command Sys-

tem Manager-Ground-Based Common Sensor exercised oversight as the Training and Doctrine Command single point of contact for development, fielding and retirement for chartered IEW systems for active components.

Given the mixed results of the Ground-Based Common Sensor-Light (GBCS-L) Developmental Test, the commander of Operational Test and Evaluation Command decided the system was not ready to enter a full Initial Operational Test and Evaluation (IOT&E) because it did not meet minimum performance parameters, and was deemed not effective and not suitable by the testing community. It was agreed the system could proceed to a less structured and less strenuous Development Test or Operational Test. Its objective was to further baseline the GBCS-L system; allow the Marine Corps to have some form of operational test to obtain data for a milestone decision; and to allow the 82d Airborne Infantry Division to obtain operational effectiveness and suitability information to support a FORSCOM decision for fielding the GBCS-L Limited Production Urgent (LPU) platforms.

Due to the inability to proceed to an IOT&E, the GBCS-L's system requirements were reevaluated. This reassessment also affected Ground-Based Common Sensor - Heavy (GBCS-H), which had suffered timeline slippages and funding shortfalls to support the GBCS-L effort. For these reasons, Program Manager-Ground-Based Common Sensor/Advanced Quickfix (PM-GBCS/AQF) issued a Stop Work order for GBCS-H on 16 May.

Due to contractual agreements, some work continued on Advanced Quickfix. Program Manager-GBCS/AQF was attempting to divert the efforts towards the initial development of PROPHET Air.

TRADOC System Manager-GBCS hosted an Intelligence and Electronic Warfare Common Sensor (IEWCS) Integrated Process Team (IPT) on 12 May to develop a transition plan from the current IEWCS Program to a system which would be more functional and applicable to Force XXI

and Army After Next (AAN). Based upon a SIGINT Integrated Concept Team, a SIGINT Whitepaper, the MI Commanders Conference and results of the IEWCS Integrated Product Team (IPT), draft PROPHET Concept of Operations and Operational Requirements Document (ORD) were developed and staffed worldwide. Numerous meetings were held at General Officer and working levels to obtain concurrence on the transition and future direction of ground-based SIGINT. Maj. Gen. John D. Thomas, Jr., Intelligence Center commander, signed the Prophet ORD on 22 December which was then forwarded to Training and Doctrine Command for approval.

All-Source Analysis System

The Training and Doctrine Command System Manager—All-Source Analysis System was the Army's centralized manager for all Combat Developments user activities associated with the All-Source Analysis System, exercising oversight as the single point of contact for All-Source Analysis System through all phases of system development within the Concept Based Requirements System (CBRS) and Life Cycle Systems Management Model (LCSMM) for both Active and Reserve components (AR/RC).

"TEAM All-Source Analysis System," which included the All-Source Analysis System New Equipment Training Team, TRADOC System Manager-All-Source Analysis System, and Communications Electronics Command All-Source Analysis System Training Team provided training support to operators for the following major exercises: Ramp-up to and participation in III Corps Warfighter at Fort Hood in December; Prairie Warrior -98 at Fort Leavenworth in May; Rapid Force Projection Initiative at Fort Campbell in August; and the IEW Communications Capstone Exercises for MI units within I Corps, III Corps, V Corps and XVIII Corps throughout summer/autumn of 1998.

The All-Source Enclave (ASE) augmented the Officer Basic Course, 96B10 Course, and the



JSTARS provides tactical air and ground commanders with near real-time wide area surveillance and deep targeting data on both moving and fixed targets during daylight and darkness in near all-weather conditions to detect, locate, track, classify, and assist in attacking targets beyond the Forward Line of Own Troops (FLOT). JSTARS is a joint Air Force/Army program. Orbiting a safe distance on the friendly side of the FLOT, the JSTARS radar scans a wide area out to great depths on the battlefield. The radar data are simultaneously received by Air Force and Army operators aboard the aircraft and are downlinked in near real-time to multiple Ground Station Modules (GSM) at Echelons Above Corps, Corps, Corps Artillery, Division, Division Artillery, Armored Cavalry Regiment, and Separate Brigade.

The JSTARS Common Ground Station is a joint Air Force/Army program. The airborne platform is a USAF E-8 (a militarized Boeing 707) with a multimode radar (capable of wide area surveillance and synthetic aperture modes), 18 operation-and-control consoles, a Surveillance and Control Data Link (SCDL), and secure communications. Orbiting a safe distance from the Forward Line of Troops (FLOT), Joint STARS radar scans a wide area of the battlefield at long ranges. The radar data is received by Air Force and Army operators aboard the aircraft and then downlinked to multiple CGSs via the SCDL. The information provides tactical air and ground commanders with near-real-time wide area surveillance and deep targeting data. The Joint STARS system can detect, locate, track, classify, and assist in attacking both fixed and moving targets beyond the FLOT during daylight and darkness in nearly all weather conditions.

All-Source Analysis System Master Analyst Course. It sent Mobile Training Teams (MTTs) to Fort Carson where 10 soldiers were trained, Korea (14 trained) and Fort Stewart (10 trained). The ASE participated in the All-Source Analysis System Users' Conference. The All-Source En-

clave also began training on the Trusted Workstation and, during December, trained eight soldiers in Bosnia.

The Communications Control Set (CCS) team began upgrade training on the AN/TYQ-40 and 63 in February. The team participated in

the Joint Interoperability Test Center (JITC) Common Ground Station connectivity test. CCS operator and maintenance training teams taught soldiers from the XVIII Corps and 82d Airborne Infantry Division, 101st Air Assault Division, 1st Armored Division, 1st Cavalry Division, 1st Infantry Division, 2d Infantry Division, 3d Infantry Division, 4th Infantry Division, III Corps, and V Corps. They supported capstone exercises at Fort Hood, Fort Bragg, Fort Campbell, and Korea. They conducted an Mobile Training Team for the 101st Air Assault Division. All TYQ-40 equipped units have been upgraded in compliance with the Department of Defense directive to complete Y2K upgrades by the end of 1998. The CCS section was instrumental in developing and instructing the operator and maintenance portions of the training packages, to include large portions of the technical manuals.

The Remote Workstation (RWS) team learned Block II in January and received more training on it in June from MANTECH Corporation. The team trained National Guard soldiers and leaders from Washington, Florida, Hawaii, Oklahoma, North Carolina, and New York. It conducted demonstrations in Korea, Florida, and Germany. It trained soldiers from New Equipment Training Office (NSTO) and participated in certification and Warfighter augmentation at Fort Hood. Team members have been actively involved in Research and Development and demonstrations for the Army Chief of Staff and All Services Combat Identification and Evaluation Team (ASCIET). The trainers were responsible for the instruction of both the fielded version of the software, as well as the developmental version currently undergoing testing and evaluation at Fort Hood.

The Single Source Enclave (SSE) conducted training for soldiers from several CONUS and OCONUS units. Training overseas was conducted for units in Korea, Hawaii, and Germany. Each Single Source-equipped unit was trained on the new software, in compliance with the Department of Defense directive for Y2K compliance

by the end of 1998. Six personnel were trained at each unit.

Two software upgrades for the All-Source System Remote Workstation, the AS 2.7 released in June and AS 3.0 released in December, were issued to All-Source Analysis System-equipped units in 1998. Highlights of release AS 2.7 included the capability for the 66th MI Group to connect with the theater's Joint Analysis Center, Molesworth, England; the integration of the U.S. Message Text Format (USMTF) Order of Battle Report (OBREP) which enabled the 205th MI Battalion in Hawaii to exchange enemy ground order of battle data with the Joint Intelligence Center (JIC) in Hawaii; and inclusion of the Situation External Data Criteria (SITEDC), which permitted the Analysis Control Element (ACE) to create and send a tailored enemy database updates to the All-Source Analysis System Remote Workstation. AS 3.0, the Y2K release, provided All-Source Analysis System users Y2K compliant applications (Virtual Memory System, Oracle, and Star) and the incorporation of select USMTF-99 message sets. Y2K hardware upgrades were limited to a BIOS upgrade of the communications interface between the All-Source workstation and the Communications Control Set (CCS). The Y2K release also included a communications message application that properly assigned a four-digit date code to inbound messages having only two digits. This application was based on a "sliding window" that assigned two digit messages between 50 and 1999 with the year code prefix of 19xx and those between 00 and 49 a prefix of 20xx.

Two Single Source Workstation (SS) software upgrades, the SS 2.0 released in July and SS 2.0 released in December, were issued to All-Source Analysis System-equipped units in 1998. SS 2.0 was built as a precursor to migrating to the SS 2.1 Y2K build. SS 2.0 included a port over of the operating system from Sun OS to Solaris 2.5.1 and merging the Emergency Action Console (EAC) Single Source baseline (EA 2.0) with the SIGINT Core Analyst Tool Set, Oilstock map-

Futures

ping tools, web browser capability and the Common Desktop Environment (CDE) providing the SS 2.0 baseline a Windows look and feel. The Y2K release, SS 2.1, focused on incorporating Y2K compliant applications (Applicxware, Oracle, Solaris 2.6, Netscape 4.x), integration of select

Because of funding restraints, only three of the six SS workstations could be fielded. Three additional HCU-2 workstations would be fielded to each of the Block I All-Source Analysis System units in 1999 bringing the Analysis and Control Element back up to its complement of six Single



Ground-Based Common Sensor. Ground-Based Common Sensor Limited Production Urgent (LPU) is a vehicle-mounted, signals-intercept, and precision-emitter-location system that intercepts and identifies threat emitters. Leap-ahead technology exploits Communications Intelligence and Electronic Intelligence against Low Probability of Intercept (LPI) signals and conventional signals. GBCS (LPU) is an evolutionary, open architecture system that satisfies the Army's requirement to conduct tactical ground communications intelligence, electronic intelligence, and electronic support against enemy emitters. GBCS (LPU) enhances the commander's ability to outmaneuver and destroy the enemy by locating command-and-control, fire control, and air defense centers. GBCS (LPU) will be deployed on a HMMWV in support of the 82d Airborne and 4th Infantry Divisions. The GBCS (LPU) is being fielded as an interim solution after the termination of the GBCS-Heavy and Light systems.

USMTF-99 message formats, and included a communications processor based on a "sliding window" to properly assess the date code for non-four digit dated messages.

Y2K related hardware included swapping three of the original six CODAR boxes with the High Capacity Unit-2 (HCU-2) workstations.

Source workstations. The HCU-2 was ruggedized version of the Sun Ultra-10 Block I All-Source Analysis System-equipped Single Source.

As of December there were 120 organizations using Block I All-Source Analysis System Remote Workstation (RWS). One major upgrade was made to an existing RWS release and one new

RWS delivery was made in 1998. They were the RWS 2.2.1 upgrade released in June and RWS 2.3 released in December. The RWS 2.2.1 release focused on cleaning up software anomalies from previous builds and provided a link to the CI/HUMINT Automated Tool Set (CHATS). RWS 2.3, the Y2K release, like its subsystem counterparts, incorporated Y2K compliant applications, integrated select USMTF-99 message formats, integrated the CDE application, and provided RWS operators with an initial Battlefield Damage Assessment capability.

It was a significant year in the continuing development of the All-Source Analysis System CI/HUMINT Subsystem. The CI/HUMINT Automated Tool Set (CHATS) V1 version was fielded to Army and Marine Corps Counterintelligence and Interrogation Teams with both Military Intelligence and Special Forces active component units receiving the V1 sets. The units were provided a 40-hour block of training by the Net Equipment Training Team (NETT) (contractors). In April a CHATS combined Developmental Test/Operational Test (DT/OT) was held at Fort Gordon, Georgia, with both corps and operational level soldiers participating. A Conditional Material Release was received from the US Army Operational Test and Evaluation Command for CHATS on 18 June. A new contract was awarded for development of the V2 version of CHATS in June. The V2 version would feature an enhanced message capability, enhanced mapping utilities, and numerous software enhancements based upon the DT/OT results and user comments.

The Communications Control Set (CCS), AN/TYQ-40(V)2/(V)3, and the Compartmented All-Source Analysis System Message Processor Set (CAMPS), AN/TYQ-63(V)1/(V)3, underwent major revisions throughout 1998, which included rapid prototyping and integration of both hardware and software upgrades. These were intended to make the systems Y2K compliant and take full advantage of establishing a common hardware/software baseline. The upgrades made the CCS and CAMPS functionally identical and resulted

in the dropping of the name CAMPS. Thus both the AN/TYQ-40 and AN/TYQ-63 were Communications Control Sets. Hardware upgrades included swapping the existing communications message processor with a high-powered workstation with flat panel displays for the Tactical Communications Support Processor (TCSP), the Sensitive Compartmented Information (SCI) message processor and, for the SIGINT Message Generator and Analysis Tool (SMART), the collateral message processor, providing a network hub for the Communications Network Server (CNS), swapping existing KG-84 crypto with state of the art communications/crypto canisters, the addition of a CISCO router, and inclusion of additional communications ports. Software upgrades included the integration of TCSP 5.5.1 and SMART 3.x. Due to rapid prototyping, TRADOC System Manager—All-Source Analysis System, the Program Manager-Intel Fusion and Communications Electronics Command continued to work through communications anomalies to ensure full interoperability with existing and emerging Department of Defense systems.

The All-Source Analysis System community has assessed over 1,500 Software Problem Reports during 1998.

TRADOC System Manager-All-Source Analysis System created and updated numerous requirements and training-related documents during the year. Documentation developed by the TRADOC System Manager included the Remote Work Station User Functional Description, the Doctrinal and Organizational Test Support Package, and the Failure Definition Scoring Criteria. Major revisions included the All-Source Analysis System Critical Operational Issues and Capabilities document and the *Leader's Guide to the All Source Analysis System*. Additionally, six All-Source Analysis System-related Basis of Issue - Feeder Data (BOIP-FD) were approved and four others were submitted for staffing in 1998.

TRADOC System Manager-All-Source Analysis System developed and submitted the fielding requirements for the Block II All-Source



The All-Source Analysis System is the Intelligence Electronic Warfare (IEW) subelement of the Army Tactical Command and Control System (ATCCS). ASAS will provide combat leaders the all source intelligence needed to view the battlefield and more effectively conduct the land battle. ASAS provides a tactically deployable ADP system with a capability to: Receive and correlate data from strategic and tactical intelligence sensors/sources, produce enemy situation displays, rapidly disseminate intelligence information, nominate targets, manage collection requirements, and provide operations security support. ASAS is designed to operate in a joint environment across the spectrum of conflict. It is an evolutionary acquisition project with five blocks. Block I, which provided initial software functionality, was fielded to eleven high priority units and the training base during FY 93-95. ASAS-Extended, a non-developmental items (NDI) hardware variant of fielded ASAS, using the Block I software, was fielded to the remainder of the active force and was being fielded to the National Guard Enhanced Readiness Brigades. ASAS Block II, a streamlined acquisition initiative, builds upon the success of Block I by providing significant upgrades to software functionality and interoperability. ASAS Block II leads the Army in common operating environment standards; it is already certified at Defense Information Infrastructure (DII) Common Operating Environment (COE) level 6, with level 8 as the objective common operating environment. Block II is an open architecture capable of running on common hardware; the Remote Workstation software has 81 completed segments. Block III development will begin in FY 01. It is a software enhancement that provides the Army with the objective ASAS functionality. Blocks IV and V will be developed under post-production software support (PPSS).

Analysis System to the Program Manager-IF and the Department of the Army. The fielding requirement called for over 2,000 All-Source Analysis System workstations for the force and identified units within the Army National Guard, Army Reserve, as well as active component units. If adopted, it would provide a seamless All-Source Analysis System architecture from echelons above corps down to battalion level within maneuver units, as envisioned in the All-Source Analysis System Operational Requirements Document.

The Block II All-Source Analysis System Remote Workstation went through a developmental test during the summer at the Consolidated Technical Support Facility (CTSF), Fort Hood, in preparation for an operational test in conjunction with III Corps Warfighter held during December. The test player unit was the 4th Infantry Division. Preliminary results showed that the Remote Work Station performed well during the Warfighter.

The Block II All-Source Analysis System

RWS V3 underwent operational testing during the III Corps Warfighter Exercise held 10-17 December at Fort Hood. Results of this operational test were being evaluated by Operational Test and Evaluation Command. A successful test would result in a fielding decision for the RWS at echelons division and above. A follow-on test was scheduled for March 1999 to obtain a fielding decision for the Remote Work Station at the brigade level.

Communications Electronics Command conducted limited testing of USMTF-specific message sets within Block I All-Source Analysis System subsystems during the first week of December. Further testing of Y2K related data sets was slated for second quarter, fiscal year 1999. Program Manager-IF conducted limited Y2K testing of Block II All-Source Analysis System RWS at their Fort Hood facility during the first quarter, fiscal year 1999. Y2K testing was scheduled to continue throughout fiscal year 1999.

The CHATS also underwent an operational test conducted by Test and Experimentation Command-Intelligence and Electronic Warfare Test Directorate (TEXCOM-IEWTD) during the early summer at Fort Gordon. The test player unit was the 513th MI Brigade. Favorable test results led to a fielding decision in June.

Communications Electronics Command-SEC conducted limited in-house Y2K testing of their All-Source Analysis System Y2K software baselines. A comprehensive test of the baselines with other Army systems as part of a Communications Electronics Command-sponsored IEW System of Systems Test and was tentatively slated for February through March 1999.

The TRADOC System Manager-All-Source Analysis System hosted its annual All-Source Analysis System Users' Conference from 4-6 August. This year the format was changed from a small group, issue-solving activity to one which asked each of the units to provide three positive impressions and three negatives concerning the All-Source Analysis System. The variety of All-Source Analysis System users provided in-

sightful perspectives from the active component EAC units, Corps, Divisions, and Brigades, and the reserve component Brigades and Army Reserve Intelligence Support Centers (ARISC). Additional briefers included the All-Source Analysis System TRADOC System Manager, Program Manager, and Communications Electronics Command. During the User's Conference, demonstrations were provided of numerous prototype battalion Remote Work Stations.

The TRADOC System Manager-All-Source Analysis System hosted its very first Reserve Component All-Source Analysis System Users' Conference on 10 December. The same forum was used as that used during the annual Active Component (AC) users' conference back in August, where users briefed three positive factors and three negative perceptions concerning use of All-Source Analysis System Remote Work Stations within their units. Although the RC All-Source Analysis System community was small, a very good turnout was experienced. Approximately 90 Army National Guard (ARNG) and United States Army Reserve (USAR) soldiers participated. Users from 13 of the 15 ARNG Enhanced Brigades attended along with representatives from each of the five regional Army Reserve Intelligence Support Centers (ARISC).

The TRADOC System Manager All-Source Analysis System participated in the 1998 EAC Users' Conference from 20-23 January at Fort Shafter, Hawaii. During the conference, briefings were provided on the All-Source Analysis System Seamless Intelligence Fusion EAC Battalion, All-Source Analysis System Requirements Document, and How to Influence your All-Source Analysis System Future.



The AN/PYQ-3 Counter Intelligence (CI/HUMINT) Automated Tools Set (CHATS) is a portable, ground-based, transit-cased suite of hardware. Operating up to the SECRET level, the AN/PYQ-3 CHATS enables CI/HUMINT team leaders to manage assets and analyze information collected through investigations, interrogations, collection, and document exploitation. CI teams can store collected information electronically in a local database, associate information with digital photography, interactively generate standard messages, transmit/receive information over existing military and civilian communications, query stored information in local databases, and share databases with like systems. The AN/PYQ-3 CHATS provides these functions using a combination of commercial-off-the-shelf software and tailored Government-developed software, operating on the CHATS laptop computer within a hardened transport case. CHATS is interoperable with the Defense Counterintelligence Information System (DCSIIS) and is Y2K compliant.



The IMETS is an automated, mobile, tactical, weather data, receiving, processing and dissemination system. It provides timely weather and environmental effects forecasts, observations, and decision aid information to the tactical commander. IMETS is operated by Air Force weather teams and maintained by Army technicians. The system provides 24-hour, automated weather support to commanders at all echelons; echelons above corps, corps, division, separate brigades, ACRs, special operations force, aviation brigades and other task-organized contingency forces. IMETS provides automated weather data to support air defense, fire support, intelligence and electronic warfare, maneuver control system and combat service support battlefield functional areas.

CHAPTER IV

Continuous Learning

In early 1998 the Directorate of Continuous Learning was formed from the former Directorate of Operations, Training and Doctrine. The directorate's mission was to train Military Intelligence personnel in Advanced Intelligence Skills that would produce Joint Information Age leaders. The directorate consisted of the following divisions: Advanced Collective Skills (ACS), Advanced Individual Skills (AIS), Distance Learning Office (DLO), Infrastructure (INF), Military Intelligence Professional Bulletin (MIPB), Staff and Faculty Development Office (S&F) and the Noncommissioned Officer Academy.

Advanced Collective Skills

The mission of the Military Intelligence Combat Assessment Tables (MICAT) team, Advanced Collective Skills, was to develop MICAT for standardized guidance on how MI units should train to achieve collective proficiency on mission essential tasks and what they must do to annually qualify as combat ready. The MICAT was a set of doctrinally based training and qualification tables that used the tank gunnery model to demonstrate how military intelligence commanders should evaluate and certify their soldiers' combat readiness. The tables provided individual MOS tasks and collective tasks for sections and organizations, such as the Analysis and Control Element (ACE). Each MICAT module contained evaluation checklists and specific evaluation procedures.

The MICAT team completed the first Draft of the Division ACE MICAT and was staffing the document internally at the end of the reporting period.

MICAT development support. SFC Bouthillier, SSgt. Bray, and SSgt. Robert went TDY from 28 October to 7 November, to Fort Hood in support of the III Corps/4th Infantry Division Ramp-up for the III Corps/4th Infantry Division WARFIGHTER exercise. These NCO's acted as observers both at the corps ACE and the division ACE and gained vital working knowledge of both elements which would be applied in the development of both the division and corps ACE's.

The Collective Training Products (CTP) Branch was established during the third quarter 1998 as one of the branches of the Advanced Collective Skills Division. The mission of the branch was to develop Army Training and Evaluation Program (ARTEP) products, including Mission Training Plans (MTP), Training Support Packages (TSP), Combined Arms Training Strategies (CATS) and Crew Drills for MI units in the field. The branch began the revision of the two-volume Collective Training Standards Document 34-113-111&112. It also developed drafts of separate TSPs for Task Force, Brigade and Regimental S2 Sections. In conjunction with contracted assistance, the branch developed Combined Arms Training Strategies for both the Heavy and Light MI Battalions. As the year came to a close, the branch received the missions of coordinating Continuous Learning's efforts in integrating Information Operations (IO) into all training and in overseeing TRADOC's initiative in developing training, on-site, for the First Digitized Division at Fort Hood, TX.

During the third quarter 1998, TRADOC created a Warrior-T office in the Force XXI Central Technical Support Facility (CTSF) at Fort Hood to develop training and doctrine for the First Digitized Division (FDD) and First Digitized

Corps (FDC). A Digitized Training Team was established within the Continuous Learning Directorate at the Intelligence Center to coordinate the center's oversight of the Warrior-T effort. The team, along with representatives from the Directorates of Continuous Learning and Futures, coordinated directly with Warrior-T training developers in the analysis of training needs for the All-Source Analysis System, and Common Ground Station, Army Battle Command System.

The Continuous Learning Directorate participated in the TRADOC Information Operations (IO) Conference in June. The Intelligence School was tasked to update the Operations Security common task with IO information. The draft OPSEC task was being staffed for approval at the end of the year. Information Operations tasks for possible inclusion in resident courses were reviewed. Continuous Learning conducted a conference to develop a school-wide plan of action for IO and participated in a Deputy Chief of Staff for Intelligence- sponsored conference.

Advanced Individual Skills

The 1998 reorganization of the Intelligence Center formed the Advanced Individual Skills Division (AIS). Led by Mr. Richard Dow, it was formed with three branches: Language Branch headed by Mr. Peter Shaver, the ASAS Master Analyst Branch headed by MSgt. Michael Fallon and the Individual Products Branch headed by Mr. Gayle Hammel. The division was organized from personnel that were formerly assigned to the Individual and Collective Training Branch and Training Resources Branch that were dissolved. The mission was to develop individual soldier training products, train selected soldiers to become ASAS Master Analysts and shape the MI technical foreign language program.

Three ASAS Master Analyst Courses of eight weeks each were conducted, graduating 28 noncommissioned officers and warrant officers. TRADOC approval was obtained for the Program of Instruction (POI) of 317.5 academic

hours for the ASAS Master Analyst Course. Approval of this Program of Instruction increased the course length from 8 weeks to 8 weeks and 4 days.

The ASAS Master Analyst Branch and CECOM Advanced Training Environment and Laboratory was started. The laboratory would be the advanced training area for future ASAS Master Analyst classes.

Eight hours of advanced commercial conflict simulation were incorporated into core training. This type of training greatly enhanced the analytical skills of ASAS Master Analyst Course graduates.

Cognitively based exploratory and experiential training techniques and models for Order of Battle and Intelligence Preparation of the Battlefield were developed.

The requirement to improve the evaluation of MOS language skills resulted in the Language MOS Evaluation Plan (LMEP). It was designed to provide unit commanders and soldier-linguists with the necessary tools to test and train linguists in their MOS language skills. The Korean SIGINT portion was being field tested at three separate locations. The Korean HUMINT LMEP was transferred to CD-ROM as a Training Support Package. It would be ready for field testing by January 1999, pending funding approval. After validation and testing, individual CDs would be available for linguists. Arabic HUMINT scenarios were translated and continued to be developed. Russian and Persian Farsi were planned to be the next languages to be developed.

A contract has been signed with the University of Arizona, Sierra Vista Campus, to develop foreign language maintenance and sustainment programs in Russian that will be offered using computer distant learning technology. Called Project Mercury, this was a proof of concept that would be used for distance learning in other subject areas. The course was configured on CD-ROM for individual linguists. The validation phase was underway and scheduled to be concluded by the end of fiscal year 1999.

Continuous Learning

The Intelligence Center Language Action Committee continued to meet every other month on the third Wednesday at the Kelly Operations Building. Representatives from Office, Chief of Military Intelligence; Continuous Learning; 111th MI Brigade; 306th MI Battalion; National Security Agency; and the NCO Academy attended the meetings where language issues of a common interest were discussed. A newsletter, *Language Action*, was published in the intervening months with articles of interest for MI linguists.

The Language Action Committee was making plans for the first Intelligence Center technical language conference to be held 20-22 October 1999. The purpose of the conference was to increase awareness of technical language programs that would aid the MI Soldier-linguist to maintain technical language skills. Representatives from government, academia, and industry would be invited to participate in a lecture/workshop conference.

Over 500 reserve component linguists (MOS 97L, Translator/Interpreter) have been training in more than 15 languages since 1994. Current training issues included funding, review and revision of the current Program of Instruction, and development of the 97L Basic NCO Course. The downsizing of Army Reserve linguist battalions were expected to impact the numbers and kinds of linguists that would require training in fiscal year 1999.

The Language Branch had a web site at <http://huachuca-usaic.army.mil.contlearning/ais/index.htm>. It could be found through most popular search engines. The purpose of the web site was to provide MI linguists with language training materials to maintain and sustain global and technical language skills. There were links to foreign language newspapers, radio, and training references. There was also current information on other language sites and training materials developed at the intelligence center. Since the site was started in October, there have been over 1,000 inquiries from interested linguists.

Distance Learning

On June 15, the Distance Learning Office (DLO) was assigned its first official Chief, Mr. Luciano J. Iorizzo, GS-14. He came from Fort Knox, KY, where he was a technical advisor. Prior to his arrival, the office consisted of only three personnel, led by Lt. Col. George A. Wheat. A debt of gratitude was owed to Lt. Col. Wheat's efforts and accomplishments which resulted in a strong foundation and prepared the way for Mr. Iorizzo's arrival. Under its new chief, the Distance Learning Office began to change and take shape. Cubicle walls were brought down to create a more open environment that fosters communication. The office grew from four personnel to fifteen in a six-month period.

The mission of Distance Learning was to develop programs that would continue the professional development of the MI Corps. The office consisted not only of developers, but also quality assurance, acquisition, audio/visual specialists and an intern. The programs included, not only Computer Based Training (CBT) development, but also Cradle-to-Grave (C2G), 1-N lists, and the completion of numerous taskings. A crew of 33W NCOs came on board and began working on Maintenance Management courseware. Their work was focused on experiential learning. The DLO also began the development of collaborative chat rooms and other related mentoring tools for the 33W package. Audio/visual specialists continuously created interactive, integrative products for the developers' projects. The AV specialists focused on next-generation courseware in VRML (Virtual Reality Mark-up Language) environments.

The members of the Distance Learning Office were participating in a "virtual" Sergeants Time. Training was focused on relevant aspects of currently held positions. The DLO members were improving their computer skills in several different areas. This training was extremely relevant to their jobs. The DLO was taking distance learning courses for Sergeants Time and was creating

distance learning courses during duty hours. The Continuous Learning Directorate was working on a funded project with Army Research Institute (ARI) called TRAINDIGITAL. TRAINDIGITAL had two purposes. First, it was to determine how best to train the acquisition, retention, transfer, and generalization of digital skills. Second, it needed to determine how to maximize skill proficiency. The directorate would work directly with proponents to identify subject matter experts with digital experience. The sought-for results were how to measure and maximize skill proficiency. This was a minimal requirement on participants that was expected to have an enormous payoff. It would allow the center to insert Intelligence Force XXI Training Requirements into future training programs.

Military Intelligence Professional Bulletin

The Military Intelligence Professional Bulletin (MIPB) Section, Directorate of Continuous Learning, had the mission to develop, publish, and distribute the Military Intelligence Professional Bulletin (MIPB). The section began the year under the Directorate of Training of Doctrine, Doctrinal Literature Branch. Under the reorganization, the Table of Distribution and Allowances (TDA) resubordinated the section to the 326th Military Intelligence Battalion (reflagged in July as the 304th MI Battalion). The new organizational TDA authorized one civilian and one officer.

During this CY, the section published four issues of the *Military Intelligence Professional Bulletin*. The section continued the Internet Homepage, which provided electronic access to the bulletin. Internet access provided the feature articles back to the October-December 1995 issue, a subscription form, information on submitting articles, and book reviews, masthead information, links to other sites, and a means for corresponding with the bulletin staff.

The section worked to finalize an agreement with the U.S. Superintendent of Documents to recoup

25 percent of the total sales value of issues sold. This reimbursement will occur annually, by fiscal year.

NCO Academy

The Noncommissioned Officer Academy graduated 372 Basic Noncommissioned Officer Course (BNCOC) and 86 Advanced Noncommissioned Officer Course (ANCOC) students in 1998. One Academy instructor was selected as Instructor of the Quarter, and another was nominated for the Instructor of the Year competition to be held in January 1999.

The reorganization of the Intelligence Center in early 1998 placed the Noncommissioned Officers Academy within the Continuous Learning Directorate, and created, for the first time, a Training Development Branch in the Academy. The impact of this action was immediate and positive.

The Training Development Branch was tasked as the lead element for analysis and correction of shortcomings identified in previous inspections by the Sergeants Major Academy (USASMA). From April to September, academy efforts were focused on establishing correct test control procedures, complete and accurate course documentation, and a central archives section containing all training resource and administrative documentation including Course Administrative Data, Programs of Instruction, Lesson Plans, and Student Evaluation Plans.

The USASMA accreditation team arrived on 21 September for what was to be a five-day formal inspection tour. On 23 September, after an unprecedented two-day inspection, the USASMA team fully accredited the academy, lauding both its academic and operational elements for excellence. This was a first, not only for Fort Huachuca, but also for academies throughout Training and Doctrine Command.

In early 1998, Cradle-to-Grave studies resulting from the Intelligence Training XXI concept began to influence the future of MI NCO training.

Continuous Learning

For the first time in over a decade, the NCO training strategy faced dramatic revision. Intensive advanced technical training replaced common leader training as the primary focus of the academy's educational strategy. In early October, with the accreditation effort successfully completed, the academy began to apply the new strategy to the development of future training.

By the end of the October, the academy had submitted thirteen Course Administrative Documents (CAD) to TRADOC converting ANCOC from three CMF-based courses, which were common leader oriented and taught in a consolidated environment, to 13 MOS-specific courses. The new structure stressed such senior MI NCO skills as the collection management, mission planning and coordination, and incorporating problem solving in joint, and stability and support operations environments.

Implementation of the new training was scheduled for October 1999, but the modification effort began immediately. It began with the development of an implementation strategy that included MOS-specific surveys of senior NCOs in the field, a "proof of concept" situational training exercise involving ANCOC students, and the scheduling of a subject matter experts conference to be held in early January 1999.

A video teleconference was held on 6 November among the Intelligence Center, Training and Doctrine Command, the Sergeants Major Academy, and Department of Army representatives. The subject was a new strategy for developing MI NCOs. All parties approved the new strategy, which included mandatory prerequisite training via distance learning channels, as well as split-based training at locations other than Fort Huachuca to take students to the best source of technical training. The USASMA representative observed that the Intelligence Center had struck a benchmark in Noncommissioned Officer Education System (NCOES) which would influence the training strategies of NCO Academies throughout Training and Doctrine Command.

In the special emphasis area of equal opportunity, an additional Equal Opportunity Representative was appointed, for a total of three. Their goal was to maintain 100 percent of all required training and it was achieved.

Some of the administrative achievements of the S1 Office follow. In the past the original documents, with inscriptions, were used to keep track of issues and suspenses within the S1. A revision of the process resulted in the actions being annotated in an Actions Log, and also signed for on DA 200's.

The S1 used to be a very specialized office environment. A policy was initiated that called for each individual to be cross-trained within the S1. This was a success and gave flexibility to operations.

Individuals were trained and participated in scheduled training, such as the Noncommissioned Officer Development Program. Overall soldier skills were also developed in such areas as the Combat Lifesaver Course, Basic Instructor Training Course, and Field Sanitation Course. This provided the headquarters staff with the opportunity to assist the academy with its overall mission and gave soldiers additional skills when they left the academy.

Publications was an area that was decentralized. To restore individual responsibility, a single person was appointed who was responsible for ordering publications and who was school-trained in this specialized field.

The S4 Supply section focused on budget analysis as a primary task. In the past, the Deputy Commandant decided how and why the money was spent. During the year, that responsibility became the function of the S4 who advised the Commandant and the Deputy Commandant on simpler ways to meet requirements without spending as much money.

In the past, hand receipts were generated using Multimate, a badly outdated word-processing system. The S4 instituted ULLS-S4 for managing hand receipts and insured supply personnel were school-trained on its uses.

Tracking work orders was a labor-intensive effort even with a systematic approach. Without a system, it was almost impossible to stay on top of it. The most significant piece of the tracking system was a weekly staff meeting where the entire academy staff got together to discuss supply issues. The Commandant required coordination prior to the meeting and status reports during the meeting. This process required all the major players to solve issues in a timely manner.

The Advanced NCO Course began to undergo widespread revision when the deputy commanding general granted approval to proceed with the creation of thirteen separate ANCOC technical tracks. This initiative was similar to the Basic NCO Course in that each soldier would undergo Common Leader training and then proceed to a technical portion designated for each MOS or discipline. This restructuring was driven by the belief that, even at the senior NCO level, there were specific skills and knowledge that should be taught in residence. As a first step, a study was undertaken. It would look at whether this theory applied to every MOS or just a select few, and whether the training should be taught at Fort Huachuca or at another location like Corry Station or Goodfellow AFB.

ANCOC has revised all current lesson plans and was prepared to train the next class in April 1999 with this material. Additionally, ANCOC received the new common core Training Support Packages from the Sergeants Major Academy. Although the New Common Core was suspended pending another version's release, the course content was well known and training of the cadre began.

ANCOC course material was continuously revised in accordance with Cradle-to-Grave reviews, course critiques and accreditation. ANCOC was basically over-tasked and undermanned. However, it continued the mission of training MI professionals while attending Cradle-to-Grave briefings and revising course material. Classes were deferred to allow ANCOC to prepare and implement training. The 33W class was reduced to a size of six and would be conducted

twice. This change was equipment-driven.

The accreditation process accentuated many of BNCOC's weaknesses, ranging from leadership and attitude to test control. BNCOC's challenges were the same challenges faced by the entire academy and have received maximum attention. Those points that were not adequately fixed at the end of the year were addressed specifically within the Academy Training Strategy and Training Plan.

Split-based training for the 98K30, Signals Collection/Identification Analyst, BNCOC, which was approved in the 6 November VTC, was submitted to Training and Doctrine Command in a Course Administrative Data (CAD) action on 24 November. This course would have a 17-day common core phase at Fort Huachuca and a 19-week intensive technical phase, focusing on intermediate communications signals analysis. It would be taught by the United States Navy at Pensacola Naval Technical Training Center. The Navy, as executive agent for this training, further recommended completion of a number of National Cryptologic School (NCS) courses during Skill Level 20 as prerequisites for enrollment in the technical phase. The course was to be implemented in October 2000 and, with some refinement, would become the model for future BNCOC and ANCOC.

The importance of Counterintelligence Force Protection Source Operations (CFSO) in modern stability and support operations, and deployments in support of modern joint and coalition operations, had been the subject of concern and study for several years. In 1998, the 97B30, Counterintelligence Agent, BNCOC and the 97E30, Interrogator, BNCOC courses were lengthened to accommodate CFSO training. Multidiscipline Counter-Intelligence (MDCI) tasks formerly assigned to the terminated MOS 97G were incorporated into the Counterintelligence Agent BNCOC as part of this action. This new training was scheduled to begin in March 1999. The effectiveness of 96D, Imagery Analyst training had been the subject of growing national

agency and Department of Army concern for several years. The Imagery Intelligence (IMINT) environment had been marked by a dramatic increase in platforms, sensor types, downlink and dissemination systems, missions, and a shift to digital (soft copy) imagery. The imagery training conducted by the Intelligence Center was inadequate to support the Warfighter in this complex technical environment. Efforts to increase training time were hampered by the TRADOC zero-growth policy, which did not permit such increases without trade-off from other vital training. Exception to this policy was granted in September, and the Imagery Analyst BNCOC was increased in length from eight weeks and one day, to eleven weeks and three days. The increased course would contain intensive technical training in collection management, systems, and digital imagery, and was scheduled to be implemented in October 2000.

By year's end, documentation actions had been initiated for the BNCOC for 98C30, Signals Intelligence Analyst, 96H30, Imagery Ground Station Operations Supervisor, 96D30, Imagery Analyst, and 98G30, Foreign Language Interceptor. These actions formalized mandatory non-resident prerequisite training as Phase I, and separated resident common leader training from resident technical training as Phases II and III. At the end of 1998, it appeared that the resident portions of these courses would be trained entirely at Fort Huachuca, and this three-phase format ultimately would be applied to all BNCOC and ANCOG.

The accreditation process identified some deficiencies within the academy and generated an analysis and corrective action. What follows is the academy's self-appraisal of several areas of concern, both then and at the end of this reporting period.

Attitude - Then. As a unit, the personnel within BNCOC lacked cohesion as well as trust in each other's abilities to competently teach.

Now. As a unit, the instructors within BNCOC have developed a much better working relationship. Planning was being conducted as a

team by the Chief and Senior Small Group Leaders. We have learned to respect each other's abilities and have a better understanding of the functions of each group. Each Small Group of instructors was a very cohesive group.

Shared Responsibilities - Then. Instructors within BNCOC worked poorly as a team. Some instructors were routinely over-tasked, while others continuously avoided platform instruction, specifically instructing the Army Common Core.

Now. Instructors have learned to work better as a group. All instructors were now required to teach not only their MOS-specific courses, but the Army Common Core as well. Whatever MOSs of students were in Common Core, there will be instructors from that same MOS. This has helped to share the load equally among the entire instructor force, giving each instructor time to do course development. Additionally, different instructors were being utilized to conduct all training events. This was being accomplished by cross training, meaning one instructor experienced at conducting the event was assigned as a Primary Instructor and an inexperienced instructor was the Assistant Instructor. During the next class that Assistant Instructor will become the Primary Instructor for the event. This made us capable of professionally conducting all events without relying on a chosen few.

Course Materials - Then. Several of the MOS specific courses were seriously outdated. Programs of Instruction had not been updated in years. Additionally, many lesson plans, while the Administrative Data-Sheets were updated, were years behind doctrinally.

Now. In preparation for accreditation, each MOS was required to fully update their lesson plans and convert them to the new TRADOC format. Also, in coordination with Training Development, Programs of Instruction, or at least Draft Programs of Instruction, were completed for all MOSs. Course development was conducted throughout the year. Several MOSs, such as 96B, 98J and 98H, have already instituted training ob-

jectives from Cradle-to-Graves. Other MOSs were working to incorporate all objectives immediately based on needs known to exist, instead of waiting for decisions six months down the road.

Supervision - Then. Instructors were not provided any real monitoring.

Now. Every instructor was being held responsible for his or her actions. Everyone was expected to be timely for training, formations and appointments. While there were always complaints, we were all beginning to remember that a standard was not a standard unless it applies to everyone.

Instructor Certification - Then. Instructors lacked the basic certifications to teach in BNCOC.

Now. Again as a result of accreditation, we have vigorously worked toward instructor certification. Sfc. Morales (BNCOC Master Fitness Trainer) maintained good records and administered APFTs regularly. Small Group Leaders were Combat Lifesaver or CPR-qualified as soon as possible. Each instructor was required to be range certified. Senior Small Group Leaders and the Chief Instructor were diligent in completing instructor evaluations, using NCOOPs and Consideration of Others classes to get our instructors platform time. At the end of the year, we were certifying instructors in MOSs specific tasks (i.e. CFSO for the 97E/97B, ASAS for 96B/98C, and JCMT for 96D/96B/98C).

Test Control - Then. Test control was nonexistent. Each instructor created, stored, administered and graded their own examinations. Most instructors regularly used "A" versions and only used a "B" version if a student failed.

Now. One more result of accreditation was the test control. Instructors no longer graded their own examinations. Test Control decided which version of the examination would be used. This ensured that both versions of examinations were equally challenging and tested the student's understanding of material covered in the course.

Counseling - Then. Counseling was a definite void over the past year, for both students

and cadre. Some students were not counseled in a timely manner when they committed violations.

Now. Counseling was an area that would still require more work. Instructors were being regularly counseled for performance.

Automation - Then. In the area of automation we were in the dark ages. Especially in MOS-specific training, equipment and methods were used that were older than those which the students had available in field.

Now. We were still in the dark ages in the area of automation. Higher speed PCs were available to Small Group Leaders in Ice Hall and O'Neil Hall, but in Friedman Hall they can still only run Windows 3.1. However, we have recently moved two computers, a 160mhz and a 233mhz into Friedman, but two computers for 12 Small Group Leaders means a lot of time sharing.

The Training Development Branch was a new resource within the academy that has already paid dividends during the accreditation and in overall course development. The branch took the lead in Cradle-to-Graves and served as the conduit between the academy instructors and outside agencies. Staffing continued to be an issue, with Reserve Component Training, Distance Learning, Prerequisites, and Cradle-to-Grave-driven requirements expected in the future.

Training Development was the primary quality control mechanism for the Academy, performing training planning and training execution oversight.

Programs of Instruction, lesson plans, Course Administrative Data (CAD), Individual Training Plans (ITP), Critical Task Lists, and Cradle-to-Grave results were all located in the Training Development vault files.

Test control measures were implemented which were so reliable that they became the standard used by Sergeant Majors Academy.

The ANCOC, BNCOC and Training Development branches developed a cooperative working environment that ensured that all would have a say in academy policy and work coopera-

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tively towards mutual success.

Staff and Faculty

In 1998 the Staff and Faculty Development Office (SFDO) accomplished its mission of conducting the Staff and Faculty Training Program at the Intelligence Center, including the TRADOC Train-the-Trainer program, managing the Instructor Recognition Program, and serving as liaison with outside education agencies. At year's end, the office consisted of the GS-13 Chief, four GS-11 Intelligence Education Specialists, one GS-09 Intelligence Education Specialist Intern, and one military instructor. The office was located in Building 61730, the Kelly Operations Building, housing the Continuous Learning Directorate.

The office conducted 15 iterations of the Basic Instructor Training Course (BITC), training 220 new instructors. It taught three iterations of the Systems Approach to Training (SAT) Course this year, training 47 students. The office facilitated two iterations of the Army Training Support Center's Videoteletrained Systems Approach to Training Course (VTTSAT), training 13 students. It conducted four iterations of the Small Group Instruction Course, training 40 new small group facilitators.

This year the Staff and Faculty Office trained 30 students in two iterations of the Test Development Workshop (TDW). The number of iterations of this course was reduced this year because one of the two instructors was reassigned. Staff and Faculty facilitated two iterations of the Videoteletraining Instructor Training Course (VTITC) from the Army Training Support Center, training seven students. Three iterations of the Interactive Multimedia Instruction Course (IMIC) were given, training 27 students. Two iterations of the Designer's Edge Training Course (DETC) were developed, validated and conducted, training 16 students. The course taught training developers to use the commercial off-the-shelf product, *Designer's Edge*, which was a pre-

authoring tool, to aid developers in putting together coherent, effective courseware.

Staff and Faculty Development continued to administer the Instructor of the Month/Quarter and Distinguished Instructor of the Year (IOQ/DIY) Programs. Instructors of the Quarter were: Sfc. Kevin Theismann, first quarter; SSgt. Kevin Purdy, second quarter; Sgt. Ramona Hill, third quarter; and GySgt. Edward Chavez, fourth quarter.

Instructors of the Quarter from 1997 competed for Distinguished Instructor of the Year. The March 1998 Distinguished Instructor of the Year Luncheon was a success and was attended by over 150 instructors, Intelligence Center dignitaries, and community sponsors from Sierra Vista and the surrounding area. SSgt. Bernice James, an instructor in the 305th MI Battalion, was named Distinguished Instructor of the Year. Staff and Faculty managed the Center's nomination for the TRADOC Instructor of the Year program, forwarding the nomination of SSgt. Kevin Leydecker. The office also managed the Center's nomination of SSgt. Leydecker for the Defense Intelligence Agency's General Intelligence Training System (GITS) Instructor-of-the-Year Award in April.

Staff and Faculty continued to conduct the Instructor Progression program, processing Basic, Senior, and Master Instructor Badge requests. During the year, 141 Basic Instructor, 134 Senior Instructor, and 67 Master Instructor badges were awarded, totaling 342 badge requests processed. The long-anticipated revision of the Instructor Recognition Program guidance was published as Fort Huachuca Memo 672-3, on 10 July.

In the area of Education Agency Liaison, Staff and Faculty served as the action office for the new initiative, the Educational Technology Program at the University of Arizona, Sierra Vista. Twelve education and training specialists from the center were enrolled in the program to enhance their technical skills in leading the development of multimedia and distance learning products to

support Intelligence Training XXI. Over three years, these students will take 12 courses in learning theory, research design, statistics, tests and measurement, and computer-based training design.

The office continued to coordinate Intelligence Center accessions to the TRADOC Senior Training Managers Course and the Training Development Middle Managers Course, as well as coordinating the monthly TRADOC Staff and Faculty videoteleconferences. It also facilitated the delivery of the Army Logistics Management College's *Information Mapping* course at the center.

*Institutional Training Battalion
(304th MI Battalion)*

The 304th MI Battalion, 111th MI Brigade, was inactivated on 30 June. Lt. Col. Dorothea M. Cypher-Erickson cased the colors along with Cmd. Sgt. Maj. Gerald Clark in a ceremony on Brown Parade Field. The 304th MI Battalion was subsequently reactivated under Continuous Learning.

D Company, 304th MI Battalion was inactivated on 19 June. Capt. Charlene Donovan relinquished command as the unit became integrated with B Company, 304th MI Battalion, which subsequently was reorganized as E Company, 305th MI Battalion.

Alpha Company, 304th Military Intelligence Battalion, underwent a significant change in the realm of organization, personnel, and teaching techniques. At the start of the year, the company was responsible for ten separate courses of instruction. As the year closed, the company reduced its span of responsibility to five courses, the most important of which was the Officer Advanced Course. Personnel changes included the change of command on 20 August, with Capt. William Mangan taking the guidon from Capt. E. J. Rusk. The most important change in the company came in the form of teaching techniques to students. Lecture-heavy curriculum was given up in favor of hands-on, analysis-based, practical

exercises encompassing multiple spectrums of potential conflict. The result was well balanced, flexible students being introduced into the total force.

Bravo Company, 304th MI Battalion, was formed on 15 May 1998. The company was created by combining two different companies from the 111th MI Brigade and making a new tactical company in the Directorate of Continuous Learning. The former Alpha Company, 304th MI Battalion, which conducted training support, was combined with the Communications and Electronic Warfare Equipment Operations Course (CEWEOC) from Alpha Company, 305th MI Battalion. These two companies with different missions were combined and given a new focus. They were to be the "Tactical IEW" company for the Intelligence Center. This combined unit pooled most of the tactical IEW equipment and expertise into one company, with 118 authorized soldiers, 42 tactical vehicles, and \$47 million worth of equipment. The new mission was to "conduct, train, and sustain current and emerging divisional/ACR MI Company Intelligence and Electronic Warfare (IEW) operations." The company was a direct support (DS) and general support (GS) military intelligence company with the task of going to the National Training Center once a year to support a maneuver brigade with intelligence, as well as train MI officers on divisional MI company operations. The linkage of the example divisional MI company with the electronic warfare subject matter experts of the CEWEOC course enhanced training for the soldiers in the company as well as the students.

CHAPTER V

Registrar

The Office of the Registrar, through its Evaluation, Academic Records, and Programming/ Scheduling divisions, coordinated the administrative functions which support instruction at the Intelligence Center. It conducted programs to ensure the adequacy and quality of the training, and assessed training effectiveness to ensure consistency with Army intelligence goals and the stated needs of national intelligence agencies and of other services. It managed course offerings and student enrollments for all courses. It reported higher headquarters and coordinated with outside organizations to share lessons learned.

The Office of the Registrar in 1998 began to operate as the Intelligence Center's management element for evaluation, programming, scheduling, academic records and as the conduit to Training and Doctrine Command for documentation to support the requirements of Training and Doctrine Command Regulation 350-70, *Training Development Management, Processes, and Products*, related to the Training Requirements Analysis System. The Office of the Registrar (originally named as the Office of the Provost) emerged from the reorganization initiative in January. It merged the civilian and military personnel from the Deputy Assistant Commandant's Office (less the GS-15 Deputy Assistant Commandant, Dr. Kreiger) with the civilian and military personnel from the Directorate of Operations, Training, and Doctrine (DOTD), Training Support Division (TSD). Mr. Hubert Wilkins (GS-13), former Chief of the Training Support Division served as the Provost until his April retirement. The Range Control mission moved to the Central Tasking Office in the garrison as a result of the reorganization. During the same time frame, the office was renamed and Mrs. Nancy Barnes, GS-13 (formerly

Chief of the Training Resources Branch, DOTD), assumed supervision and management responsibilities as the Registrar. MSgt. Lorraine Griffin (formerly NCOIC for the Office of the DAC) became the NCOIC for the Registrar.

The Academic Records section tracked 7,897 programmed students in the Army Training Requirements and Resource System (ATTRS) and provided service to individuals and Federal Agencies.

Programming and Scheduling personnel scheduled and coordinated training. During 1998, 594 classes and 6,171 weeks of training were scheduled for the year.

The Structure Manning Decision Review (SMDR) for fiscal years 2001 and 2002 was held on 28 October. It was attended by Dr. Russell W. Watson, Mrs. Carol J. Bock, Mrs. Rayann O'Brien-Bondarek, and Sfc. Luis Perez. It was the first SMDR in the past five years where there were absolutely no issues. The school actually grew in numbers and resources without any tradeoffs. Additional training weeks and personnel resources were approved for 96D10, 96D30, and 350D courses for softcopy imagery, and ten additional weeks were added for the 96U to train the Tactical Unmanned Aerial Vehicle. These additions were approved despite Training and Doctrine Command's "zero growth" policy. Prior coordination with MI Branch concerning MOS shortage issues resulted in our planning for and accepting large numbers of students in fiscal year 2001 and fiscal year 2002, particularly 96B10 where it was agreed to train over 1,300 soldiers. This would require doubleshifting. Overall, the school received increases from fiscal year 2000 to fiscal year 2001 by 60 instructors and 400 students, mostly at the Advanced Individual Train-

ing level.

There was continued emphasis on readiness and mobilization planning. Fort Huachuca was the first Training and Doctrine Command installation to complete the 1999 MOB ARPRINT. As a result of Fort Huachuca's representation at the Mobilization Conference at Fort Monroe in June, the Registrar representative, Sfc. Gregg Glaus, established important contacts and began documentation development work. Critical were the contacts with Reserve Component/Individual Ready Reserve units who were scheduled to augment the instructor base during a partial or full mobilization. This activity was being conducted with the installation's Garrison Operation Center (GOC) Mobilization Training Base Expansion Program. Work began on the development of two- and four-week CAD/Program of Instruction/Lesson Plan Development for Training and Doctrine Command's CALL FORWARD Exercise.

Three research and support projects were undertaken during the third and fourth quarters. The most significant was the development of a makeshift Registrar Distance Learning Data Base. The Training and Doctrine Command engineers for Army Training Resources and Requirements System and Automated Instructional Management System were developing an official database for tracking purposes, especially NCO Education System prerequisite courses. This required extensive coordination, validation, testing and refinement. Evaluating and accrediting Distance Learning products organically developed by the Continuous Learning Directorate, Distance Learning Office, as well as evaluating 33W Distance Learning products developed through an NSA program constituted the other two important evaluation support missions.

Under the Intelligence Training XXI concept, new training strategies were scheduled to be developed to reflect a shift in Intelligence core competencies that correspond to new systems and technology, changes in doctrine, and to new tactics, techniques, and procedures, which result from the development of Force XXI. The pro-

cess of creating these new training strategies was named "Cradle-to-Grave." The process involved the review of each Intelligence Center course, and the restructure of each skill level of each course to raise the technical proficiency of soldiers across their military careers.

Evaluator participation began in the "Cradle-to-Grave" processes in March when the Evaluation section was organized under the Office of the Deputy Assistant Commandant, who was assigned the task to assist in this undertaking. Under the new designation of the Office of the Registrar (Evaluation), evaluators continued these processes for the courses of regular evaluation responsibility. During 1998, evaluators participated in eleven of the Cradle-to-Grave processes across the 96, 98, and 33 Career Management Fields.

During the past year attrition reports for all Initial Entry Training courses taught at the Intelligence School were prepared on a monthly basis. The report provided a metric that showed trends and thus provided leaders with early warning indicators of potential issues. It also allowed the command to focus their attention and resources on courses that had attrition rates higher than the norm. The report was used to identify two courses, the Imagery Analyst Course (96D10) and the Electronic Warfare Systems Repairer Course (33W10), that had exceptionally high attrition rates. Based upon this information changes were made to these courses which significantly reduced their attrition. For the 96D10, Imagery Analyst, course attrition was reduced by 10 percent, and for the 33W10 course it was reduced 0 percent. These improvements helped reduce the overall attrition for all IET courses by 6 percent. In July, Mrs. Carol J. Bock assumed the responsibility of being the conduit to Training and Doctrine Command for documentation to support the requirements of Training and Doctrine Command Regulation 350-70, *Training Development Management, Processes, and Products*. During 1998, 67 separate documents (Programs of Instruction, CADs, or ITPs) were submitted to Training and Doctrine

Command for approval, including exception to “zero growth” policy letters for several training strategies to include soft copy imagery training, Tactical UAV training and revising ANCOG training to reflect MOS-specific training. Two Total Army Training System (TATS) Programs of Instruction were also approved this year. They were 231-98J30, Electronic Intelligence Interceptor Analyst BNCOC and 231-98G3LXX, Voice Interceptor BNCOC. Mrs. Bock also assumed the responsibility for maintaining the Instructor/ICH/Budget load spreadsheet (Referred to as the “bank”) to insure that resources were not lost as a result of changes to training strategy.

During 1998, the Registrar’s Evaluation Section supported numerous special studies and queries from the Intelligence Center’s command and staff. These included two studies, conducted early in the year, examining the effect of proposed changes in prerequisites on attrition rates for two Advanced Individual Training courses. The results of these studies contributed to withdrawal of the request to change the prerequisite for 97B10 and to PERSCOM approval of the request to change the prerequisite for 96D10. Also early in year, the Evaluation Section’s Dr. James Ellsworth, a noted authority on educational reengineering in the academic world, advised the deputy commanding general during the late stages of his effort to reorganize the Intelligence Center. In mid-year, the Evaluation Section designed and administered the initial Needs Assessment in support of the Intelligence Center’s newly formed Distance Learning Office and provided internal pre-evaluation support for reaccreditation of the MI NCO Academy. Also in mid-year, the section assisted in a joint survey with the University of Arizona’s Sierra Vista Campus, comparing the effectiveness of traditional versus computer-mediated language training. Toward the end of 1998, the section was tasked to develop a Command Climate Survey for the Garrison, based on its successful quality of life student survey program. This survey was also a success, resulting in detailed information concerning the support pro-

vided by Intelligence Center facilities to its permanent party soldiers. Finally, also toward the end of the year, three one-time summaries of student written comments were provided from the Evaluation database, in support of two AIT courses and one Garrison facility.

Beginning with a simple skill/knowledge growth chart, the Intelligence Center’s Critique Program made significant strides in 1998. Early in the year, a test for statistical significance in differences between class and historical data was added to the growth chart. This enabled recipients, for the first time, to see at a glance whether the data was adequate to say with at least 95 percent confidence that the observed difference was due to a true difference in the academic experience, rather than chance variation. Shortly thereafter, the growth chart was joined by a “quality of life” critique allowing students to rate the quality of nine nonacademic facilities or services that might affect student motivation or concentration during training. The charts in the quality of life report, in addition to comparing class and unit historical ratings, allowed recipients to track trends and assess the extent to which service was improving or deteriorating. In combination, these reports supplement the classroom monitoring program in providing valuable feedback to the staff and faculty of the Intelligence Center, facilitating improvement in both training and soldier care. In mid-1998, new program was launched to track the quality of service at Intelligence Center recreational, medical, and shopping facilities not reported under the quality-of-life critique. This data, collected at the same time as the academic post-course and quality-of-life data, was aggregated and reported at the end of each quarter. It gave the garrison commander and other target audiences actual customer satisfaction data for the improvement of Morale, Welfare and Recreation services. As part of this program, and also supplementing the existing academic and quality of life reports, a database was created to collect actual summaries of free-flow written comments made on any Intelligence Center critique. This data-

base supported written comment “rollups” for the 96B10 and 98C10 courses, and for the Post Library, requested by the deputy commanding general and garrison commander, respectively. It has allowed a historical analysis of written comments subjects, which showed (among other things) that the most common type of comment was in praise of the Intelligence Center faculty, followed by comments criticizing billeting and post housing.

Early in 1998, the Registrar’s Office created an interactive Intelligence Center Course Catalog and posted it on the World Wide Web. For each course taught at Intelligence Center, and for other-service courses serving Army intelligence personnel, the catalog links to the current Army Training Requirements and Resources System entry and (where available) the course home page provided by the proponent unit.

Later in the year, the Registrar’s Office participated in the Defense Reform Initiative Directive (DRID) 20 review of TDA personnel authorizations. In the documents received, all Registrar authorizations were selected to be reviewed for possible outsourcing. However, the office’s response noted that not only did the evaluation mission require the current mission knowledge possessed only by experienced active duty personnel, but also that the proposed outsourcing increased the need for an “honest broker” for the government’s interests, to evaluate the effectiveness and efficiency of the newly-contracted programs. Finally in November, the Office of the Registrar led the hurried compilation effort required to respond to the Congressionally mandated Intelligence Community Training Cross Program Review.

CHAPTER VI

Initial Entry Training (111th MI Brigade)

The 111th MI Brigade, with its three battalions (305th, 309th and 344th), conducted intelligence and common skills training. It exercised summary and special court-martial convening authority for assigned or attached military personnel under the provisions of the Uniform Code of Military Justice, and provided general personnel administration and logistical support for assigned and attached personnel. With the 1998 reorganization, the brigade added an Office of the Dean, which was responsible for the technical adequacy and educational soundness of resident and non-resident initial entry training for military intelligence soldiers.

The 111th Military Intelligence Brigade Commander change of command took place on 10 July. Col. Rodney H. Medford relinquished command to Col. Michael J. Gaffney in a ceremony at Brown Parade Field. The host commander was Brig.Gen. John W. Smith, deputy commanding general of the United States Army Intelligence Center. Guest speaker was General John Abrams, Commander, Training and Doctrine Command. Brigade Organizational Day took place on 9 October. Brigade Organizational Day took place on 9 October.

In January, the language lab was moved from the brigade S-3 to the Continuous Learning Directorate.

Headquarters And Headquarters Company

In July, Headquarters and Headquarters Company, 304th MI Battalion, under the tutelage of Capt. Michael C. Mowes, Company Commander, transitioned to Headquarters and Headquarters Company, 111th Military Intelligence Brigade. This transition was part of the Intelligence Cen-

ter realignment. Headquarters and Headquarters Company, 111th Military Intelligence Brigade, consisted of two platoons: the Headquarters Platoon which was formerly Headquarters and Headquarters Detachment, 111th Military Intelligence Brigade and the Motor Maintenance Platoon. The Headquarters Platoon supported the staff functions for the entire brigade. The Motor Maintenance Platoon was responsible for operating a Brigade Consolidated Motor Pool that maintained vehicles within the 111th Military Intelligence Brigade, the Noncommissioned Officer Academy (NCOA), and other non-signal units.

The company commander, 1st Lt. Sarah V. Forsyia, assumed command from Capt. Michael E. Mowes on 25 November. 1st Sgt. Anthony Pace was the company first sergeant.

The Motor Maintenance Platoon was responsible for vehicle and power generation equipment maintenance. Operating a consolidated brigade motor pool involved managing the Army Oil Analysis Program, Army Maintenance Management System, Prescribed Load List, test equipment, shop safety, hazardous waste material control, material safety data sheets, publications, and monthly equipment readiness reporting. To improve internal operations, the platoon received an external evaluation from the 11th Signal Brigade S4 Staff. This inspection was voluntary and was made in attempt to prepare for the annual Army Maintenance Excellence Award competition. In December, the Motor Pool won the Army Award for Maintenance Excellence for Training and Doctrine Command in the intermediate category. The point margin between Motor Maintenance Platoon and the other two applicants was noted in the report. The Motor Maintenance Platoon developed and maintained a Brigade-level

drivers training program for new soldiers that do not possess a military drivers license. They also extend this training to other non-signal units on post. The Motor Platoon has also provided support to numerous unit convoys throughout the year.

The Headquarters Platoon consisted of both the Brigade staff, to include a Brigade Mailroom, as well as company staff. The company staff has assumed the responsibility of a brigade arms room. This responsibility was previously under the command of Charlie Company, 309th Military Intelligence Battalion.

While the restructuring was going on, Headquarters Company maintained a high level of esprit de corps. To build cohesion the company held numerous social events to include a bowling party, Easter Egg hunt and picnic, and annual Christmas party. Some of the training highlights included a nutrition class from the post dietitian, drownproofing at Barnes Field House, Common Task Training, Nuclear Biological and Chemical (NBC), qualification on the M16 ranges, and an active NCO Development Program and Sergeant's Time program.

305th Military Intelligence Battalion

The 305th MI Battalion trained active and reserve component Signals Intelligence (SIGINT) operators (98D, G, H, K), analysts (98C,J), Intelligence and Electronic Warfare (IEW) maintainers (33W), Unmanned Aerial Vehicle Operators (96U), Special Electronic Mission Aircraft Aviators (15C35), and Warrant Officers (352C, D, G, H, K, and 353A). It provided support to the U.S. Marine, Navy, and Air Force students and cadre.

Effective 1 October, the 98D MOS was merged into the 98H MOS. Likewise, the 33R, 33T and 33Y MOSs were merged to create MOS 33W. This did not result in any major changes in training strategy and did not affect the 305th Military Intelligence Battalion's mission statement. On 30 June, the 305th Military Intelligence Battalion acquired the training responsibility for

MOSs 96U, 155E, and 15C as a result of the deactivation and redesignation of the 304th Military Intelligence Battalion.

Lt. Col. Janis A.W. Wheat was the commander during the year and Cmd. Sgt. Maj. Jacqueline Moate was the battalion command sergeant major.

Alpha Company

Capt. Jon T. Sexton assumed command of Alpha Company from Capt. Laurieann Grenier on 5 May. 1st Sgt. Katharine W. Schmidli took over as first sergeant from 1st Sgt. David B. Olson in November.

A Company deployed soldiers worldwide in support of ongoing missions. CW3 Kuntz and CW2 Tuttle deployed to Romania as part of a battalion team. This team conducted a military-to-military exchange mission with various members of the Romanian Intelligence and Electronic Warfare communities. SSgt. Preece continued his deployment to Bad Aibling Station in Germany. His deployment supports ongoing military operations in Bosnia-Herzegovina.

Sfc. Watkins deployed to the National Training Center as an Observer Controller Augmentee throughout May. SSgt. Mercer provided augmentee support to the 4th Infantry Division Warfighter at Fort Hood from 26 September to 19 December.

Alpha Company provided technical support to a Battalion SIGINT Training briefing presented to members of the French Army SIGINT Community.

Worldwide Language Olympics were held at the Defense Language Institute from 4 to 8 May. Alpha Company sent two teams to compete in the Russian and Spanish categories.

During April, the Electronic Warfare Equipment Operator's Course F3, the TENCAP Data Analyst Course, and Telemetry Analysis Course were transferred to Charlie Company, 326th MI Battalion, as part of the school reorganization.

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The 98C Cradle-to-Grave training strategy received final approval for execution by the deputy commanding general on 28 January. This strategy defined those tasks a 98C needed to be taught from Initial Entry Training to retirement. Approval by the deputy commanding general was given for implementation of Skill Level 10, 20 and 30 training plans.

The 98J Cradle-to-Grave training strategy received approval from the acting deputy commander for Fort Huachuca on 17 December.

In January, Alpha Company permanent party and student personnel participated in training briefings presented to the deputy commanding general for Initial Entry Training, Training and Doctrine Command. These briefings consisted of descriptions of the training students received in MOS 98C/J IET and demonstrations of equipment used for this training.

Warrant Officer MOS 352C/G/J instruction was undergoing a complete rewrite. It would better focus the training of these MOSs to meet current and emerging technologies.

The Basic ELINT Analysis System Trainer (BEAST) concept was approved and development of the system began in October. The BEAST was scheduled for implementation in March 1999.

Bravo Company

On 17 July, Capt. Joel D. Rayburn assumed command of Bravo Company from Capt. Robert D. Jordan. On 14 September, 1st Sgt. Mahlon Huston took over as First Sergeant from 1st Sgt. Mark B. Wilson.

The Intelligence Center reorganization caused Bravo Company to relinquish responsibility for the 102-F112, 102-F118, and 150-F28 (OS) functional courses to the Directorate of Continuous Learning.

The Maintenance Training Department reorganized from three branches (Basic Electronics Maintenance, Advanced Strategic Training, and Advanced Tactical Training) into two divisions

(Basic Electronics Maintenance and Systems Maintenance).

In anticipation of the consolidation of the entire 33 CMF into one MOS (33W), Bravo Company created and briefed a 33W "Cradle-to-Grave" strategy for training Intelligence and Electronic Warfare maintenance. The briefing was presented to and approved by the deputy commanding general in April. In addition, the Maintenance Training Department created an entirely new program of instruction for the 33W course, to include new lesson plans and course materials.

Following development of the new 33W course, Bravo Company began class 102-33W10-001 in November, the first 33W class in history. The Basic Electronics Maintenance Division conducted a thorough test item analysis and lesson content analysis of the first 21 days of the course. This analysis resulted in a reorganization of the Series/Parallel block of instruction and reduced academic attrition from 25 percent to 0 percent. Bravo Company upgraded the hardware and software of the Basic Electronics Maintenance Trainer, making it more efficient, more effective, and Y2K compliant.

The Systems Maintenance Division received an upgrade of the Trailblazer system to version 3. The upgrade immediately resulted in poor system performance and a bottleneck for Trailblazer troubleshooting training.

Bravo Company sent SSgt. Robert Whittaker and SSgt. Gary Howell to support peacekeeping operations in Bosnia.

Bravo Company conducted Link 33 and Classroom XXI briefings for a number of distinguished visitors, from the Army Chief of Staff to dignitaries from the armed forces of allied nations. Bravo Company produced 193 Advanced Individual Training graduates who received the MOS of 33T, 33Y, or 33R.

Charlie Company

On 15 May, Capt. Clark C. Hatch assumed command of Charlie Company, 305th Military In-

telligence Battalion, from Capt. Steven Guitron. 1st Sgt. Antonio Moreno remained as first sergeant throughout 1998.

From 26-30 January, Charlie Company hosted a 98H Critical Task Site Selection Board which approved the Critical Task List for merging the 98H and 98D MOSs.

The company underwent and passed a command inspection from 23-27 February.

On 17 July, the 98H Cradle-to-Grave issues were briefed to and approved by the deputy commanding general. The company received direction to find the time in the current Program of Instruction to incorporate needed Multi-Mode training for 98Hs.

The Basic Morse Section (BMS) completed upgrade of all 12 suites to 486 microprocessors. An upgrade of the Pentium processors culminated with six completed suites in December.

The Advanced Morse Section (AMS) briefed the brigade commander and the deputy commanding general on the need to upgrade the Manual Morse Trainer to incorporate the Common Remoted System (CRS) software. By December, CW3 Hendrickson gathered the required equipment to put together a Multi-Mode test bed using CRS Software.

Charlie Company trained 503 Multi-Service Morse Intercept Operators with an academic attrition rate of 9.79 percent.

Both Basic Morse and Advanced Morse sections conducted a Morse training brief for the Training and Doctrine Command deputy commander for Initial Entry Training (IET), the commanding general and deputy commanding general for the Intelligence Center, and the French liaison officer.

The merger of 98H and 98D MOS training took place on 1 October.

Three NCOs attended Drill Sergeant School. One graduated with honors and won the Physical Training fitness award. The other two NCOs graduated in the top 20 percent.

Delta Company

Capt. Richard P. Lawson remained in command. On 9 July, 1st Sgt. James H. Thorpe IV took over as first sergeant from 1st Sgt. Trisa McIntyre.

In 1998, Delta Company trained four 352K Warrant Officers, 59 IET soldiers, and 48 soldiers in Additional Skill Identifiers (ASI). Of these 48 soldiers, 32 were trained in Intermediate Communications Signals Analysis (M7) and 16 were trained in Advance Communications Signals Analysis (K2).

In January, CW3 O'Neal and Sfc. Wagner briefed the 98K Cradle-to-Grave to the deputy commanding general of the Intelligence Center. This briefing, which detailed the career progression of a 98K from Initial Entry Training (IET) to the Basic and Advanced Noncommissioned Officer Course, met the deputy commanding general's approval.

In July, Delta Company hosted the Army's preliminary Cryptologic Training Advisory Group (CTAG). The pre-CTAG conducted a "Zero-Based Review" of the 98K IET course and the Communications Signals Collection and Processing Course (CSCPC). The entire Army's input was presented to the formal CTAG held in September.

Echo Company

On 12 June, Bravo Company, 304th MI Battalion changed command from Major Stephen Cook to Major Louis Busby in a ceremony held at the Hunter Army Airfield. On 19 June, Delta Company, 304th MI Battalion, commanded by Capt. Sharlene Donovan, folded its colors and was deactivated at the Joint UAV Training Facility. On 30 June, a redesignation ceremony led by the 305th Military Intelligence Battalion commander, Lt. Col. Janis A.W. Wheat, was held at the Hunter Army Airfield. D Company and B Company soldiers from the deactivated 304th merged to form Echo Company, 305th MI Battalion. The reded-

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ignated E Company consisted of the Hunter UAV training program (formerly Delta Company, 304th MI Battalion) and the Special Electronic Mission Aircraft (SEMA) training programs for both the Guardrail and Quickfix platforms (formerly Bravo Company, 304th MI Battalion).

SSgt. Joseph Cerretta briefed Army Chief of Staff, Gen. Dennis Reimer, during a visit in July. SSgt. David Leabo briefed deputy commander of Training and Doctrine Command for Initial Entry Training, Lt. Gen. Bolt, during a visit in November. Foreign VIP visits during 1998 included Hungarian, Argentine, Italian, Israeli, Swedish, British, Canadian, Australian, and New Zealand delegations.

During 1998, Echo Company graduated a total of 42 Short Range UAV Operators (96U), 11 Small Engine Generator Mechanics (52D), and 13 Aviation Systems Repairers (33R).

During the first quarter of 1998, preparations began for the 96U Cradle-to-Grave briefing pursuant to the instructions of the deputy commanding general. Sfc. Ronald Miller and Sfc. Gordon Boesen delivered the final briefing on 16 September, which received the deputy commanding general's approval. The briefing detailed the 96U career progression, the results of which were incorporated into the Basic Noncommissioned Officers Course and the Initial Entry Course.

In July, Training and Doctrine Command approved three weeks of Flight Line Operation training to be added into the 243-96U1110 Course as a result of a 15 May recommendation.

The unit sent SSgt. Charles Rossman and SSgt. David Ellis to support ULCHI FOCUS LENS in South Korea from 2 August to 31 August.

From 10 through 21 September, the unit sent 1st Lieut. Ruth Spaller, CW4 Jack Wilson and a combination of eleven 96U, 52D and 33R personnel to support the Expeditionary Force Exercise 1998 at Eglin Air Force Base in Florida.

On 15 December, Fort Huachuca granted final approval for the construction of a hangar at Ruge-Hamilton Airfield with construction scheduled to begin in early 1999.

On December 18, the Department of the Army approved deployment of a new Hunter UAV system to Fort Polk, LA, to support training at the Joint Readiness Training Center (JRTC).

During 1998, Fort Huachuca trained 33 pilots and 25 operators from two separate Quickfix Schools. One school qualified UH-60 pilots on the EH-60 airframe (2C-15C/2B-ASI F3). The other school qualified 98Gs, Voice Signal Intercept Operators, on the AN/ALQ-151 and safe operations in and around aircraft (231-F35). Additionally, the operator course conducted two Sustainment Training Team deployments, qualifying an additional fifteen 98G Quickfix Operators. One deployment sent eleven 98Gs to 1st Armored Division in Hanau, Germany, and the other sent four 98Gs to Camp Stanley, Korea.

Maj. Gen. Charles Thomas and Brig. Gen. John Smith made the final decision to terminate both Quickfix courses due to budgetary limitations. In September, both courses graduated their final students. Following the termination of these courses, a Training Support Package (TSP) was developed and assembled to be used in conjunction with the training of operators and pilots in Quickfix units Army-wide. In October, pilots and 98Gs deployed to Fort Hood, TX, and Fort Bragg, NC, in order to validate the new Training Support Package. In December, pilots and 98Gs deployed to Hawaii in order to validate the new Training Support Package.

In December, three Quickfix helicopters were transferred to two separate National Guard units. One helicopter went to the Kansas National Guard and two went to the California National Guard.

Echo Company conducted classes for both the RC-12 N Model Guardrail and RC-12 D Model Guardrail. For 1998, the unit graduated 29 students in the N Model Class and 22 students in the D Model Class.

309th MI Battalion

The 309th MI Battalion trained graduate soldiers and officers in the areas of All-Source Analysis, Counterintelligence, HUMINT, IMINT, and Ground Surveillance Systems. It ran training for students in Individual Enlisted Training (IET) and Advanced Individual Training (AIT) on military occupational specialties of 96B, H, R, 97B, E, and L (Reserve Component). It coordinated the Drill Sergeant Training Program and conducted academic and nonacademic training for students in the Military Intelligence Officer Basic Course (MIOBC), International Officers Intelligence Basic Course (IOIBC), and Military Intelligence Warrant Officer Basic Course (WOBC), and the career warrant officer tracks of 350B, D, 351B, and E.

Lt. Col. Timothy J. Quinn relinquished command of the Battalion to Lt. Col. David B. Kneafsey on 26 June. Cmd. Sgt. Maj. Lewis Scott, Jr. arrived in the Battalion in November as Battalion command sergeant major. He replaced Acting Cmd. Sgt. Maj. (1st Sgt.) Steven Manigault, who assumed the duties from Cmd. Sgt. Maj. Kurt Richter after his departure in August.

The battalion provided personnel in support of two Warfighter exercises, Operation JOINT GUARD and augmentation to U.S. Army Europe units. It instituted numerous safety programs and improvements within the unit and MI Village. The unit established a bi-weekly leadership development program (LPD) for Senior NCOs, WOs and officer cadre. It assumed management and responsibility of Eifler Gym and won the Commander's Cup for the Intelligence Center Organization Day. The battalion hosted the first Annual Jingle Bell Jog to support soldiers and their families with Christmas holiday food goods.

Bravo Company

Bravo Company was reassigned from the 326th to the 309th MI Battalion in April. Bravo Company had the mission to train newly commissioned Military Intelligence Officers, USMC

Lieutenants, International officers, and Department of the Army civilians who were effective leaders, physically fit, technically proficient, and instilled with Army values.

Capt. Richard DeRienzo relinquished command of B Company to Capt. Enrique Camacho in October. 1st Sgt. Joanne Ferguson maintained continuity as company first sergeant.

The Military Intelligence Officer Basic Course (MIOBC) was restructured to implement a MI Company FTX with hands-on training. The FTX consisted of a four-day tactical exercise that integrated the All-Source Analysis System Remote Workstation (RWS). Additionally, Bravo Company coordinated and supervised the installation of a Local Area Network (LAN) at Site Maverick, to support the BASIX exercise.

B Company taught nine MIOBC classes during the year, instructing over 400 Army and USMC lieutenants and Department of the Army civilians. Graduates received the 35D, All-Source Analysis, designator. Also attending the course were 21 international officers. B Company also conducted M16A2 qualification ranges, qualifying students and permanent party members. Students also conducted Nuclear, Biological and Chemical training by going through the NBC confidence chamber.

In December, B Company repainted the interior, railings, and doors of Sisler Hall. The Company also built cages behind the classrooms in order to ensure the security of sensitive items. In August, students and cadre on casual status repainted Site Maverick.

Charlie Company

Charlie Company, 309th MI Battalion, had the mission to receive, train and graduate technically qualified and physically fit 96H10, JSTARS Common Ground Station Operator, and 96D10, Imagery Analyst. They provided command and control, and administrative and logistical support for reclassifying NCOs and enlisted soldiers into CMF 96, and similar support to the battalion staff ele-

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ments.

Capt. Lisa Vining relinquished command of C Company to Capt. Andrew Ornelas on 2 December. 1st Sgt. Steven Manigault maintained continuity as the company first sergeant. Sfc. Lorilee Sanders assumed duties as acting first sergeant, while 1st Sgt. Manigault was acting battalion command sergeant major from August to November.

The JSTARS Committee graduated 53 soldiers into the 96H field as the committee started teaching students on the new JSTARS Common Ground Station in February. C Company provided numerous JSTARS briefings to visiting VIPs. The Warrant Officer Committee joined C Company in December 1997 and graduated 178 Warrant Officers from the Warrant Officer Intelligence Basic Course in MOS's 350B, All Source Intelligence Technician, and 350D, Imagery Analyst Technician.

The Imagery Exploitation Committee Course graduated 81 students into the 96D10 MOS. The course was extended to 20 weeks in length. The prerequisites for attending the course were modified by raising the required Special Test score.

C Company experienced a tragic accident in September with the death of Spec. Jason Hinds. Hinds died of injuries sustained when he fell off a balcony at Riley Barracks. A memorial service was held at the post chapel.

Delta Company

Delta Company, 309th MI Battalion, had the mission to receive, lead, train and graduate Initial Entry Training (IET) soldiers, Advanced Individual Training (AIT) soldiers, cadre and civilians to be physically fit, technically and operationally proficient. They provided support and expertise in the areas of All-Source Intelligence and conducted safe, challenging and realistic soldier skill training.

Capt. Gerald Hook relinquished command of D Company to Capt. Mary Gubler in April. 1st Sgt. Jeffrey Couch assumed the duties as com-

pany first sergeant from 1st Sgt. George Stemler in June.

The Enlisted Analyst Training Committee (EATC) trained over 850 soldiers as 96B, All Source Intelligence Analysts. Despite a continued instructor shortage and increased student load, the committee was able to maintain their high standards of training. The committee implemented several initiatives to improve the quality of instruction and reduce student attrition. EATC supported Operation JOINT FORGE by deploying one instructor for six months to the European Theater of Operations.

The 96B10 course underwent a complete overhaul during the deputy commanding general's Cradle-To-Grave MOS training strategy process. This training strategy cross-walked and streamlined MOS tasks with the NCO Academy 96B training conducted in the Basic NCO Course (BNCOC) and Advanced NCO Course (ANCO). The result was implementation of a course that utilized scenario-based training in realistic environments. The course placed the students in scenarios of Heavy, Light and Stability and Support (SASO) environments instead of focusing entirely on outdated Soviet-style opposing forces.

D Company continued to display high levels of excellence throughout the year. D Company instructors represented half of the year's Battalion Instructors of the Month. Drill Sergeant (SSgt.) Coppi competed for Drill Sergeant of the Year and was 1998's runner-up. D Company received the Commander's Cup for Battalion Organization Day and received the Battalion's 'Best Running Unit' streamer three times during the year.

Echo Company

The mission of Echo Company, 309th MI Battalion, was to receive, train and graduate soldiers and civilians to be technically proficient in Counterintelligence (CI), Human Intelligence (HUMINT), and Ground Surveillance Systems.

Capt. Susan Archer relinquished command to Capt. Maurice Hajjar in June. 1st Sgt. David Owen assumed the duties as company First Sergeant from 1st Sgt. Demetrius Matthews in August.

E Company continued to conduct advanced soldierization training with activities ranging from rappel training to obstacle course orientation.

In September, the Counterintelligence (CI) Committee took the lead in studying the 97E and 97B MOS Relook. The objective was to determine the best course of action that would support the Tactical HUMINT mission, sustain the strategic mission, and continue to meet regulatory requirements. The study lasted three months and culminated with a three-day conference with field representatives from around the world. The conference attendees obtained a consensus to develop IET 97E/97B common core training with MOS specific training to follow. This course of action was selected over merging the MOS's and merging the MOS's at skill level 10. The results of the study would be presented to the commanding general Intelligence Center in January 1999 for decision.

The Counterintelligence Committee graduated 196 soldiers into the 97B, Counterintelligence Agent, MOS. The 97B10 course was extended from 15 weeks and 1 day to 18 weeks in October. The course was lengthened to incorporate MOS 97G tasks and the CI HUMINT Automated Tool Set (CHATS) training. The CI Committee supported Operation JOINT FORGE by deploying four instructors for six months to the European Theater of Operations. The committee implemented several initiatives to reduce student attrition, which stood at 18.7 percent at the peak for the year.

The Exploitation Committee graduated 161 students into the 97E, Interrogator, MOS. The committee completed a rewrite of the 97E10 Interrogation Course. Over 25 new stories and 15 drafts were implemented into a scenario-based training program. The committee also developed the Tactical Questioning for the Officer Advance Course.

The Exploitation Committee hosted two advanced Interview and Interrogation related courses at Fort Huachuca. Despite a continued instructor shortage, the committee was able to maintain their high standards of training. The committee made tremendous headway in acquiring much needed equipment to replace outdated and inoperable training aids. Student attrition remained relatively low with a peak of four percent for the year.

The Ground Surveillance Radar Committee graduated 168 students into the 96R, Ground Surveillance Radar Operator, MOS. Significantly, the GSR Committee finished the year with 0 percent academic attrition and lost only three students for administrative reasons. In July, the committee moved its classroom training areas to O'Neill Hall on Fort Huachuca after decades of training at Area 10 just outside the East gate of the post. The GSR Committee upgraded its equipment with the new Automated Net Control Devices. They also integrated MILES and blank ammunition to create a more realistic battlefield environment during the 96R10 Field Training Exercise.

344th Military Intelligence Battalion

The 344th MI Battalion trained soldiers in intelligence specialties of 98C, G, 33Y, and 96D) and fire-fighting specialty of 51M. At Goodfellow Air Force Base (GAFB), Texas, the 344th MI Battalion produced the highest quality, disciplined and motivated intelligence and firefighter soldiers using a challenging curriculum of technical and soldierization training. The battalion took care of its soldiers, civilians and family members, and supported the 17th Training Wing as a tenant unit. During the year, the battalion managed or participated in numerous briefings, events and activities. In April, the battalion conducted its annual tactical dining in under the supervision of Cmd. Sgt. Maj. Williams. Participants were required to wear a combat uniform from their choice of any era in U.S. Army history. The guest speaker was Cmd. Sgt. Maj. Dils, the Command Sergeant

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Major for Fort Leonard Wood and the U.S. Army Engineer Center, who was treated to dinner and entertainment. Participants wore uniforms from all periods of the US Army's past. Each company presented comedian skits which made light of the more colorful personnel within the battalion. In June, the battalion hosted its annual Army Ball which included numerous local military, government and business leaders and featured the commanding general of the Intelligence Center as the guest speaker.

In July the battalion conducted a change of command ceremony, where Lt. Col. Dalton R. Jones replaced Lt. Col. Michael Gearty. Lt. Col. Jones came from Korea as the Deputy Commander, 501st MI Brigade and Lt. Col. Gearty was reassigned to Fort Polk, LA, as the Chief MI Observer Controller (OC). In August, the battalion participated in the 17th Training Wing's change of command ceremony that saw Col. Toreaser Steele replace Col. (P) Coppock as the Wing and Goodfellow AFB commander.

In September, the battalion held its annual organization day at the Goodfellow Recreation Camp that featured numerous games, sporting activities and family activities. During the year, the battalion supported numerous funeral details, armed forces parades and ceremonies that honored and recognized veterans, Prisoners of War (POW) and those Missing in Action (MIA).

Alpha Company managed the completion of Classroom XXI equipment in all eleven classrooms during January for the Basic Analysis and Reporting Course (BARC) for MOS 98C soldiers. Instructors were trained in the operation of both Classroom XXI equipment and Looking Glass applications. During the second quarter of 1998, course development began for the new 98C basic course, which was designated course number X3ABR1N431-008. Changes in the new course were based on requirements from the Cryptologic Training Advisory Committee (CTAC). This new course would begin validation during the second quarter fiscal year 1999. Under the direction of Maj. Gen. John D. Thomas, Jr., Intelligence Cen-

ter commanding general, research began in August on the feasibility of consolidating all 98C advanced training at Goodfellow Air Force Base. Lt. Col. Jones and CW3 Johnston presented a decision brief to Maj. Gen. Thomas in December. He directed that consolidation at Goodfellow would hinge on the Air Force's funding the recurring annual cost of approximately \$235,000 for software and hardware maintenance.

The Defense Sensor Interpretation Applications Training Program (DSIATP) began its last class in August and transitioned to the Joint Imagery Analysis Course (JIAC) in December. The new course was a self-taught, computer-driven course that soldiers in the 96D career field would conduct at their home stations. Course development for JIAC would still be conducted at Goodfellow Air Force Base.

The 51M Basic NCO Course technical phase III completed validation in March. This phase added Army unique "fireground" command and control training to the Basic NCO Course technical phase II which was the Department of Defense Fire Inspector Course. All 51M BNCO students would continue to obtain common core training for four weeks at Fort Leonard Wood, MO. Students would then move to Goodfellow Air Force Base for nine weeks to complete technical phases II and III.

During the year, Alpha Company soldiers briefed numerous dignitaries and Army officials on its mission. They included Maj. Gen. John D. Thomas, Jr., the U.S. Army Intelligence Center and Fort Huachuca commanding general, LTG Bolt, Training and Doctrine Command Deputy Commander for Initial Entry Training (IET), and the former and present 111th MI Brigade commanders.

The year saw many changeovers of key personnel for A Company. On 1 March, 1st Sgt. Schneider replaced 1st Sgt. Chaney who was preparing to attend the Sergeants Major Academy. On 1 June, Capt. Thomas replaced Capt. Henderson as company commander. Alpha Company continued to provide support for contin-

gency operations throughout the year by sending combat ready soldiers to real world contingency deployment taskings. One NCO deployed to Bad Abling, Germany, in July to support Operation JOINT ENDEAVOR, and during October, another NCO deployed to Vicenza, Italy, in support of Operation JOINT FORGE.

In order to facilitate command and control, A Company relocated operations from Building 409 to Building 401 in October. This move placed the company headquarters element in one of two buildings used to house A Company trainees and facilitated a more efficient command and control environment.

Bravo Company delivered numerous critical briefings on the 98G Cradle-to-Grave (CTG) program during the year and received approval from the deputy commanding general at Fort Huachuca in May on the 98G CTG Proposal. This action would result in the development of a career-focused, comprehensive training and education plan for 98G soldiers.

The plan would be to create a synergized Advanced Individual Training (AT), Distance Learning Program, and Basic Noncommissioned Officers Course (BNCOC) that supported a technical track, Distance Learning, and Advanced Noncommissioned Officers Course (ANCOC). In December, the company presented an in-progress review (IPR) to the Intelligence Center chief of staff to discuss this proposal.

The three main tasks that resulted would form a Critical Task Site Selection Board (CTSSB) out of cycle to develop a good baseline of tasks and skills necessary to perform those tasks, and form a starting point for developing a solid training plan. The 344th MI Battalion would host and had the lead on coordination, while the Futures Directorate at Fort Huachuca was the presiding authority. Second, the Army would stand up a development element at Goodfellow AFB to develop BNCOC and ANCOC technical tracks. The element would consist of four to six personnel and the Directorate of Continuous Learning at Fort Huachuca had the lead. Third, the battalion would develop a

Memorandum of Understanding (MOU) between Fort Huachuca and the Air Force Air Education Training Command (AETC) to ensure AETC recognized and provided some resources towards the development element at Goodfellow AFB.

In May Bravo Company assumed responsibility of the Trojan from the Battalion S3 section. The company assigned Subject Matter Experts (SMEs) from each language section to support and refine training and operations. In June two Mobile Training Teams (MTTs) trained the subject matter experts how to both maintain and operate the system. The Trojan office received approximately \$10,000 worth of equipment during this year due to financial support from the 111th MI Brigade. The money was spent on computers, printers, dictionaries, faxes and other equipment that greatly improved the facility's productivity and operations. In December, the facility was completely revamped, changing the layout and further improving its efficiency. Overall the quality of training had improved significantly, due to the MTTs and train the trainer sessions.

Bravo Company continued to develop programs of instruction. The Spanish course was validated in May, and B Company hosted the Middle East North African (MENA) pre-Cryptologic Training Advisory Group (CTAG) in September. The actual CTAG took place in November. In October, the Russian course completed a comprehensive course rewrite. The course was a prototype, moving strongly towards performance based evaluations versus knowledge based evaluations. Additionally, the Communications Identification Methodology course moved from Charlie Company to Bravo Company in July. Efforts continued during the year to refine and upgrade the Voice Processing Training System-Replacement (VPTS-R) as a three-phased project, Phase I went from 30 percent complete to 90 percent complete; Phase II went from 0 percent complete to 15 percent complete, and Phase III remained at 0 percent complete pending completion of Phases I and II. The system had not been accredited at the end of the year, however the

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overall system was expected to be operational by fiscal year 2001.

Bravo Company also contributed combat-ready soldiers in support of contingency taskings. Sfc. Meador returned from a year's tour in Bosnia in May, SSgt. Neill was assigned to Bosnia in June (Tazar, Hungary, Bad Aibling, Germany), and 1st Lieut. Martin attended a Rapid Force Projection Initiative from June-July at Fort Benning, GA. Capt. Jean Chausse replaced Capt. Keith Bynum as the Bravo Company commander in March, and 1st Sgt. Fred Guiliano replaced 1st Sgt. Loretta Farnum in January.

Charlie Company underwent a significant transition of missions concerning the Defense Sensory Interpretation and Analysis Course (DSIATP). After over 30 years in existence, the course was officially deactivated in a ceremony conducted on 3 December. DSIATP was an arduous course that taught advanced imagery analysis to personnel from all four branches of service. The course was available to both officer and enlisted personnel and covered all aspects of military analysis to include ground forces, aircraft, radar systems, low intensity conflict, and many other elements. The course was replaced by the Joint Imagery Analysis Course (JIAC), an exportable course contained on CD-ROM. During the year, Charlie Company soldiers briefed numerous dignitaries and Army officials on its mission.

The 344th MI Battalion was further restructured by the movement of the Communications Identification Methodology (CIM) Course from Charlie Company to Bravo Company on 1 July. This reorganization was undertaken because C Company did not have a chief instructor to oversee the course. The year saw several changeovers of key personnel for C Company. On 1 March, 1st Sgt. Saldana replaced 1st Sgt. Schneider, who moved to A Company. On 7 August, Capt. Smith replaced Capt. Crosby as company commander who was being reassigned to Third Army.

CHAPTER VII

Garrison

The U.S. Army Garrison at Fort Huachuca serviced an installation that covered 114.49 square miles, or 73,272 acres. More than forty commands, agencies, and activities were supported on the installation. Major tenants included the U.S. Army Intelligence Center and Fort Huachuca; the U.S. Army Signal Command, with its subordinate commands, the Information Systems Engineering Command and the 11th Signal Brigade. Also supported were the Joint Interoperability Test Command and the Electronic Proving Ground. Represented were the U.S. Army, U.S. Air Force, U.S. Marine Corps, the Army and Air National Guard, and several other federal agencies.

Missions being pursued on the Fort Huachuca installation involved intelligence training, electronic testing, range training, signal communications, engineering of information systems, interoperability testing, tactical deployments, and training range support for the Reserve Component and National Guard units.

The garrison provided support for a population of approximately 5,703 soldiers, sailors, airmen and marines, and 2,466 civilians for a total of 8,169. Services included water production, sewage treatment, banks, a grocery store, schools, hospital, dental clinic, and administrative services for a small, self-contained city.

Fort Huachuca expended \$243.5 million for the purchase of goods and services in the state during fiscal year 1998. Fort Huachuca's purchases outside Arizona amounted to \$488.3 million, a 8.3 percent decrease from the \$448.8 million expended in fiscal year.¹

On 1 February, Mr. James A. Chambers was selected as the Base Operations Manager for the garrison commander and moved into Rodney Hall

in July.

In June, the commanding general and his staff moved from Rodney Hall to Alvarado Hall allowing the deputy commanding general and the commander's entire staff to be located in one central area. The garrison commander and his staff remained in Rodney Hall. With this move, enough space was available to move Mr. Rufus Henderson, the Army Performance Improvement Criteria/Army Communities of Excellence coordinator, and Mr. Matt Walsh, Initiatives Specialist, to Rodney Hall. This also allowed the garrison commander to locate his entire staff in one building.

The garrison commander pursued an aggressive program to define measurable goals and objectives for fiscal year 1999 within the command for all employees and staff to understand and achieve. These goals were briefed to the entire workforce at one of the quarterly "All Hands" forums. Eleven goals and objectives were identified ranging from decreasing the cost of operating the U.S. Army Garrison to ensure the collection of funds from Fort Huachuca partner organizations for services provided by the garrison under all Interservice Support Agreements. In addition, the Activity-Based Costing program was implemented across all garrison activities to generate an eight percent savings in fiscal year 1999, and three percent in fiscal year 2000-2005.

In order for employees to understand the mission of the garrison and understand the specific goals and objectives for the organization, the garrison commander provided each employee (military, civilian and contractor) with a small business card describing the mission/key business drivers for the U.S. Army Garrison on one side and the purpose, vision, and key questions each

employee should know, and strive for, in accomplishing their organization's mission and servicing their customers.

Previously under the Office of the Chief of Military Intelligence (OCMI), Hall of Fame underwent an organizational change and moved to Headquarters, U.S. Army Garrison in July.

On 26 June, Lt. Gen. (USA Ret.) Paul E. Menoher, Jr., Cmd. Sgt. Maj. (USA Ret.) Raymond McKnight, and Col. (Deceased) Seth F. Nottingham were the newest inductees to join the ranks in the Military Intelligence Corps Hall of Fame (HOF). A two-day celebration, Hall of Fame activities included a formal induction ceremony, parades, a luncheon in the inductee's honor, displays, the annual Military Intelligence Ball, and airborne operations conducted by the 313th MI Battalion, Fort Bragg, NC.

On 8 October the Selection Board met to consider nominations for the Military Intelligence Corps Hall of Fame 1999. Col. Robert C. White, Jr., Chief of Staff, Intelligence Center, and Adjutant of the Military Intelligence Corps, presided over the board. The five other voting members of the board were Col. (USA Ret) John A. Pattison, Honorary Colonel of the MI Corps; Col. Theodore G. Chopin, Garrison Commander; Lt. Col. Brian J. Austin, Chief of Intelligence Operations, J-2, FORSCOM; Cmd. Sgt. Maj. Gary A. Jones, 111th MI Brigade; and Sgt. Maj. Robert W. Bulmer, G-3 Sergeant Major, Headquarters, Intelligence and Security Command. The recorder was Jim Chambers.

Six nominees were chosen for induction. They were Col. Charles D. Young, the third African American to graduate from West Point, a former 10th cavalryman at Fort Huachuca, and one of the Army's early attaches. A recent inductee into the Attache Hall of Fame, Col. (USA Ret.) John F. Concannon III was the Army's premier expert on Soviet politico-military affairs. Col. (USA Ret.) Byron K. Dean was one of the primary authors of MI 2000 and contributed to numerous endeavors that helped Army Intelligence make the transition from a single threat focused

force to a lean, highly mobile combat ready force that could respond rapidly worldwide to meet any threat. Mr. William L. Parkinson, deceased, was the Military Intelligence authority on the new West German Defense Ministry and the newly established West German Intelligence and Security agencies until 1956, as well as a key figure in the successful development and implementation of the Military Intelligence Civilian Excepted Service Career Program (MICEP). Part of the team that discovered the "Ho Chi Minh Trail," Lt. Col. (USA Ret.) Robert V. Taylor was instrumental in making the Army leadership understand how imagery from national systems could be made available to tactical commanders in a timely manner. Col. (USA Ret.) Harold W. Vorhies contributed significantly to the successful and timely design, fabrication, and fielding of one of the Army's earliest active/passive electronic warfare airborne systems in Southeast Asia. The 1999 Induction Ceremony to honor these distinguished soldiers was scheduled for 25 June 1999.

Adjutant General Directorate

The Office of the Adjutant General Served as advisor to the commander and chief of staff on all administrative matters and services pertaining to personnel and their family members. It provided Military Personnel support to the Intelligence Center, Fort Huachuca partner organizations, Yuma Proving Ground, Phoenix Military Entrance Processing Station (MEPS), Defense Plant Representative Officer (DPRO) Mesa, DPRO Tucson, Goodfellow AFB, Pensacola, FL, and all retirees in the State of Arizona. The directorate served as the Casualty Area Command for Arizona, Nevada, and Southern California. The Adjutant General was Ms. Judith E. Max. Quarterly soldier readiness processing was conducted on 27 January, 28 April, 28 July, and 28 October. Approximately 2,650 installation soldiers received their annual soldier readiness update requirements.

Effective 1 February, the Installation Outprocessing Activity located in Building 41330, Whitside Hall, began the outprocessing of soldiers departing and clearing the installation using the automated Department of the Army Installation Support Module System. This significantly streamlined and improved outprocessing.

The Casualty Assistance Branch provided support for 56 active duty soldier deaths as well as 346 retirees in Arizona, Southern California, and Nevada. There were 88 burials at the Fort Huachuca Cemetery during the year. Burial honors were provided for 232 retirees and veterans in Arizona.

During the year, 346 awards were processed. There were 7 enlisted Legion of Merits, 11 officer Legion of Merits, 261 Meritorious Service Medals, and 67 officer Meritorious Service Medals.

The Personnel Automation Division provided assistance to the Intelligence Center in the realignment of 28 companies which included 500 permanent party positions as well as 1,100 students.

The implementation of the DOIM Network Service Support Branch (NSSB) enabled the individual units to store and print their own reports by originator. This drastically reduced printing costs and paper consumption.

The SIDPERS-3 Site Survey Team arrived on 15 September to identify communication architecture and equipment quantity requirements and fielding scenario for the Army's new field personnel system, SIDPERS-3. A memorandum of agreement was signed by TACMIS, Training and Doctrine Command, Forces Command, Fort Huachuca's Directorate of Information Management, Adjutant General, and the garrison commander on 23 September to record actions required prior to and during the fielding of SIDPERS-3.

Chaplain Activities Office

The Installation Chaplain advised the commander on matters pertaining to religion, morals, and morale, as affected by religion. The office prepared the annual Command Master Religious Program (CMRP) which outlined a comprehensive program of worship services, religious education, and budgeting. It trained Unit Ministry Teams (UMT) for active and reserve components. Chaplains arriving during the year were Chaplain (Capt.) Robert V. Brady who arrived from Korea in January to assume the position of Chaplain Resource Manager. Chaplain Brady was endorsed by the Churches of Christ. In May, Chaplain (Maj.) Steven L. Nelson arrived from Fort Stewart, GA, to assume the position of Deputy Command Chaplain for the Army Signal Command. During the same month, Chaplain (Lt. Col.) Otis I. Mitchell arrived from Army Signal Command, Fort Huachuca, to assume the position of Operations and Training Chaplain for the Intelligence Center and Fort Huachuca. In August, Chaplain (Col.) John G. Cottingham arrived from Germany to assume the position of Command Chaplain for the Army Signal Command. Chaplain (Capt.-P) Michael L. Thomas arrived in December to be the Brigade Chaplain for the 111th MI Brigade. Chaplain Thomas was endorsed by the Southern Baptist Church. Chaplain Assistants coming in during the year included Pvt. Daniel Oliveros who arrived from Fort Jackson, SC as an initial entry soldier assigned to the 40th Signal Battalion; Pfc. Laketisha Wynn from Fort Jackson, SC, an initial entry soldier assigned to the 306th MI Battalion; Pvt. Latwanna Nichols from Fort Jackson, SC, an initial entry soldier assigned to the 306th MI Battalion; and Pvt. Cynthia Bass from Fort Jackson, SC, an initial entry soldier assigned to the 306th MI Battalion.

Chaplain departing the command were Chaplain (Lt. Col.) Dennis A. Westbrooks who departed for Germany in May. He had served as the Brigade Chaplain for the 11th Signal Brigade. In May, Chaplain (Lt. Col.) Otis I. Mitchell de-

parted the Army Signal Command as the Deputy Command Chaplain for Intelligence Center. In June, Chaplain (Col.) Michael Hartsell departed for Fort Gordon, GA. He had been assigned as the Command Chaplain, Army Signal Command. He was awarded the Legion of Merit for his service at Fort Huachuca. In August, Chaplain (Maj.) Michael J. Hooker departed from 111th MI Brigade to be reassigned to Fort Sill, OK. Chaplain Hooker was endorsed by the Reformed Church of America. Chaplain (Capt.) Jeffrey Botsford was ordered to Honduras in support of Joint Task Force Bravo 6 in May, a six month TDY. He returned in November.

Chaplain Assistants leaving the command were Spec. Carlos Velasquez who was reassigned in May to U.S. Army Europe. He received the Army Commendation Medal for his service at Main Post Chapel. In August, Spec. Ann Malone completed her enlistment and left the Army. She had been the Chaplain Assistant in the 86th Signal Battalion. In October, SSgt. Thomas Buffenbarger was ordered to Germany in support of Bosnian Operations for a six month TDY.

Approximately 29 clergy and chaplains attended Fort Huachuca's annual Clergy Day conducted at the Lakeside Club on 10 February. The Rev. Edward Carter from the Prayer Assembly Church of God in Christ in Phoenix conducted a presentation on "Open Hearts, Empty Pockets," dealing with clergy and finance.

The 1998 National Prayer Breakfast featured The Right Rev. Francis Quinn, Retired Bishop of Sacramento, as the guest speaker on 12 March. The breakfast was held at the La Hacienda Club. Approximately 250 people attended this event. "The Men," a singing group from the First Baptist Church, members of the 36th Army Band, and Mrs. Sei Jin Kim provided music for the program.

The Installation Staff Chaplain's Office conducted training for chaplains with the Walk-Thru-the-Bible Program on 31 March and 1 April. Approximately 400 people attended the Easter Sunrise Service on 12 April. Chaplain (Lt. Col.)

Frederick Robinson was the guest preacher.

Bishop for the Military Archdiocese, Francis X. Roque, visited on 20 April in order to conduct the confirmation of approximately 50 for the Roman Catholic community.

Approximately 70 people attended the National Day of Prayer on 7 May. The annual post-wide prayer service was conducted in the Main Post Chapel courtyard.

Eight chaplains attended the national meeting and conference of the Military Chaplains' Association in Tucson.

Four Army Reserve Chaplains completed 134 days of training with the Garrison. Chaplain (Maj.) Dennis Nitschke began a Lutheran Service on 23 August in the Yardley Dining Facility, MI Village area.

An Organizational Day for the Chaplains' Anniversary was held on 28 July with Chaplain (Lt. Col.) Frederick Robinson as the project officer.

Chaplain (Maj.) John Pettit, USAR, completed the writing of the *Fiscal Year 1999 Unit Ministry Training Plan*.

The Chapel Roundup was a chapel exposition day, a chance for chapel programs to advertise their services. Approximately 500 people attended the activities which included Buena High School Band, a Mariachi Band, prizes, food, and children's activities. Chaplain Jim Benson was the project officer. The program was a success not only for the chapels but also for the entire Fort Huachuca community.

During the Chaplain's office completed the *Fiscal Year 1999 Command Master Religious Program* and began the transition from the Chaplains' Consolidated Fund Council to the Chaplains Program Budget Advisory Council.

The 111th MI Brigade completed the *Request For Directed Military Overfill* for the 344th MI Battalion located at Goodfellow Air Force Base. This action would result in the assignment of a Unit Ministry Team to Goodfellow during fiscal year 1999.

Chaplain (Maj.) Dennis Nitschke served as the project officer for the Installation's Annual Observance of the POW/MIA Day with a Prayer Luncheon. Mr. Al Simpson was the guest speaker. He recounted his experiences as a POW during the Korean War.

The 309th MI Battalion Unit Ministry Team sponsored The Names Project AIDS Memorial Quilt for display at the Eifler Fitness Center, marking the first display of the National AIDS quilt on a military installation.

The Turn-Around Point was relocated to Building 52045 which was vacated by a move of the Army Air Force Exchange Service Alterations and Dry Cleaning shop.

The Chaplains' Program Budget Advisory Council (CPBAC) was initiated in November in compliance with the newly revised AR 165-1. The commanding general's Policy Letter on Suicide Prevention was rewritten and joint training was conducted with the Fort Huachuca Unit Ministry Teams and Community Mental Health Services.

A Celebrity Food Drive was undertaken which collected approximately 6,000 lbs of food for the St. Vincent de Paul Food Bank which provided emergency food service support to Fort Huachuca families.

The Thanksgiving Food Voucher program distributed \$9,000 to 376 families.

The Giving Tree Program distributed toys to 292 children in 123 families at a cost of approximately \$3,000. The "Giving Tree" was an annual toy/clothing support program for Fort Huachuca families during the holiday season.

Approximately 200 people participated in the annual Christmas Tree and Menorah Lighting Ceremony at the Main Post Chapel. This program combined a visit from Santa Claus with the 36th Army Band's annual holiday concert.

Internal Review conducted An Internal Audit of the Chaplain's Nonappropriated Fund in preparation for the transfer of the Fund Manager's responsibilities from Chaplain James Benson to Chaplain Robert Brady.

Civilian Personnel Advisory Center

The Civilian Personnel Advisory Center served not only the Intelligence Center but all official activities at Fort Huachuca with civilian personnel management, education, training, libraries, and transition assistance. It managed recruitment and placement, position management and classification advice, management-employee relations, labor relations, incentive awards, workers compensation, retirements, and employee services. Through its Human Development Division, it provided educational services at its Education Center and library services at its Library Branch. The Army Career and Alumni Program provided transition services like job search seminars, career counseling and job fairs.

On 1 March, the Civilian Personnel Office transitioned to the regional environment. A number of former CPO employees transferred to the West Region Civilian Operations Center (CPOC). The Civilian Personnel Office then ceased to exist, and its functions were divided between the CPOC and the Civilian Personnel Advisory Center (CPAC). This shift in functions and responsibilities required employees remaining in the CPAC to operate under a "generalist" concept that required performance and knowledge in all aspects of personnel management rather than a particular specialized area such as classification, staffing or employee relations.

The Human Development Division (including the Army Education Center, Learning Center, and Library) and the Army Career Assistance Program (ACAP) were realigned to report to the Civilian Personnel Advisory Center. Applicant customers could visit the CPAC (which continued to provide job information) as well as the ACAP Office that provided job assistance and access to the West Region's automated referral system—RESUMIX.

Table 6.—*Obligations for Fiscal Year 1998.*

Under \$25,000	\$ 5,831,134
Over \$25,000	\$393,697,630
Credit Card	\$ 14,433,444
Grants, Coop Agreements, and Other Transactions	\$ 18,678,267
Other Actions	\$ 17,229,030
Grand Total	\$449,869,505

Table 7.—*Contracting Competition Goals for Fiscal Year 1998.*

DARPA	\$135,481,000
FEDSIM	\$117,062,000
JITC	\$ 45,809,000
DEH	\$ 22,901,000
DOL	\$ 11,835,000
EPG	\$ 46,109,000

Table 8.—*Fiscal Year 1998 Goals and Achievements.*

Area	Goal (percent)	Achieved (percent)
Competition	94.0	98.8
SDB Goal	00.5	36.1
SB Set-Asides	15.1	06.8
SB Awards	69.6	52.2
WOSB Awards	03.9	01.0
HBCU/MI Awards	05.0	00.5
R&D SB Awards	24.0	16.5

Directorate of Contracting

The Directorate of Contracting, through its two divisions, Operations and Contract Support, administered contracts and grants for the Intelligence Center, partner activities, and other federal, Department of Defense, and U.S. Army activities stipulated in Intra-Service Support

Agreements.

The directorate continued its program of innovative acquisition reform, implementing these initiatives: Commercial item purchases; oral proposals, electronic Tracking and Ordering System (TOS), using the International Merchant Purchase Authorization Card (IMPAC) card for contract payments, increased market research, increased

performance-based service contracting, simplified acquisition procedures up to \$5 million for commercial items, and CBD notices as solicitations for commercial item procurements. Directorate of Contracting continued to implement Army Performance Improvement Criteria (APIC) and Activity-Based Costing program during the year.

Directorate personnel were 100 percent trained and certified at their appropriate levels (I, II or III), with approximately 15 percent being certified one level above their government grade. Another 5 percent were working toward that same goal.

In October the Electronic Proving Ground (EPG) contract was transferred to the Major Army Command at White Sands Missile Range.

Actions and obligations handled by the Directorate of Contracting in fiscal year 1998 are shown in Table 6.

The major customers and the dollars obligated are listed in Table 7.

Fiscal year goals and achievements are given in Table 8.

Equal Employment Opportunity Office

The Equal Employment Opportunity Office (EEOO) was responsible for implementing the EEO and affirmative action programs for the Intelligence Center.

In 1998, the Complaints Program underwent several changes. A complete reassignment of staff was made when Ms. J. Pamela Ray, became an EEO Specialist, completing her Department of the Army internship within two years. Ms. Ray took the challenge of not only addressing the tremendous number of cases on hand, but also closing out a ten-year backlog of case files in the office. Twenty-five new collateral duty counselors were trained, adding for the first time in Army or Fort Huachuca history, active duty military members as EEO counselors. To augment the Complaints Program, an Alternative Dispute Resolution (ADR) Program was implemented at

Fort Huachuca and nineteen mediators were trained by the Cochise County ADR Program in Bisbee, AZ. In addition to an EEO Poster, an ADR Poster with the names of the mediators was distributed throughout the Installation.

In January, the Fort Huachuca Affirmative Employment Program (AEP) Plan was approved by Training and Doctrine Command and the Equal Employment Opportunity Commission in San Francisco, CA. This plan compared the under-representation of women and minorities on Fort Huachuca with the Tucson Civilian Labor Force (TCLF). Statistical information in the plan indicated that Fort Huachuca was still being under-represented in higher grades, especially for Hispanic males and females. In February, Ms. Dianna Rider was assigned as the AEP Manager and was the point of contact responsible for keeping current data, tracking all hires, promotions, and awards, and keeping up with the changes and trends in the area.

Waltraud (Ischa) Donahue was hired as the EEO Specialist to operate the Special Emphasis Program (SEP). Ms. Donahue came to Fort Huachuca from Darmstadt, Germany. Ms. Donahue's first tasking was to combine the September committees under one umbrella. This was successfully accomplished within a few months. In addition, Ms. Donahue conducted Prevention of Sexual Harassment (POSH) Training to 100 percent of the Fort Huachuca population. Occasionally, POSH training was combined with Consideration of Others (CO2) Training.

Other accomplishments included the acquisition of a TDD phone for the hearing impaired, the implementation of the Fort Huachuca Alternative Dispute Resolution program, and the selection of the office in November as the "Most Improved EEO Office." Ms. Donahue was selected to attend the Army Staff College.

306th MI Battalion

The 306th MI Battalion provided command and control, training, administrative and

community support to the Intelligence Center and selected partner organizations. It was responsible for airfield operations, and conducted contingency and mobilization planning and operations. It was in charge of ceremonies and managed the installation's Central Tasking Office.

As part of the Intelligence Center and Fort Huachuca reorganization, Charlie Company was deactivated in February. It had been responsible for such activities as the Directorate of Combat Development, Battle Command Lab (Huachuca), four Training and Doctrine Command Systems Managers (TSM's), and a number of other sections. The last company commander, Capt. James P. Bellotte, cased the colors in a ceremony at Cochise Theater on the 4 February. The company had approximately 260 soldiers, the majority of which moved to become a part of Alpha Company, 306th MI Battalion. The battalion took on sections such as the Airfield and the Intelligence and Electronic Warfare Maintenance directorate. The 1998 Mule Mountain Marathon marked the final year of this annual Army Marathon. The "Full Mule," "Half Mule," Marathon Relay, and Fun Run were all a success. Many soldiers and civilians participated in and supported this demanding task. Led by Capt. Clark Hatch, the Marathon officer in charge, and MSgt. Brenda Schupach, the Marathon NCO in charge, the seven-month long preparation resulted in a well run and thoroughly enjoyable race day. The race included groups such as local elementary as well as college and Fort Huachuca relay teams and enhanced the relationship between the post and the local communities. The marathon was discontinued due for budgetary reasons.

Along with the deactivation of Charlie Company, 1998 brought about a change in almost every leadership position throughout the battalion. The new battalion commander, Lt. Col. Carol J. Szarenski, took command from Lt. Col. Steven J. Boltz on 24 July. The battalion executive officer, Maj. John Archer, was followed by Maj. Patrick Harding, who took over in July. Both A Company and HQ Company had changes of com-

mand in October. Capt. Joe Cox took over A Company from Capt. Gail Grimball and Capt. Dave Holt took over HQ Company from Capt. Keith Filer.

The 11th annual POW/MIA Walkathon took place in September. All units on Fort Huachuca participated in a two-mile unit run and a number of civilians and soldiers ran the five-mile course. The battalion S3, Capt. James Bellotte, took part in a radio show in Sierra Vista to spread awareness and promote the walkathon. The 306th MI Battalion sponsored the Sierra Vista International Air Show, featuring the Canadian flying team, the Northern Lights, and the Army's own Golden Knights. The airfield commander, Capt. Suzanne Wheeler, was responsible for much of the setup and coordination with all participants. The show drew in thousands of visitors to both Fort Huachuca and Sierra Vista. Both the Honor Guard and the 36th Army Band continued to provide public services for the Southwest. The Honor Guard saw a number of changes, starting with a change in the Platoon Leader from 2d Lt. Eric Butler to 1st Lieut. Mark Culberson in June. Along with hundreds of funerals, the Honor Guard supported a number of parades as well as being invited to be the Color Guard at an Arizona Cardinals football game in Phoenix. The Honor Guard also provided cannon salutes at ceremonies such as the 4th of July, the commanding general's change of command, and Veteran's Day. The Honor Guard has also continued to provide for the community by providing demonstrations to Boy Scout Troops and local schools.

The 36th Army Band, led by CW3 Edward Leferink, provided local communities with a Concert in the Park series at Veterans Park in Sierra Vista. The band also gave concerts over the Christmas Holidays at both Buena High School and Fort Huachuca. It traveled all over the Southwest, including Las Vegas and California, to perform concerts, play in parades, and help other installations provide band support for military activities, such as change of commands.

Directorate of Morale, Welfare and Recreation

The Directorate of Morale, Welfare and Recreation (DMWR) was made up of six divisions: The Business Operations Division, Family Support Division, MWR Special Services Division, Plans and Resources Division, Sports Division, and NAF Personnel Division. These divisions served the Army family by executing "People Programs" designed to enhance morale, support readiness, and promote the family unit.

On 1 April the Directorate of Human Resources was redesignated as the DMWR. Accordingly, the Adjutant General Division and the Civilian Personnel Advisory Center (CPAC) were realigned under the garrison commander. The Human Development Division and the Army Career Alumni Program were realigned under the CPAC. Finally, the Nonappropriated Fund (NAF) Civilian Personnel Office was designated as a new division under the DMWR. On 1 October, the Billeting and Guest Housing functions of the Directorate of Installation Support were realigned under the DMWR as a new division and designated as the Army Lodging Division.

During 1998, the La Hacienda continued to operate successfully, providing food, beverage, and entertainment services. The latest addition to the La Hacienda program was Pepperoni's, which opened in April. Pepperoni's Restaurant featured a wide variety of Italian specialties, including pasta, sub sandwiches, and pizzas. The bingo program continued to provide a major source of revenues for the Morale, Welfare, and Recreation (MWR) Fund at Fort Huachuca.

The Lakeside Activity Center discontinued their daily lunch and Friday night dinners due to the lack of sufficient customers for cost effectiveness. The activity was converted to a catering facility only. There would still be the Thanksgiving Buffet, New Year's Eve Dinner and Parties, and the traditional Easter and Mother's Day Buffets, as well as Friday Night Karaoke in the Lakeview Lounge.

Jeannie's Diner, located in the Desert Lanes Bowling Center, provided a casual, relaxed atmosphere for patrons. The lunch specials offered a variety of selections to the customers at a very reasonable price. The breakfast menu and service were a regular part of the day for many people on Fort Huachuca. Jeannie's Diner continued to strive to maintain traditional profit levels through customer service and quality products.

Mandated patronage policies continued to have an effect on the success and the future potential of The Ozone Club. Management worked diligently to keep up with current trends in the nightclub industry to ensure its patrons' satisfaction. Despite the restrictions and regulations, the Ozone generated a respectable profit.

The 19th Hole Clubhouse had to cut back on service due to the lack of sufficient customers for cost-effective programs. There was a basic menu, which was prepared by the bartender, thus saving labor. This change hasn't affected the number of people who frequent the 19th Hole Clubhouse, and the facility was used quite often for special catered events.

The Buffalo Corral Riding Stables traded horses on two separate occasions this past year, trading old, ill, or hard-to-handle horses for younger, healthier horses. This not only saved the Installation Morale, Welfare, and Recreation Fund money by bringing in more revenue-producers, it also increased the number of horses available for lease on an hourly, daily, or monthly basis. There were two very successful overnight trail rides this past year, one to Garden Canyon and one to Tombstone for Helldorado Days. Both were well-received and would be held again in 1999. There was a good response to holiday trail rides, special trail rides with pizza afterward, and birthday and party packages.

During 1998, the Mountain View Golf Course (MVGC) hosted numerous golf tournaments for the Greater Huachuca Men's Golf Club, the Huachuca Women's Golf Association and several other charitable organizations from Fort

Huachuca, Sierra Vista, and Cochise County. A maintenance fee of \$1 was implemented in April which was designed to produce additional income for the maintenance of the course. The fee generated enough income for the MVGC to purchase a Cushman Truckster unit in July. The MVGC broke all previous records in the number of golf rounds played (51,005). The MVGC set a new Net Income Before Depreciation (NIBD) record of \$133,000. The support of the general public golfers and the winter visitors has only increased the MVGC outlook on income. The continued success of the MVGC depends on courting the general public, the local country club players, the winter visitors, and the out-of-town market. With their continued participation the golf course would continue to improve.

While MWR Rents continued to show a profit, the figures were slipping due to equipment age. MWR Rents bought some new rental items this year, such as a new video camcorder, light-weight camper, and some bouncy houses that were consistently rented. MWR Rents continued to look for ways to make a profit. Plans for 1999 were to invest in storage lockers instead of contracting with another company.

The Sportsman's Center offered a variety of shooting events. Volunteers continued to make up a large part of the labor force. The Sportsman's Center ordered and received a new portable trap machine that proved to be a moneymaker.

The Apache Flats Recreational Vehicle Park, the new state-of-the-art, 50-space park with oversized pull through pads, has been open for a full year, with business being good all year and the park running at 100 percent capacity during the winter months. Electric, water, sewer, and 32 channel cable TV were available at each site. The park featured an office building with showers, bathrooms, and laundry facilities. It was operated on zero labor cost due to the fact it was manned by park hosts who actually lived on the site as compensation for their services. There were plans to double the slots in future years.

MWR Box Office, formally known as the Information, Tickets, and Reservations office (ITR), was located with Carlson Wagonlit and noticed an increase in customers over the year. The MWR Box Office offered tickets to all events on post as well as off post. Hotel discount offers around the southwest continued to be popular. With only one full time employee and one flex time employee, the office was struggling to keep the customer service at a high standard. Discount tickets, especially Disneyland and other major attractions, were the most popular programs. The MWR Arts Center returned to the DMWR in November. The facility was formally contracted out and was known as Crafts and More. The MWR Arts Center would open for business in January 1999.

The Desert Lanes Bowling Center had a banner year financially. The Rock and Glo Bowl every Friday and Saturday night continued to build. League bowling remained the same, even though bowling was down nationally. The Pro Shop was reopened inside the lanes and it did well. Desert Lanes was probably the only bowling center with a barbershop located inside; it earned over \$1,200 a month for the bowling center. Desert Lanes started to hold more tournaments during the year to increase the cash flow.

MWR Special Services consisted of MWR Rents, the Sportsman's Center, Apache Flats RV Park, MWR Box Office, MWR Arts Center, Desert Lanes Bowling Center, NAF Procurement, NAF Supply, NAF Maintenance, Commercial Sponsorship, Marketing and Advertising, and Special Events. With the exception of Special Events, these activities supported all MWR activities. Special Events held during the last year included the Fun Festival, the Dog Days of Summer Concert, the Army Soldier Show, Merle Haggard, and Ginuwine appearances. In 1998 the Air Show returned to Fort Huachuca for the first time in almost 10 years.

The Sports Division included the Barnes Field House (BFH), Indoor Pool Operations, Eifler Physical Fitness Center, coed intramural

and higher level sports competitions, multipurpose sports fields and tennis courts, two Outdoor Pool Operations, Bujalski Track and Field Complex, Youth Sports, and Post Boxing. Mr. George Thompson, Sports Specialist, returned after a ten-month tour of duty as a Recreation Specialist in Bosnia on 31 August. The Indoor Pool was not funded for fiscal year 1999 due to downsizing of the Army. The City of Sierra Vista was asked to operate the pool via a partnership agreement, which was pending approval at the end of the reporting period. The boxing program hosted a home boxing invitational in 1998, which was highly successful and had excellent crowds in attendance. The Mule Mountain Marathon (MMM) Race Director, Mr. Les Woods, directed and supervised the 1998 event. Over 1,200 runners competed in the full mule, half mule, dual mule, and relay team events. The MMM generated over \$13,000.

The 1998 Multi-Sports Summer Series was conducted with 350 athletes participating in a triathlon, biathlon, and a mountain bike race. The swimming pool program hosted the 1998 Senior Games swimming competition. Fifteen men and women competed for gold, silver, and bronze medals in ten different events. In addition, the Sports Division hosted the Buena High School Home Swim meets at the BFH Indoor Pool and contracted with the Thunder Mountain Aquatic Club (youth) to use the BFH Indoor Pool. It also hosted the swim portion of the 1998 German Proficiency Badge competition on 7 and 8 November. Some 220 soldiers competed by swimming 200 meters within specified times, based on their age and sex. The BFH pool staff lent their expertise in stroke techniques to many of the competitors, enabling them to finish in the allotted times. In the youth sports program, the Fort Huachuca Packers became the 1998 Pop Warner Pee Wee League Tackle Football Champions.

On 1 October, the transient housing section, which operated the temporary duty (TDY) and guest house facilities, was realigned from the Directorate of Installation Support to the DMWR.

This realignment was in response to Department of the Army and Training and Doctrine Command initiatives to operate all NAF business activities under one directorate.

The NAF training office was firmly established during the year. The Employee Development Specialist, Ms. Nancy Hansen, implemented new training programs and began establishing Individual Development Plans for NAF employees. Along with in-house training programs, she was responsible for ensuring MWR employees received mandatory training, such as Alcohol Servers Intervention Program, Prevention of Sexual Harassment, and Consideration of Others. The NAF training office relocated to building 22214 at the end of the year.

Due to numerous improvements in 1998, the profits for MWR activities almost tripled. Several programs were targeted and focused on customer demands, thereby eliminating costly parts of programs that no longer met the needs of the military community. The revenues that resulted from fees were returned to the community in the form of equipment replacement and facility upkeep. The improved profit line allowed MWR to reinvest almost 100 percent of these profits in badly needed facility improvements.

In the Unit Fund area, major changes were implemented, to reflect the decision of re-instituting centrally funded dividends to company and detachment levels. The dividends issued were 25 cents per soldier, per month. The automation section saw an expansion to three employees in the past year. Preparations were made to install Y2K compliant upgrades to the existing systems, in keeping abreast of the communication changes mandated by Department of Army. In May the Central Accounting Office was transferred from the Directorate of Resource Management to the DMWR and merged with the Central Administration Office. In December both offices relocated to the top floor of building 22214. Among the accomplishments of the office were streamlining and consolidating NAF payroll functions, and reducing the administrative duties of NAF

managers.

The Family Support Division was redesignated as the Family and Soldier Readiness Division (FSRD), effective 1 October. Also, the Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) was realigned under the Family and Soldier Readiness Division and the Chief, Family and Soldier Readiness Division, was designated as the Installation Alcohol and Drug Control Officer (ADCO). This action was precipitated by the elimination of three out of four ADAPCP full time permanent positions, effective 1 October.

Inspector General

The Inspector General monitored, assessed and reported on matters affecting the mission performance and the state of economy, efficiency, discipline, morale, esprit de corps, quality of command, management of readiness resources, and leadership of the Intelligence Center.

There were a total of 229 formal Inspector General Action Requests (IGARs) completed during 1998. These requests came from all over the world, from all the Army components and sister services. Nine of these IGARs were reportable to the Department of Defense in the Semi-Annual Report to Congress because they related to possible fraud, waste, and abuse. Inquiries were completed into eight of these cases and one was transferred to the appropriate government agency. The Inspector General assisted the Defense Intelligence Agency Inspector General in completing an investigation. There were no command directed investigations conducted during this year. Two semiannual reports to Congress were completed. Coordination was effected with the Staff Judge Advocate and the Military Police on the revision of installation parking policy.

An assistance visit was made to Delta Company, 305th MI Battalion, Pensacola, FL, 23-24 September. The office coordinated the inspections/assessments conducted on the Intelligence

Center and Fort Huachuca by Training and Doctrine Command Inspector General, who looked at IET, Command Climate, and Intelligence Oversight, 31 August-3 September; the Defense Language Institute (DLI) Inspector General who was evaluating issues relating to DLI; and the Department of Defense Inspector General, who looked at Intelligence Oversight in March.

The Inspector General's Office conducted four quick-look assessments during the period. Evaluated were Trainee Abuse Reporting (Training and Doctrine Command Reg 350-12) procedures, mailroom operations in the 111th Military Intelligence Brigade, the Unit Manning Report for the 111th MI Brigade, and the operating procedures of the Defense Reutilization and Marketing Office.

The Inspector General's Office reviewed and commented on all Student Evaluation Plans written by the Intelligence Center. It also conducted a survey directed by the Training and Doctrine Command to evaluate the TRICARE health system. The office worked closely with the command to assess the overall command climate by conducting a variety of sensing sessions on units throughout Intelligence Center. During this period, DeRussy Hall underwent massive restoration under the auspices of the Intelligence Center Cultural Resources Stewardship Program Historic Preservation Project.

As one of the four missions of the Inspector General System, the office conducted a wide variety of training classes during the calendar year. It routinely conducted informational briefings to the MI Officer Basic Course, the MI Officer Advanced Course, the Pre-Command Course, the Installation Newcomer's briefing, and the Cadre Training Course. Additionally, all members of the office participated in Consideration of Others Training and training on the new requirements of the Mental Health Referral Regulation.

All computer hardware and office equipment was upgraded or replaced to meet Y2K compliance. Department of the Army Inspector Gen-

eral selected the Fort Huachuca Inspector General office as a test site for the upgrade of the Inspector General Network.

Directorate of Information Management

The Directorate of Information Management was responsible for the operation and maintenance of integrated information systems and services in support of the Intelligence Center, as well as partner activities on the installations.

During 1998, the Directorate of Information Management (DOIM), Network Support Services Branch (NSSB), Exchange Team migrated approximately 2,700 users from Exchange 4.0, Windows NT 3.51 on a December Alpha to Exchange 5.5, Windows NT 4.0 on a COMPAQ platform. The current system has four servers in a clustered environment, ensuring no single point of hardware failure. Each server has two 4.3GB hard drives, 786 RAM, and two 6/200-1024K processors. Four 100MB Fiber Distributed Data Interface (FDDI) connections provide user access to the Exchange server. Since completion of migration, Exchange had 100 percent up time for both duty and non-duty hours.

The Fort Huachuca Network Support Team installed a Fort Huachuca Secret Internet Protocol Router Network (SIPRNET) gateway premise router for organizations and agencies on Fort Huachuca. The Fort Huachuca SIPRNET gateway provided secure network connectivity and passed encrypted data to and from the Defense Information Systems Agency's SIPRNET router. Customers on the Fort Huachuca SIPRNET gateway were provided service through dedicated serial connection circuits.

The Network Support Team installed a Cisco Catalyst 5500 Etherswitch onto the post wide LAN. The Catalyst 5500 replaced two Fiber Data Distribution Interface bridges and four etherswitches at one of the more congested node sides. The node supports over 60 building network connections. The transition from the older network equipment to the Catalyst 5500 was a

seamless and transparent cutover for Fort Huachuca network users. The Catalyst 5500 provided newer switching technology and aided in the reduction of broadcasts onto the post-side network and improved network switching between users and local application servers.

During 1998, the Defense Message System (DMS) Team participated in two Limited Field User Tests, made operational the Sensitive but Unclassified DMS components, and stood up the Classified DMS components. The DMS Team began the initial migration of AUTODIN users onto Defense Message System.

The Fort Huachuca Publications Warehouse closed on 30 September. This action was taken as a cost-saving initiative for the Directorate of Information Management. Prior to the closure, the directorate assisted installation units with establishing individual forms and publications accounts with the U.S. Army Publishing Agency for the acquisition of needed supplies. The directorate also maintained a website where many forms and publications were available. No complaints have been received of any significance due to the closure.

The U.S. Army Intelligence Center and Fort Huachuca FOIA officer processed 110 requests in fiscal year 1998. Several requests for documents pertaining to environmental issues were received. The possibility of a paperless Records Holding Area (RHA) was being researched. The majority of the records stored in the records holding area were short-term inactive records. Records with a disposition of less than seven years would be scanned onto a server for easy access. Permanent records would be retired to the Federal Records Center.

The Records Management Office published a Fort Huachuca publication containing policy and procedures to conduct assistance visits to Intelligence Center directorates and staff offices. Regular assistance visits were scheduled to begin in mid-March 1999. The publication also contained a self-evaluation checklist. Courtesy visits were provided upon request to various In-

telligence Center directorates and partner organizations.

Fort Huachuca Regulation 25-31, Weekly Bulletin, was staffed and published. The Weekly Bulletin was distributed in electronic format only. It was posted to a public folder in Exchange called Weekly Bulletin and on Fort Huachuca's World Wide Web (WWW) page. It was also sent to a distribution list of partner organizations.

A monthly Modern Army Recordkeeping System (MARKS) class was conducted at the Quality Training Center. Upon completion of the class, students were able to identify basic numbering system; file and retrieve records appropriately; create a master listing of selected files; create labels; determine the disposition of each file; complete a Standard Form 135, Records Transmittal and Receipt; and retire and ship records to the Fort Huachuca Records Holding Area. Conducting this class reduced telephone calls and questions on procedures for setting up and retiring files.

The DOIM purchased a multi-user site license, including upgrades, to accommodate all Fort Huachuca users. Software was available for download through the server. Upgrades were automatically uploaded to the server without disruption of the network. Users were informed of the upgrade and advised to install the latest upgrade on their computer. JetForm/FormFlow software for forms design was the standard throughout Fort Huachuca. Other software packages were no longer supported.

All electronically designed and fillable local Fort Huachuca and higher echelon forms were available on the Fort Huachuca WWW home page for downloading. Allowing the user to download from the server reduced the requirements to print and stock local forms. Over 300 forms were deleted as a result of a forms review. At year's end, less than 190 forms remained in the system. This also significantly reduced reproduction costs and storage space. Local and higher echelon forms available by electronic means were no longer stocked by the Fort Huachuca Forms Manager.

The Records Management Office conducted FormFlow Filler classes twice a month. End users learned how to fill in an electronic form and save the data. The students also learned how to download forms from the Internet and how to send a packaged form filled out through electronic mail.

Two Electronic Distribution Lists on Exchange were added—Intelligence Center Correspondence Point of Contact List and PARTNERS Correspondence Point of Contact List. The lists were used for sending out correspondence.

The Directorate of Contracting and the DOIM renewed the Xerox contract for fiscal year 1999.

The Department of the Army Installation Support Module (ISM) Systems were fielded at Fort Huachuca. A classroom was provided for training, and ISM computers were delivered, installed, and configured throughout Fort Huachuca. The command relinquished Defense Finance and Accounting Service (DFAS) support to Seaside and resident customers to Defense Megacenter (DMC), Rock Island, IL. It retained local user access to Defense Megacenter for downloading, modifying, and archiving reports.

The telecommunications billing validation and detection reporting system was automated to eliminate hard-copy printing each month to over 130 telecommunications officers.

The classroom computers for Windows 95 and Office Pro 97 were upgraded, as was the projection system and the existing curriculum to reflect the software changes. Information Technology Project Management and Basic Structure and Design classes were added to the curriculum.

A paperless office network was instituted to reduce the number of hard-copy records held in the Records Holding Area. Full implementation would take place in 1999.

Due to high costs and low usage, the printing of microfiche was eliminated by porting customers to personal-computer-based files that could be accessed on demand.

Customer printing services were ported from the mainframe printer to personal-computer-based reports that could be printed on demand at the customer's location. A savings of \$78,000 annually should be realized in service costs.

Due to the technical inability to keep IBM mainframes running, customers were ported to alternate systems and the Information Processing Center (IPC) was closed. The IPC personnel were realigned within the directorate.

The loss of mainframes required the development of personal-computer-based interface from the Military Personnel Office to the Defense Megacenter, pending implementation of the Standard Installation Personnel System (SIDPERS3) at Fort Huachuca. The interface application was written in Microsoft Access 97 and used the Internet to receive and send files.

The number of dedicated circuits through the mainframes was reduced by developing alternate, personal-computer-based routes of communication for customers.

A personnel locator database was developed to assist personnel worldwide in locating military and civilian personnel at Fort Huachuca. The effort replaced some of the mission lost when five civilian operator positions were eliminated in 1997.

Due to continued downsizing and resultant repetitive relocations, a wireless LAN was installed for the office automation classroom to eliminate the dependence on physical location of the classroom.

A Memorandum of Agreement between the U.S. Army Garrison and the Intelligence Center was signed on 29 June. It defined responsibilities and procedures for Information Technology (IT) support. The basic premise of the agreement was that the Intelligence Center staff would be responsible for IT support services within their building, and the Directorate of Information Management would continue to be responsible for the post-wide IT infrastructure. In conjunction with this agreement, five military and one civilian positions were transferred from the Directorate of

Information Management to the Intelligence Center.

On 1 November, a program requiring a Personal Identification Number (PIN) for all official, common user long distance telephone calls on Fort Huachuca was implemented. Approximately 6,000 PINs were issued. The monthly Billing Validation and Abuse Detection Report provided to each Telephone Control Officer would include the name of the individual associated with the PIN that made each long-distance call.

In conjunction with the Directorate of Continuous Learning, Asynchronous Transfer Mode (ATM) capable data switches were purchased for implementation at four of the nine service nodes. The initial focus of Fort Huachuca's ATM data network capability was at the service nodes directly supporting implementation of Classroom XXI (CRXXI) and the Army Distance Learning Program (ADLP).

Major events associated with attaining total Year 2000 (Y2K) compliance for Fort Huachuca included funding totaling \$39,800 for the acquisition of a Y2K-compliant fire alarm reporting system. Installation and testing of the new system was scheduled for completion not later than 15 January 1999. Funding amounting to \$125,400 was obtained for a Y2K-compliant security alarm system in Rowe Hall that was scheduled to be installed not later than 15 February 1999. The Department of the Army committed to providing the funds needed to upgrade the Fort Huachuca telephone switching system, and the associated administrative management system, for Y2K compliance. The original target for completion of the upgrade was August 1999. That schedule has been moved up to target a 21 January 1999 start date, with completion not later than 15 April 1999.

More than 300 other non-Information Technology (IT) systems were tested and either found to be compliant or an alternative "work-around" identified. One of the major work-arounds identified was for the intrusion detec-

tion systems (IDS) supporting arms rooms and other sensitive but unclassified areas. Upgrade of the voice mail system was fully funded and scheduled for implementation in January 1999.

Nearly 500 IT systems, from personal computers to mainframes, were tested. The non-compliant software system generating the greatest concern was SIDPERS. All of the systems previously operating on the large IBM mainframe at the Directorate of Information Management were migrated to compliant platforms. Nearly \$44,000 worth of new personal computer resources were purchased to replace equipment which cannot be brought into compliance.

There were several major Command and Control Protect (C2P) events throughout the year. The U.S. Army Training and Doctrine Command's Information Systems Security (ISS) Action Plan included three primary taskings. The first was the consolidation of connections to the Unclassified but Sensitive Internet Protocol Router Network and SIPRNET. Next was the elimination of network connections to commercial Internet service providers. And finally, non-Terminal Server Access Control System dial-in access to data networks was eliminated.

The IDS and security router resources were installed to provide both detection and blocking of unauthorized attempts to access Fort Huachuca data networks. This system provided the capability for implementation of guidance provided by the Regional Computer Emergency Response Team, U.S. Army Signal Command.

The Directorate of Information Management provided input, review, and comment to the Directorate of Continuous Learning regarding the Fort Huachuca Information Technology infrastructure requirements associated with implementation of new programs, specifically Classroom XXI (CRXXI) and the Army Distance Learning Program (ADLP). Extensive support was provided for a Training and Doctrine Command-sponsored, U.S. Army Information Systems Engineering Command survey of Fort Huachuca to determine requirements for related funds from Train-

ing and Doctrine Command.

A new Defense Information Systems Agency contract for long-haul Defense Information Services Network (DISN) services resulted in an extensive effort to change all existing circuits over to the new provider. This effort began in July and was expected to continue well into the second quarter of fiscal year 1999.

A broken water line at Joint Interoperability Test Command (JITC) caused a major interruption to telephone services to the building and the servicing switch in December. Nearly 60 work-hours were required for cleanup of the communications closet area and to effect initial repairs to restore basic telephone service. Substantial additional work-hours would be required to restore fully operational capability.

The Technical Subcommittee of the Information Management Support Council (IMSC) held three sessions during the year. Initiatives presented and referred on to the IMSC for final approval included: Fort Huachuca ATM Infrastructure (Proponent: DOIM); CUITN Compliance, Fort Huachuca ATM Network (Proponent: DOIM); and Electronic Key Management System (Proponent: U.S. Army Communications Security Logistics Activity). In addition, information briefings were presented on improving the Army's Information System Security (ISS) posture, Y2K compliance for Fort Huachuca, and classified E-mail system for Fort Huachuca.

Approximately \$435,000 was provided by the Winning the Infrastructure War Program to assist in the replacement of key telephone systems in new buildings. This modernization would replace key telephone systems with single-line, state-of-the art capability. New building premise distribution wiring and a basic telephone instruments were included. More than 60 buildings have been identified, with implementation continuing into fiscal year 1999.

The telephone cable plant servicing Riley Barracks was replaced with a newly routed cable. Increasing failure of the existing cable resulted in a major work effort to ensure the continuity of

telephone service to the building. A team of soldiers from the 504th Signal Battalion augmented the Directorate of Information Management staff in the installation of a new 900-pair cable.

The directorate staff provided nearly 200 work-hours of project management, acquisition support, subject matter expertise, and quality control, as well as loan of specialized equipment for the implementation of data networking capability for the 309th MI Battalion at Site Maverick. This network was required in support of BASIX/OBE training. The work force for implementation was primarily provided by the 504th Signal Battalion, with overall project management by the directorate staff.

A major Information Technology upgrade to Alvarado Hall was required to support the relocation of the Intelligence Center Command Group into the building. Project management for this effort included major upgrade to the premise distribution, as well as acquisition of systems furniture and physical renovations like carpet cleaning.

The capability to access the Fort Huachuca data transfer network from quarters was implemented for the commanding general, Intelligence Center. In coordination with the staff of the Directorate of Continuous Learning, access was established to the Asynchronous Transfer Mode data switch at the servicing node.

The primary impact to the Fort Huachuca Information Technology infrastructure associated with the opening of the Civilian Personnel Operations Center (CPOC) was the requirement for an upgrade to the servicing telephone switch. The funding obtained provided the upgrade and associated telephone instruments for the CPOC staff.

Internal Review and Audit Compliance

The Internal Review and Audit Compliance Office provided internal audit and cost management services to the Intelligence Center and Fort Huachuca.

The U.S. Army garrison made progress in implementing and institutionalizing the Activity-Based Costing program for the entire garrison. Activity Based Costing models were completed and populated with fiscal year 1998 cost and output data during this calendar year. The Directorate of Morale, Welfare, and Recreation model was completely rebuilt. The models from the former directorates of Logistics and Engineering and Housing were consolidated into a new Directorate of Installation Support model. Significant progress was made in establishing cost management awareness during the year. Quarterly Training Briefs (QTBs) were established based on the concepts of Army training in FM 25-101. Under this concept, branch and division managers briefed the garrison commander on their cost management. QTBs consisted of (1) a comparison of the previous quarter's actual costs versus the forecast cost, (2) a comparison of the next quarter's forecast costs with the last quarter's actual costs, (3) an evaluation of unit costs, and (4) a presentation of cost initiatives. A firm schedule was developed for regular briefings with directorates. Significant cost savings were identified by managers during the first QTBs held in December.

Directorate of Installation Support

The Directorate of Installation Support combined the elements of the former Directorate of Engineering and Housing and the Directorate of Logistics. It was composed of these divisions: Management Engineering Systems Office, Business Management Division, Environmental and Natural Resources Division, Engineering Plans and Services Division, Housing Division, Logistics Management and CE/IEW Maintenance Division, and the Contract Management Division. It supported the Intelligence Center and Fort Huachuca with logistics, engineering and housing activities, to include housing of all soldiers and visitors, engineering design and services, master planning; transportation, equipment maintenance, food service, supply, wildlife and land

management, historical preservation; environmental protection, restoration and hazardous waste management; custodial and refuse services; real estate/real property control; and energy management.

On 1 April, the Directorate of Engineering and Housing and Directorate of Logistics were reorganized as the Directorate of Installation Support with Mr. Stephen G. Thompson assigned as director.

Construction

During 1998, 74 delivery orders were issued on the Job Order Contract, totaling \$5.7 million. Projects included infrastructure repairs including roof repairs, boiler and chiller replacement. Work was completed on replacement of Heating, Ventilation and Air-Conditioning (HVAC) in the three general officers quarters. Other work included renovations of buildings to allow occupants to vacate buildings scheduled for demolition. Construction on the new West Region Civilian Personnel Operations Center was completed in March as scheduled. Three firm-fixed price contracts were awarded for replacement of gas lines in Signal Village and Coronado Village Housing Areas and replacement of the emergency generator at Libby Army Air Field (LAAF). Replacement of the gas lines in Gatewood Housing Area was completed during 1998.

The Design Branch completed design or was working on 28 projects with a construction value of \$7.6 million. Of the 28 projects completed or under design, 26 were designed by Design Branch engineers and technicians while two were contracted to Architect/Engineering companies. Significant projects awarded included the commanding general's offices in Alvarado Hall, replacement of boilers in seven buildings, replacement of R12 refrigerant air-conditioning systems at Greely Hall and the museum annex, LAAF emergency generator, sewer main and laterals on Christy Avenue, security cameras and lighting for

MI Village, gas line replacement for Signal Village and Coronado Village Housing Areas, and asbestos abatement in boiler rooms of historic quarters along Grierson Avenue and Henry Circle. Construction coordination and project management of Nonappropriated Fund, Base Realignment and Closure and Military Construction Army programs were performed on four projects to include the new barracks between Cushing and Hatfield Streets and 60 new family housing units in Cavalry Park 5 and 6 Housing Areas. Branch personnel also completed more than 100 small job designs, estimates or engineering consultant service reports this year.

Master Planning placed major emphasis during the year on the Training and Doctrine Command initiative for "Winning the Infrastructure War" by the demolition of facilities deemed to be excess to mission. Facility demolition list for fiscal year 1998 consisted of 72 buildings totaling 392,370 gross square feet. Total demolition funds expended in 1998 were \$1,640,542.

Major Army Construction (MCA) projects and planning tasks completed in 1998 follow.

Commissary Upgrade: The project was started in late fiscal year 1997 and was completed during 1998. It included resurfacing and striping of parking lot, expansion and upgrading of interior retail floor space. The project was funded by the Defense Commissary Agency.

Barracks Addition with Central Plant: The project started in fiscal year 1997 and was completed in March. It added 276 (1+1) sleeping spaces onto barracks buildings 52308 and 52309 in Thunderbird Village for the 11th Signal Brigade. Upon completion of this project, the brigade vacated barracks buildings 52108 and 52109 and occupied the newly completed assets.

Barracks Construction: A new barracks project was started in 1998 to construct 312 (1+1) spaces budgeted at \$18,524,500. The project would replace barracks buildings 52106, 52108, and 52109 with new modern sleeping spaces. It would also construct a stand-alone sol-

dier community building to provide dayrooms, laundry, and a mail room. This project was scheduled to be completed in fiscal year 2000.

Family Housing Replacement (60 dwelling units): This project would replace and construct new 60 three-bedroom housing units in the Cavalry Park #5 subdivision. The project was started in July, budgeted at \$7,250,001, and would be completed in 1999.

Energy

On 31 July, Fort Huachuca was awarded a Secretary of the Army Energy Conservation Award at a Fort Myers, VA, ceremony for energy and water conservation in fiscal year 1997.

For fiscal year 1998, Fort Huachuca was 9.0 percent below the Training and Doctrine Command assigned energy reduction goal. This was an improvement over fiscal year 1997 when the command was 8.2 percent under the Training and Doctrine Command goal. For fiscal year 1998, Fort Huachuca used 101,318,400 kilowatt-hours (kwh) of electricity at a cost of \$7.010 million, a 4.2 percent decrease in use (4,393,600 kwh) and a 4.4 percent decrease in cost (\$319,755.21) over fiscal year 1997. For fiscal year 1998, Fort Huachuca used 4,609,180 therms of natural gas at a cost of \$1.580 million, a 3.1 percent increase in use (138,120 therms) and a 7.5 percent decrease in cost (\$128,831.70) over fiscal year 1997. It was worth noting that it was much colder in fiscal year 1998 than in fiscal year 1997, there being 21 percent more Heating Degree Days (2,729 versus 2,248). For fiscal year 1998, Fort Huachuca used 722,941,000 gallons of water, a 5.4 percent decrease in use (40,500,000 gallons) and a 15.6 percent increase in cost (\$194,276.18). Projects accomplished in fiscal year 1998 to help achieve energy reductions included the following: Installation of high efficiency lighting in the main post chapel, one of the main airfield hangars, a portion of the largest building on Fort Huachuca (Greely Hall, a 410,000-square-foot building) and the hospital (now super clinic) for a total

of over 4,000 fixtures; repair of a 5 kilowatt (KW) grid connected PhotoVoltaic (PV) system on the Holman Guest House; installation of a 200 KW fuel cell at Riley Barracks; installation of a high efficiency chiller at Riley Barracks; upgrade and expansion of the basewide Energy Management and Control System (EMCS); and upgrade of the prototype of the dish-Stirling solar thermal electric generator to 10 KW.

Fort Huachuca pumped 709,766,000 gallons of water in 1998, compared to 767,776,000 gallons in 1997, a reduction of almost 8 percent. This was the lowest water usage since data has been tracked beginning in 1982. It was 32 percent below the peak pumpage in 1989.

Logistics

Employees of the Logistics Division's contractor fabricated tie-down kits from Army Specifications which allowed various communication shelters to be mounted on the Family of Medium Tactical Vehicles (FMTV). Employees from the same division also designed and fabricated a tailgate kit for the FMTVs to solve a problem experienced by the 11th Signal Brigade, Fort Huachuca.

During 1998, the Logistics Management Division (LMD) fabrication production was as follows: 119 tie-downs kits and 291 tailgates for the 11th Signal Brigade, Fort Huachuca; 68 tie-down kits and 68 tailgates for the 1st Signal Brigade, Korea; 1 tie-down kit and 1 tailgate for the 516th Signal, Hawaii; 2 tie-down kits and 2 tailgates for the 55th Signal, Fort Meade; and 6 modified tailgates, which accommodated the FMTV ladder, for the 35th Signal Brigade, Fort Bragg. At year's end, the division was in the process of fabricating an additional 297 tie-downs for Tank Automotive Command, 1 tie-down kit for the 319th Military Intelligence Battalion, Fort Bragg, and 50 modified tailgates for the 35th Signal Battalion, Fort Bragg.

During the month of November, Mr. Jeff Brenton, Department of the Army the Army's

Deputy Chief of Staff for Operations, and Bill Howell, Forces Command, chaired the Family of Medium Tactical Vehicle (FMTV) retrofit meeting at Fort Huachuca. Both individuals toured the maintenance facilities and were shown how the tie-down kits and tailgates ensured unit readiness. Mr. Brenton was provided photographs of the modified tailgate design, which he took back to Tank Automotive Command for review and possible acceptance as the Army standard.

Fort Huachuca continued work within the Integrated Sustainment Maintenance (ISM) program. Savings in 1998 were \$49,386.54.

Fort Huachuca completed Phase I for the Fuel Automation System (FAS) at the airfield. The automation provided automatic gauging of the underground and above-ground fuel tanks. Additionally, upgrades were made to the four underground POL storage tanks to ensure environmental compliance.

The U.S. Army Garrison was faced with significant budget cuts for fiscal year 1999, which resulted in the closure of the QM Laundry and Dry Cleaning Facility on 30 September. The laundry facility, under the operational control of the Directorate of Installation Support (DIS), had provided laundry and dry cleaning services to military organizations, active duty military, and retirees in the surrounding communities for many years. Organizational laundry support was being provided from an outside source, while active duty personnel and retirees obtained their services from local suppliers. While cost to the U.S. Army Garrison for laundry support was dramatically decreased, the cost to active duty members and retirees increased. At the end of the year, the Directorate of Installation Support was seeking privatization of the facility.

In July, the Directorate of Installation Support (DIS), Logistics Management and IEW/C&E Maintenance Division, converted the Base Operations supply system to the Standard Army Retail Supply System (SARSS). This system was a combat service support logistics Standard Army Management Information System (STAMIS)

which provided stock control and supply management at the Army retail level. Although the conversion to SARSS was fairly transparent to customers, some changes were made to customer business practices. Because SARSS has an established edit on requisition dates, customers were required to submit their requisitions in a timely manner. Additionally, the use of Account Processing Codes (APCs) was replaced with the use of Fund Codes (FCs). Customers interface capabilities to the new operating supply system was also increased with this conversion. They could then interface with SARSS through the post LAN, disk, or manually.

The multifunctional Base Operations Support Contract was awarded to Brown and Root Services Corporation (BRSC). This was a re-award of the contract to Brown and Root.

Housing

In June, the Corps of Engineers awarded the contract for demolition and reconstruction of 60 family housing units in the Cavalry Park area to Hunt Building Corporation of El Paso, TX. This was the first design-build project attempted by Fort Huachuca. Construction began in August and was expected to be completed by August 1999. During 1998, over \$2 million in maintenance and repair projects were accomplished in family housing facilities. Noteworthy projects included asbestos removal in historical quarters, gas line replacement in Signal Village I and II, and Pershing Plaza, and exterior painting of Pershing Plaza East.

The 276 barracks space construction project begun in March 1996 by Carnes Construction Company of Tucson, AZ, was completed in May. This project enabled all 11th Signal Brigade soldiers to be housed under one roof and paved the way for the demolition of three sub-standard barracks facilities; building 52106, 52108, and 52109. These facilities would be replaced by construction of 312 (1+1) barracks spaces with community building. The Corps of

Engineers awarded the \$18.5 million military construction project to the same contractor in August. The anticipated completion date was June 2000.

During 1998 over \$600,000 in maintenance and repair projects were accomplished in five barracks facilities affecting more than 1,300 soldiers. Most notable projects were outdoor lighting, roof repairs, and new windows.

In October the Housing Division lost the Transient Housing function to the Morale, Welfare and Recreation (MWR) Division, through realignment. The operation consisted of 8 facilities containing 306 rooms and approximately 72 non-appropriated fund employees. The kennel operation, run by transient facility personnel, was also realigned under MWR.

The Housing Division Chief, Mr. Jim Wimp, retired in March. He was replaced by Ms. Sylvia Pete, who transferred from Fort Leonard Wood, MO, in July.

Contracting

The Contract Management Division (CMD) underwent several changes during 1998 when the Directorate of Engineering and Housing and Directorate of Logistics combined under the Directorate of Installation Support. This added the responsibility of the Logistics Base Operations and Food Service contracts to the division. Advantages included the movement of personnel to a single location, the solicitation and award of the new Logistics Base Operations contract, and the preparation and negotiation of contract modification to close one dining facility. One high visibility challenge was the financial failure of the incumbent Operations and Maintenance Contractor. The Contract Management Division was notified only 17 days prior to option-year renewal. This made it necessary to immediately replace the contractor to ensure that there was no loss of operations and maintenance or Quality of Life for military families and civilian workforce. A 12-month fixed price contract was

awarded to Brown and Root Services Corporation under limited competition. No interruption of services was experienced during the transition. The office immediately began to prepare and issue a new solicitation for a new contract.

Environmental and Natural Resources

During 1998, Fort Huachuca resolved a legal challenge dating back to November 1994. The lawsuit from several conservation groups alleged noncompliance with the Endangered Species Act. Plaintiffs appealed the July 1996 initial decision in federal court which supported the Army. Appeal hearing, attempted negotiation and filing of briefs was completed in April when the appeal was withdrawn and the appellate court ruled both parties were responsible for their own legal costs.

The Fort Huachuca Conservation Committee was initiated in June 1994 to establish a forum between the installation and surrounding communities for the interchange of information, facilitation of new ideas, and education regarding Fort Huachuca. The forum provided valuable interaction with the conservation community. The personal involvement of Maj. Gen. Charles Thomas, which continued with his successor Maj. Gen. John D. Thomas, Jr., assisted greatly in the success of the committee.

In the area of hazardous waste management, the year passed with no fines or penalties assessed against Fort Huachuca. The minor issues from the December 1997 hazardous waste inspection were resolved. A significant event was the submission of the closure plan in October for Open Burning/Open Detonation sites on Fort Huachuca. The closure plan was the only remaining item on the hazardous waste consent order with the Arizona Department of Environmental Quality. Hazardous waste training continued in 1998 with a Fort Huachuca-specific curriculum, site visits, and updated visual aids.

The primary accomplishment of Underground Storage Tank (UST) management was

meeting the December upgrades. Final phase of the program was completed in October with cathodic protection, lining, overflow and spill protection for the Libby Army Air Field tank farm. In addition, nine leaking UST (LUST) files were either closed or referred for closure during the year.

Fort Huachuca Installation Restoration Program efforts included air sparging, bioventing, and groundwater monitoring. Work continued at the Army and Air Force Exchange System gasoline station with air sparging to reduce contamination, principally benzene, and groundwater monitoring to determine effectiveness of cleanup. Groundwater monitoring was also performed at the South Range landfill. After approval of the work plan by the Arizona Department of Environmental Quality, the bioventing project at Greely Hall was enhanced with moisture, nutrients, and bacteria.

The two most significant conservation issues were the approval of a draft Environmental Impact Statement (DEIS) and entering into Section 7 consultation under the Endangered Species Act. The availability of the DEIS was advertised in the Federal Register on 12 June and a public hearing was held on 30 June. The document was under revision based on review comments and an expected biological opinion. The installation entered into Section 7 consultation in March by submitting a biological assessment to the U.S. Fish and Wildlife Service. Fort Huachuca has provided additional information and worked with the Service to resolve differences. A draft biological opinion was expected by February 1999.

Another significant document was the North American Free Trade Agreement study of the San Pedro River by the International Commission for Environmental Cooperation. The draft report by the expert team was released in June and the Udall Center facilitated public meetings and wrote a report on input from the public. After consideration of public input, another draft was published in September.

Another important conservation issue was the Alternatives Future Study, which would discuss alternative land use plans in the San Pedro River basin. Harvard University was a partner for this effort under a Corps of Engineers contract. The group has gathered data and requested input from local entities.

Cultural and historical resources protection and enhancement continued to be a priority with rehabilitation of historic adobe structures, prehistoric pottery (ceramics) training, curation, and continuation of the partnership with the Arizona Archeological Society.

Office of the Staff Judge Advocate

The Staff Judge Advocate was the chief advisor to the commanding general of the Intelligence Center, the commanding general of the U.S. Army Signal Command, as well as staffs and tenant organizations, on all legal matters. It was a consolidated office that was staffed by personnel assigned to the Intelligence Center, the Army Signal Command, and the Communications and Electronics Command.

The outgoing Staff Judge Advocate, Col. Harry Lee Dorsey, was replaced by Col. Brent P. Green, in July, and the outgoing Deputy SJA, Lt. Col. Henry R. Richmond, was replaced by Lt. Col. Rafael Lara.

In January the Staff Judge Advocate received a biannual Article 6, UCMJ required visit by Maj. Gen. Michael J. Marchand, a personal representative of The Judge Advocate General of the Army.

During 1998 the garrison underwent a variety of budget cuts and personnel reductions. The Staff Judge Advocate documented the fact that it functioned at a minimal level of operating budget and staffing, and would be mandated to cut functions in order to reduce either its budget or staffing level.

The Army Signal Command conducted a manpower survey. Of the two Table of Organization and Equipment (TOE), Judge Advocate,

authorizations and two Augmentation TOEs, civilian, authorizations, the Staff Judge Advocate documented the workload and need for a fifth person, a third augmentation TOE requirement. The survey team recognized the additional requirement and then abolished the requirement in a manpower cut, without ever filling the requirement.

The Installation implemented a functional estimating equation (FEE) to establish and document requirements on the Table of Distribution and Allowances (TDA). Six Staff Judge Advocate TDA requirements were eliminated, and the TDA was restructured to reflect staffing requirements within each of its Divisions.

As part of the Army's "Year 2000" project, the courthouse, a WWII wooden building, was identified for destruction. New courtroom facilities were dedicated in Greely Hall, and totally renovated. The courtroom officially opened on November 16.

A new, permanent, tax-filing center was created and dedicated to the Staff Judge Advocate in October.

As a consolidated Staff Judge Advocate issue, the Army Signal Command was tasked by Department of the Army to lead the worldwide program of protection for automation assets. This program, initially identified as C2 Protect, quickly became a major consumer of personnel assets, and continued to grow proportionately to implementation at the worldwide level. The Staff Judge Advocate has been tasked to provide legal policy for Army-wide implementation.

During the year, the Staff Judge Advocate received a 60 percent upgrade in furnishings and a 50 percent upgrade in automation equipment hardware, and a 100 percent upgrade in automation software. The Novell file server was replaced with a Windows NT file server, allowing access to all organization assigned to Fort Huachuca.

Public Affairs Office

The Public Affairs Office was the principal spokesperson for the Intelligence Center regarding media policies and programs. Its Command Information Branch formulated and supervised the local Command Information program. The Media Relations Branch put out information relative to the installations' activities, personnel, and mission, through print and electronic media outlets. The Community Relations Branch interacted with local community and civic organizations by planning and coordinating the commitment of resources for exhibits, displays, and visual presentation, and gave post tours and briefings to visitors.

It was a year that saw many changes in personnel and the daily operational turmoil of 1997 continued into 1998. The Public Information/Community Relations (PI/CR) Section dropped to zero percent in strength when the only remaining member of that staff died on 6 March. The office's Noncommissioned Officer in Charge (NCOIC) was forced to assume the additional duties of this section until new civilians could be and were hired. The anticipated elimination of additional public affairs functions did not occur as previously forecast due to the arrival of two new staff members.

The GS-12, 1035, Public Affairs Officer, position was abolished. The Public Information/Community Relations section, which had dwindled from four to one on-hand by 1997 year's end, was down to none. The NCOIC submitted an early retirement request, which was approved. One other NCO and two junior soldiers departed on orders for both overseas and continental United States assignments. The other NCO to leave was not replaced due to his position having been downgraded during one of several TDA revisions. The addition of the museum to the PAO staff brought with it the allocation for an administrative NCO. The position was filled in the spring. The Public Information/Command Relations was back to 50 percent strength with the hiring of

two GS-11 employees.

Approximately 1,200 news releases on a variety of topics were sent to local and regional media. The arrival of a community relations specialist and media relations specialist ended a long staffing drought and dramatically increased opportunities for Fort Huachuca to share newsworthy information. As a result, monthly newsclips have nearly doubled. Over 900 articles about the fort or of significant interest to the fort were clipped from local and regional publications. The fort was also well represented on radio and television coverage, which represented a slight upswing from 1997. Without question, environmental issues generated the most media interest, most notably the post's impact on local water resources. As Arizona's only Army post, alerts for deployments to the Gulf region were frequently the object of media attention. During Operation DESERT FOX, the post received considerable television, radio and newspaper coverage as the 269th Signal Company was alerted to deploy. The trials of various soldiers also generated significant media attention. Calls were received from media in Tucson and Phoenix on the post-trial 39A hearing for Pvt. David M. Pecard in October. The hearing was canceled and the general court marital convening authority agreed to reduction of his sentence to time served, a dishonorable discharge, reduction in rank to private, and forfeiture of all pay and allowances. Pecard had been court martialed December 1997 and was convicted on two counts of desertion and three counts of being absent without leave. He was sentenced to six years at the United States Disciplinary Barracks at Fort Leavenworth. In October, Fort Huachuca was the site of the first airshow in nine years. Media came from as far away as England and the Netherlands to cover the event. The air show performances were a popular success, but financial losses dominated local headlines well after the airshow. The media relations specialist attended the International Council of Air Shows convention in Las Vegas in December to develop contacts for next year's

show. Other topics of media interest were the ending of the 23-year tradition of holding the Mule Mountain Marathon; the first showing of the Aids Quilt on a military installation; National Public Lands Day and the opening of the Western Region Civilian Personnel Operations Center.

With the appointment of a community relations representative, progress was made in strengthening positive lines of communication between local city officials, civic and educational leaders. Additionally, representation in the Joint Services Committee was initiated and resulted in stronger contact with the community. A highly successful tour of Fort Huachuca was conducted in January for the Military Affairs Committee, further strengthening positive relations and continued support. A community forum dinner was also held to better inform city, county and civic leaders of the many changes that were occurring on the fort as a result of Department of Defense (DoD) and Department of the Army funding levels.

Major special projects included support of NAMES Project AIDS Memorial Quilt, National Public Lands Day, and the Governor's Rural Development Conference. A "windshield" tour of Fort Huachuca was designed and used for Arizona Superior and Supreme Court Judges and other significant tour groups. The inaugural presentation of the commanding general's environmental briefing was given to a local civic organization. The briefing was developed in response to the numerous environmental issues that were media and special interest group items of interest throughout the year.

Due to the reorganization of the U.S. Army Garrison and Intelligence Center staffs, the Intelligence Center Historian and the installation's museum staff were placed under the Public Affairs Office. Now, for reporting, funding, and administrative purposes, the Historian and museum were an integral part of the PAO staff.

The outdoor environment of the Public Affairs building underwent a transformation dur-

ing the year. Due to the special off-duty efforts of SSgt. Johnny Portal, the Administrative NCO, the front entrance of the building was transformed into a botanical garden filled with plants and cacti salvaged from areas around the fort that were under reconstruction. The low-water use additions to the environment attract an array of wildlife, significantly adding to the quality of life of those who work and visit the Public Affairs Office.

The Public Affairs Office operated the Commander's Hotline service and, on the commanding general's behalf, processed 20 calls during the year, with the vast majority being resolved to the callers' satisfaction.

The newspaper produced by the Command Information (CI) section was *The Fort Huachuca Scout*, a commercial enterprise tabloid publication printed by Five Star Publishing of Sierra Vista, AZ. The newspaper printing contract was in its first of four option years with the extension awarded to Five Star Publishing Company of Sierra Vista in August. The newspaper staff was authorized one E5 46Q30 Editor/Journalist and one E4 46Q10 Journalist. During the year, a GS-1087-05, Editorial Assistant, was hired as a temporary employee and later converted to permanent status. She attended the Newspaper Editors Course at the Defense Information School (DINFOS), Fort Meade, MD, from November to December and finished first in her class. The newspaper staff saw a complete rotation of all assigned military journalists. Cpl. W. Cullen James arrived in February from an assignment in Okinawa and Pfc. Joseph Scarfone arrived in March after completing the basic journalist course. In May, the newspaper staff computer system was upgraded to Power Macintosh G3 computers, using MS Word 6.0 and Pagemaker 6.0 as its primary desktop editing programs. Cpl. James attended a two-day training program on the Macintosh computer systems in December.

Thunder Mountain Radio and Television (TMRTV) operated a closed-circuit TV channel provided by the civilian cable TV contractor, for-

merly TCI of Arizona, then Cox Communications. This channel was called the "Commander's Access Channel" (CAC) and was assigned to Channel 36. Broadcast capabilities were generally limited to the use of a character generator to air printed messages and an audio satellite hookup with Soldiers Radio and Television. Audio programming consisted of music and news and the channel operated 24 hours a day, seven days a week. The service completed two years of operation on 28 February. TMRTV also saw a 100 percent change in military personnel during the last year with the departure in June of Spec. Viva Sunshine Ware for assignment to AFRTV-Korea. Spec. David Korty, who arrived here in February following an assignment to AFRTV-Korea, replaced her. In June, work on establishing a local television-recording studio began and it was operational by November. Equipment for the station was upgraded from VHS video cameras to state-of-the-art digital video cameras and an editing station. Productions were limited and not elaborate, but were suitable for broadcast over the CAC and meet some additional command information needs of the commander.

History Program

In January a new timeline exhibit was designed and installed in the Museum Annex. A series of historical posters was designed and mounted. They dealt with MI traditional values and would be exhibited in student areas during the course of the year.

A new exhibit about the 1960s and 70s at Huachuca, called "The Electronic Warfare Age," was developed. An exhibit, that would also double as a traveling display, was designed to tell about Fort Huachuca and the Spanish-American War. It emphasized the role of the African-American regiments in that conflict. New graphics for the 12 exhibits in Room 13 were designed.

The 10-year plan for the History Program was updated. It was a flexible document that could expand or contract as needs and resources

dictated.

In response to a tasking from Training and Doctrine Command, a listing was developed for all of the streets, buildings, fields, and other facilities that have been named under the memorialization program. Although this information was on hand, it was time-consuming to type over 200 biographical sketches in the required format.

Another tasker originating with the Chief of Staff of the Army asked for historical examples of military intelligence people embodying the Army's core values and posters illustrating that theme. Write-ups on each of the seven core values were completed and submitted, along with poster designs, to the garrison executive officer as the month came to a close.

The garrison property book for items in museum custody was transferred in December 1997 from the Directorate of Operations, Training and Doctrine to the Museums, with the director/historian as the property book holder.

In February design was begun on a series of posters entitled "Defining Moments in MI History" that were targeted for the classroom buildings throughout the Intelligence Center. They were furnished the 326th MI Battalion in March for display in Nicholson Hall. A set of 20 posters was produced in June for the new command suite in Alvarado Hall.

On 22 February, the director attended a full membership meeting of the Huachuca Museum Society at the Thunder Mountain Inn and gave them a report on achievements during 1997 and plans for 1998, along with the staff's gratitude for their unflagging support. To give society members an idea of what their money has made possible, the new timeline exhibit was set up in the banquet room.

The U.S. Army Intelligence Museum (AIM) continued to be the site for official functions of the Intelligence Center. On 2 March it hosted a reception for the Japan-U.S. Staff talks. On the 13th the AIM was the site of a awards ceremony for the Pre-Command Course. A tour

was given on the 25th for members of the Davis-Monthan wives club. The MI Museum hosted a reception for the Training and Doctrine Command liaison officers on the evening of 11 May and on 12 May opened for another reception for the Pre-Command Course students. The museums hosted the change-of-command reception for the 306th MI Battalion on the 24 July, conducted a tour for patients from the Tucson Veterans' Hospital on the 19 July, and opened for a tour by a local social club on the 25 July. In August, the museums hosted a reception on the evening of the 4th for the All-Source Analysis System working group, held a reception for the Quadrapartite Working Group on the 25th, and opened for an icebreaker for the G2/Commanders' Conference on the 31st. In September the museums were kept open late on the 9th for the Governor's Conference attendees. On the 10th the MI Museum was the site of a Battle Command Battle Lab briefing. An early morning tour for soldiers from the Staff Judge Advocate's Office was arranged on the 29th. The MI Museum hosted an award ceremony on 21 October. The MI Museum hosted a reception for the TRADOC System Manager-UAV conference held here in the first week of November.

A second display case was installed in the foyer of Nicholson Hall and a display was mounted. Titled "The MI Schoolhouse," it traced the development of education within the MI field. Two brand new sets of full-color posters entitled "MI Movers and Shakers" were designed for the purposes of depicting the Army's core values. They were made available in March to the NCO Academy, and the S4, 111th MI Brigade, for hanging in the two dining halls. Eventually, there would be a total of 49 full-color posters in this series.

In April 12 new exhibits in Room 13 were completed. They kept the same themes as the old displays, but were enhanced with new settings that were more attractive and improved conservation.

A new brochure was designed and the printing would be paid for by the Huachuca Museum Society.

The month of June was Hall of Fame time, with In-Progress Reviews and interviews conducted by the historian on the 26th with two inductees and the honorary colonel of the corps. The historian gave a 20-minute presentation on Fort Huachuca history at the Military Affairs Committee luncheon on 1 July.

On the 15 July the historian played the unlikely role of a historian in the Values video being produced by the local Visual Information Division. Additionally, the MI museum was made available for filming segments involving the Intelligence Center commanding general.

The historian interviewed Maj. Gen. John D. Thomas, Jr., on 24 July at the request of Intelligence and Security Command to meet the Department of the Army requirement for end-of-tour interviews. The tape was mailed the same day to the Intelligence and Security Command Historian's Office.

A new World War II scrapbook was designed as part of the museum's World War II display. It used a wide range of newspaper clippings, original photos, and postcards to give a feel of what life at Huachuca was like in the early 1940s. It was in a format that can be handled by the visitor and easily replaced when worn.

A series of five posters was designed in September. Called *Huachuca's Heroes*, they cover the important themes of the founding of Fort Huachuca by Capt. Sam Whitside in 1877, the service of the African-American regiments at this post, the contributions of African-American Army Nurses during World War II, the Huachuca NCO, and former commander Charles Young. They were intended to augment traveling displays and for resale in the gift shop.

Barbara Tuttle, the curator, gave a talk at the Douglas campus of Cochise College on 19 October about the history of Fort Huachuca. Three officers attending reserve officers training here volunteered in October for a project involving scouting out possible sites for terrain walks, mapping them, and writing a historical narrative. They were Todd Robins, Kevin Hull, and Robert

Blair. At the end of the year, they had completed preliminary work at Apache Pass. When completed, this project would make available to soldiers and their families a self-guided field trip to sites of battles in southeastern Arizona.

In November Barbara Tuttle, the curator, coordinated with Redstone Arsenal, 244th Aviation Battalion, Fort Bliss, and local directorates to arrange for an RC-12 Crazyhorse aircraft to be flown here and installed as an outdoor display. A publication entitled *A Drill Sergeants' Guide to the Army Intelligence Museum* was being written in December. When printed as a desktop product, it would be offered to drill sergeants at Fort Huachuca.

On 3 November, the museums set up a special display in Cochise Theater to support the 305th MI Battalion's Advanced Individual Training. The AIT students viewed a special screening of "Private Ryan," and the museum display was moved out on to the stage after the movie. It consisted of an M-1 rifle, field jacket, boots, dog tags, and helmet, all suggesting the Normandy campaign, along with a 4x8' backdrop that advised: "History Will Judge Us by Our Deeds." It was part of the Army's Values training.

Work was underway at the end of the reporting period on redesigning four displays in the Army Intelligence Museum.

A catalog of all of the holdings of both museums was being prepared at the end of the year. It was designed with the purpose of enabling visitors and researchers to use the collection for study, and also provide a tool for the staff.

Protocol Office

The Protocol Office supported the center's official visits, social activities and ceremonies by arranging transportation, escort officers, receptions, conferences, and billeting. It also coordinated seating at official functions, maintained protocol guest lists, and maintained the commanding general's conference room.

Directorate of Public Safety

The Directorate of Public Safety took care of installation law enforcement, security, fire prevention, fire protection, and safety programs.

On 30 October, Lt. Col. James N. Mosley retired and Capt. (P) Dan R. Ortega replaced him as the Director of Public Safety. On 1 July, MSgt. Marshal Ames replaced Sfc. Laura Bradford as the Directorate of Public Safety Provost Sergeant Major.

Department of Defense Police Officer Jeffrey Gardzina was awarded the Mother's Against Drunk Driving 1997 Award on 27 August.

In 1998, the Law Enforcement Division provided installation support for the following events: Merle Haggard Concert (17 January), World Wide Sergeant's Major Conference (3-6 March), Easter Fest (11 April), Mule Mountain Marathon (5 April 1997), MI Commander's Conference (21-24 April), Law Enforcement Torch Run (6 May), Carson and Barnes Circus (7-8 May), General Intelligence Training Council Conference (19-23 May), commanding general's Change of Command (18 June), Dog Days of Summer Concert (18 June), MI Hall of Fame (26-27 June), Independence Day celebration (4 July), Fun Fest (12-14 September), Parklands Clean-up (26 September), Post Organizational Day (9 October), Sierra Vista International Airshow (23-25 October), Halloween Support (31 October), Sierra Vista Holiday Parade (5 December), Historic Home Tour (6 December), Annual Christmas Tree Lighting (10 December).

The Safety Division provided support to several major events during the year, including the Air Show, National Public Lands Day and Morale, Welfare, and Recreation-sponsored events. The Safety Division initiated a safety-training program for MWR personnel. Training was given to all new MWR employees as part of their in-processing. The Risk Management training program started in 1997 for the Officers' Basic Course was extended to cover all new students within the MI School at Fort Huachuca. The same

course was also provided to several groups of cadre during the year. A new inspector was added to the Safety Division staff during the year and the addition has enhanced the Division's ability to locate hazards throughout the installation.

In 1998, the Special Security Office (SSO) coordinated the departure of the Battle Command/Battle Lab from the Rowe Hall Sensitive Compartmentalized Information Facility (SCIF) and into the Kelley Operations building. The Installation Force Protection Committee, chaired by the Director, Directorate of Public Safety, was formed and had the first of a series of meetings. The Personnel Security Section (PSS) received upgrades of hardware and software which allowed for limited access to the Central Clearance Facility data. The Electronic Security Questionnaire was initiated at the Personnel Security Section with computer connectivity with the Defense Security Service.

Fort Huachuca Fire Department (FHFD) personnel were all trained during the year, and certified as Emergency Medical Technicians (EMTs) at state and national levels. The Fire Department performed 911 dispatching for the installation. All firefighters were 911 and EMT trained to provide medical advice. The department was on schedule to take over the fire alarm monitoring systems from the Provost Marshal's Office. This would complete the consolidation of fire department missions and responsibilities to fire station #1, a change that was expected to result in significant cost savings.

Reserve Forces Office

The Reserve Forces Office served as the focal point for all Reserve Component issues, both Army reserve and Army National Guard at the Intelligence Center and Fort Huachuca.

Reserve Component Transition advised commanders on transition accomplishments, issues pertaining to the program, policy changes and implemented procedures from Department of the Army and Training and Doctrine Command.

The Reserve Forces Office (RFO) directed the Intelligence Center's interface and support to the Army National Guard (ARNG) and U.S. Army Reserve (USAR). It provided a one-stop shop for all Reserve Component (RC) issues from the policy level down to the individual RC military intelligence soldier training at the MI Proponent. The Reserve Forces Office directly oversaw two elements; the policy level ARNG and USAR Advisors and the Intelligence School Training Liaison element.

The mission of the ARNG and USAR advisors was to counsel the commanding general on reserve matters and provide guidance to the Intelligence Center staff on actions related to and impacting the ARNG and USAR MI force. The advisors served the RC MI force by providing force structure and training guidance, coordinating support, and acting as the MI RC's voice at the U.S. Army MI Proponent.

The Reserve Forces Office moved from Old Post to Riley Barracks during the year. The move permitted collocation with two related functions, the Title XI evaluators and the Reserve Component training developers.

The office hosted and sponsored several Reserve Component MI conferences for the ARNG and USAR. The most important meetings were the Total Army School System (TASS) MI Battalion After Action Review (AAR) and the ARNG Intelligence Conference.

The most significant force structure and training actions centered on implementing the RC portion of the Total Army School System, continuing enhancement of the contributory support initiatives, fielding current generation IEW equipment (All-Source Analysis System, Remote Work Station and Warlord Notebook) to Reserve Component MI units, and participating in the INTEL XXI initiative. The Reserve Forces Office established a 111th MI Brigade deputy position sourced by a USAR individual mobilization augmentee (IMA) colonel. An Active Guard Reserve USAR Colonel and an Active Guard Reserve ARNG Lieutenant Colonel staffed the advisory function.

There were two USAR Active Guard Reserve positions assigned against the former Directorate of Operations, Training and Doctrine, and the former Directorate of Combat Developments. The senior Active Guard Reserve maintained oversight over these positions for the Chief, Army Reserve.

The Reserve Forces Office lost the mission to provide installation support to the ARNG and USAR units in the region who trained on Fort Huachuca. This job passed to the garrison. Available billeting for the RC was constrained this year, but that situation was expected to change in 2000 when Gosselin Barracks was expected to become available to the Reserve Component.

The mission of the RC Training Liaison element was to provide the National Guard Bureau (NGB), Office, Chief Army Reserve (OCAR), Training and Doctrine Command, and the Intelligence Center with assistance in the reception, processing, counseling, and training of ARNG and USAR soldiers on initial entry training. The two Reserve Active Guard Reserve sergeants major serviced the needs of Reserve Component Initial Entry Training soldiers training at Fort Huachuca, the Defense Language Institute in Monterrey, CA, Goodfellow AFB, TX, and Pensacola Naval Air Station, FL. An important change saw the USAR sergeant major position recoded to a military intelligence MOS in place of the former recruiting/retention MOS. RC MI students were being offered the opportunity to go on short tours with the active component directly from their Advanced Individual Training site without first returning to their RC unit.

Installation Retention

The Installation Retention did not provide any information on its activities during 1998.

Directorate of Resource Management

The Directorate of Resource Management directed and coordinated budget management, manpower management, equipment management,

programming, funding, accounting oversight, cost and economic analysis, statistical reporting and analysis, management programs, studies and surveys, the management control program, the Government Travel Card Program, AIEP, and the civilian pay functions. It did so through a Support Services Office, Programs and Analysis Office, Manpower and Equipment Office, Financial Management Division, and a Financial Services Division.

The Directorate of Resources Management did not provide any information on its activities during 1998.

Notes

¹ Annual Economic Impact Statement, Fiscal Year 1997, October 1, 1996 - September 30, 1997, Prepared by Directorate of Resource Management, U.S. Army Garrison, Fort Huachuca, AZ.

APPENDIX A

Chronology *1 January - 31 December*

19 January. The post's Equal Opportunity Office sponsors a march honoring the late Martin Luther King, Jr. About 130 participants march from the Main Gate to the Main Post Chapel to remind the present generation of the long road Dr. King marched during the civil rights movement of the 1960s.

21 January. Visitors from Cananea, Sonora, Mexico, Sierra Vista's sister city, visit Fort Huachuca as part of a day-long tour of the area. The delegation, numbering 18, tour the Fort Huachuca Museums.

26 January. In an unannounced inspection, the Arizona Department of Environmental Quality finds only minor discrepancies. Because it generates hazardous waste, the fort is subject to these inspections. The ADEQ has issued only one notice of violation by the fort since 1993.

28 January. Thirteen antitank mines dating from World War II are found west of Slaughterhouse Canyon on Fort Huachuca. An Explosive Ordnance Detachment from Fort Irwin, CA, blows the mines in place.

29 January. The Intelligence Center and Fort Huachuca announces the post's NCO and soldier of the year for 1997. They are Sgt. Brian McCoy, a licensed practical nurse with U.S. Army Medical Command; and Spec. Michael Clark, a Mobile Subscriber Transmissions Systems Operator/Maintainer team chief from the 86th Signal Battalion. Each receives a \$100 U.S. Savings Bond from the Armed Forces Bank, a \$200 check from the NCO and Enlisted Spouses Club, along with several plaques, a wrist watch from the Southwest Engineering Corporation, and several additional gifts from local merchants. The ceremony is presided over by Maj. Gen. Charles W. Thomas, commanding general, Intelligence Center and Fort Huachuca.

2 February. For the next two and one-half months, the Legal Assistance Office will conduct a Tax Center for soldiers at the courtroom next to Whitside Hall.

5 February. The post's NCO of the quarter for the first quarter, fiscal year 1998, is Sgt. John Beltz, a computer software analyst from the 556th Signal Company, 504th Signal Battalion.

7 February. A 70-man detachment of the 7th Special Forces Group from Fort Bragg, NC, is training at Fort Huachuca's ranges during the month.

9 February. Military convoys take to the roads in Cochise and Santa Cruz counties as part of a rehearsal for testing that will take place during the month of March of the Joint Surveillance Target Attack Radar System. The convoys, numbering 100 trucks in all, simulate enemy formations which will be tracked by JSTARS, mounted in a modified Boeing 707 and relayed to an Army Common Ground Station.

10 February. The 1998 Army Family Action Plan Symposium begins a two-day session to concentrate on issues affecting the total Army family. Eight work groups tackled issues like consumer services, family housing, youth services, soldier support, legal, military police and morale, welfare and recreation. Over 130 people participate.

14 February. The 269th Signal Company, part of Fort Huachuca's 11th Signal Brigade, conducts joint exercises here with the Wyoming Air National Guard to test rapid deployment and air load techniques. The 269th is a rapid deployment company that deploys TRIBAND tactical satellite terminals to provide theater-level communications.



19 February. The 11th Signal Brigade, the Army's force projection Signal Brigade, readies for deployment to Southwest Asia. Some 180 soldiers from the brigade head out to support Operation DESERT THUNDER in February.

22 February. The home of Sgt. First Class Miguel Guante-Rojas and his wife Amarys is accredited by Family Child Care as meeting all the stringent requirements of Child Development Services. The Guante home is the first at Fort Huachuca and one of only 30 throughout the military.

23 February. SSgt. Bernice James, an instructor with the Basic Morse training department, 305th MI Battalion, is named Fort Huachuca's 1997 Instructor of the Year. She receives the recognition from Maj. Gen. Charles W. Thomas, commanding general of the Intelligence Center at an awards luncheon. Distinguished Instructors of the Quarter were SSgt. Joseph Pedone, NCO Academy; SSgt. Stephen Rodriguez, 305th MI Battalion; and SSgt. Kenneth Leydecker, 309th MI Battalion.

24 February. As part of African American History Month, Maj. Gen. Julius Parker, former commander of the Intelligence Center, is the luncheon speaker at La Hacienda Club.

27 February. The Western Civilian Personnel Operations Center (CPOC) opens its new 27,000-square-foot facility in Greely Hall. The organization serves civilian personnel in the western United States. Official opening ceremonies for the CPOC will take place on 16 July.

28 February. The Navy launches a Large Medium Speed Rollon-Rolloff vessel named the USNS Sisler after the first member of the military intelligence branch to receive the Medal of Honor, 1st Lt. George K. Sisler. Sisler, a member of the 5th Special Forces Group (Airborne), 1st Special Forces, was a platoon leader when his force was enveloped deep in enemy territory by a larger enemy formation.

1 March. March is National Women's History Month.

1 March. The Civilian Personnel Office, formerly under the Directorate of Human Resources, is redesignated as the Civilian Personnel Advisory Center and realigned under the Garrison Commander.



Chronology

24 March. Lt. Col. Dorothea M. Cypher-Erickson, commander of the 304th MI Battalion, is the featured speaker at the Women's History Luncheon held at the La Hacienda as part of Women's History Month.

25 March. At a meeting at Fort Huachuca's LaHacienda Club, senior leaders at Fort Huachuca and some 124 citizens of the local community discuss the post's future. Maj. Gen. Charles G. Suttin, Jr., commander of the U.S. Army Signal Command, talks about the partnership between the post and the surrounding communities, that together with Fort Huachuca's high-tech missions, "could help insure the fort's future as well as the area's economic well being." Garrison commander Col. Theodore G. Chopin points to the savings the Army realizes through joint ventures with local firms.

1 April. April is the month of the Military Child.

1 April. Cmd. Sgt. Maj. Scott C. Chunn replaces Cmd. Sgt. Maj. Randolph Hollingsworth as the senior NCO of the Military Intelligence Corps. The new MI Corps command sergeant major comes from the 704th MI Brigade at Fort Meade. Hollingsworth is retiring in July.



1 April. The Lakeside Officer Club, now known as the Lakeside Activities Center, no longer requires memberships and will feature special events and catering of official functions.

4 April. Frank Nabity of Hereford, AZ, wins the 23d running of the Mule Mountain Marathon and Cathy Pearce, from Socorro, NM, places first in the women's field. The annual race from Bisbee to Huachuca's Main Gate breaks down into several events like the Full Mule Mountain Marathon, the Half Mule, the Two-Mile Fun Run, and the six-person relay teams. Over 1,000 runners take part in

the race which is supported by over 325 soldiers.

13 April. Effective today, the Military Personnel Division, Directorate of Human Resources, is redesignated the Adjutant General Directorate, under the Fort Huachuca reorganization plan. At the same time, the former Directorate of Human Resources becomes the Directorate of Morale, Welfare and Recreation.

29 April. Days of Remembrance: Victims of the Holocaust observation is held at the Main Post Chapel with Fred Breimer, a Dutch Holocaust survivor, as the guest speaker.

29 April. At a Job Fair sponsored by the Army Career Alumni Program, some 100 companies, state and federal agencies, and schools introduce soldiers leaving the Army to job and advancement opportunities.

22 April. Fort Huachuca celebrates the Army's Earth Day with the theme: One Mission, One Environment, One Future: Preserve the Balance. A booth offering information on water conservation is set up at the La Hacienda Club and a tour of the Water Treatment Plant is conducted. An open house at the post's archaeological site is held, and a hazardous waste turn-in is featured.

23 April. At the 1998 Volunteer Award Ceremony held at the Murr Community Center, Fort Huachuca recognizes its outstanding volunteers. The Female Civilian Volunteer of the Year is JoEllen Richter and her male counterpart is Frank Dull. The Military Female Volunteer of the Year is Sgt. Erica A. Dazle, A Company, 306th MI Battalion, while the Military Male Volunteer of the Year is a tie between Sgt. First Class Ernie R. Fedewa Jr., D Company, 304th MI

Battalion, and SSgt. Craig Beebe, A Company, 305th MI Battalion. They represent 1,209 volunteers who logged over 127,946 hours.

28 April. The Joint Interoperability Test Command holds its 8th Annual Interoperability Test Conference at Fort Huachuca over the next two days.

1 May. Asian-Pacific Heritage Month begins.

1 May. Cinco de Mayo. Mexican cuisine and music is provided at Brown Field over the lunch hour to recognize this Mexican holiday. The event is sponsored by the Fort Huachuca Hispanic Employment Program Committee.

1 May. The Directorate of Installation Support begins its annual changeover from heating to cooling today.

7 May. In graduation ceremonies at Cochise Theater, the last Direction Finder, Military Occupational Specialty 98D, Pvt. Stephen M. Avise, completes the course, the last that will be offered before the Military Occupational Specialty merges with Morse Intercept Operations, Military Occupational Specialty 98H, on 1 October.

18 May. The post adopts a policy requiring decals for the vehicles of commercial firms who heretofore had been allowed automatic access to the post.

1 June. Signs go up at Fort Huachuca's three active gates and on Hatfield Street to alert soldiers, civilians and family members to the current threat level from terrorism. A new plan is being drafted entitled the "Antiterrorism Force Protection Plan."

11 June. The Army announces that Maj. Gen. Charles W. Thomas, the commander of the U.S. Army Intelligence Center and Fort Huachuca, will become the Chief of Staff of the Training and Doctrine Command.

18 June. Maj. Gen. John D. Thomas, Jr., replaces Maj. Gen. Charles W. Thomas as commander of the Intelligence Center and Fort Huachuca in ceremonies on Brown Parade Field. John Thomas is formerly the commander of the Intelligence and Security Command at Fort Belvoir, while Charles Thomas is being reassigned as Training and Doctrine Command Chief of Staff.

26 June. As part of this year's MI Hall of Fame activities, the 313th MI Battalion, 82d Airborne Division, air drops its soldiers near Libby Army Airfield in a demonstration of the capabilities of the Army's only airborne divisional intelligence battalion.

26 June. In Military Intelligence Hall of Fame ceremonies, three new individuals are inducted in the Hall of Fame. They are Cmd. Sgt. Maj. (Ret.) Raymond McKnight, former command sergeant major of the Army Intelligence and Security Command; Lt. Gen. (Ret.) Paul E. Menoher, Jr., former commander at the Intelligence Center, and the Army's Deputy Chief of Staff for Intelligence; and Col. (Deceased) Seth F. Nottingham, Jr., at the time of his death the director of Combat Developments at the Intelligence Center. As part of the festivities, the 313th MI Battalion, 82d Airborne Infantry Division, parachutes onto Huachuca's Chaffee Field. The day is capped by the annual MI Ball held at the Lakeside Activity Center.

26 June. MI Ball.

30 June. The 304th MI Battalion, commanded by Lt. Col. Dorothea M. Cypher-Erickson, is temporarily inactivated in ceremonies here. (See 13 July.)



Chronology

7 July. Beginning today, gates at Fort Huachuca will be unmanned by military police. Cuts in the budget have necessitated the change. Vehicle registration rules are still in effect, and random vehicle inspections, safety checks, and periodic manning of the gates will continue.

10 July. In a change-of-command ceremony at Brown Parade Field, Col. Rodney H. Medford turns over command of the 111th MI Brigade to Col. Michael J. Gaffney. Gaffney, a new graduate of the U.S. Army War College, was formerly Chief of Plans in NATO's Land South East Headquarters, Izmir, Turkey.



13 July. In a ceremony behind Nicholson Hall, the 326th MI Battalion is deactivated and reflagged the 304th MI Battalion, which is reactivated for the purpose. (See 30 June.)

21 July. Army Chief of Staff Gen. Dennis J. Reimer visits Fort Huachuca for two days of briefings from the Intelligence Center and Army Signal Command. He spends time with Initial Entry Training students and drill sergeants before talking with Intelligence Center leaders about deploying the Unmanned Aerial Vehicle in training exercises at the National Training Center and assessing the issue of Base Realignment and Closure.

22 July. The Army's Chief of Staff Award for Excellence in Legal Assistance is presented to Fort Huachuca's Staff Judge Advocate Office by Maj. Gen. John D. Thomas, Jr. It recognizes the office for exceeding the standards set for excellence in Legal Assistance. It serves a clientele of over 30,000 soldiers, family members and retirees.

24 July. Lt. Col. Carol J. Szarenski takes command of the 306th MI Battalion in ceremonies at Brown Field, replacing Lt. Col. Steven J. Boltz, who will be promoted and stay at the Intelligence Center to head up the Directorate of Continuous Learning.

6 August. The MI Officer Basic Course, conducted by the 304th MI Battalion, holds an all-night Field Training Exercise to train soldiers to set up, operate and deploy tactical Intelligence Electronic Warfare ground-based systems and to conduct Electronic Attack and Electronic Surveillance against enemy targets. Some of the equipment on hand is the AN/TSQ-138 Trailblazer, the TLQ-17 Traffic Jam, the TRQ-32 Teammate, the AN/PPS-15, the AN/PPS-5, the PDR-12, and the REMBASS. For descriptions of this equipment, see the glossary in this document.



12 August. The Fort Huachuca Information Technology Expo begins at the Lakeside Activity Center to demonstrate the latest in database management, secure communications, internetworking, video teleconferencing, and other developments in computer technology.

19 August. Representatives from federal and local governmental agencies, and environmental groups meet with post officials in a quarterly confab of the Fort Huachuca Conservation Committee. Maj. Gen. John D. Thomas, Jr., commander of the Intelligence Center, and Col. Theodore G. Chopin, garrison

commander lead discussions on how to best protect, preserve and restore the local environment on and around Fort Huachuca.

25 August. Fort Huachuca's newly expanded commissary holds its grand opening with special guests Maj. Gen. John D. Thomas, Jr., and his wife Verdun in attendance.

25 August. Military Intelligence officers from New Zealand, Britain, Australia and Canada join Intelligence Center soldiers for the week-long 9th Quadripartite Working Group. The field training exercise environment is part of the ABCA (America, Britain, Canada and Australia) Program originated in 1947 to share information and maintain allied cooperation and standardization. In this intelligence part of the program, the officers work with Unmanned Aerial Vehicles, Joint Surveillance Targeting Acquisition Radar System, Common Ground Station, and the Remote Workstation/Warlord Notebook.

26 August. Fort Huachuca hosts a Women's Equality Day Luncheon at the Lakeside Activity Center to observe the 150th anniversary of Women's Equality Day. The guest speaker is Jeannie Davis, Director of the Army's West Civilian Personnel Operations Center.

27 August. As part of the first G2/Analysis and Control Element course, students of Bravo Company, 304th MI Battalion, conduct a field exercise to hone tactical IEW skills that will enable them to fill positions as G2s and chiefs of the Analysis and Control Element.

2 September. The area consisting of barracks, the mini mall and the fort gas station that was built as part of the Base Realignment and Closure Act is now known as "MI Village." Formerly known as the BRAC area, it was built between 1994 and 1995 with some \$330 million of Congressionally appropriated BRAC funds.



Chronology

3 September. Post officials announce that, as a part of its Win the Infrastructure War program, an additional 68 buildings which total 191,891 square feet will be demolished during fiscal year 1999.

15 September. Hispanic Heritage Month includes cultural exhibits, fiestas, and a luncheon speaker.

18 September. The annual Prisoner-of-War/Missing-in-Action Walkathon is held beginning at Chaffee Parade Field. Sponsored by the 306th MI Battalion, the walkathon features two courses of two and five miles.

26 September. Over 800 military and civilian volunteers at Fort Huachuca work on three post projects as part of this year's National Public Lands Day. Fence is removed from the East Range, concertina wire is cleaned up on the West Range, and a site on Huachuca Creek is cleaned up and converted from a parking lot to a picnic area.

3 October. A Hispanic Heritage Fiesta is held in the Post Exchange parking lot with the theme of "Hispanic Women in Leadership," to kick off Hispanic Heritage Month.

9 October. Post officials announce that Fort Huachuca will discontinue the Mule Mountain Marathon, a tradition at Fort Huachuca for the past 23 years. The annual event, which costs several hundred thousand dollars in both time and direct expenditures each year, is the victim of budget reductions.

9 October. The 111th MI Brigade hosts its annual Organizational Day events and competitions at Warrior Field.

13 October. The changeover from cooling to heating begins with a projected 30 October completion date for post facilities and a 13 November completion date for family housing.

16 October. Brig. Gen. John W. Smith, deputy commanding general of the Intelligence Center, retires in ceremonies on Brown Parade Field. Smith, a graduate of West Point, a senior Army Research Fellow, and a veteran of 32 years service headed the reorganization effort over the past year.

24 October. The two-day 1998 Sierra Vista International Air Show opens at Fort Huachuca's Libby Army Airfield. Proceeds from the show is donated to local charities. The Army's Golden Knights parachute team is among the featured entertainment.

30 October. At company level ceremonies throughout the 111th MI Brigade, values cards are handed out to soldiers. The cards are reminders of the Army's seven core values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

1 November. Fort Huachuca observes Native American Heritage Month.

11 November. Soldiers, sailors, airmen and marines march in Sierra Vista's Veterans Day Parade.

12 November. The 111th MI Brigade announces that the 8,000 Advanced Individual Entry Training students that are annually trained at Fort Huachuca will receive an additional 16 hours of values training. At the basic training level, the eight weeks is recently increased to nine to allow for values training. The training is designed to give soldiers a core value system by which to conduct their lives, both on and off duty.

13 November. A classroom at the Noncommissioned Officers' Academy is named in honor of Cmd. Sgt. Maj. (Retired) James Arthur Johnson, a former top enlisted soldier of the Military Intelligence Corps. Johnson played a major role in the design and planning of the new NCO Academy complex.

16 November. The Judge Advocate General courtroom moves from the former World War II chapel to new quarters in Greely Hall. The chapel is scheduled for destruction in mid-December.

19 November. Joseph D. Schaaf, a medical records technician at the Raymond W. Bliss Army Health Center, is named Fort Huachuca's 1998 Civilian of the Year.

25 November. Fort Huachuca's Equal Opportunity Office is named the most improved in Training and Doctrine Command for fiscal year 1998. Maj. Gen. John D. Thomas, Jr. presents a plaque to Efen E. Medrano, the Equal Opportunity Officer.

1 December. Cmd. Sgt. Major Scott C. Chunn, command sergeant major for the Intelligence Center and Fort Huachuca, speaks to the Military Intelligence Corps Association at a luncheon at the Thunder Mountain Inn. He addresses NCO issues such as the responsibilities of the Army's enlisted leaders in the face of a shrinking force.

6 December. The 9th Annual Tour of Historic Homes begins at the Fort Huachuca Museum and takes visitors to various homes along Grierson Street. The event sponsored annually by the Officers and Civilians Spouses Club, features Christmas Carols by Cub Scouts and B Troop greeters.

10 December. The official post Christmas Tree is lit in ceremonies in front of the Main Post Chapel.



APPENDIX B

Glossary of Acronyms, with a Description of Some MI Equipment and Systems¹

A212K Army Airborne Intelligence 2000
A2C2 Army Airspace Command and Control
AAA Army Audit Agency
AAFES Army-Air Force Exchange Service
AAP Advanced Acquisition Plan
AAP Army Apprenticeship Program
AAR After Action Review
AARTS Army/ACE Registry Transcript System
AAT Analytic Aptitude Test
AATTC Advanced Airlift Tactical Training Center
ABB ASAS Brassboard
ABCA American, British, Canadian, Australian
ABCS Army Battle Command System
ABIC Army Battlefield Interface Concept
AC Active Component
AC2MP Army Command and Control Master Plan
ACAP Army Career Alumni Program
ACAT Acquisition Category
ACC U.S. Air Force Air Combat Command
ACCB Army Configuration Control Board
ACCP Army Correspondence Course Program
ACCPT-TEC Army Correspondence Course Program Training Extension Course
ACCS Army Command and Control System
ACE Analysis and Control Element
ACE American Council on Education
ACIPS Army Casualty Information Processing System
ACOE Army Community of Excellence
ACPA Arroyo Center Policy Committee (RAND)
ACPERS Army Civilian Personnel System
ACR Armored Cavalry Regiment
ACS Aerial Common Sensor
ACS Advanced Civil Schooling

ACS-C Aerial Common Sensor-Corps
ACT Analysis and Control Team. The MI Analysis and Control Team Enclave provides the integrating nexus for intelligence, surveillance and reconnaissance (ISR) within the maneuver brigade. This HMMWV-mounted shelter is designed to complement the Common Ground Station (CGS). It will be fielded to each maneuver brigade's supporting (DS) MI Company, beginning in FY 99. Its modular and scaleable features allow further integration of the following: Tactical Unmanned Aerial Vehicle (TUAV) Ground Control Station (GCS) (scheduled to enter the same force structure in FY99-03; the Trojan SPIRIT II high-capacity satellite communications system (uniquely suited to early-entry and autonomous brigade operations); and other digital communication and Force XXI Battle Command Brigade-and-Below (FBCB2) capabilities as required. This capability can be tethered to the larger brigade Army Battle Command System (ABCS) LAN architecture, where available. The shelter seamlessly integrates stand-alone Table of Organization and Equipment (TO&E) communications and processing capabilities, through a combination of networking capabilities, supporting intercom, ASAS-RWS workstations, and software. With the exception of the shelter, with its imbedded LAN and router architecture, and power generation equipment, the ACT Enclave hardware components are already standard to the A Series, MI Company TO&E. The integrated, sheltered configuration supports ease of setup/tear down, facilitates rapid integration of information, and affords suitable environmental protection for the computer equipment and work area for ASAS-RWS operators/analysts. Its basis of issue will be three per Division MI BN, and one per Armored Cavalry

Regiment (ACR). ASAS MI ACT provides support during low-, mid- and high-intensity conflicts, and during restoration and return to peacetime stabilization periods. The ACT Enclave is a streamlined evolutionary WRAP initiative, relying heavily on commercial-off-the-shelf/government-off-the-shelf (COTS/GOTS) and non-developmental items (NDI) products. The ACT Enclave has been tested at Force XXI Brigade and Division level.
ACTD Advanced Concept Technology Demonstration
ACTEDS Army Civilian Training, Education, and Development System
ACUS Area Common User System
ACW Air Control Wing
AD-EXJAM Artillery-Delivered Expendable Electronic Countermeasure Device
ADA Air Defense Artillery
ADAPCP Alcohol and Drug Abuse Prevention and Control Program
ADD Advanced Development Division
ADDS Army Data Distribution System
ADEA Army Development Employment Agency
ADEQ Arizona Department of Environmental Quality
ADEWS Air Defense Electronic Warfare System
ADEXJAM Artillery Delivered Expendable Jammer
ADIS Automated Distributed Intelligence System
ADLP Army Distance Learning Plan
ADM Acquisition Decision Memorandum
ADMS Automatic Data Monitoring System
ADP Automatic Data Processing
ADPE Automated Data Processing Equipment
ADPSSO Automated Data Processing System Security Officer
ADR Alternate Dispute Resolution

ADRIES Advanced Digital Radar Imagery Exploitation System
ADSIA Allied Data Systems Interoperability Agency Work Group
ADT Active Duty Training
ADTLP Army-wide Doctrine and Training Literature Program
AE Aerial Exploitation
A/E Architect/Engineer
AEB Aerial Exploitation Battalion
AEMD Advanced Electronic Maintenance Division
AEPDS Advanced Electronic Processing and Dissemination
AER Army Emergency Relief
AERB Army Education Requirements Board
AERS Army Educational Requirements System
AES ATCCS Experimentation Site
AES ATCCS Experimentation Site
AEW Army Effective Writing
AEWIC Army Electronic Warfare and Intelligence Committee
AFATDS Advanced Field Artillery Tactical Data System
AFCEA Armed Forces Communications and Electronics Association
AFCWC Air Force Combat Weather Center
AFD Army Functional Dictionary-Manpower
AFH Army Family Housing
AFIS Armed Forces Information School
AFMIS Automated Food Management Information System
AFOTEC Air Force Operational Test and Evaluation Command
AFQT Armed Forces Qualification Test
AFTB Army Family Team Building
AFV Armored Family of Vehicles
AFW Armed Forces Week
AG Adjutant General
AGOS Air-Ground Operations System
AGR Active Guard Reserve
AGS Allied Ground Station
AHA American Heritage Association
AHFEWS Army High Frequency and Electronic Warfare System
AI Artificial Intelligence
AIB Applied Instruction Building
AIEP Army Idea for Excellence Program
AIM Advanced Instructional Method
AIMP Automated Information Master Plan
AIMP Army Intelligence Master Plan
AIMS Automated Instructional Management System
AIMTB Army Intelligence Master Plan Test Bed

AIMTB Artificial Intelligence Module Test Bed
AIPPS Army Integrated Publishing and Printing Service
AIR-DISE Airframe Deployable Intelligence Support Element
AIRSG Artificial Intelligence Robotics Steering Group
AIS Automated Information System
AIT Advanced Individual Training
AITC Army Intelligence Training Council
AJ Anti-Jamming
ALB-E AirLand Battle-Environment
ALB-F AirLand Battle-Future
ALC Army Language Committee
ALO AirLand Operation
ALPAP Army Language Program Action Plan
ALPRC Army Language Program Review Committee
AMAP Acquisition, Maintenance and Accountability Procedures
AMBISS Automated Mapping Battlefield Intelligence Support System
AMC Army Materiel Command
AMCA Acquisition Management and Contracting Agency
AMD Advanced Morse Division
AMEDCO Army Medical Command
AMEDDPAS Army Medical Department Property Accounting System
AMIM Army Modernization Information Memorandum
AMIP Army Model Improvement Plan
AMM Army Modernization Memorandum
AMO Automation Management Office
AMORE Analysis of Military Organizational Effectiveness
AMP Army Modernization Plan
AMPS Aviation Planning System
AMRL Aerospace Medical Research Labs
AMS AUTODIN Mail Server
AMS Advanced Morse Section
AMS Army Meteorological System
AMSC Army Management Staff College
AMSS Automated Meteorological Sensor System
AMSS Acquisition Milestone Management System
AMTAS Army Modernization Training Automation System
AMTESS Automatic Maintenance Test Equipment Support System
AMTP Army Mission Training Plan
AN/ALQ-133 Quicklook II (See “Quicklook” for a description.)

AN/ALQ-151 Quickfix II (See “Quickfix” for a description.)
AN/APS-94F Side-Looking Airborne Radar (aka: SLAR)
AN/GSQ-187 REMBASS (See “REMBASS” for a description.)
AN/MLQ-34 TACJAM (See “TACJAM” for a description.)
AN/MSQ-103 Teampack (Receiving Set, Special Purpose, Noncommo Detector)
AN/PPS-5/B Radar Set
AN/PPS-15 Radar Set
AN/PRD-12 Lightweight Man-Transportable Radio Direction Finding System (See “LMRDFS” for a description.)
AN/PSC-2 Intelligence Digital Message Terminal
AN/TMQ-30 Automated Meteorological System



Men of the 311th MI Bn slingload a TRQ-32A into a CH-47D aircraft.

AN/TRQ-32 Teammate. This direction-finding system is capable of stand-alone or netted operations. It is interoperable with the AN/ALQ151(V)2 QUICKFIX 11b, the AN/TSQ-138 TRAILBLAZER, and the AN/PRD-12. The TEAMMATE's communications equipment allows operators to send reports to the division's analysis and control element directly or through a supporting traffic analysis team over the Tactical Intelligence Gathering and

Glossary

Exploitation Relay system. These capabilities make the TEAMMATE a critical player in the division's overall intelligence collection plan.

AN/TSQ-130 Technical Control and Analysis Center (aka: TCAC)

AN/TSQ-132 Ground Station Module (aka: GSM-JSTARS) (See "JSTARS" for a description.)

AN/TSQ-134 Electronic Processing & Dissemination System

AN/TSQ-138 Trailblazer (See "Trailblazer" for a description.)

AN/TSQ-152 Trackwolf (See "Trackwolf" for a description.)

AN/TSQ-190(V) Trojan Spirit II (See "Trojan Spirit II" for a description.)

AN/USD-9A Guardrail Common Sensor (See "GUARDRAIL" for a description.)

AN/USD-9B Improved Guardrail V (See "GUARDRAIL" for a description.)

AN/UYK-71 MICROFIX Computer System

ANCOC Advanced Noncommissioned Officer Course

AOC Area of Concentration

AOE Army of Excellence

AOG Army Occupational Guide

AOS Acoustic Overwatch Sensor

APAM Anti-Personnel, Anti-Materiel

APBI Advanced Planning Briefing for Industry

APF Appropriated Fund

APFT Army Physical Fitness Test

APIC Army Performance Improvement Criteria

APL Applied Physics Lab

APORS Army Performance Oriented Review and Standards

APPO Army Power Procurement Office

APRT Army Physical Readiness Test

APRTU Army Physical Readiness Training Uniforms

AQF Advanced QUICKFIX. The Advanced Quick Fix is an evolutionary, open-architecture system that satisfies the Army's requirement to conduct tactical ground COMINT, ELINT, and electronic support against enemy communications. The AQF enhances the commander's ability to outmaneuver and destroy the enemy by locating threat command-and-control, fire-control, and air-defense centers. The AQF's airborne signal-intercept and precision emitter-location system intercepts and identifies threat emitters. Its leap-ahead technology exploits COMINT and ELINT against enemy LPI signals and conventional signals. The AQF interoperates

with the Ground-Based Common Sensor-Light (GBCS-L) limited production urgent (LPU) systems, enabling division commanders to intercept, precisely locate, and identify enemy conventional and LPI communications and non-communications emitters. The AQF uses the EH-60L Black Hawk helicopter.

AQL Advanced QUICKLOOK (See "Quicklook" for a description.)

AR Army Regulation

ARB Academic Records Branch

ARCEN Army Central Command

ARCIS Army Company Information System

ARCOM Army Readiness Command

ARCSA Aviation Requirements for the Combat Structure of the Army

ARF Airborne Relay Facility

ARI Army Research Institute

ARISC ATCCS Requirements Integration Steering Committee

ARJS Airborne Radar Jamming System



Airborne Reconnaissance Low

ARL Airborne Reconnaissance Low is a modified DeHavilland DHC-7 turboprop aircraft that is configured to support joint task force commanders in force projection operations. Carrying a payload of imagery sensors, like line scanners, forward-looking infrared radar, and day and night imaging system, it can provide images of land and sea targets. Its communications intelligence assets include high-frequency/very high frequency/ultra high frequency communications intercept capabilities, along with direction-finding, frequency-hopping, and low probability intercept signals. The ARL can intercept, identify and locate communications emitters. ARL uses a direct air-to-satellite data link. Its basic configuration may be augmented with low-light television, moving target indicator cueing radar, synthetic aperture radar, multispectral camera, acoustic sensor, and a precision targeting subsystem. There are currently three configurations of the ARL system: The ARL-IMINT (ARL-I) configuration with

an imagery payload consisting of a Forward Looking Infrared (FLIR) sensor, an Infrared Line Scanner (IRLS), and a Daylight Imagery System (DIS); The ARL-COMINT (ARL-C) configuration with a conventional communications intercept and direction finding payload; and the ARL-Multifunction (ARL-M) equipped with a combination of IMINT, COMINT, and MTI/SAR payloads. As of 1998, six ARL systems have been fielded. Two ARL-Cs and one ARL-I provided support to USSOUTHCOM and three ARL-Ms provided support to USPACOM (Korea.). Two additional ARL-Ms were in production.

ARMS Automated Record Management System

ARP Acquisition Requirements Package

ARPA Advanced Research Projects Agency

ARPRINT Army Program for Individual Training

ARRC Allied Command Europe Rapid Reaction Corps

ARSTAF Army Staff

ARTEP Army Training and Education Plan

AS Acquisition Strategy

ASA U.S. Army Security Agency

ASARC Army Systems Acquisition Review Council

ASARS Advanced Synthetic Aperture Radar System



All-Source Analysis System

ASAS All-Source Analysis System The All-Source Analysis System is the Intelligence Electronic Warfare (IEW) subelement of the Army Tactical Command and Control System (ATCCS). ASAS will provide combat leaders the all source intelligence needed to view the battlefield and more effectively conduct the land battle. ASAS provides a tactically deployable ADP system with a capability to: Receive and correlate data from strategic and tactical intelligence sensors/sources, produce enemy situation displays, rapidly disseminate intelligence

information, nominate targets, manage collection requirements, and provide operations security support. ASAS is designed to operate in a joint environment across the spectrum of conflict. It is an evolutionary acquisition project with five blocks. Block I, which provided initial software functionality, was fielded to eleven high priority units and the training base during FY 93-95. ASAS-Extended, a non-developmental items (NDI) hardware variant of fielded ASAS, using the Block I software, was fielded to the remainder of the active force and was being fielded to the National Guard Enhanced Readiness Brigades. ASAS Block II, a streamlined acquisition initiative, builds upon the success of Block I by providing significant upgrades to software functionality and interoperability. ASAS Block II leads the Army in common operating environment standards; it is already certified at Defense Information Infrastructure (DII) Common Operating Environment (COE) level 6, with level 8 as the objective common operating environment. Block II is an open architecture capable of running on common hardware; the Remote Workstation software has 81 completed segments. Block III development will begin in FY 01. It is a software enhancement that provides the Army with the objective ASAS functionality. Blocks IV and V will be developed under post-production software support (PPSS). ASAS-EACIC ASAS Echelons Above Corps Intelligence System
 ASATC All-Source Analysis Training Center
 ASC ATCCS Steering Committee
 ASD C3I Assistant Secretary of Defense, Command, Control, Communications and Intelligence
 ASD Administrative Support Division
 ASDAT Advanced Systems Doctrine and Training Branch
 ASE Aircraft Survivability Equipment
 ASEMA Advanced Special Electronic Mission Aircraft
 ASET Aircraft Survivability Equipment Trainer
 ASI Additional Skill Identifier
 ASIMS Army Standard Information Management Systems
 ASLO Allied Student Liaison Office
 ASM Assignment Specific Module
 ASMD Advanced Strategic Maintenance Department

ASP All-Source Production
 ASPO Army Space Program Office
 ASPO Army Space Program Office
 ASSIST Automated Special Security Information Systems Terminal
 ASTAMIDS Airborne Standoff Minefield Detection System
 ASTF All-Source Training Facility
 ASTMP Army Science and Technology Master Plan
 AT Advanced Technologies
 ATACMS Army Tactical Missile System
 ATAF Allied Tactical Air Force
 ATARS Advanced Tactical Air Reconnaissance System
 ATB Automation Task Branch
 ATC Air Training Command
 ATC ASAS Training Center
 ATCCS Army Tactical Command and Control System
 ATD Automated Training Division
 ATD Advanced Technology Demonstration
 ATDLP Armywide Training and Doctrinal Literature Program
 ATE Automatic Test Equipment
 ATL Automated Task List
 ATM Asynchronous Transfer Mode
 ATMD Advanced Tactical Maintenance Department
 ATP Acceptance Test Procedures
 ATPD Advanced Technology Plans and Development
 ATRRS Army Training Requirements and Resources System
 ATSC Aviation Training Support Company
 ATSC Army Training Support Center
 ATSS Automated Test Set System
 AURS Automated Unit Reference Sheets
 AUSA Association of the United States Army
 AV Audiovisual
 AVIM Aviation Intermediate Maintenance
 AVN Aviation
 AVPRO Audiovisual Program Office
 AVRADA Army Avionics Research and Development Activity
 AVUM Aviation Unit Maintenance
 AWC U.S. Air Force Air Warfare Center
 AWE Advanced Warfighting Experiment
 AWEBBS Advanced Warfighting Experiment of Battlefield Synchronization
 AWS Analyst Workstation Software
 AWS Air Weather Service (USAF)
 AWS Alternate Work Schedule
 B&Cs Badge and Credentials

BAC Battlespace Atmospheric Conference
 BARE Basic Architecture Review Element
 BAS Battlefield Automated Systems
 BASI Beech Aerospace Industries
 BASIX Brigade All-Source Intelligence Exercise
 BASOPS Base Operations
 BAT Brilliant, anti-armor submunition
 BAT-D Battlefield Deception
 BBA Business-Based Actions
 BBS Bulletin Board System
 BC2DISMTD Battlespace Command & Control Dismounted Battle Lab
 BC2MTD Battlespace Command & Control Mounted Battle Lab
 BCBL(H) Battle Command Battle Lab (Huachuca)
 BCDSS Battle Command Decision Support System
 BCR Battlefield Communication Review
 BCTP Battle Command Training Program
 BDAP WG Battlefield Digitization Action Plan Working Group
 BDO Battlefield Deception Office
 BDP Battlefield Development Plan
 BED Basic Electronic Division
 BEMD Basic Electronics Maintenance Department
 BEMT Basic Electronics Maintenance Trainer
 BEP Black Employment Program
 BEQ Basic Enlisted Quarters
 BERT Basic Electronic Reinforcement Training
 BET Basic Electronics Training
 BFA Battlefield Functional Area
 BFC Battle Focus Center
 BFITC Battle Focused Instructor Training Course
 BFMA Battlefield Functional Mission Area
 BIC Broadcast Intelligence Council
 BICM BCTP Intelligence Collection Model
 BIM Basic Instructor Method
 BIO Biographical Data
 BIOP Basis of Issue Plan
 BIP Block Improvement Program
 BITC Basic Instructor Training Course
 BLIS Battle Lab Integration Section
 BLSOR Battle Lab Senior Officer Review
 BLOS Beyond Line-of-Sight
 BLT Branch Liaison Team
 BMD Basic Morse Division
 BMDC Ballistic Missile Defense Center
 BMG Budget and Manpower Guidance

Glossary

BMMT Basic Morse Mission Trainer	CAI Computer Assisted Instruction	CEWEOC Electronic Warfare Equipment Operator's Course
BNCOC Basic Noncommissioned Officer Course	CAMMA Combined Arms Mission Area Analysis	CEWI Combat Electronic Warfare and Intelligence
BOB Blueprint of the Battlefield	CANE Combat Arms in a Nuclear Environment	CFC Combined Federal Campaign
BOBC Basic Officer Branch Course	CAO Casualty Assistance Office	CFEA Collective Front End Analysis
BOGSAT Bunch of Guys Sitting Around Table	CAOC Combined Air Operations Center	CFI Cryptofacility Inspection
BOIG Broadcast Operational Integration Group	CAPR Capability Requirements	CFP Concept Formulation Process
BOIP Basis of Issue Plan	CAS ³ Combined Arms Staff Services School	CFSO Counterintelligence Force-Protection Source-Protection Source Operations
BOIPFD Basis of Issue Plan Feeder Data	CAT Combined Arms Team	CGBJ Common Ground Based Jammer
BOM Bit Oriented Messages	CAT Combat Assessment Table	CGS Common Ground Station. The CGS is a mobile, tactical, Multi-sensor ground station that receives, displays, processes, and disseminates targeting battle management and intelligence information to all echelons. In addition to Joint STARS radar data, the CGS is capable of receiving and displaying Unmanned Aerial Vehicle imagery as well as signals intelligence data via an integrated Joint Tactical Terminal. A previous Ground Station Module (GSM) was produced in two variants: a medium version (MGSM) mounted on a 5-ton truck, and a light version (LGSM) mounted on a HMMWV. The CGS is a light version mounted on a HMMWV. Beginning in FY99, the GSM will transition into the CGS. The CGS will be a key node on the digitized battlefield, receiving multiple national, theater, and tactical sensor inputs.
BOS Battlefield Operating System	CATG Combined Arms Task Group	CGSC Command and General Staff College
BOSS Better Opportunities for Single Soldiers	CATS Combined Arms Training Strategy	CGSOC Command and General Staff Officers Course
BRAC Base Realignment and Closure	CBI Computer Based Instruction	CGWS Computer Graphics Workstation
BROI Battlefield Return on Investment	CBR Chemical Biological Radiological	CHAALS Communications High Accuracy Airborne Location System
BSEP Basic Skills Education	CBRS Concept Based Requirements System	CHALS-X Communication High Accuracy Location System-Exploitable
BSTF Base Shop Test Facility	CBS Corps Battle Simulator	CHATS CI-HUMINT Analysis Tool Set. The AN/PYQ-3 Counter Intelligence (CI/HUMINT) Automated Tools Set (CHATS) is a portable, ground-based, transit-cased suite of hardware. Operating up to the SECRET level, the AN/PYQ-3 CHATS enables CI/HUMINT team leaders to manage assets and analyze information collected through investigations, interrogations, collection, and document exploitation. CI teams can store collected information electronically in a local database, associate information with digital photography, interactively generate standard messages, transmit/receive information over existing military and civilian communications, query
BTA Best Technical Assessment	CBT Computer-Based Training	
BTC Basic Technical Course	CBTDEV Combat Developer	
BTI Balanced Technology Initiative	CCB Configuration Control Board	
BTT Branch Training Team	CCCA Close Combat Capabilities Analysis	
BV Battlefield Visualization	CCD Continuing Catholic Development	
C-SIGINT Counter-Signals Intelligence	CCF Central Clearance Facility	
C ² Command and Control	CCH Close Combat Heavy	
C ² W Command and Control Warfare	CCL Close Combat Light	
C ² E Continuous Comprehensive Evaluation	CCS Communications Control Set	
C2V Command and Control Vehicle	CCSBL Combat Service Support Battle Lab	
C3CM Command, Control, and Communications Countermeasures	CD Coordinating Draft	
C ³ I Command, Control, Communications & Intelligence	CD Combat Developments	
C ⁴ Command, Control, Communications and Computers	CD/CS Cockpit Display and Control System	
C ⁴ IRDP Command, Control, Communications and Computers Intelligence Requirements Definition Program	CD-ROM Compact Disc-Read Only Memory	
C4RDP Command, Control, Communications, Computers Requirement Definition Program	CDB Communications Data Base	
C&GSC Command and General Staff College	CDC Control Data Corporation	
C&J Collection and Jamming	CDD Collective Development Draft	
C&S Concepts & Studies Division	CDD Common Data Dictionary	
CA Commercial Activities	CDDF Concepts and Doctrinal Development Facility	
CA Combat Assessment	CDR Commander	
CAASO Centralized Army Aviation Support Office	CDR Critical Design Review	
CAB Commander's Advisory Board	CDS Child Development Services	
CAB Combined Arms Branch	CDS Communications Deception System	
CAC Casualty Area Command	CDSF Combat Developers Support Facility	
CAC Combined Arms Center	CDTB Collective and Distributive Training Branch	
CAC-T Combined Arms Center-Training	CDVIT Counter Drug Voice Intercept Trainers	
CAD Course Administrative Data	CECOM U.S. Army Communications Electronic Command	
CAE Criterion Action Element	CENTCOM Central Command	
CAHIAT Computer-Assisted Hardcopy Imagery Analysis Terminal	CEP Concept Evaluation Program	
	CEPSARC Concept Evaluation Program Schedule and Review Committee	

stored information in local databases, and share databases with like systems. The AN/PYQ-3 CHATS provides these functions using a combination of commercial-off-the-shelf software and tailored Government-developed software, operating on the CHATS laptop computer within a hardened transport case. CHATS is interoperable with the Defense Counterintelligence Information System (DCSIIS) and is Y2K compliant. CHS Common Hardware/Software
CI Counterintelligence
CIA Central Intelligence Agency
CIARC Consolidated Intermediate Analysis and Reporting Course
CIB Communications and Interoperability Branch
CIBS-M Common Integrated Broadcast Service Modules
CIC Counterintelligence Corps
CIC Combat Information Center
CIF Central Issue Facility
CI-HUMINT Counterintelligence-Human Intelligence
CI-LIST Counterintelligence List
CIM Communications Identification Methodology Course
CIM Corporate Information Management
CIMMC Communication electronics Command Intelligence Material Management Center
CINC Commander-in-Chief
CIP Combat Information Processor
CIP Command Inspection Program
CIPMS Civilian Intelligence Personnel Management System
CIPPS Civilian Integration of the Personnel Proponency System
CIS Communications Intelligence Simulator
CITC Central Imagery Training Committee
CJB Congressional Justification Book
CLC Computer Learning Center
CLCSE CECOM Center for Life Cycle Software Engineering
CECOM
CLPS Command Language Programs
CM Collection Management
CM&D Collection Management and Dissemination
CMES Collection Management Expert System
CMF Career Management Field
CMH Center of Military History
CMISE Corps MI Support Element
CMP Configuration Management Plan
CMR Central Mail Room
CMSS Collection Management Support System
CMST Collection Management Support Tools
CMTCC Combat Maneuver Training Center
CNR Combat Net Radio
COA Courses of Action
COB Close of Business
COB Command Operating Budget
COE Common Operating Environment
COE Critical Operational Issues
COE Corps of Engineers
COE Council on Occupational Education
COEA Cost and Operational Effectiveness Analysis
COEI Commission on Occupational Educational Institutions
COI Course of Instruction
COIC Critical Operational and Issues Criteria
COINS Community On-line Intelligence System
Combat STTAR Combat Synthetic Test and Training Assessment Range
COMCAT Character-Oriented Message Catalog
COMDED Character-Oriented Message Data Element Dictionary
COMEIS Communications Emitter Identification System
COMINT Communications Intelligence
COMSEC Communications Security
CONOPS Concept of Operations
CONUS Continental United States
COR Contracting Officer's Representative
COR Contractor Representative
COTS Commercial Off-the-Shelf
COTS Computer Off The Shelf
CoVRT Commander's Visual Resource Tool
CPA Civilian Personnel Activity
CPAC Civilian Personnel Advisory Center
CPC Civilian Program Coordinator
CPD Civilian Personnel Division
CPDI Command Procedures for Driving Intelligence
CPI Computer Processor Interface
CPO Civilian Personnel Office
CPR Cardiopulmonary Resuscitation
CPS Collection and Processing System
CP-SS Capability Package-Single Source
CPX Command Post Exercise
CRC Control and Reporting Center
CRD Capstone Requirements Document
CRM Camera-Ready Mechanicals
CRMP Collection Requirements Management Program
CRMP Collection Resources Management Plan
CRWG Computer Resources Working Group
CSA Chief of Staff of the Army
CSB Communications Skills Branch
CSB Combat Support Branch
CSC Conventional Systems Committee
CSD Command and Staff Division
CSE Center for Software Engineering
CSGF COMINT Scenario Generation Facility
CSLA Computer Supported Learning Activity
CSO Communicative Skills Office
CSOT Constant Source Operator Terminal
CSP Communications Segment Processor
CSR Customer Service Representative
CSS Combat Service Support
CSS Central Security Service
CST Common Skills Training
CSTG Command and Staff Task Group
CT Customer Test
CT Computer Terminal
CT Counterterrorism
CTAC Cryptologic Training Advisory Committee
CTAPS Contingency Tactical Automated Planning System
CTB Collective Training Branch
CTC Cryptologic Training Council
CTC Combat Training Center
CTC Computer Training Center
CT/CD Counterterrorism/ Counterdrug
CTDR Commercial Training Device Requirement
CTEA Cost and Training Effectiveness Analysis
CTEP Cryptologic Training and Evaluation Program
CTF Centralized Training Facility
CTL Critical Task List
CTLT Cadet Troop Leadership Training (Program)
CTS Cryptologic Training System
CTSD Collective Training Standards Documents
CTSSB Critical Task Site Selection Board
CTSSC CECOM Tactical Software Support Center
CTT/H Commander's Tactical Terminal/Hybrid
CTT Commander's Tactical Terminal. Now known as Joint Tactical Terminal. See JTT for description.

Glossary

CTT Common Task Test (Training)	DCSPER Deputy Chief of Staff, Personnel	DMRD Defense Management Report Decision
CTT/H-R Commander's Tactical Terminal/Hybrid-Receive Only	DCSRDM Deputy Chief of Staff, Resource Management	DMS Defense Message System
CTU Consolidated TO&E Update	DCT DIGITAL Communications Terminal	DOA Direction of Arrival
CUCV Commercial Utility Cargo Vehicle	DDN Defense Data Network	DOA Directed Overstrength Authorization
CVDB Critical Value Tactical Weather Database	DDPS Dual Data Processor Set	DOCC Deep Operations Coordination Center
CW Continuous Wave	DDR&E Director of Defense Research and Engineering	DOD Department of Defense
CY Calendar Year	DEA Drug Enforcement Agency	DODIIS Department of Defense Intelligence Information System
D&C Drill and Ceremony	DEH Directorate of Engineering and Housing	DOES Directorate of Evaluation and Standardization
D&O TSP Doctrinal and Organizational Test Support Package [CBTDEV]	DESSA Defense Environmental Satellite System-Army	DOIM Directorate of Information Management
D&SA Depth and Simultaneous Attack	DEW Directed Energy Warfare/Weapon(s)	DOT&E Director, Operational Test & Evaluation
D&SABL Deep and Simultaneous Attack Battle Lab	DF Direction Finding	DOTD Directorate of Training and Doctrine
DA Department of the Army	DFAS Defense Finance and Accounting Service	DOVE Data Over Voice Equipment
DAB Defense Acquisition Board	DFTD Direction-Finding Training Device	DPCA Directorate of Personnel and Community Activities
DAC Department of the Army Civilian	DGCS Downsized Ground Control Station	DPD Doctrine and Publications Division
DAC Deputy Assistant Commandant	DGSM Downsized Ground Module	DPIC Defense Provisioning and Implementation Center
DAG Detailed Analysis Group	DGSS Deployable Ground Surveillance System	DPS Defense Printing Service
DAIG Department of the Army Inspector General	DHI Department of Human Intelligence	DPTM Directorate of Plans, Training and Mobilization
DAPP Department of the Army Productivity Program	DHR Directorate of Human Resources	DS/GS Direct Support/General Support
DARO Defense Airborne Intelligence Office	DIA Defense Intelligence Agency	DSA Dial Service Assistance
DARPA Department of the Army Research and Development Agency	DIAOLS Defense Intelligence Automated On-Line System	DSA Depth and Simultaneous Attack
DARPA Defense Advanced Research Projects Agency	DIBS Digitize the Intelligence Battlefield Systems	DSARC Defense Systems Acquisition Review Council
DASE Department of the Army Science and Engineering	DIC Defense Intelligence College	DSB Data Systems Branch
DASE Defense Against Sound Equipment	DINAH Desktop Interface to AUTODIN Host	DSDC Defense Strategic Debriefing Course
DASR Direct Air-to-Satellite Relay	DIPAWS Digital Imagery Processing and Analysis Workstation	DSE Desert Storm Enhancement Testing
DATA ELEM Data Elements Standards Messages, From DIA	DIPGIS Digital Imagery Processing and Geographic Information System	DSEC Director of Security
DBIT Deep Battle Integration Training	DIS Distributive Interactive Simulation	DSI Dissemination System for Imagery
DBMS Data Base Management System	DIS Defense Investigative Service	DSIATP Defense Sensor Interpretation Applications Training Program
DBS Division Battle Simulation	DISCAS Defense Intelligence Special Career Automated System	DSNET Defense Security Network
DCA Defense Communications Agency	DISCOM Division Support Command	DSO Data Systems Office
DCAS Defense Contract Administration Service	DISE Deployable Intelligence Support Element	DSP Deception Support Package
DCD Directorate of Combat Developments	DISN Defense Information System Network	DSSCS Defense Strategic Satellite Communications System
DCE Distributed Computing Environment	DISNET Defense Investigative Network	DSSM Department of Surveillance and Systems Maintenance
DCI Director of Central Intelligence	DITB Digital Imagery Test Bed	DT Development Test
DCPC Direct Combat Probability Coding	DIY Distinguished Instructor of the Year	DTIC Defense Technical Information Center
DCPDS Defense Civilian Personnel System	DL Distance Learning	DTLOMS Doctrine, Training, Leadership Development, Organization, Materiel, and Science and Technology
DCPS Defense Civilian Payroll System	DLI Defense Language Institute	DTOCSE Division Tactical Operations Center Support Element
DCSINT Deputy Chief of Staff, Intelligence	DLP Doctrinal Literature Program	DTOML Doctrine, Training, Organization, Materiel and Leader Development
DCSLOG Deputy Chief of Staff, Logistics	DLPT Defense Language Proficiency Test	DTSS Digital Topographical Support System The Digital Topographic
DCSOPS Deputy Chief of Staff, Operations	DMDC Defense Manpower Data Center	
	DMO Directed Military Overstrength	

Support System Multi-Spectral Image Processor and the follow-on DTSS Quick Response Multicolor Printer systems provide theater, corps and division commanders and their staffs with automated and integrated terrain products to enhance and compress the decision-making process across the operational continuum. They provide critical mapping, charting and geodesy support and analysis for intelligence preparation of the battlefield to forces engaged in contingency operations. These systems support the U.S. Army's requirement to respond quickly and decisively to global requirements.

DTT Doctrine and Tactics Training
DTTD Development Training and Test Detachment

E-Mail Electronic Mail

EA Executive Agent

EAC Echelons Above Corps

EATD Enlisted Analyst Training Division

EBD Electronic Battle Division

EC-130H Compass Call Compass Call is a broad-band communications jammer. Based on the C-130, the EC-130H has a maximum gross weight of 155,000 pounds. With four Allison T56-A15 engines, the EC-130H can attain a maximum speed of 374 mpg and altitudes over 25,000 feet. Each engine is capable of providing over 4,900 shaft horsepower. Compass Call is also air-refuelable, allowing it to remain airborne for extended periods of time. The normal crew consists of 14, with four on the flight deck and a mission crew complement of nine. The mission of the 41st Electronic Combat Squadron is to provide unified and theater commanders with an operationally ready electronic combat capability by conducting worldwide command and control warfare in support of strategic and tactical objectives.

ECA Early Comprehensive Analysis

ECB Echelons Corps and Below

ECBRS Enhanced Concepts-Based Requirements System

ECM Electronic Countermeasures

ECCM Electronic Counter-Countermeasures

ECLT English Comprehension Language Test

ECMB Extension Course Management Branch

ECP Engineering Change Proposal

ECU Environmental Control Unit

ED Exploitation Division

EDAS Enlisted Distribution and Assignment System

ED/EDI Electronic Commerce/

Electronic Data Exchange

EDI Electronic Data Interchange

EDM Engineering Design Module

EEL&S Early Entry and Survivability

EFMP Exceptional Family Member Program

EFVS Electronic Fighting Vehicle System

EIDS Electronic Information Delivery System

EIH Environmental Impact Statement

ELC Extremely Low Cost

ELID Emitter Locator/Identifier Division

ELIMCT Emitter Location Identifier Morse Code Trainer

ELINT Electronic Intelligence

ELMS Electronic Maintenance Study

ELSEC Electronic Security

EM Electromagnetic

EM Electronic Maintenance

EMCS Energy Management and Control System

EMETF Electromagnetic Environmental Test Facility

EMIC Electronic Multimedia Imagery Center

EMP Electromagnetic Pulse

EMR Employee Master Record

EMRA Electronic Materiel and Readiness Activity

EMTEX Electromagnetic Training Exercise

EN Electronic Notebook

ENSCE Enemy Situation Correlation Element

EO/SH Equal Opportunity/Sexual Harassment

EO Electro Optical

EO Equal Opportunity

EOA Equal Opportunity Adviser

EOBA Electronic Order of Battle Analyst

EOC Early Operational Capability

EOC Emergency Operations Center

EOC End-of-Course

EOCCT End-of-Course Comprehensive Test

EOCPE End-of-Course Practical

Exercise

EOD Explosive Ordnance Disposal

EOSAEL Electro-Optic systems

Atmospheric Effects Library

EOTDA Electro-Optical Tactical Decision Aid

EP Exception to Policy

EPCRA Emergency Planning, Community Right to Know Act

EPDS Electronic Processing and Dissemination System

EPIC El Paso Intelligence Center

EPLRS Enhanced Position Location Reporting System

EPMS Enlisted Personnel Management System

EPS Electronic Publishing System

EPUU Enhanced PLRS Users Unit

EPW Enemy Prisoner of War

ESC Electronic Science Labs

ESC Electronic Security Command (USAF)

ESM Electronic Support Measures

ESP Electronic Personnel System

ESP External Signal Parameters

ETAS Elevated Target Acquisition System

ETB Enlisted Training Branch

ETCT Enlisted Training Coordination Team

ETD Enlisted Training Division

ETL Engineering Topographic Laboratory

ETM Extension Training Material

ETP Exportable Training Package

ETRAC Enhanced Tactical Radar Correlator

ETT Extension Training Team

ETUT Enhanced Tactical Users Terminal

ETV Educational Television

EUCOM European Command

EUTE Early User Test and Evaluation

EW/I Electronic Warfare/Intercept

EW Electronic Warfare

EWAC Electronic Warfare Analysis Course

EWC&S Electronic Warfare/Cryptologic and Security Department

EWD Electronic Warfare Department

EWG Expert Working Group

EWOC Electronic Warfare Operators Course

EWRSTA Electronic Warfare Reconnaissance, Surveillance and Target Acquisition

EWSO Electronic Warfare Staff Officer

EWSOC Electronic Warfare Staff Officer Course

EXAGT Executive Agent Training

EXCOM Executive Committee

EXFOR Experimental Force

EXJAM Expendable Electronic Countermeasures Device

FA Field Artillery

FAA Functional Area Assessment

FAC Ford Aerospace Corporation

Glossary

FACNET Federal Acquisition Computer Network
FAD Final Approved Draft
FAISS FORSCOM Automated Intelligence Support System
FALOP Forward Area Limited Observing Program
FAM Functional Area Model
FAMSIM Family of Simulations
FAP Force Alignment Plan
FARA Federal Acquisition Reform Act
FASA Federal Acquisition Streamlining Act
FAST Forward Area Support Terminal
The Forward Area Support Terminal is an intelligence data processing system for the divisions, separate brigades and Armored Cavalry Regiment. It is a smaller version of the Mobile Integrated Tactical Terminal, operating at the collateral level. It is a transportable, modular, survivable, stand-alone, UNIX-based multi-tasking intelligence support system and is capable of receiving secondary imagery. The system consists of seven modularized and downsized components allowing for easy transport and mounting on a variety of vehicles and aircraft. The FAST has SUCCESS radio, which provides stand-alone secure communications capable of receiving TRAP/TADIX-B, as well as transmitting and receiving via UHF satellite communications and point-to-point terrestrial communications. The FAST communication systems processor is compatible with Trojan, mobile subscriber equipment and digital network/defense special security communications system, as well as all tactical exploitation of national capabilities systems.
FC Field Circular
FCC Family Child Care
FCE Forward Control Element
FCM Facilities and Construction Management
FCP Force Capabilities Package
FCS Family of Common Sensors
FCT Foreign Comparative Test
FD Final Draft
FD Force Design
FDD Family of Deception Devices
FDDI Fiber Data Distribution Interface
FDSC Failure Definition and Scoring Criteria
FDTE Force Development Test and Experiment
FDTE Force Development Test and Experimentation
FDU Force Design Update

FEA Front End Analysis
FEDD/CDS Family of Electronic Deception Devices/Communications Deception System
FEDD Family Of Electronic Deception Devices
FEDSIM Federal System Integration and Management Center
FERR Final Efficiency Review Report
FIC Force Integration Conference
FIM Force Integration Master
FLCS Force Level Control System
FLO Foreign Language Office
FLPP Foreign Language Proficiency Pay
FLRC Foreign Language Resource Center
FM Field Manual
FMMP Force Mobilization Master Plan
FMTE Foreign Material Test and Evaluation
FOA Follow-on Evaluation
FOC Final Operational Capability
FOIA Freedom of Information Act
FONET Fiber Optic Network
FORSCOM U.S. Army Forces Command
FOTE Follow-on Test and Evaluation
FOUO For Official Use Only
FPDD/LBCN Family of Physical Deception Devices/Logistics Base Critical Mode
FPIT Follow-on Operational Product Improvement Test
FRG Federal Republic of Germany
FS Field Station
FSB Fielded Systems Branch
FSD Full Scale Development
FSED Full Scale Engineering Developmental
FSIC Forward Sensor Interface and Control {aka: AN/TYQ-40(V)}
FSPV Full Systems Performance Verification
FSTC Foreign Science and Technology Center
FTX Field Training Exercise
FUE First Unit Equipped
FW Fixed Wing
FWP Federal Women's Program
FY Fiscal Year
FYTP Five-Year Test Program

GAFB Goodfellow Air Force Base, TX
GAO Government Accounting Office



Ground-Based Common Sensor-Light

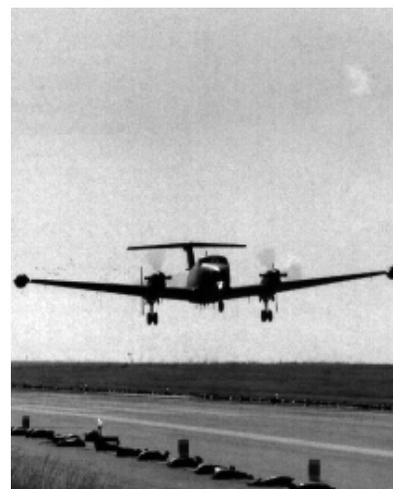


Ground-Based Common Sensor-Heavy
GBCS Ground-Based Common Sensor.
Ground-Based Common Sensor Limited Production Urgent (LPU) is a vehicle-mounted, signals-intercept, and precision-emitter-location system that intercepts and identifies threat emitters. Leap-ahead technology exploits Communications Intelligence and Electronic Intelligence against Low Probability of Intercept (LPI) signals and conventional signals. GBCS (LPU) is an evolutionary, open architecture system that satisfies the Army's requirement to conduct tactical ground communications intelligence, electronic intelligence, and electronic support against enemy emitters. GBCS (LPU) enhances the commander's ability to outmaneuver and

destroy the enemy by locating command-and-control, fire control, and air defense centers. GBCS (LPU) will be deployed on a HMMWV in support of the 82d Airborne and 4th Infantry Divisions. The GBCS (LPU) is being fielded as an interim solution after the termination of the GBCS-Heavy and Light systems.

GCAC Group Counterintelligence Analysis Center
GCCS Global Command and Control System
GCD Global Contingency Division
GDIPP General Defense Intelligence Proposed Plan
GIITS General Imagery Intelligence Training System
GITAC General Intelligence Training Advisory Council
GITC General Intelligence Training Council
GITS General Intelligence Training System
GLCM Ground Launched Cruise Missile
GMAO Garrison Managerial Accounting Office
GMI General Military Intelligence
GO General Officer
GO General Outline
GOSC General Officer Steering Committee
GPAS General Purpose Appraisal System
GPF Ground Processing Facility
GPM Groups Per Minute
GPO Government Printing Office
GPS Global Positioning System
GPU General Purpose User
GR/CS GUARDRAIL Common Sensor. It is a corps-level, fixed-wing airborne SIGINT collection and target location system. The GR/CS system supports corps, division, and Joint Land Force Component Commanders by detecting, identifying, exploiting, and precisely locating threat communications, radars, and other electronic emitters throughout the corps are of interest. It provides information dominance to the tactical commander. One GR/CS is authorized per Aerial Exploitation Battalion in the MI Brigade at each corps. A standard system consists of six to twelve RC-12 aircraft that fly operational missions in sets of three. Ground processing is conducted in the Integrated Processing Facility (IPF). Interoperable Data Links provide microwave connectivity between the aircraft and the IPF. The GR/CS provides near real-time SIGINT and

targeting information to tactical commanders throughout the Corps area via the Joint Tactical Terminal. Key features include: Integrated COMINT and ELINT collection and reporting; enhanced signal classification and recognition; near real-time direction finding; precision emitter location; and advanced integrated aircraft cockpit. GRE GUARDRAIL Enhancements
GRV GUARDRAIL V
GSA/FEDSIM General Services Administration/Federal Systems Integration and Management
GSD Ground Surveillance Division
GSIP General Support Intelligence Platoon
GSM Ground Station Module (aka: AN/TSQ-132) The GSM is used at corps and division level to show a near real-time battlefield situation on an interactive display. The data, received from airborne sensors such as JSTARS, UAV or side-looking airborne radar, includes target location, direction of movement, and speed of tracked units. The GSM is a mobile, tactical, multi-sensor ground station that receives, displays, processes, and disseminates targeting information. The GSM is being developed utilizing a block approach. The Block I GSM will be produced in two variants: A medium version mounted on a 5-ton truck, and a light version mounted on an HMMWV. The Block II GSM will be the Common Ground Station (CGS), which will also be produced in two versions: A light version on an HMMWV, and a heavy version mounted on the Command and Control Vehicle (C2V), a Bradley variant. The CGS will be a key node on the digitized battlefield, receiving multiple national, theater, and tactical sensor inputs. The Airborne Platform is a USAF E-8 (militarized Boeing 707) with multimode radar (wide area surveillance and synthetic aperture), 18 operation and control consoles, a surveillance and control data link, and secure communications. From FY99, the GSM will transition into the Common Ground Station. See CGS.
GSMTS Ground Station Module Training System
GSR Ground Surveillance Radar
GSS Ground Station Simulator
GSSO Ground Surveillance System Operator
GST Ground Station Terminal



Improved GUARDRAIL V
GTA Graphic Training Aid
GUARDRAIL GUARDRAIL's function is to provide a fixed-wing communication and electronic emitter intercept and direction-finding system. GUARDRAIL operations support Corps, Division, and Joint Land Force Component Commanders in precision strike operations, winning the information war, and digitization of the battlefield by providing timely information via the Commander's Tactical Terminal. The GUARDRAIL V systems combine an airborne and ground station communications intelligence equipment which is designed to pinpoint enemy communications emitters (associated with command and control and weapons systems) and provide timely data on enemy locations and plans. Both GUARDRAIL and Improved GUARDRAIL use common communications and electronic sensors. The GUARDRAIL V is mounted in a RU-21H, a modified U-21 aircraft, powered by two 550-shp Pratt and Whitney turboprop engines. With a mission weight of 10,200 pounds, it can fly at a service ceiling of 24,000 feet for four hours. Improved GUARDRAIL incorporates a satellite relay so that ground processing stations do not have to be moved as airborne subsystems are deployed. It is mounted in the RC-12D, a converted C-12 turboprop that can fly at 27,000 feet for 5.8 hours. It has two 850-hp engines.

Glossary

Guardrail Common Sensor. The Guardrail Common Sensor collects selected low-, mid- and high-band radio signals, identifies and classifies them, determines the locations of their sources, and provides near-real-time reporting to tactical commanders in the field. The system uses an integrated processing facility, which is the control, data processing and message center for the overall system. Up to three airborne relay facilities/aircraft, intercept communications and non-communications emitter transmissions, and gather line of bearing and time difference of arrival data. They then transmit these data to the IPF. The ARF/aircraft also serve as relay platforms for communications between the IPF and the supported commands. This system incorporates the Communication High Accuracy Airborne Location System to achieve precision target locations for its communications intelligence system. Targeting accuracy is also provided by the electronic intelligence system. Ground-to-ground (including commander's tactical terminal) communications links provide the primary interface with fixed locations and tactical users. Automated addressing to CTT field terminals provides automated message distribution to tactical commanders in near-real time. HACJ Heliborne Appliqué Communications Jammer
HAE-UAV High-Altitude Endurance Unmanned Aerial Vehicle. The AEI-UAV is currently a three-year Advanced Concept Technology Demonstration (ACTD) under sponsorship of the Defense Advanced Research Projects Agency and the Services. It will be a strategic and joint task force (JTF)-oriented system. Currently, there are two HAE-UAV systems under development. The Global Hawk is a conventional UAV with a range in excess of 3,000 nautical miles (approximately 5,560 km) for a duration in excess of 24 hours on station. It will have electro-optical/infrared and synthetic aperture radar capabilities initially, with growth planned for a UAV communications node or surrogate satellite, moving target indicator, and signal intelligence payloads. The Dark Star is a low-observable UAV designed to penetrate into heavily defended areas and conduct reconnaissance, intelligence, surveillance and target acquisition missions with an electro-optical or

synthetic aperture radar payload. When Global Hawk or Dark Star missions are allocated to Army commanders, or an Army officer is the Joint Task Force commander, the Enhanced Tactical Radar Correlator (ETRAC) and Modernized Imagery Exploitation System (MIES) (or successor processors) will process the imagery. If the U.S. Air Force is the "lead" service, the processor would be the Contingency Airborne Reconnaissance System (CARS); if the Navy and Marines go in first, the Joint Services Imagery Processing System-Navy (JSIPS-N) would process the imagery. The Common Ground Station will display the imagery no matter which system processed it.



GUARDRAIL Common Sensor
HARDMAN Hardware and Manpower [Ergonomics]
HASC House Arms Services Committee
HAWKEYE Project Hawkeye/Warrior
HAZMART Hazardous Materials
HAZMAT Hazardous Materials
HD Harry Diamond Labs
HE/EXJAM Hand-Emplaced Expendable Jammer
HF High Frequency
HFA High Frequency Antenna
HFCC High Frequency COMINT Capability
HFRMT High Frequency Receiver Maintenance Trainer
HG/AC Hydraulic Generator/Air Conditioner
HILT Human Intelligence Language Trainer
HIRS HUMINT Reporting System
HIU Host Interface Unit
HLA High Level Architecture
HMMWV High Mobility Multipurpose Wheeled Vehicle
HOT HIPPODROME Operator Trainer
HPSCI House Permanent Select Committee of Intelligence
HPT High Priority Target
HQDA Headquarters, Department of the Army
HQFH Headquarters, Fort Huachuca

H-R Hybrid Receive
HRB Human Resources Branch
HRDC Human Resource Development Committee
HSI Hyperspectral Imagery
HTACC Hardened Tactical Center
HTLD High Technology Light Division
HTML Hypertext Markup Language
HTS HIPPODROME Training System
HTTB High Technology Test Bed
HUMINT Human Intelligence



Hunter UAV-SR
HUNTER Hunter UAV Short Range System. The short-range Hunter UAV system's design was intended to support Army commanders from echelons above corps to armored cavalry regiment at ranges of up to 300 km for eight or more hours of endurance on station. DOD canceled this program in 1995. However, during 1996, one Hunter system remained at Fort Hood, Texas, for contingency operations, experimentation, and doctrinal development activities, and a second system was at the Department of Defense UAV Training Center at Fort Huachuca, Arizona, for training purposes.

I&EC Integration and Evaluation Center
I&F Integration and Fusion Division
I&O Investigations and Operations
IAC Intermediate Analysis Course
IADS Integrated Air Defense System
IADT Initial Active Duty for Training
IAI Israeli Aircraft Industries
IAS Installation Addressing System Asia
IASP Installation Ammunition Supply Point
IBLS Integrated Beacon Landing System
IBS Integrated Broadcast System
IBTA Integrated Battlefield Targeting Architecture
IBTC Installation Biochemical Testing Coordinator
IC Instructional Conference
ICAP Intelligence Community Assignment Program
IDIQ Indefinite Delivery Indefinite Quantity

IDM Improved Data Modem
ICAP Intelligence Community Assignment Program
ICB Interactive Courseware Branch
ICD Intelligence Combat Developments
ICDB Interactive Courseware Development Branch
ICDH Independent Communication and Data Handler
ICDP Intelligence Career Development Plan
ICE Interrogator Comprehensive Evaluation
ICP Interface Change Proposals
ICP(1) Interface Change Proposals
ICP(2) Incremental Change Packages
ICT Intelligence in Combating Terrorism
ICTD Individual and Collective Training Division
ICTP Individual and Collective Training Plan
ICTT Interim Commands Tactical Terminal Aka: Initial, Improved
ICW Interactive Courseware
ID Intelligence Division
ID Infantry Division
IDB Integrated Data Base [part of MIDS, DODIIS]
IDIQ Indefinite Delivery Indefinite Quantity
IDL Interoperative Data Link
IDM Improved Data Modem
IDMT Intelligence Digital Message Terminal
IDP Intelligence Data Processing
IDT Inactive Duty Training
IDTM Intelligence Doctrine and Training Notes
IEC Integration and Evaluation Center
IED Imagery Exploitation Division
IEP/IER Independent Evaluation Plans/ Reports
IER Independent Evaluation Report
IES/BTI Imagery Exploitation System/ Balanced Technology Objectives
IET Initial Entry Training
IEW Intelligence and Electronic Warfare
IEWC² IEW Command and Control
IEW FAM IEW Functional Area Model
IEW MAA Intelligence and Electronic Warfare Mission Area Analysis
IEW SPR Intelligence and Electronic Warfare Systems Program Review
IEW TAC IEW Technology Assessment Center
IEW-V Intelligence and Electronic Warfare-Variant
IEWCOMCAT IEW Character Oriented Message Catalogue

IEWCS Intelligence and Electronic Warfare Common Sensor
IEWDED Intelligence and Electronic Warfare Data Element Dictionary
IEWSE Intelligence and Electronic Warfare Support Element
IEWSS Intelligence and Electronic Warfare Sustainment Streamlining
IEWTA Intelligence and Electronic Warfare Target Analysis
IEWTAC IEW Technology Assessment Center
IEWTPT Intelligence and Electronic Warfare Tactical Proficiency Trainer
IFTE Intermediate Forward Test Equipment
IFTT Introductory Field Training Team
IFTX Integrated Field Training Exercise
IG Inspector General
IGARS Inspector General Action Requests
IGNET Inspector General Network
IGR Improved GUARDRAIL V
IGRV Improved Guardrail V
IGSM Interim Ground Station Module
IGSO Imagery Ground Station Operator
IGV-MTS Improved GUARDRAIL V Maintenance Trainer Simulator
IHFR Improved High Frequency Radio
IINS Integrated Inertial Navigation System
IIS Integrated Intelligence System
IKP Instruction of Key Personnel
ILS Integrated Logistics Support
ILS/MST Integrated Logistics Support Maintenance, Supply, Transportation
ILSMT Integrated Logistics Support Management Plan
IMA Information Mission Area
IMA Individual Mobilization Augmentee
IMA Information Mission Area
IMCP Internal Management Control Program

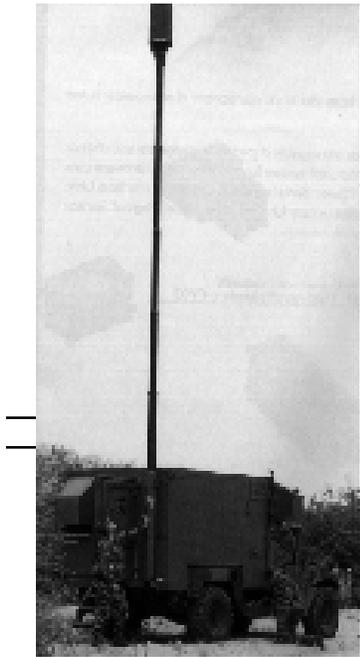


The Integrated Meteorological System or IMETS

IMETS Integrated Meteorological System The IMETS is an automated, mobile, tactical, weather data, receiving, processing and dissemination system. It provides timely weather and environmental effects forecasts, observations, and decision aid information to the tactical commander. IMETS is operated by Air Force weather teams and maintained by Army technicians. The system provides 24-hour, automated weather support to commanders at all echelons; echelons above corps, corps, division, separate brigades, ACRs, special operations force, aviation brigades and other task-organized contingency forces. IMETS provides automated weather data to support air defense, fire support, intelligence and electronic warfare, maneuver control system and combat service support battlefield functional areas.
IMF Intelligent Minefield
IMINT Imagery Intelligence
IMMP Information Management Master Plan
IMO Information Management Officer/ Office
IMP Intensified Management Program
IMPAC International Merchant Purchase Authorization Card
IMSO International Military Student Office
INS Immigration and Naturalization Service
INSBD U.S. Army Intelligence and Security Board
INSCOM U.S. Army Intelligence and Security Command
INTEL/ARPA Intelligence Center and Advanced Research Projects Agency
INTWP Intelligence Interservice Working Part [NATO]

Glossary

IOC Interim Operational Concept	ITACIES Interim Tactical Imagery Exploitation System	JOIN Joint Optical Information Network
IOC Initial Operational Capability	ITAM Integrated Training Area Management	Joint STARS Joint Surveillance Target
IOE Installations of Excellence	ITAWG Imagery Training Architecture Working Group	Attack Radar (See "JSTARS" for a description.)
IOIAC International Officer Intelligence Advanced Course	ITC Intelligence in Terrorism Counteraction	JOL Joint Operations Laboratory
IOM Instructor of the Month	ITD Individual Training Division	JOPR Joint Operational Performance Requirement
IOT&E Initial Operational Test and Evaluation	ITEP Individual Training Evaluation Program	JORD Joint Operational Requirements Document
IOTE Initial Operational Test and Evaluation	ITES Intelligence Training and Evaluation System	JOTS Joint Operations Training Site
IOY Instructor of the Year	ITP Individual Training Plan	JPL Jet Propulsion Laboratory
IPB Intelligence Preparation of the Battlefield	ITPP Individual Training Plan Proposal	JPSD Joint Precision Strike Demonstration
IPD Institute for Professional Development	ITR Information, Ticketing and Registration	JROC Joint Requirements Oversight Committee
IPDS Imagery Processing and Dissemination System	ITR Individual Training Record	JRTC Joint Readiness Training Center
IPF Integrated Processing Facility	ITRO Interservice Training Review Organization	JSC Johnson Space Center, TX
IPM Intelligence Process Model	ITT Interactive Training Tool	JSEAD Joint Suppression of Enemy Air Defense
IPMP Intelligence Process Model Program	IUTD Individual and Unit Training Division	JSIIDS Joint Service Interior Intrusion Detection System
IPR In Process Review	IVD Interactive Video Disc	JSIOC Joint Space Intelligence and Operations Center
IPR In Progress Review	IVIS Intervehicle Information System	JSIPS Joint Service Imagery Processing System
IPT Integrated Product Team		JSOC Joint System Operational Concept
IPW Interrogation of Prisoners of War		JSOR Joint System Operational Report
IQT Initial Qualification Training		JSORD Joint System Operational Requirements Document
IR Infrared	JAC Job Assistance Center	
IRAC Internal Review and Compliance	JAMH Joint Automated Message Handler	
IREMBASS Improved Remotely Monitored Battlefield Sensor System	JB Job Book	JSTARS Medium
IRLS Infrared Line Scanner [Photo]	JCAHCO Joint Commission on the Accreditation of Health Care Organizations	
IRP Instructor Recognition Program	JCS Joint Chiefs of Staff	
IRR Individual Ready Reserve	JCTEA Joint Cost and Training Effectiveness Analysis	JSTARS-Heavy
IRRT Installation Risk Reduction Team	JDISS Joint Deployable Intelligence Support System	
IS Interface Specifications	JELDLP Junior Enlisted Leadership Development Program	
ISA Inter/Intra Service Agreement	JEMI Joint Electromagnetic Interference	
ISB Independent Sideband	JEWC Joint Electronic Warfare Center	
ISC U.S. Army Information Systems Command	JFACC Joint Force Air Component Commander	
ISD Integrated Sustainment Demonstration	JIAC Joint Imagery Analysis Course	
ISD U.S. Army Intelligence School-Devens	JIBSG Joint Integrated Broadcast Steering Group	
ISDN Integrated Service Digital Network	JIC Joint Imagery Analysis Course	
ISEC Information Systems Engineering Command	JIC Joint Intelligence Center	
ISM Installation Support Modules	JILSMT Joint Integrated Logistics Support Management Team	
ISM Integrated Sustainment Maintenance Program	JINTACCS Joint Interoperability of Tactical Command & Control Systems	
ISN Information and Systems Network (Corporation)	JIPC Joint Imagery Production Centers	
ISO International Standardization Office	JITC Joint Interoperability Test Center	
ISOS Intelligence System of Systems	JMSSNS Justification for Major System New Start	
ISS Information System Security	JMSWG Joint Message Standard Working Group	
ISSA Interservice Support Agreement	JOC Job Order Contract	
ISSP-S Interim Single Service Process-SIGINT		
ISW Instructor Supervisor Workshop		
ITAAS U.S. Army Intelligence Training Army Area School		



JSTARS-Light

JSTARS Joint Surveillance Target Attack Radar System. JSTARS provides tactical air and ground commanders with near real-time wide area surveillance and deep targeting data on both moving and fixed targets during daylight and darkness in near all-weather conditions to detect, locate, track, classify, and assist in attacking targets beyond the Forward Line of Own Troops (FLOT). JSTARS is a joint Air Force/Army program. Orbiting a safe distance on the friendly side of the FLOT, the JSTARS radar scans a wide area out to great depths on the battlefield. The radar data are simultaneously received by Air Force and Army operators aboard the aircraft and are downlinked in near real-time to multiple Ground Station Modules (GSM) at Echelons Above Corps, Corps, Corps Artillery, Division, Division Artillery, Armored Cavalry Regiment, and Separate Brigade. **JSTARS CGS** The JSTARS Common Ground Station is a joint Air Force/Army program. The airborne platform is a USAF E-8 (a militarized Boeing 707) with a multi-mode radar (capable of wide area surveillance and synthetic aperture modes), 18 operation-and-control consoles, a Surveillance and Control

Data Link (SCDL), and secure communications. Orbiting a safe distance from the Forward Line of Troops (FLOT), Joint STARS radar scans a wide area of the battlefield at long ranges. The radar data is received by Air Force and Army operators aboard the aircraft and then downlinked to multiple CGSs via the SCDL. The information provides tactical air and ground commanders with near-real-time wide area surveillance and deep targeting data. The Joint STARS system can detect, locate, track, classify, and assist in attacking both fixed and moving targets beyond the FLOT during daylight and darkness in nearly all weather conditions.

- JSTMP Joint System Training Management Plan
- JTAGS Joint Tactical Ground Station
- JTDP Joint Training Development Plan
- JTF Joint Task Force
- JTF Joint Tactical Fusion
- JTF PMO Joint Tactical Fusion Program Management Office
- JTIDS Joint Tactical Information Distribution System
- JTIDS Joint Tactical Information Distribution System



The Joint Tactical Terminal

JTT Joint Tactical Terminal. Formerly known as CTT, the JTT provides the joint war-fighter with seamless, near-real time tactical intelligence and targeting information. It gives the critical data link to battle managers, intelligence centers, air defense, fire support and aviation nodes across all services. JTT allows Army, Air Force, Navy and Marine Corps users to exploit intelligence broadcast networks including: Tactical Reconnaissance Intelligence Exchange Service (TRIXS), Tactical Information Broadcast Service (TIBS), Tactical

Related Applications (TRAP), Tactical Data Information Exchange System-B (TADIXS-B) and Secondary Imagery Dissemination (SID) via a General Purpose Link (GPL). In addition to receiving intelligence data, JTT functions as a data provider terminal or relay. The JTT is provided for integration into systems on vehicles, aircraft, ships, and fixed sites. Two Channel JTT receives data simultaneously on two networks and is packaged in a rugged 3/4ATR. The Three Channel JTT operates simultaneously on three networks and comes in two models; the full duplex JTT/H3 and the receive-only version JTT/HR3. **JTTF** Joint Targeting Task Force **JTTP** Joint Targeting Training Program **JUAV-ER** Joint UAV-Endurance Range **JUAV-SR** Joint UAV-Short Range **JWC** Joint Working Conference **JWG** Joint Working Group **JWICS** Joint Worldwide Intelligence Communications System **JWID** Joint Warrior Interoperability Demonstration

- KPP** Key Performance Parameters
- KPT** Knowledge Process Team
- KVA** Kilovolt-amp
- KW** Kilowatt

- LA** Latin America
- LAAF** Libby Army Airfield, Fort Huachuca
- LAC** Language Action Committee
- LADF** Leadership Assessment and Development Program
- LAM** Louisiana Maneuvers
- LAN** Local Area Network
- LAP** Leadership Assessment Program
- LATSP** Latin America Technical Support Package
- LBCN** Logistics Based Critical Node
- LBSR** Lightweight Battlefield Surveillance Radar
- LBSS** Lightweight Battlefield Surveillance System
- LCC** Limited Capability Configuration
- LCC-E** Limited Capability Configuration-Europe
- LCCLS** Life-Cycle Contractor Logistical Support
- LCCS** Life-Cycle Contractor Support
- LCDU** Liquid Crystal Display Unit
- LCS** Low Cost Satellite
- LCSMM** Life Cycle System Management Module
- LCSS** Life Cycle Software Support
- LEA** Law Enforcement Agencies

Glossary

- LEO Low Earth Orbit
LEWWG Land Electronic Warfare Working Group
LFT&EWG Live Fire Test & Evaluation Working Group
LGSM Light Ground Station Module
LHB Leadership and History Branch
LIC Low Intensity Conflict
LIC Language Identifier Code
LICEX Low Intensity Conflict Exercise
LICPRO LIC Proponency Office
LID Light Infantry Division
LISD Library Information Services Division
LITG Low Intensity Task Group
LLCM Language Life Cycle Model
LL/LC Language Lab/Learning Center
LL/LRC Language Laboratory/Learning Resource Center
LLNL Lawrence Livermore National Laboratories
LLSO Low Level Source Operations
LMA Lockheed-Martin Astronautics
LMEP Language MOS Evaluation Plan
LMRDFS Lightweight Man-Transportable Radio Direction Finder System The LMRDFS is a lightweight man-portable, communications intercept/DF system. The system's dual-channel design gives it speed, high accuracy and operational flexibility. It can stand alone on intercept and direction-finding missions. On emitter location missions, it works as part of a network that may include larger systems, such as Teammate, AN/TRQ-32A(V)2. The system is ideal for intercept/DF operations in light, airborne, air assault and SOF operations. The 60-pound system can be carried by two soldiers. The receiver/processor subsystem fits in one soldier's ALICE pack and the antenna subsystem goes on another pack. A complete station can be rapidly relocated, optimizing its use in the forward areas of operations. External communications are provided by secure combat net radio.
- LO Lesson Outline
LOA Letter of Agreement
LOB Line of Bearing
LOCC Lakeside Officers Club
LOI Letter of Instruction
LOI Letter of Intent
LP Limited Procurement
LP Lesson Plan
LPB Literature Production Branch
LPD Literature Production Division
LPI Low Probability of Intercept
LPU Limited Production Urgent
- LRAMRP Long-Range Army Materiel Requirements Plan
LRIP Low Rate Initial Production
LRRDAP Long-Range Research & Development Acquisition Plan
LRRP Long-Range Reconnaissance Patrol
LRS Long-Range Surveillance
LRSP Long-Range Surveillance Patrol
LRSU Long-Range Surveillance Unit
LSA Logistics Support Analysis
LSCP Language Skill Change Program
LTG Leadership Task Group
LTOE Living Table of Organization
LUT Limited User Test
- M³T² Multi-Mission Medium Tactical Transport
M/I Methodology/Instrumentation
M/S Models/Simulation
M&L Materiel and Logistics (Division)
MAA Mission Area Analysis
MAATG Mission Area Analysis Test Advisory Group
MAC Mission Area Concept
MACADO Machine-Assisted Cryptologic Data Operations
MACOM Major Army Command
MADAM Materiel Acquisition Management System
MADAM Materiel Development Automated Milestone
MADP Mission Area Development Plan
MAE-UAV Medium Altitude Endurance Unmanned Aerial Vehicle. See "Predator" for a description.
MAFIS Mobile Automated Field Instrumentation System
MAGIIC Mobile Army Ground Imagery Interpretation Center
MAIT Maintenance Assistance Inspection Team
MAM Materiel Acquisition Management (Program)
MANPRINT Manpower and Personnel Integration
MAOC Master ASAS Operator Course
MAP Materiel Acquisition Process
MAP Management Action Plan
MARC Manpower Authorization Requirements Criteria
MARKS Modern Army Record Keeping System
MAS Military Agency for Standardization (NATO)
MASINT Measurement and Signature Intelligence
MATDEV Materiel Developer
MBA Multiple Beam Receiver Antenna
Mbps Megabytes per second
- MBTI Myers-Briggs Type Indicator
MCA Military Construction Army
MCAS Multi-Band Collection and Analysis
MCB Managing the Civilian Workforce Budget
MCD Morse Collection Department
MCEIDS Macintosh Electronic Information Delivery System
MCM Material Change Management
MCMA National Contract Management Association
MCS Maneuver Control System
MCT-4 Morse Code Trainer-4
MDB Master Data Base
MDC Material Distribution Center
MDCI Multidiscipline Counterintelligence
MDEC McDonnell-Douglas Electronic Corporation
MDP Morse Data Preparation
MDR Milestone Decision Review
MDS Modular Dissemination System
MDV Minimum Detectable Velocities
MEDCS Military Equal Opportunity Climate Survey
MEDDAC U.S. Army Medical Department Activity
MEDUAV Medium Range UAU
MEILSR Minimum Essential Integrated Logistics Support Requirements
MEL Military Education Level
MEM Message Exchange Matrix
MENS Mission Element Need Statement
MEO Most Efficient Organization
MEP Master Evaluation Plan
MEPS Military Entrance Processing Station
MER Manpower Estimate Report
METL Mission Essential Task List
METOC Meteorological and Oceanographic
METT Mission, Enemy, Terrain, Troops
MEWSS Mobile Electronic Warfare Support System
MFCC MICROFIX Control Center
MFP Materiel Fielding Plans
MFR Memorandum for the Record
MGSM Medium Ground Station Module
MHEP Military History Education Program
MI Military Intelligence
MI-BOS Military Intelligence Battlefield Operating System
MIATC Military Intelligence Aviator Track Course
MICA Military Intelligence Corps Association
MICAT Military Intelligence Combat Assessment Tables

MICOM Missile Command	MOC Meteorological and Oceanographic Operational Capability	NAGS NATO Alliance Ground Surveillance System
MIDAS Modular Intelligence Devices and Systems	MOCS Military Occupational Classification and Structure	NAM Network Assessment Model
MIFLC Military Intelligence Foreign Language Center	MOE Measures of Effectiveness	NARC Narcotic-Threat
MIFLSA MI Foreign Language Survey and Analysis	MOS Military Occupational Specialty	NAS Naval Air Station
MIES Modernized Imagery Exploitation System	MOSES MOS Evaluation Survey	NATO North Atlantic Treaty Organization
MILPERCEN U.S. Army Military Personnel Center	MOSQ MOS Qualification	NAVTECHTRACEN Naval Technical Training Center
MINURSO United Nations Peace Keeping Mission for the Referendum in Western Sahara	MOTE Multiservice Operational Test and Evaluation	NBC Nuclear, Biological, Chemical
MIOAC Military Intelligence Officer Advanced Course	MOU Memorandum of Understanding	NBDL Narrow Band Data Link
MIOBC Military Intelligence Officer Basic Course	MP Meteorological Package	NCACS North Central Association of Colleges and Schools
MIOTC Military Intelligence Officer Transition Course	MPCS Mission Planning and Control Station	NCICA National Counterintelligence Corporation Association
MIP/ASP Model Installation Program/ Army Suggestion Program	MPD Military Personnel Division	NCO Noncommissioned Officer
MIPB Military Intelligence Professional Bulletin	MPT Morse Proficiency Test	NCOA Noncommissioned Officer Academy
MIPR Military Interdepartmental Purchase Request	MQS Military Qualification Standards	NCODP Noncommissioned Officer Development Program
MIPS Morse Intercept Position Simulator	MRC Major Regional Conflict	NCOES Noncommissioned Officer Education System
MIS Management Information System	MRDFS Man Transportable Radio Direction Finding Set	NCSRT Noncommunications Signal Recognition Trainer
MISOFJWG MI Special Operations Forces Joint Working Group	MRDFS Manportable Radio Direction Finding System	NDI Nondevelopmental Items
MISTS MI Support Team Seminars	MRE Meal Ready to Eat	NEAS&C New England Association of Schools and Colleges
MITT Mobile Integrated Tactical Terminal	MRIS Modernization Resource Information System	NEPA National Environmental Policy Act
MIVER Military Installation Voluntary Education Review	MS Multi-Service	NET New Equipment Training
MIWOAC MI Warrant Officer Advanced Course	MS ³ Manpower Staffing Standards System	NET TSP New Equipment Training Test Support Package [MATDEV]
MIWOBC MI Warrant Officer Basic Course	MSC Major Subordinate Command	NETT New Equipment Training Team
MJWG MANPRINT Joint Working Group	MSD Military Science Division	NEWAC NATO EW Advisory Committee
MMAS Multi-Mission Area Sensor	MSE Mobile Subscriber Equipment	NG National Guard
MMI Man-Machine Interface	MSF Mobile Strike Force	NGB National Guard Bureau
MMIS Military Man in Space	MSG Messages, IEW, USMTF	NGIC National Ground Intelligence Center
MMM Mule Mountain Marathon	MSI Multispectral Imagery	NIBD Net income before depreciation
MMS Meteorological Measuring Set	MSO MICROFIX System One	NICP National Intelligence Command Post
MMSW Program Manager Signals Warfare	MSTE Multi-Service Test and Evaluation	NIPRNET National Internet Protocol Router Network
MMT Morse Mission Trainer	MTBF Mean Time Between Failures	NIS National Input Segment
MNS Mission Needs Statement	MTD Morse Training Department	NISH National Institute for the Severely Handicapped
MOA Memorandum of Agreement	MTDS Multimedia Training Delivery System	NITRAS Naval Integrated Training Resource Administrative System
MOB Mobilization Table Of Distribution and Allowances	MTF Message Text Format	NLOS Non Line-of-Site Weapons System
MOBARPRINT Mobilization Army Program of Individual Training	MTI Moving Target Indicator	NNBIS National Narcotics Border Interdiction System
MOBLAS Mobilization Level Application Software	MTI-UAV Moving Target Indicator-UAV	NOI Notice of Intent
MOBTDA Mobilization Table of Distribution and Allowances	MTMP Major Army Command Telephone Modernization Project	NONCOM Noncommunications
MOC Method of Change	MTNG Montana National Guard	NOTT New Organization Training Team
	MTOE Modified Tables of Organization and Equipment	NRP Net Radio Protocol
	MTP Mission Training Plan	NRT Near Real Time
	MTS Masked Target Sensor	NSA National Security Agency
	MTT Mobile Training Team	NSB New Systems Branch
	MTTS Mobile TEMPEST Test Set	
	MUMS Manpower Utilization Management System	
	MWBL Mounted Warfare Battle Lab	
	MWR Morale, Welfare and Recreation	
	NAF Nonappropriated Fund	
	NAGC National Association of Government Communicators	

Glossary

NSB National Systems Branch
NSTD Non-System Training Device
NSTO New Systems Training Office
NSTS National Space Transportation System
NTC National Training Center
NTTC Navy Technical Training Center, Corry Station, FL
NTU National Technological University
NVIS Near Vertical Incidence Skywave

O&FM Operations and Force Modernization
O&O Operations and Organizations
O&P Organization & Personnel
OAC Officer Advanced Course
OAP Office Automation Plan
OB Order of Battle
OB/OD open burning/open detonation
OCAR Office of the Chief, Army Reserve
OCMI Office of the Chief of Military Intelligence
OCONUS Outside the Continental United States
OCS Officer Candidate School
ODARS Operational Data, Analysis, Requirements and Structure
ODBMS ORACLE Database Management System
ODC Operation DESERT CAPTURE
ODCSINT Office of Deputy Chief of Staff, Intelligence
ODCSOPS Office of Deputy Chief of Staff, Operations
ODP Officer Distribution Plan
OEM Original Equipment Manufacturers
OER Officer Efficiency Report
OFD Operational Field Demonstrations
OG-181 Piranha
OICTP Outline Individual and Collective Training Program
OLDT Officer and Leadership Development Team
OLE Organizational Leadership Elective
OMDC Official Mail and Distribution Center
OMA Operational Management Account
OMA Operations and Maintenance, Army
OMS/MP Operational Mode Summary/Mission Profile
ONDCP Office of National Drug Control Policy
ONS Operational Needs Statement
OOC Out-of-Cycle
OOTW Operations Other Than War
OPA Other Procurement, Army
OPCON Operational Control

OPD Officer Professional Development
OPFAC Operational Facility
OPFAC Operational Facilities [IEW Radio Distribution]
OPFOR Opposing Forces
OPI Oral Proficiency Interview
OPIT Operational Product Improvement Test
OPLOC Operating Location
OPLOC-SS Operating Location-Seaside
OPM Office of Personnel Management
OPMS Officer Personnel Management System
OPSEC Operations Security
OPTEC Operational Test and Evaluation Command
OPTEMPO Operating Tempo
ORD Operational Requirement Document {replaces O&O/ROC}
OSA Operational Support Airlift
OSB Operations and Systems Branch
OSD Office of the Secretary of Defense
OSD Operations Support Division
OSE Operational Special Evaluation
OSIA On-Site Inspection Agency
OSMTT On-Site Maintenance Training Team
OSS Operations Support Specialist
OSUT On-Site User Test
OSUT One-Stop Unit Training
OT Other transactions
OT Operational Test
OTA Office of Technical Assistance
OTB Officer Training Branch
OTCT Officer Training Coordination Team
OTEA Operational Test and Evaluation Agency
OTRR Operational Test Readiness Report
OTRS-T Operational Test Readiness Statement-Training
OTW Owning the Weather
OUE Operational Utility Evaluation
OUSD Office of the Undersecretary of Defense



Outrider Tactical UAV

Outrider. Also known as the Tactical Unmanned Aerial Vehicle, the T-UAV is

designed to support Army maneuver brigade and armored cavalry regiment commanders. The Outrider close-range Tactical UAV will have a range of 200 km with three hours on-station time at maximum range. It will carry a day and night electro-optical (EO) and infrared (IR) sensor for reconnaissance, intelligence, surveillance, and target acquisition (RISTA) missions. In time, the Outrider tactical UAV may have a moving target indicator (MTI) and synthetic aperture radar (SAR), electronic warfare, communications and data relay, and minefield detection capabilities. This program is currently a two-year Advanced Concept Technology Demonstration (ACTD). This system will likely see its first use in the 4th Infantry Division (Mechanized) at Fort Hood, Texas, in fiscal year 1997. If this ACTD transitions to a complete materiel system's fielding, the Army will field T-UAV to all Active Component Army units by fiscal year 02.

OV-1D SEMA Aircraft/aka: Mohawk. The Mohawk radar surveillance system provides Corps commanders with location and moving target data during daylight, darkness, and in near all-weather conditions, allowing tactical commanders to monitor threat disposition and movement. The OV-1D Mohawk is a two-place, twin-turboprop, combat aircraft equipped with Side Looking Airborne Radar (SLAR) and photographic systems. Radar data are data linked to ground terminals for near real-time display. The OV-1D is assigned to the Military Intelligence Battalion (Aerial Exploitation), Military Intelligence Brigade (Combat Electronic Warfare Intelligence [CEWO]) at Corps. Fielding of the Mohawk was completed in 1987. The fleet has begun a phased drawdown to full retirement by FY97, when the Joint Surveillance Target Attack Radar System (JSTARS) will fulfill the airborne radar mission for the Army.

P3I Preplanned Product Improvement
P&PDB Plans and Program Development Branch
PAB Personnel Automation Branch
PAC Pre-Assignment Course
PAC Program Advisory Council
PACOM Pacific Command
PAG Program Advisory Group
PAO Public Affairs Office

PAOCC Pre-Assignment Orientation Course
 PARR Program Analysis and Resource Review
 PAWS Portable Work Station (ASAS)
 PB Production Branch
 PCC Pre-Command Course
 PCS Permanent Change of Station
 PCTEA Preliminary Cost and Effectiveness Analysis
 PD Publications Division
 PDI Program Development Indicator
 PDMO Program and Doctrine Management Office
 PDOS Professional Development of Officers
 PDR Preliminary Design Review
 PDR Program Development Review
 PDS Power Distribution System
 PDSS Post Deployment Software Support
 PE Practical Exercise
 PEO Plan Environmental Overlay
 PEO IEW Program Executive Office, Intelligence and Electronic Warfare
 PEO CCS Program Executive Office, Command and Control Systems
 PERR Preliminary Efficiency Review Report
 PERSCOM U.S. Army Personnel Command
 PFA Personnel Functional Assessment
 PGS Primary Grading Standards
 PI Product Improvement
 PID Programmable Interface Device
 PIP Product Improvement Program
 PIR Priority Intelligence Requirements
 PISCES Prototyping Intrapulse Signals Correlation Exploitation System
 PIVT Product Improvement Verification Test
 PIWD Program for Individuals with Disabilities
 PLCD Primary Leadership Development Course
 PLRS Position Location Reporting System
 PLSS Precision Location Strike System
 PM-SW Program Manager-Signals Warfare
 PME Prime Mission Equipment
 PMI Preliminary Marksmanship Instruction
 PMO Program Management Office
 PMS Pipeline Management System (USAF)
 PMS Professor of Military Science
 PM TRADE Program Manager for Training Devices
 PN Project Number

POC Point of Contact
 POI Program of Instruction
 POIMM Program of Instruction Management Module
 POM Program Objective Memorandum
 POSH Prevention of Sexual Harassment
 POV Privately Owned Vehicle
 PP Phased Prototype
 PPAP Permanent Party Area Plan
 ppb parts per billion
 PPBES Planning, Programming, Budgeting, and Execution System
 PPC Performance Planning Card
 PR Periodic Reinvestigation



Predator UAV-MR

Predator. The Predator, also known as the MAE-UAV, completed its Advanced Concept Technology Demonstration on 1 July 1996 and transitioned to the Air Force for continued development and fielding. This system will provide Army commanders at echelons above corps, corps, and division with the ability to “see deep,” out to ranges of 300 km or more, for missions of 24 hours duration or longer. The basic Predator system has day-night electro-optical/infrared and synthetic aperture radar sensors with growth plans for moving target indicator, signals intelligence, and communications and data-relay payloads. The Predator has successfully deployed twice to the Balkans supporting North Atlantic Treaty Organization, United Nations, and U.S. forces. Although the MAE UAV system will be organic to the 11th Reconnaissance Squadron, U.S. Air Force, the Army will have forward control elements at military intelligence units on echelons above corps through armored cavalry regiments to control the Predator air vehicles providing direct support to Army commanders.
 PRI Potomac Research Industries
 PRMC Position Management Review Committee
 PROFSS Professional Office System
 PROV Provisional
 PSAR Propensity Significant Activities Report
 PSG Parent Support Group

PSP Power Support Platform
 PSSP Personnel Security Screening Program
 PSTA Purpose, Scope and Target Audience
 PSTS Precision Strike Targeting System
 PT Physical Training
 PUG Pocket Users Guide
 PV Photo Voltaic
 PWOC Protestant Women of the Chapel
 PYOC Protestant Youth of the Chapel

QA Quality Assurance
 QAM Quantitative Amplitude Modulation
 QAO Quality Assurance Office
 QEG-INT Quadripartite Working Group on Intelligence
 QF Quickfix (aka: AN/ALQ-33 & 151)
 QFD Quality Function Deployment
 QFMT QUICKFIX Maintenance Trainer
 QL II Quicklook II (aka: AN/ALQ-133)
 QLG Quicklook Group
 QOL Quality of Life
 QQPRI Qualitative and Quantitative Personnel Requirements Information
 QQPRIFD Qualitative and Quantitative Personnel Requirements Information Feeder Data
 QRA Quarterly Review and Analysis
 QRC Quick Reaction Capability
 QRC-60 Trackwolf. See Trackwolf.
 QRC-59 LMRDFS. See AN/PRD-12
 QRC Quick Reaction Capability
 QRC-54 GR SATCOM
 QRC-51 Technical Control and Analysis Center (aka: TCAC)
 QRP Quick Reaction Package
 QRT Quality Resources Team
 QSTAG Quadripartite Standardization Agreement
 QTC Quality Control Center



QUICKFIX

QUICKFIX Quickfix is a tactical heliborne communications intercept, direction-finding (DF), and electronic countermeasures system. It is a division-level sensor system that provides signals

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intelligence to the battlefield commander at ranges in excess of the Ground Based Common Sensor capability. Quickfix consists of: AN/ALQ-151 intercept and DF mission equipment, AN/TLQ-17A communications jammer, and airborne self-protection equipment mounted in a modified UH-60A helicopter. Quickfix systems interoperate with each other and Trailblazer in a netted configuration for DF purposes. Advanced Quickfix (AQF) provides Division and Armored Cavalry Regiment commanders with an organic capability to listen to and locate the enemy for targeting and order-of-battle, rendering opposition command and control ineffective through jamming, and identifying/locating fire control nets and countermortar/counterbattery ground surveillance radar emissions. Configured in a Black Hawk helicopter, AQF provides the line-of-sight (LOS) extension necessary to provide for location accuracies sufficient for "steel on target" requirements, as well as for extension of C2 jamming LOS. AQF will transmit situational development information to the Technical Control and Analysis Element (TCAE) of the All Source Analysis System (ASAS), and targeting information will be transmitted through the TACFIRE system to their respective users. AQF will be interoperable with GBCS-L and GBCS-H. An "open systems architecture" is being used to accommodate rapid technology insertion to keep pace with changes in threat characteristics worldwide across the spectrum of conflict in the post-cold war era.

QUICKLOOK Mounted in a RV-1D Mohawk, QUICKLOOK II is a computer-driven electronic intelligence-gathering system that gives division and corps commanders the location and type of enemy noncommunications emitters. It is being replaced by the **GUARDRAIL**.

QWG/EW Quadripartite Working Group/Electronic Warfare

QWG-EW Quadripartite Working Group on Electronic Warfare

R&D Research and Development

R&S Reconnaissance and Surveillance

R³ Resiliency, Robustness, and Redundancy

RA Reserve Advisor

RACJAM The project name for the AN/ULQ-19 (V) 2 VHF Responsive Jammer

System used at division level to jam or harass enemy communications. Mounted on a truck or commercial utility cargo vehicle (CUCV), it can jam within one second any of 16 preselected target frequencies which the operator has entered.

RAD Retired Activities Day

RAM Random Access Memory

RAM Reliability, Availability, and Maintainability

RARDE Royal Armament Research and Development Establishment, England

RB Riley Barracks

RC Reserve Component



RC-12H

RC-12H. This aircraft mounts the Guardrail Common Sensor, corps-level airborne signal intercept, processing, direction-finding, and targeting system.

RC-135 Reconnaissance Aircraft The RC-135, used for worldwide strategic reconnaissance missions, is a four-engine, long-range, high-altitude version of the C-135 aircraft. There are several modls of the RC-135 configured differently for various reconnaissance roles and missions. Although the flight crew stations are similarly configured, the installed reconnaissance equipment is often unique within each aircraft. Reconnaissance equipment may include a nose cone which houses specialized radar antennae. Other equipment may include an assortment of probe, blade, wire and dielectric panel antennae; camera windows of various sizes and locations; and a wide variety of fairings used to smooth the outline of the aircraft and reduce drag. Information gathered by the RC-135 is made available to theater commanders, the Department of Defense and National Command Authorities. Data is processed, analyzed and stored by the Air Combat Command, Electronic Security Command and National Security Agency. RC-135s are equipped with an aerial refueling system which gives the

aircraft unlimited range. It has high, very high and ultra-high frequency radio, radar, solid state Doppler and stellar inertial navigation systems.

RC³ Reserve Component Course Configuration

RCIA Rite of Christian Initiation of Adults

RCIITC Reserve Component Intelligence Instructor Training Course

RCMB Resident Course Management Branch

RCRA Resource Conservation and Recovery Act

RCTIQA Reserve Component Training Institution Quality Assurance

RDIT Rapid Deployment Imagery Terminal

RDS Remote Display System

RECS Rear Echelon COMINT System

REDTRAIN Readiness Training

REMBASS Remotely Monitored Battlefield Sensor System (aka: AN/GSQ-187) This system uses ground sensors that can detect the movement of men and vehicles, both day and night and in all weather conditions, and transmit that information to command posts. REMBASS, which went into production in 1985, is organic to the ground surveillance company of the division military intelligence battalion. It makes use of seismic/acoustic, magnetic and infrared sensors to identify targets, from personnel to wheeled or tracked vehicles. When the sensors are activated, VHF radio signals are sent to a command post directly or through radio repeaters.

RET Retired

RETO Review of Education and Training for Officers

RF Radio Frequency

RFI Reserve Forces Intelligence

RFIS Reserve Forces Intelligence School

RFO Reserve Forces Office

RFP Request for Proposal

RHA Records Holding Area

RIC Regional Intelligence Center

RIF Reduction in Force

RISC Reduced Instruction Set Computers

RISTA Reconnaissance Intelligence Surveillance Target Acquisition

RMO Resource Management Office

RMS Requirements Management System

ROC Required Operational Capability

ROKA Republic of Korea Army

ROTC Reserve Officer Training Corps

RPMA Real Property Maintenance Account	SDC Strategic Debriefing Course	SIS Simulation Intercept System
RPV Remotely Piloted Vehicle	SDR Significant Design Review	SIT Special Identification Techniques
RR Radio Relay	SDR Software Design Review	SITG Strategic Intelligence Task Group
RRC Requirements Resource Committee	SDT Self-Development Test	SL Skill Level
RRR RAM Rationale Report	SECDEF Secretary of Defense	SLAR Side-Looking Airborne Radar
RRS Remote Relay System	SED Signal Electronic Warfare Department	SLFDR Stock Level Funded Depot Repairable
RSI Rationalization, Standardization, and Interoperability	SEMA Special Electronic Mission Aircraft	SLPE Systems Level Performance Evaluation
RSTA Reconnaissance Surveillance Target Acquisition	SEMA-X Special Electronic Mission Aircraft-Experimental	SLPV Systems Level Performance Verification
RTA Resident Training Authority	SEMAID Special Electronic Mission Aircraft Instruction Division	SM Soldiers Manual
RTD Resident Training Division	SEMT SIGINT/EW Maintenance Trainer	SMART SIGINT Message Generator and Analysis Tool
RTP Radio Telephone Procedures	SEOS SIGINT/EW Equipment Operator Simulator	SMAT Sexual Misconduct Awareness Training
RW Rotary Wing	SEP Special Emphasis Program	SMD Systems Maintenance Division
RWS Remote Workstation	SEPC Special Emphasis Program Coordinator	SMDR Structure Manning Decision Review
S&T Science and Technology	SERE Survival, Evasion, Resistance, Escape	SME Subject Matter Expert
SAACONS Standard Army Automated Contracting System	SESS SIGINT/EW Supervisor Simulator	SMEE Subject Matter Expert Exchange
SACEUR Supreme Allied Commander, Europe	SF Square Feet	SMIOC Senior Military Intelligence Officers Conference
SADBU Small and Disadvantaged Business Utilization	SFDB Staff and Faculty Development Branch	SMM Special Mission Modification
SADBUS Small and Disadvantaged Business Utilization Specialist	SFTB Staff and Faculty Training Branch	SMMP System MANPRINT Management Plan
SAFE Safety, Fire Protection and Environment	SGA Standards of Grade Authorization	SMOC Soviet Military Operations Course
SAG Study Advisory Group	SGF Scenario Generation Facility	SMP Systems Maintenance Platoon
SAIC Science Applications International Corporation	SGL Small Group Instruction	SOC Staff Officers Course
SAMP Small Arms Master Plan	SIB Systems Integration Branch	SOCOM Special Operations Command
SAO Space Activities Office	SIC Security Identification Cards	SOF Special Operations Forces
SAP Special Access Program	SICA SIGINT Control and Analysis	SOG Special Operations Group
SAR Synthetic Aperture Radar	SICUPS Standard Integrated Command Post Shelter	SOJT Special On-the-Job Training
SARC Schedule and Review Committee	SIDS Secondary Imagery Dissemination System	SOP Standing Operating Procedure
SARDA Secretary of the Army, Research, Development and Acquisition	SIE System Integration Evaluation	SORD Systems Operational Requirements Documents
SASO Stability and Support Operations	SIFO Systems Integration and Fielding Office	SOT Special Operational Training
SASS Small Aerostat Surveillance System	SIGINT Signals Intelligence	SOTIOC Senior Officer Tactical Intelligence Orientation Course
SAT Systems Approach to Training	SIGINT/EW Signals Intelligence/Electronic Warfare	SOUTHCOM Southern Command
SATCOM Satellite Communications Agency, or Satellite Communications	SIGINT Signals Intelligence	SOW Statement of Work
SAW Squad Automatic Weapon	SIGSEC Signals Security	SPADVOS Space-Borne Direct View Optical System
SCA Stock Control Activity	SII Statement of Intelligence Interest [Threat]	SPAN Signal Parametric Analysis of Potential Critical Nodes
SC/ST Steering Committee/Staff Talks	SIMEX Simulated Exercise	SPARTIS Space Related Tactical Intelligence Study
SCDL Surveillance and Control Data Link	SIMNET Simulation Network	SPECC Space Enhanced Command and Control
SCI Sensitive Compartmentalized Information	SINCGARS Single Channel Ground and Airborne Radio Subsystems	SPIRIT Systematic Productivity Improvement Review
SCIF Sensitive Compartmentalized Information Facility	SINCGARS Single Channel Ground and Airborne Radio System	SPIRIT Special Purpose Integrated Remote Intelligence Terminal
SCOLA Satellite Communications for Learning	SIO Senior Intelligence Officer	SPO Special Propensity Office
SCORES Scenario-Oriented Recurring Evaluation System	SIP System Improvement Plan	SPSR Secondary Payload Support Room
SCT Single Channel Terminal	SIP System Integration Plan	SQT Skill Qualification Test
SD Space Division	SIPRNET Secret Internet Protocol Routing Network	SR-UAV Short Range UAV
SDB Strategic Debriefing Branch	SIR System Integration Review	SRA Special Repair Activity
	SIS Signal Intelligence Service	SRB Systems Research Branch

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SRBM Short Range Ballistic Missile	controlled UHF band radio. Data may be transmitted and received simultaneously over its one transmit and three receive channels. Two SUCCESS radios may be stacked to provide an integrated, fully redundant, two-transmit and six-receive channel capability. The radio is designed to communicate with selected airborne, terrestrial and satellite systems. It contains a tactical receive equipment processor and can process all TRAP/TADIXS-B formatted transmissions. The control/receiver and transmitter drawers are designed for ground/mobile sheltered environments.	TADSS Training Aids, Devices, Simulators and Simulations
SRC Short Range Component		TAFSM Target Acquisition, Fire Support Model
SRF SIGINT Readiness Facility		TAG Task Advisory Group
SRR System Requirements Review		TAMT Tracking Antenna Maintenance Trainer
SRP Soldier Readiness Processing		TAP Transition Assistance Program
SRT Security Reaction Team		TAPES Total Army Performance Evaluation System
SSAC Source Selection Advisory Council		TAQ Total Army Quality
SSC-NCR Soldier Support Center-National Capital Region		TAQ/TQM Total Army Quality/Total Quality Management
SSD Space Systems Division		TAREX Target Exploitation
SSD Strategic Systems Division		TASA Task and Skill Analysis
SSEB Source Selection and Evaluation Board		TASC Training Aids Support Center
SSI Special Skill Identifier		TASIF TENCAP Applications & Systems Integration Facility
SSL Single Station Location	SUPER Strategic Utilities Planning Evaluation and Rating	TASIO Tactical All-Source Intelligence Officer
SSLS Shop Stock Lists	SWA Southwest Asia	TASIO-O Tactical All-Source Intelligence Officer-Orientation
SSMB Simulations Systems Management Branch	SWATS Southwest Asia Training Site	TASO Terminal Area Security Officer
SSO Special Security Office	SWC Standard Work Center	TASS Total Army School System
SSP TSP System Support Package Test Support Package [MATDEV]	SWCBD Southwest Center for Biological Diversity	TAT Tracking Antenna Trainer
SSP-S Single Source Processor-SIGINT	SWL Signal Warfare Labs	TATS Total Army Training System
SSS Super Soldier Sweepstakes	SWO Staff Weather Officer	TAWDS Transportable Weather Distribution System
SSTT Strategic Systems Training Team	SWOAIIC Staff Weather Officer Army Indoctrination Course	TAWG Technical Automation Working Group
ST Special Test	SWTDA Software Tactical Decision Aid	TBCS Training Base Capacity Studies
STA System Threat Assessment		TBM Theater Battle Management
STAC SIGINT Training Advisory Committee	T/TEP Training and Training Equipment Plan	TBMT TRAILBLAZER Maintenance Trainer
STAMIS Standard Army Management System	T&D Training and Development	TC Training Circular
STANAG Standardized Agreement	TA Tasking Analysis	TC Type Classification
STANFINS Standard Finance System	TAA Total Army Analysis	TCAC Technical Control and Analysis Center (aka: AN/TSQ-130)
STANO Surveillance, Target Acquisition and Night Observation	TAADS The Army Authorization Document System	TCAC(D) Technical Control and Analysis Center (Division)
STAR System Threat Assessment Report	TAB Training Analysis Branch	TCAE Technical Control and Analysis Element
STARCIPS Standard Army Civilian Payroll System	TABE The Adult Battery Education	TCC Trainer Control Center
STD Strategic Training Division	TAC Technical Assessment Center	TCD Toolbox for Courseware Developers
STE Special Test Equipment	TACACS TAC Access Control System	TCGS TENCAP Common Ground Station
STIATIC Scientific and Technical Intelligence Analyst Introductory Course	TAC-D Tactical Cover and Deception	TCI Technology for Communications International
STIC Special Techniques in Cryptanalysis	TACCS Tactical Army Command and Control System	TCMIS TRADOC Command Management Information Systems
STID Strategic and Tactical Intelligence Division	TACCS Tactical CSS Computer System	TCO Telephone Control Officer
STP Soldier Training Publications	TACFIRE Tactical Fire Control System	TCO Tactical Operations Center
STP Space Test Program	TACIES Tactical Imagery Exploitation Systems	TCOE TRADOC Communities of Excellence
STRAC Skilled, Tough, and Ready Around the Clock	TACJAM Tactical Communications Jammer (aka AN/MLQ-34, Special Purpose Countermeasures Set) TACJAM is used for high-powered communications jamming of single-channel tactical enemy communications links at division and corps level. The set is housed in an S-595 shelter mounted on a M1015 cargo carrier.	TCR Training Capability Report
STRAP System Training Plan	TACPLT Tactical Platoon	TCTA Time Critical Targeting Aids
STRICOM Simulations, Training and Instrumentation Command	TACS Tactical Air Control System	TCTS TRADOC Common Training Scenario
STT Small Tactical Terminal	TADIX-B Tactical Data Information Exchange System-Broadcast	TCU Tactical Computer Unit
STU Secure Telephone Unit		
STX Situational Training Exercise		
SUCCESS Synthesized UHF Computer Controller Equipment Subsystem This UHF radio is a fully automated, microprocessor-based, computer-		

TDA Tactical Decision Aid
TDA Table of Distribution and Allowances
TDAC TENCAP Data Analyst Course
TDB Training Development Branch
TDD Telecommunications Devices for the Deaf
TDD Training Development Division
TDDDB Training Design and Development Branch
TDDS TRAP Data Distribution System
TDLR Training Device Letter Requirement
TDMB Training Design Management Branch
TDNS Training Device Needs Statement
TDR Training Device Requirement
TDRRC Training Device Requirements Review Committee
TDW Test Development Workshop
TDY Temporary duty
TEA Training Effectiveness Analysis
TEAMMATE. See AN/TRQ-32A for a description.
TEAR Training Equipment Availability Report
TEB Tactical Exploitation Battalion
TEC Training Exercise Course
TEC Training Evaluation Complex
TEC TRADOC Evaluation Committee
TEC U.S. Army Topographic Engineering Center
TECHINT Technical Intelligence
TELMARS Telecommunications and Management Reporting System
TELS Transportable Erectable Launchers
TEMP Test and Evaluation Master Plan



Electronic Processing and Dissemination System, a part of the TENCAP Program

TENCAP Tactical Exploitation of National Capabilities. The purpose of the TENCAP program is to exploit the current and future tactical potential of national space systems and to integrate these capabilities into the Army's tactical decision-making process as rapidly as possible. The TENCAP program provides the commander immediate

access to national assets and the information they provide. Without a TENCAP asset, the commander has to be force-fed national-level intelligence from above. With a TENCAP asset, the commander is able to pull the data he requires, when he needs it. The bottom line is that these assets and the information they provide are readily available to the commander. Since 1973, the Army Space Office has been the proponent for managing the TENCAP Program. During this time, the ASPO has fielded numerous systems that provide the tactical commander from echelons above corps, corps, division, and the separate brigade access to national and theater overhead collection capabilities. These systems have deployed worldwide, on a variety of platforms from 40-foot vans to high-mobility multipurpose wheeled vehicles and man portable workstations. Current systems include the Electronic Processing and Dissemination System (EPDS), the Modernized Imagery Exploitation System (MIES), the Enhanced Tactical Users Terminal (ETUT), and the Enhanced Tactical Radar Correlator (ETRAC).
TEP Test and Evaluation Plan
TEP Test and Evaluation Plan
TERRA Scout [Project Terra Scout - USAIC&FH Shuttle Experiment]
TES Tactical Exploitation System
TEXCOM U.S. Army Test and Experimentation Command
TF Task Force
TFH Task Force HUMINT
TFS Tactical Forecast System
THMT Tactical High Mobility Terminal
TI Technical Intelligence
TIAP Theater Intelligence Architecture Program
TIB Tactical Interrogation Branch
TIBS Tactical Information Broadcast System
TIDEP Tactical Intelligence Development Plan
TIDS Tactical Intrusion Detection System
TIED TRADOC Independent Evaluation Directorate
TIIF Tactical Imagery Interpretation Facility (aka: AN/TSQ-43)
TIIP Tactical IEW Interoperability Program
TIONUS Tactical Intelligence Officer, Non-US
TIPE Tactical Intelligence Production Enhancement

TIPE Tactical Intel Support System
TIR Tactical Incident Report
TIR Test Incident Report
TISA Troop Issue Subsistence Activity
TISS Tactical Intelligence Satellite Systems
TIIG Tactical Intelligence Task Group
TIWG Test Integration Working Group
TIWG Tactical Utilization of National Assets
TJ-A/IEWCSS TACJAM-A/IEW Common Sensor System
TLA Target Location Accuracy
TM Transaction Monitor
TMA Training Mission Area
TMD Theater Missile Defense
TMD Training Management Division
TMSB Training Material Support Branch
TNET Teletraining Network
TO Threat Office
TO&E Table of Organization and Equipment
TOA Time-Off Award
TOC Tactical Operations Center
TOF Transfer of Function
TPB Tactical Proficiency Branch
TPB Training Publication Branch
TPF Total Package Fielding
TPIO TRADOC Program Integration Office
TPMT TEAMPACK Maintenance Trainer
TPO-AT TRADOC Project Office-Advanced Technologies
TPT Tactical Proficiency Trainer
TPTG Tactical Proficiency Task Group
TPU Troop Program Units
TPW Tactical Proficiency Week
TQM Total Quality Management
TQMT TRAILBLAZER and QUICKFIX Maintenance Trainer
TQR Total Qualification Range
TRAC TRADOC Research and Analysis Center
TRAC Tactical Radar Correlator



TRACKWOLF
TRACKWOLF The AN/TSQ-152 Special Purpose Receiving System (Trackwolf) is a high-frequency (HF) sky wave, intelligence, and emitter location

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system. This ground-based system provides Commander, U.S. Army Europe, with an organic capability to intercept, locate, exploit, or initially target sources of threat HF voice communications. This system can be tailored extensively—from a large, fully capable mobile COMINT field station to a small, elusive, four-vehicle configuration—to meet a wide range of mission objectives, giving early, reliable, and critical intelligence to the theater commander prior to initiation ties. The Trackwolf system comprises two separate interactive subsystems: A Collection and Processing Subsystem (CPS) and a Direction-Finding Subsystem (DFS). The CPS consists of command and control, receiving system, and collection analysis shelters. The DFS consists of a Net Control Station (NCS) collocated with the CPS and three remotely located DF outstations that communicate by landline or HF radio. Trackwolf has two primary missions: Signals intercept (performed by the CPS) and direction finding (performed by the DFS). The CPS is normally located in the theater rear area approximately 200 kilometers behind the Forward Line of Own Troops (FLOT). The system supports Echelons Above Corps commanders by supplying intelligence information to the theater-level All Source Analysis System (ASAS). It communicates with the ASAS at Divisions and Corps through the Single Source Processor—SIGINT (SSP-S) link.

TRADOC U.S. Army Training and Doctrine Command

TRAILBLAZER The project name for a Special Purpose Detecting System with the model number AN/TSQ-114B (V) 1. It consists of two master control stations and three remote slave stations which communicate over a secure data link. Each station is housed in an electronic equipment shelter, with a ballistic-protected exterior, mounted on an M1015 cargo carrier.]

TRAINEX Training Exercise

TRALINET TRADOC Library and Information Network

TRAMEA TRADOC Management Engineering Agency

TRANSCOM U.S. Army Transportation Command

TRAP Training Requirements Arbitration Panel

TRAP Tactical Receive Equipment and Related Application

TRAPPS TRADOC Planning and Programming System

TRAS Training Requirements Analysis System

TRASANA TRADOC Systems Analysis Activity

TRE Tactical Receiver Equipment

TRIXS Tactical Reconnaissance

Intelligence Exchange System

TRM TRADOC Review of Manpower

TRN Token Ring Network



TROJAN SPIRIT II provides information connectivity to the MI battalion battlefield operating system.

Trojan Spirit II Also known as AN/TSQ-190(V), the Trojan Spirit II is an intelligence dissemination satellite terminal, which provides access for intelligence processing and dissemination systems. It consists of secure voice, data, facsimile, video and secondary imagery dissemination capabilities. The system will receive, display and transmit digital imagery, weather and terrain products, templates, graphics, and text between CONUS/OCONUS bases and deployed forces. Connectivity is provided through the Fort Belvoir, Va., Trojan switching center, which currently connects Trojan systems at various U.S. bases with front-end antenna arrays located worldwide.

The Trojan Spirit II combines this network with mobile switch extensions to offer a worldwide, forward-deployed, quick-reaction reporting and analysis link. The terminal can provide up to 14 circuits using variable baud rates and will operate on either C, Ku or X frequency bands. Validated requirements for the Trojan Spirit II system include DSNET I/III, mobile subscriber equipment and Tactical Packet Network interfaces, as well as local area network connectivity. It is intended to augment echelons above corps and echelons corps and below inter-theater communications. It will conduct split-based, inter- and intra-theater operations through the range of

military operations.

TRRIP Theater Rapid Response Intelligence Package

TS Task Summary

TSA Target Signature Arrays

TSARC Test Schedule and Review Committee

TSB Training Simulations Branch

TSB Training Support Branch

TSC Training Support Company

TSCB Training Simulations and Courseware Branch

TSCM Technical Surveillance Countermeasures

TSD Tactical Software Division

TSE TOC Support Element

TSE Training System Evaluators

TSM TRADOC Systems Manager

TSM-ASAS TRADOC Systems

Manager, All-Source Analysis System

TSM-GBCS TRADOC Systems

Manager, Ground Based Common

Sensor

TSM-JSTARS TRADOC Systems

Manager, JSTARS

TSM-UAV TRADOC Systems Manager,

Unmanned Aerial Vehicles

TSO Training Standards Officer

TSP Training Support Package

TSP Technical Support Package

TSR Training Support Requirement

TSSC Tactical Software Support Center

TSTP Tactical Soldierization Training Program

TSU Trailer Support Unit

TTA/TTD Tactical Training Area/

Tactical Training Division

TTASIF TENCAP Training Applications

and Systems Integration Facility

TTD Tactical Training Division

TTG Technical Training Group (USAF)

TTMS TROJAN Transportable Mini-Switch

TTP Tactics, Techniques and Procedures

TTSP Test Training Support Package

TUAV Tactical Unmanned Aerial

Vehicle. It is intended for use in environments where real-time information feedback is needed, but manned aircraft are unavailable, or excessive risk or other conditions render use of manned aircraft less than prudent. The TUAV system consists of two Ground Control Stations (GCS); one Remote Video Terminal (RVT); four Air Vehicles (AVs); Modular Mission Payloads (MMPs); and launch and recovery equipment. The Ground Control Station collects, processes, analyzes, and distributes digitized battlefield informa-

tion by interfacing with present and planned Service Command, Control, Communications, and Intelligence (C3I) systems. Flight and mission commands are sent to the AVs from the GCS. RSTA imagery and AV position data are sent by downlink directly to the GCS or RVTs located in tactical operations centers. The TUAV is transportable by one C-130, with a roll-on, roll-off capability. Mission capability will be enhanced as advanced mission payloads become available, maximizing battlefield digitization to increase the effectiveness of other weapon systems.

TUG TCAC User's Group
TUT Tactical User Terminal
TVAS Target Value Analysis System {a component of Hawkeye}
TWESO TRADOC Weather and Environmental Support Office
TWI Tactical Weather Intelligence
TWIG Test Work Integration Group
TWOS Tactical Weather Observing System
TWOS Total Warrant Officer Study
TWR Tactical Weather Radar
TWS Tactical Weather System

U&S Unified and Specified

UAV Unmanned Aerial Vehicle. See also Predator, HAE-UAV, Hunter, and Outrider.
UCIRF U.S. Army Europe Intelligence Readiness Facility
UCMJ Uniformed Code of Military Justice
UCP UIR Change Proposals
UEI Unit Effectiveness Inspection (USAF)
UEPH Unaccompanied Enlisted Personnel Housing
UFD Unintentional Frequency Deviation
UFL Ulchi Focus Lens (Annual exercise held in the Republic of Korea)
UFR Unfinanced Requirement
UGS Unattended Ground Sensors
UHF Ultra High Frequency
UIES USAEUR Imagery Exploitation System
UIR User Interface Requirements
UK United Kingdom
ULC Unit Learning Center
ULLS Unit Level Logistics Systems
UMI University Microfilms International
UMT Unit Ministry Teams
UNISOM II United Nations in Somalia II
UPS Uninterruptable Power Supply

URG User Review Groups
URS Unit Reference Sheet
USAAVNBD U.S. Army Aviation Board
USACARA U.S. Army Civilian Appellate Review Agency
USACMH U.S. Army Center of Military History
USADAOA U.S. Army Drug and Alcohol Operations Agency
USAEPG U.S. Army Electronic Proving Ground
USAES U.S. Army Engineer School
USAEUR U.S. Army Europe
USAF U.S. Air Force
USAF SPACECOM U.S. Air Force Space Command
USAFAS U.S. Army Field Artillery School
USAFE U.S. Air Force Europe
USAFISA U.S. Army Force Integration Support Agency
USAFMSA Force Management Support Agency
USAG U.S. Army Garrison
USAIC&FH U.S. Army Intelligence Center & Fort Huachuca
USAISC U.S. Army Information Systems Command
USAISD U.S. Army Intelligence School-Devens
USAISRTD U.S. Army Intelligence School Reserve Training, Devens
USAMARDA U.S. Army Manpower Requirements and Documentation Agency
USAMS USAICS Software Analysis and Management System
USAOMM&S U.S. Army Ordnance, Missile and Munitions Center and School
USAPIC U.S. Army Personnel Integration Center
USAPPC U.S. Army Publications and Printing Command
USAR U.S. Army Reserve
USARC U.S. Army Reserve Command
USAREC U.S. Army Recruiting Command
USARF U.S. Army Reserve Forces
USARSO U.S. Army, South
USASMA U.S. Army Sergeants Major Academy
USASOC U.S. Army Special Operations Command
USATAPA U.S. Army Total Army Personnel Agency
USATSC U.S. Army Training Support Center
USAWC U.S. Army War College
USC Unified Space Command
USFK U.S. Forces, Korea

USMC U.S. Marine Corps
USMTF U.S. Message Text Format [JINTACCS]
UTD Unit Training Division
UTMB Unit Training Management Branch
UTNG Utah National Guard

V&V Validation and Verification
VA Veterans Administration
VA-WEP Veterans Administration-Work Experience Program
VAPS Visual Audio Prototype
VCSA Vice Chief of Staff of the Army
VERA Voluntary Early Retirement Authority
VHFS Vint Hill Farms Station
VIC Vector in Commander
VICE Voice Interceptor Comprehensive Evaluation
VIPER Vertical Takeoff/Landing Integrated Platform for ETD Recon
VIPM Visual Information Program Manager
VISTA Very Intelligence Surveillance and Target Acquisition System
VIT Voice Intercept Trainer
VLS-UAV Very Low Cost Unmanned Aerial Vehicle
VMF Variable Message Format
VPTF Voice Processing Training Facility
VPTS Voice Processing Training System
VSB Vestigial Sideband
VSIP Voluntary Separation Incentive Pay Program
VSO Visitor Support Office
VTC Video Teleconferencing
VTEL Video Teleconferencing
VTR Video Tape Recorder

WAM Wide Area Munitions
WARM Wartime Reserve Modes
WARSIM Warfighter's Simulation
WFG Weather Focus Groups
WFLA Warfighting LENS Analysis
WIC Worldwide Intelligence Conference
WTU Weapons Interface Units
WLNB The Warlord Notebook of the All-Source Analysis System (ASAS) is an intelligence support workstation designed to be a low-cost approach to extending the issuance of ASAS functionality down to the brigade, battalion, and subordinate levels. WLNB is a "consumer of intelligence products" workstation equipped with a full range of applications to support communications, messaging, maps and overlays, database operations, and analytical support tools. WLNB is built on a common baseline

Glossary

with the Maneuver Control System/ Phoenix Beta (MCS-P Beta) interim issue command and control (C2) system, the Army Airspace Command and Control System (A2C2S) and the Army's Medical Situation Awareness and Control System, among others. WLN is compatible with these systems as well as the full range of Army Tactical Command and Control Systems (ATCCS), including Maneuver Control System; Advanced Field Artillery Tactical Data System; Combat Service Support Control System; Forward Area Air Defense Command, Control, Communications and Intelligence (FAADC2); and the ASAS Remote Workstation.

WO Warrant Officer

WOAC Warrant Officer Advanced Course

WOBC Warrant Officer Basic Course

WOC Warrant Officer Candidate

WOLDAP Warrant Officer Leader

Development Action Plan

WOMA Warrant Officer Management Act

WOTTCC Warrant Officer Technical and Tactical Certification Course

WRAP Warfighting Rapid Acquisition Program

WRMP Water Resources Management Plan

WSC Widowed Support Center

WSMR White Sands Missile Range

WSO-SC Washington Standards Office-Standing Chairman

WV Wheeled Vehicles

WWMCCS Worldwide Military Command and Control System

YS Youth Services

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