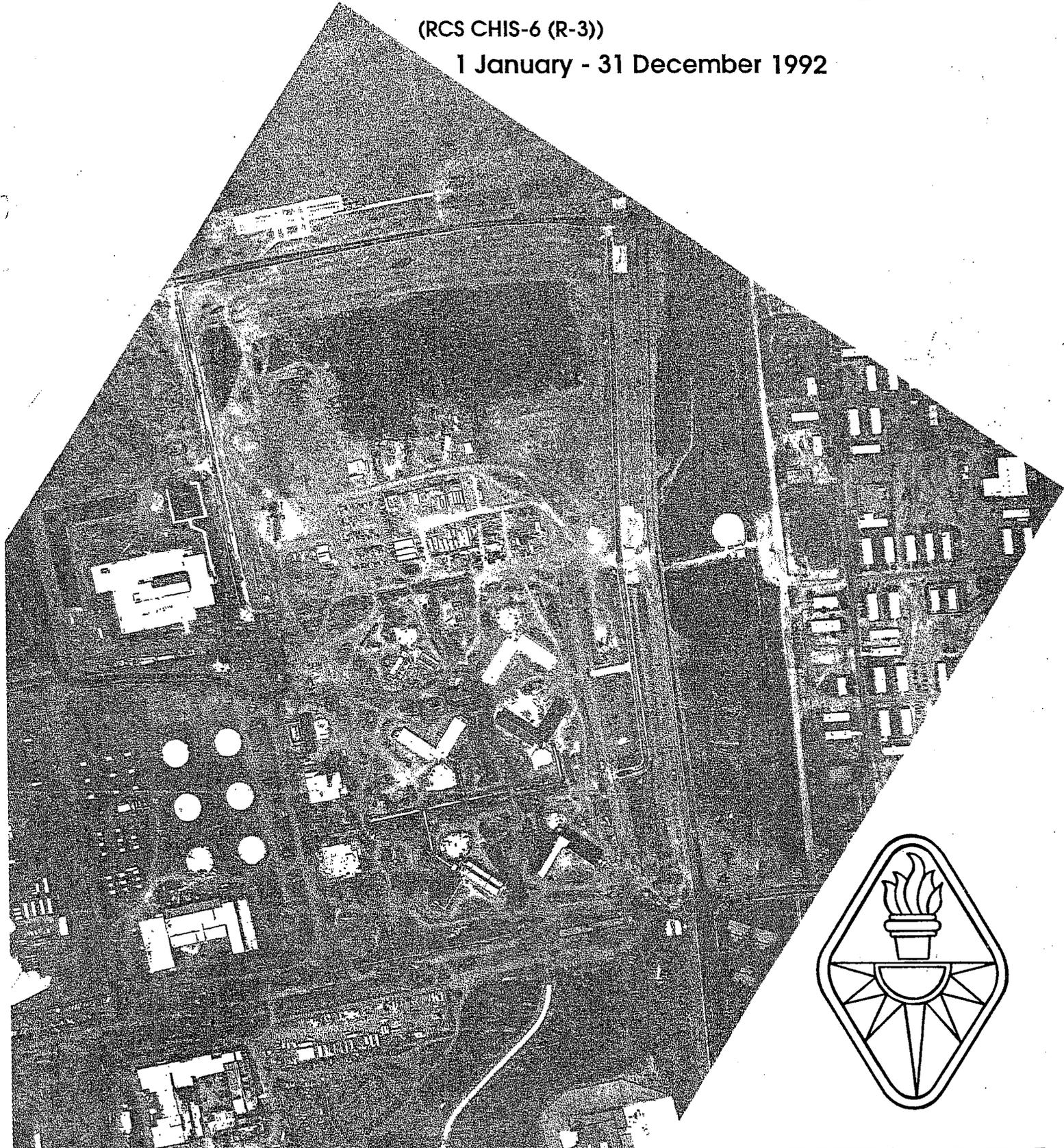


Part I

ANNUAL COMMAND HISTORY

(RCS CHIS-6 (R-3))

1 January - 31 December 1992



**U.S. Army Intelligence Center and Fort Huachuca,
Fort Huachuca, Arizona**

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U.S. Army Intelligence Center and Fort Huachuca

Annual Command History

(RCS CHIS-6[R3])

1 January 1992 - 31 December 1992

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The Year in Review, 1992

Commander's Overview

It has been called a "Year of Revolution in Military Intelligence." That description refers to the revolutionary changes that have occurred in technology, training and doctrine. Some of these broad changes have been brought about by shifts in the world situation, which has caused the U.S. Army to focus on power projection. Other alterations respond to the availability of new technology. Whatever the driving force behind them, the U.S. Army Intelligence Center and Fort Huachuca was challenged in 1992 to accommodate the new.

Chief of Staff of the Army General Gordon R. Sullivan recognized the importance of a Training and Doctrine Command when he said, "Training is the glue that holds us together." This is especially true in times of rapid change. Those of us in the MI training community are committed to making sure that the bond is unbreakable. Let me share with you just some of the highlights of a busy year.

In the next five years the MI soldier can expect to see fourteen flagship intelligence systems arrive in the field, along with the hardware, software, and vehicles that support them. These systems provide significantly enhanced capabilities to enable commanders to see the battlefield and target any enemy force they can see. Some of the developments were previewed in the Persian Gulf War. To keep abreast of these fast-paced historical events, the training of MI soldiers must be changed, upgraded, and improved to ensure we can optimize these new capabilities to provide unprecedented intelligence support to commanders.

New MI doctrine appeared in the revised versions of our field manuals. New organizational constructs were developed so that smaller, but more versatile, MI units could provide the same range of intelligence to battlefield commanders. Training was restructured to emphasize hands-on experience and simulation. New Military Occupational Specialties were being created to meet new demands, while some current MOSs were being consolidated. Plans were put in place to redo all of the leader courses by March 1993 and all others over the next two years to integrate the major changes that constitute our revolution.

Operation DESERT STORM confirmed that we are on the right track with our developmental intelligence systems. The Pioneer Unmanned Aerial Vehicles (UAV), flying over the battlefield, were able to send black and white TV pictures and Forward-Looking Infrared of real-time enemy activity. It was a powerful tool that allowed commanders to view and target activity behind enemy lines with great detail, eliminating the element of surprise and suggesting

possible enemy weaknesses. The next generation of UAVs, the Hunter, will have a range of 200 kilometers and can stay airborne for at least eight hours. When it is fielded in 1994, it will call for a new MOS within military intelligence. By the end of 1993, Fort Huachuca will become the national UAV training center for all the services.

The UAV program was complimented by J-STARS. The Joint Surveillance Target Attack Radar System is a prototype airborne radar system, developed jointly with the Air Force, that can provide an unprecedented assessment of enemy troop formations, supply routes and supply depots. It can target formations that are on the move and, by switching its radar mode, can identify stationary formations as well. The Ground Support Module, or GSM, enables commanders at multiple echelons to have great visibility of enemy activity in their area of interest and to target any activity they see. The J-STARS is scheduled to be fielded in 1997 with each Army corps getting dedicated support. Until that time, the Air Force will have at least two aircraft in readiness for any contingency, and we will have at least six GSMs ready to deploy with them.

The Military Intelligence revolution witnessed this year was made possible by sound planning for the future needs of the warfighter. Our revolution was articulated in the Army Master Plan; it was validated by the Military Intelligence RELOOK Panel; and it saw action in the Persian Gulf. It has caused the evolution of a new MI Concept that was approved by the Commander, TRADOC. The new concept spawned new organizational designs that were expected to be approved by the Chief of Staff of the Army in January 1993. It has also meant that every piece of doctrine was reshaped and that every training course was changed.

Some of the new manuals written as a result of our revolution were the *Combat Commander's Handbook on Intelligence, Intelligence and Electronic Warfare Support to Low Intensity Conflict Operations*, as well as a long list of other titles. These efforts incorporated combat lessons learned both at the combat training centers and in Operation DESERT STORM.

All of our energy and talents were called into play by an increasing workload at a time of declining resources. From FY 91 to FY 93 the mission budget has shrunk by 22.4 percent, the base operations budget has slid by 18 percent, military authorizations were down by 12.5 percent, and civilian-funded work-years have declined by 16.5 percent. Despite this retrograde, the command supported seventy-six man-years of external TRADOC taskings, in addition to our own significantly expanded missions.

In June I held a "town hall" meeting to inform the employees of the Intelligence Center and Fort Huachuca of the possibility of a reduction-in-force and to allay their anxieties by guaranteeing that every effort would be made to save jobs within the budget for salaries. The original projections for the 1992 reduction in force

were 149, but only four employees were actually separated. Sixty-one people retired, 26 were changed to a lower grade, 46 were reassigned, and 32 were lost through other attrition such as resignations, transfers, and removals. Fifteen people were placed through the Priority Placement Program.

During the year 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, we began construction of a Joint UAV Training Center. The new academic complex was designed to accommodate the students and instructors who will begin arriving in force in 1993 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. The first course to be transferred from Fort Devens will begin at Fort Huachuca in early 1993.

The migration of a significant number of new troops next year will put a strain on the already acute housing shortage. The waiting list for soldiers to get on-post housing was as long as 400 as 1992 began and dropped to 297 in September, due in large part to a program that leased fifty units of off-post housing for the Army. Work was underway to alleviate the situation, and local investors were being encouraged to build affordable apartments for married families.

In a year of change, this document too has been altered to make it more useful to the casual reader who is not looking for dense detail. A chronology has been added to make it easier to browse through the year to pinpoint significant events. A final chapter, entitled "The Year's Leading Initiatives," has also been appended to enable the reader to isolate those events that were foremost in the minds of Intelligence Center leaders and planners. And, finally, a new first chapter features the history of military intelligence schooling to show the reader how we got to where we are today. A new two-column format saves space and conserves paper. We trust these new features will attract a wider readership and give history the audience it deserves.

It has been my intention to present just some of the highlights of a busy year. The pages that follow will elucidate and elaborate upon 1992 events. I urge you to read about them with an eye toward defining the contours of continuity and discovering the lessons of the recent past. This volume is the only comprehensive, concise and continuing record of significant developments within the headquarters and constitutes our institutional memory. Besides being the primary source for official histories published by the U.S. Army Center of Military History in Washington, D.C., it can

serve us well as a briefing document and as orientation reading for newly assigned personnel to show them where they fit into the big picture.

U.S. Army Intelligence Center and Fort Huachuca has done much toward strengthening the Army, providing doctrine and training in the indispensable art of military intelligence, and giving its troops a better environment in which to live and work. It has done so by calling for the best qualities of workmanship at every level.

It has been a year in which Fort Huachuca's rank and file, soldier and civilian, can take pride. For that reason I dedicate this history to those who have made the MI revolution possible--the members of the U.S. Army Intelligence Center and Fort Huachuca.


PAUL E. MENOHER, JR.
Major General, USA
Commanding

CHAPTER II

Mission, Organization, Function and Leadership¹

Mission

The U.S. Army Intelligence Center and Fort Huachuca (USAIC&FH) was a subordinate element of the U.S. Army Training and Doctrine Command (TRADOC) headquartered at Fort Monroe, Virginia. The school's mission was fourfold:

--Develop, conduct, and evaluate training.

--Develop, test, and evaluate concepts, doctrine and training materials.

--Develop, test, evaluate and field organizations and materiel.

--Exercise Military Intelligence proponency.

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 a far-flung network of intelligence training that included training components at the U.S. Army Intelligence School (USAISD) at Fort Devens, Massachusetts, about 35 miles northwest of Boston (see Chapter VII); the 344th Military Intelligence Brigade at Goodfellow Air Force Base, Texas, near San

Angelo; and the Pensacola Detachment, Corry Station Naval Technical Training Center (NAVTECHTRACEN), near Pensacola, Florida.

Strength

The total noon-time population, a figure that would include all military, dependents and civilians, to include bank employees, contractors, etc., was 37,390 at the beginning of the year. On 31 December it was 35,173. A further breakdown is given in Tables 1 and 2.

Functions

Besides the resident training lesson plans and resident instruction provided at the above locations, the USAIC&FH 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. In fiscal year 1992, the Intelligence Center graduated 8,135 students and had an average monthly student load of 2,207. See Tables 3 and 4. It accomplished this with a core of professional permanent party numbering 3,178 at the end of the fiscal year. See Table 5.

Intelligence Center and Fort Huachuca Annual Command History

TABLE 1.--Strength Figures at Fort Huachuca
1 January 1992²

	Off	WO	EM	Military	Civilian	Total
USAIC&FH	260	52	1,232	1,544	1,013	2,557
[USAIC]	[211]	[45]	[760]	[1,016]	[259]	[1,275]
[USAG]	[49]	[7]	[472]	[528]	[754]	[1,282]
Students	272		323	595		595
Trng Spt Co (CEWI)	7	3	161	171	3	174
Tenant Units	970	102	4,884	5,956	3,259	9,215
Support Pers & Dependents					28,175	28,175
Total	970	102	4,884	5,956	31,434	37,390

TABLE 2.--Strength Figures at Fort Huachuca
31 December 1992³

	Off	WO	EM	Military	Civilian	Total
USAIC&FH	226	56	1,439	1,721	981	2,702
[USAIC]	[220]	[52]	[1,298]	[1,570]	[224]	[1,794]
[USAG]	[6]	[4]	[141]	[151]	[757]	[908]
Students	444	12	203	659	0	659
Trng Spt Co (CEWI)	0	0	1	1	2	3
Tenant Units	370	54	2,519	2,953	2,119	5,062
Sub Total	1,040	122	4,162	5,324	3,102	8,426

Mission, Organization, Functions and Leadership

Support Pers	0	0	0	0	26,747	26,747
Grand Total	1,040	122	4,162	5,324	29,849	35,173

TABLE 3.--Graduates in FY 92⁴

Graduates	Officers	Enlisted
Huachuca	1,594	2,483
Devens	34	2,639
Goodfellow		1,293
Pensacola		92
Total	1,628	6,507

TABLE 4.--Average Monthly Student Load, FY 92

	Officers	Enlisted
Huachuca	398	512
Devens	3	855
Goodfellow		409
Pensacola		30
Total	401	1,806

TABLE 5.--Permanent Party Authorizations

	Huachuca	Devens	Goodfellow	Pensacola
Officers	245	55	8	2
Warrants	52	18	3	1
Enlisted	1,120	911	235	41
Civilian	1,673	1,210	249	46
Total	1,673	1,210	249	46

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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 Center 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). 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. The Center 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 proponentcy for IEW and with DA proponentcy for all intelligence Military Occupational Specialties (MOS) and career fields. It prepared, coordi-

nated, reviewed, and approved Army-wide training literature according to Army Regulation (AR) 310-3. The Center also prepared, revised, and coordinated MOS actions regarding description, job analysis, and task analysis. With DA proponentcy for Electronic Warfare, it coordinated Signals Intelligence and Electronic Warfare (SIGINT/EW) actions about training developments activities in the Center and USAISD including Electronic Warfare (EW) training aspects for non-technical MOSS. (For more information on training and training developments, see Chapter III.)

In its large and expanding role as the combat developer for the MI Branch, the Center acted as the TRADOC proponent for tactical intelligence, technical and intelligence support to Operations Security (OPSEC), and Army Meteorology. 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 HQDA Life Cycle Systems Management Model. It ensured development of training and logistics concepts, doctrine, tactics, techniques, organization, and personnel, in coordination with the trainer, logistician, operational tester, and materiel developer. The

Mission, Organization, Functions and Leadership

Center conducted feasibility, doctrinal, conceptual, operational, and derivative investigation studies, and tests on IEW operations and systems at all echelons of the Army in the field. It helped in the development of proponent materiel and concept 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 TRADOC. It also supported the Army Space Program Office (ASPO) mission. (See Chapter IV for more on combat developments.)

The Center also included the offices of four assigned TRADOC Systems Managers (TSM) who remained responsible for emerging Intelligence and Electronic Warfare (IEW) systems. They included the TSM for Ground Tactical IEW Systems (TSM-G); the TSM for the All-Source Analysis System (TSM-ASAS); the TSM for the Joint Surveillance Target Attack Radar System (TSM-JSTARS); and the TSM 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. (See

Chapter IV for more information on the four TRADOC System Managers.)

Additionally, the Commanding General remained as the proponent for the entire MI Corps of over 30,000 soldiers and Department of the Army Civilians (DAC) 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) remained active at Fort Huachuca with a small element that continued to operate at Fort Devens. OCMI provided DCSPER, HQDA, 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. (See Chapter V for more on the Office of Chief, Military Intelligence.)

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, other services, and private industry. It also remained actively involved in a variety of evaluation and standardization activities. The center reviewed selected processes and

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products that contributed to or influenced MI training effectiveness and ensured adequacy, timeliness, validity, and cost effectiveness.

The Center and School supported its training and operational activities with a broad-based system of organizations and directorates that encompassed many types of supporting services. These elements provided for administrative and logistical support to assigned and attached staff, faculty, and students. The center did maintenance on assigned equipment, including aviation unit maintenance and aviation intermediate maintenance (AVUM/AVIM) on side-looking airborne radar (SLAR), organizational maintenance on unattended ground sensors, SIGINT/EW/EM equipment, the Tactical Imagery Interpretation Facility, and other equipment as directed.

To provide additional support to the staff and assigned students of the Center and School, the 111th MI Brigade remained fully operational during the year. 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 was composed of two battalions, the 304th MI Battalion and the 309th MI Battalion. The 304th included assigned staff and faculty personnel plus the Training Support Company,

Combat Electronic Warfare Intelligence (TSC-CEWI) Company and the Aviation Training Support Company (ATSC). These two organizations were redesignated as D Company and E Company. The other three assigned companies, A, B and C included soldiers attached to various directorates within the Center. The 309th MI Battalion included five companies. MI Officer Advanced Course students were assigned to A Company and MI Officer Basic students, were assigned to B Company. C Company included non-Advanced Individual Training (AIT) students while D and E Companies remained composed of AIT students. The 309th also included the International Military Student Office that supervised training for the allied officer students. With the assumption of the command over Fort Huachuca on 1 October 1990, the 111th MI Brigade also took command over the Headquarters Command that included the Headquarters Company and A Company. Other elements of the Headquarters Command that joined the 111th included the 36th Army Band, the 77th Ordnance Detachment, the Fort Huachuca Honor Guard, and B Troop of the 4th US Cavalry (Memorial).

On 1 October the 344th MI Battalion at Goodfellow Air Force Base, Texas, and the Pensacola Detachment at Corry Naval Training Station, Florida, were placed under the command of the 111th MI Brigade. Until that time they had belonged to Fort Devens' 112th MI Brigade. (For more on the 111th MI Brigade, see Chapter V.)

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The Intelligence Center conducted its training requirements using the two academic departments and the NCO Academy (NCOA). E Company of the 304th MI Battalion, the previous Aviation Training Support Company

(ATSC), remained responsible for MI aviator training (15C), and the Aerial Intelligence Specialist training (96H) and the maintenance training for aerial systems (33V). The two training departments, the NCO Academy, and E Company were responsible for the courses shown in Tables 6, 7, and 8.⁵

TABLE 6.--Department of Human Intelligence

Course Number	Course Title
3-30-C22-35E	Military Intelligence Officer Advanced Course (Counterintelligence)
244-97B20	Counterintelligence Agent Course
244-97B20-T	Counterintelligence Agent Course-Transition
244-97B10	Counterintelligence Assistant Course
241-97E10	Interrogator Course
3A-F37/241-F1	DOD Strategic Debriefing and Interrogation Training Course
3C-F14/244-F8	Intelligence in Terrorism Counteraction Course
3A-351E	Military Intelligence Warrant Officer Technical/Tactical Certification Course-Interrogation Technician
231-97G1	Signal Security Specialist Course
3A-F56/230-F11	Battlefield Deception Operations
3C-351B	Military Intelligence Warrant Officer Technical/Tactical Certification Course-CI Technician

TABLE 7.--Department of Tactics, Intelligence, Military Science

Course Number	Course Title
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3-30-C20-35D	Military Intelligence Officer Basic Course
3A-35D	Military Intelligence Officer Tactical Intelligence Transition Course
3-30-C22	Military Intelligence Officer Advanced Course-Common Core
3-30-C22-35D	Military Intelligence Officer Advanced Course (Tactical All-Source Intelligence Officer)
3-30-C22-35G	Military Intelligence Officer Advanced Course (Signals Intelligence/Electronic Warfare)
3-30-C32	Military Intelligence Warrant Officer Advanced Course
****	Military Intelligence Warrant Officer Technical/Tactical Certification Course-Common Core
3A350B	Military Intelligence Warrant Officer Technical/Tactical Certification Course, Order of Battle Technician
3BASI-5M	Electronic Warfare Staff Officer Basic Course
3A-F28X	Allied Intelligence Officer Basic Course
3B-F13X	Allied Officer Electronic Warfare Employment Course
243-96B10	Intelligence Analyst Course
2G-F41	Pre-Command Course
102-33V10	Electronic Warfare/Intercept (EW/I) Aerial Sensor Repairer Course (Phase 2)
102-33V30	Electronic Warfare/Intercept (EW/I) Aerial Sensor Supervisor, BNCOC (Phase 2)
233-96H10	Aerial Intelligence Specialist Course
242-96D10	Imagery Analyst Course

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221-96R10	Ground Surveillance Systems Operator Course
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Table 8.--Company E, 111th MI Bde

Course Number	Course Title
3-30-C22-35C	Military Intelligence Officer Advanced Course (Imagery Exploitation)
****	Military Intelligence Aviator Track Course
2C-15M/2B-ASI 2K	OV/RV-1D (Mohawk) Systems Qualification Course
2C-15M/2B-ASI 2V	RU-21 (GUARDRAIL V) Systems Qualification Course
2C-15M/2B-ASI 2V	RC-12D (Improved GUARDRAIL V) Systems Qualification Course
3A-350D	Military Intelligence Warrant Officer Technical/Tactical Certification Course-Image Interpreter Technician
3A-ASI 3E/ASI 9C	Tactical Exploitation of National Capabilities
243-ASI T4	(TENCAP) (ASM)
3A-F55/233-F16	Collection Management (ASM)

Another significant part of the Intelligence Center was in operation at Fort Devens, MA. The US Army Intelligence School at Devens (USAISD) concentrated its efforts on resident and non-resident training in Signals Intelligence (SIGINT), Electronic Warfare (EW), and Electronic Maintenance (EM) fields. Additionally, USAISD conducted and supervised actions related to SIGINT/EW/EM in training analysis, design and development of training procedures and materials. The 344th MI Battalion at Goodfellow AFB, TX, previously

designated as the 3rd Battalion of the 112th MI Brigade, and the Pensacola Detachment Naval Technical Training Center (NTTC) at Corry Station, FL, continued to train soldiers as integral elements of USAISD. Although the Base Realignment and Closure (BRAC) actions would have a monumental impact upon USAISD by ordering the movement of all of their training and supporting activities to Fort Huachuca by 1995, all progress on this action had been halted at the end of 1990 pending further studies and analysis of costs. The

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DA-mandated freeze on construction funds was the most significant factor in the halt of the BRAC. A new directive, as a result of BRAC 91, was released in early 1991. It mandated that the major command, the Information Systems Command (ICS) remain at Fort Huachuca rather than relocate to Fort Devens. BRAC 91 directed the closure of Fort Devens, except for some Reserve Component (RC) activities, and reaffirmed the relocation of USAISD to Fort Huachuca.⁶

USAISD remained virtually unchanged in its organizational structure from previous years. The Commander was ably assisted by the Deputy Commander. Three training/academic departments conducted a wide range of courses and provided training support to the school and the center. They were the Electronic Warfare Department (EWD), the Maintenance Training Department (MTD), and the Morse Collection Department (MCD). The Noncommissioned Officer Academy (NCOA) continued to provide the Basic NCO Course (BNCOC) to SIGINT/EW students. The Directorate of Training and Doctrine (DOTD) and the Directorate of Evaluation and Standardization (DOES) remained actively involved in the training activities. A small element of the Office of the Chief of Military Intelligence (OCMI) continued to serve the school at Fort Devens. The School Secretary remained responsible for logistical, security, and administrative actions within USAISD.

The 112th MI Brigade continued to provide personnel and logistical support to the soldiers who were assigned to USAISD in either a student or permanent party status. They were assigned to the 305th MI Battalion or the 306th MI Battalion.

The 305th provided command, control, and administrative support to all assigned and attached personnel. It supported MOS-specific training and conducted training for IET soldiers. The 305th Military Battalion prepared for the move to Fort Huachuca with the consolidation of the 112th Military Intelligence Brigade (Training) functions at the battalion and the companies of the 306th Military Intelligence Battalion transferring to this battalion. E Company was disestablished in February and A Company soldiers were transferred to C Company in September before the disestablishment in December. H Company and J Company of the 306th Military Intelligence Battalion were reassigned to the 305th MI Battalion in October and November respectively.

The battalion at Goodfellow AFB, remained as the 344th MI Battalion. The designation of the Pensacola Detachment was not changed. But both units were reassigned to Huachuca's 111th MI Brigade on 1 October. (See Chapter VII for more on the 112th MI Brigade.)

Mission, Organization, Functions and Leadership

Impact on the Community⁷

Fort Huachuca played a major role as an employer and a consumer in the economic health of Arizona. It was the largest employer in southern Arizona, with more than 11,626 military, civilian and contractor employees. In Cochise County, more than 34.7 percent of the employment is related to the presence of Fort Huachuca.

In FY 92 Fort Huachuca expended \$220.7 million for the purchase of goods and services

in Arizona. Purchases outside the state amounted to \$61.8 million, a 38.8 percent decrease from the \$101 million of FY 91. The post's contribution to the Cochise County economy amounted to expenditures of \$607.3 million, an increase of 29.8 percent, or \$139.6 million more than the previous year. (See also Chronology, page A-11.)

Key Positions

A roster of key Intelligence Center and Fort Huachuca personnel, as of 31 December, is shown in Table 9.⁸

TABLE 9.--Key Personnel

Commanding General: Maj. Gen. Paul E. Menoher, Jr.; assigned 15 September 1989.

Deputy Commander: Col. John D. Thomas, Jr.; assigned 17 June 1990.

Chief of Staff: Col. John H. Black, assigned 11 June 1990.

Garrison Commander: Col. James H.A. Kelsey, assigned 19 August 1992.

Command Sergeant Major: Cmd. Sgt. Maj. James A. Johnson, assigned 28 January 1991.

Installation Staff Chaplain: Col. Chester R. Steffey, assigned 12 April 1992.

Inspector General: Lt. Col. Susan A. Browning, assigned 2 January 1992.

Staff Judge Advocate: Col. Roy L. Dodson, assigned July 1990.

Director, Health Services: Col. Edward T. Haines, assigned 2 July 1992.

Commander, U.S. Army Dental Activity: Col. Paul W. Sharbo, assigned 23 July 1991.

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Assistant to the Chief, Military Intelligence: Col. Lanning M. Porter, assigned 1 August 1990.

National Guard Advisor: Lt. Col. David B. Miner, assigned 19 August 1991.

Information Management Officer: Capt. Zachary W. Bonds, assigned 15 December 1991.

Director, Resources Management: GM14 Wayne White, assigned 1 May 1991.

Public Affairs Officer: GS12 Francine P. Biere, assigned 1 December 1989.

Chief, Internal Review: GM13 James E. Freauff, assigned 1 January 1985.

Historian: GS12 Dr. Bruce Saunders, assigned 27 September 1983.

Installation EEO Officer: GM13 Frank O. Lujan, assigned 1 December 1991.

Protocol Officer: GS11 Jojuana I. Hicks, assigned 1 February 1980.

German Liaison Officer: Lt. Col. Manfred Scholz, assigned 15 January 1991.

Korean Liaison Officer: Lt. Col. Young Geun YOO, assigned 23 February 1992.

U.S. Air Force Liaison Officer: Lt. Col. Edward B. Licence, assigned 19 May 1984.

Israeli Liaison Officer: Maj. Yossi Lahmany, assigned 15 July 1992.

Canadian Liaison Officer: Maj. Donald W. McVee, assigned 15 July 1991.

National Security Agency Liaison: GS14 Tom Roberts, assigned 1 May 1987.

Director, Department of Human Intelligence: Col. William C. Llewellyn, assigned 30 July 1991.

Director, Department of Tactics, Intelligence, and Military Science: Col. S. Don Johnston, assigned 2 March 1992.

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Director of Combat Developments: Col. Jay E. Vaughn, assigned 1 November 1992.

Assistant Director of Evaluation and Standardization: Maj. Richard W. Burke, assigned 22 October 1991.

Chief, Information Management: Capt. Tey C. Wiseman, assigned 1 July 1992.

Commandant, NCO Academy: Cmd. Sgt. Maj. Sterling T. McCormick, assigned December 1992.

Director of Training and Doctrine: Col. Robert B. Mangold, assigned 28 May 1991.

Commander, 111th MI Brigade: Col. Thomas N. McLaulin, assigned 10 July 1992.

Commander, 304th MI Battalion: Lt. Col. L.F. McConville, assigned 7 June 1991.

Commander, 309th MI Battalion: Lt. Col. David J. Eggle, assigned 16 June 1992.

Commander, Headquarters Command: Lt. Col. William K. Moore, assigned November 1991.

Director of Plans, Training and Mobilization: Lt. Col. George Remsen, assigned December 1992.

Director of Engineering and Housing: GM14 Stephen G. Thompson, assigned November 1976.

Director of Contracting: GM15 Ronald L. Kilby, assigned June 1988.

Director of Information Management: GM15 Susan K. Lorenz, assigned November 1989.

Director of Logistics: Lt. Col. Kevin C. Peterson, assigned August 1992.

Director of Programs and Community Activities: GS14 Daniel D. Valle, assigned December 1992.

Director of Human Resources: GM15 D.G. Colonna, Jr.; assigned June 1988.

Director of Law Enforcement, Safety and Security: Lt. Col. Allen D. Gibbs, assigned July 1990.

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Deputy Chief, Joint Planning Group: Maj. John L. Czarzasty,
assigned August 1991.

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Commander: Col. Michael E. Pheneger

Deputy Commander: Col. Michael M. Quinlan

Command Sergeant Major: Cmd. Sgt. Maj. Robert T. Hall, assigned in
March 1992

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Notes to Chapter II

1. *Organization, Mission and Functions (OMF) Manual, USAICS Regulation 10-1, dated 1 October 1988. Subject manual was under revision. See also Organizational Chart, October 1992, included as SUPPORTING DOCUMENT II-1.*
2. *Post Population Summary Report, Program Branch, Financial Management Division, Resource Management Directorate, 23 Jan 92, ATZS-RMP-P. SUPPORTING DOCUMENT II-2.*
3. *Post Population Summary Report, Directorate of Resource Management, U.S. Army Intelligence Center and Fort Huachuca, 23 Jan 92, ATZS-RME, Alva Lenzen, 533-3466.*
4. *Data for Tables 3, 4 and 5 were taken from the U.S. Army Intelligence Center and Fort Huachuca Data Card, ATZS-RMP-C, 5 Mar 93, (John Murray, 533-1710).*
5. *Information is on file in the Training Management Division of the Directorate of Operations, Training and Development (ATZS-TDM).*
6. *Catalog, U.S. Army Intelligence School-Devens, 1990-91, included among supporting documents for Annual Command History, USAICS&FH, 1991.*
7. *Impact Statement: Fiscal Year 1992, prepared by the Directorate of Resource Management, U.S. Army Intelligence Center and Fort Huachuca (ATZS-RMP-C, Mr. Murray), distributed 24 March 1993. SUPPORTING DOCUMENT II-3. This pamphlet contains a wealth of statistical information about fiscal expenditures and populations.*
8. *Roster of Key Personnel, Prepared by the Directorate of Human Resources, U.S. Army Intelligence Center and Fort Huachuca, January 1993, For Official Use Only. SUPPORTING DOCUMENT II-4. See also Organizational Chart, October 1992, Prepared by the Directorate of Information Management (ATZS-IMC-S, U.S. Army Intelligence Center and Fort Huachuca. SUPPORTING DOCUMENT II-1.*

CHAPTER VI

U.S. Army Garrison at Fort Huachuca

The U.S. Army Garrison at Fort Huachuca serviced an installation that covered 11,449 square miles, or 73,272 acres. It maintained 2,169 buildings with an area of 8,569,163 square feet. Of these buildings, the Intelligence School occupied 120 with 89,211 square feet. It operated training areas and twenty-four test ranges that accounted for 68,936 acres.

More than forty commands, agencies, and activities were supported on the installation. 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.¹

Chaplain's Activities²

From three chapels--Main Post, Kino, and Chapel #2--religious coverage was provided to approximately 32,000 personnel consisting of active duty (permanent party and students), family members, retirees, and authorized civilians of the Fort Huachuca community. Coverage included units of the U.S. Army Intelligence Center and Fort Huachuca, 11th Military Intelligence Brigade, U.S. Army Information Systems Command, 11th Signal Brigade, Electronic Proving Ground, Joint Interoperability Test Center, Dental/Medical Activity, and various Army Reserve/National Guard units training at Fort Huachuca. Unit Ministry Teams

(UMTs) conducted a variety of religious services and events in response to the needs of the Fort Huachuca community. These included weekday and Sunday services, as well as holiday services, for those of the collective Protestant, Catholic, Jewish, Eastern Orthodox, Gospel, and Lutheran faiths.

The UMTs at Fort Huachuca observed the 217th anniversary of the U.S. Army Chaplaincy by honoring both Army chaplains and chaplain assistants on 29 July. A special observance was held at the Fort Huachuca Military Cemetery. Members of the UMT placed flowers at the graves of chaplains and chaplain assistants buried there. A potluck for UMTs and family members followed at Chapel #2.

On 27 August, the Installation Staff Chaplain's Office sponsored an area-wide Clergy Day by inviting civilian ministers and retired chaplains from all over southeastern Arizona; over forty clergy attended. Briefings on BRAC and other significant Fort Huachuca activities were presented during the conference. Lunch was held at the Lakeside Officers Club.

This annual event was planned by the social committee of Holy Family Parish. Donations of clothing were received for the Children's Crises Center in Huachuca City. A German-Style feast with appropriate music was also part of

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the program. This event was attended by more than 400 people and was held at the Sportsman Center after the 1700 Mass on 17 October.

The Harvest Festival Party, sponsored by the Protestant Youth of the Chapel, was a Christian alternative to the secular Halloween activities. Children were involved in games and skits, followed by a potluck and devotion. Candies were distributed to those attending. There were over fifty attendees.

The Christmas Tree Lighting Ceremony on the front lawn of the Main Post Chapel on 15 December, at 1830, officially opened the Post's Christmas and Holiday season. The tree lighting was followed by a visit from "Santa" with treats provided by the Fort Huachuca Commissary vendors. The evening concluded with a Christmas Concert performed by the 36th Army Band and vocalists in the sanctuary of the Main Post Chapel.

Chanukah was celebrated 20-27 December with a special service 22 December that included the lighting of the Menorah, followed by a potluck dinner. This eight-day celebration commemorated the cleansing of the temple and relighting of the Menorah after the temple was reclaimed from the Syrians.

A major goal of the chapel program at Fort Huachuca was to provide ongoing opportunities for spiritual growth and learning for people of all ages and religious backgrounds. In addi-

tion to regularly scheduled Sunday School, Continuing Catholic Development (CCD), and Sabbath School; adult Bible studies and other educational activities were provided throughout the year.

Speakers, service projects, and a variety of Christian social activities characterized the popular Chapel Outreach program. The group combined Junior and Senior High youth. Meetings were held at Chapel #2 on Sunday afternoons. Throughout special weekend retreats, rallies and visits to Tucson and surrounding points of interests were held. In addition, special fund-raising activities (car washes, bake sales) were ongoing to fund the special activities.

The Widowed Support Center (WSC) was located in Building 90020 at the Main Gate of Fort Huachuca. Established as an Army pilot program to meet the needs of widowed military and civilian personnel, its support services were available to the widowed of all ages, whatever rank, grade, race or national origin. The center was open Monday through Friday, 0900-1500, to provide the following services: Offering trays of baked goods to the recently widowed of Fort Huachuca, Huachuca City, and Sierra Vista; hosting receptions for out-of-town individuals attending a funeral at Fort Huachuca; sewing and crocheting layettes for newborns of soldiers E3 and below; grief counseling; legal, medical, and financial aid referrals, and a 24-hour telephone

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hotline. The WSC also maintained an ongoing project of refurbishing dolls and stuffed animals to help children of needy soldiers and deserving community activities. Approximately 3,000 stuffed toys were distributed. The stuffed animal program received special recognition by the Training and Doctrine Command in 1991 and 1992 through the Communities of Excellence Award.

During the year there was a significant increase in soldiers and family members active in the Food Share Program. Over 1,200 families--approximately 800 of those were military-related--were enrolled. Command support contributed to the increased numbers of soldier participants. Foodstamps, check, or cash in the amount of \$14.00 per box, along with two hours of community service, entitled each participant to a 30-40 pound box of food consisting of fresh fruits and vegetables, five pounds of chicken and other various meats, potatoes, a variety of canned goods, and a variety of frozen and dry products.

Beginning 1 October, the chapel was the primary collection site for canned goods and dry packaged goods for needy soldiers and their families during the holiday season. Needs were so great that the program continued into the new year as an ongoing chapel ministry. Over 160 families were given bags of food during the Thanksgiving and Christmas seasons. The program was also sup-

ported by the Girl Scouts, Boy Scouts, and major units on post.

During the Holiday Season, families who received food were also individually given gifts for the children. A tree was set up at Main Post and Kino Avenue Chapels with pink and blue ribbons--pink for girls and blue for boys--with the ages on each tag. Congregations were asked to take the ribbons and bring back wrapped packages for the age and sex specified. In 1992 over 350 packages were given to needy soldiers.

A program called "Seven Traditions for Successful Transitions" was initiated for soldiers or Department of the Army civilians who lost their jobs due to the drawdown. Meetings were held at the Main Post Chapel, Wednesday evenings, 7:00-9:00 p.m., 26 February-1 April and 14 October-18 November. A text by Dr. Stephen R. Covey was used. It was entitled "Seven Habits for Highly Successful People."

A program called "Children at Risk" was started in September as a quarterly activity. It was very popular with twenty parents attending. Dr. Dobson presented a two-set video, entitled "The Battle for the Hearts and Minds of Our Kids," through his Focus on the Family. Each video was forty-five minutes, followed by a 45-minute discussion.

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Plans, Training, and Mobilization

Joint Task Force Six (JTF-6), a multi-service organization established to support U.S. government agencies in the control of drug interdiction, tasked Fort Huachuca to support three operations during this reporting period. During the month of March, the 2nd Recon Battalion, 2nd Marine Division, arrived from Camp LaJeune, California, to support the U.S. Border Patrol along the Mexican border of Arizona. In September the 1st Battalion, 7th Cavalry, from Fort Hood, Texas, arrived to perform the same kind of mission. They were replaced by the Fleet Anti-Terrorism Security Team (FAST) Company, of the Marine Corps Security Force, Pacific. These units gave excellent support to the U.S. Border Patrol.

The Plans and Operations Division received and tasked over 700 support requests from command, tenant and outside organizations during this period.

A mobilization conference was conducted at Fort Huachuca from 19-20 September. Thirty-four reserve component units, Sixth U.S. Army and Sixty-Third Army Reserve Command were represented at the conference. The conference yielded useful "lessons learned" from DESERT STORM. It was determined during the conference that Fort Huachuca would develop a Mobile Mobilization Team and visit all Arizona units annually.

The Plans and Operations Division became involved in mobilization support to Operation RESTORE HOPE on 7 December. Deployment operations involved individual soldiers from the 11th Signal Brigade and 111th MI Brigade. The 11th Signal Brigade send thirteen Provisional Teams (172 soldiers) and 111th MI Brigade send approximately twenty individual soldiers to Somalia. Three soldiers, part of the TRADOC Mobile Liaison Team #1, 111th MI Brigade, went to Somalia in December.

There were no fires, search and rescue, or other disasters during the year.

Visual Information

The Visual Information (VI) function was affected by Defense Management Review Decision 945P. This decision resulted in a 50 percent reduction of personnel to do the professional graphics mission requirements in support of all the tenant and activities on the installation and within the AR 5-9 service area (all of Arizona).

There were 413,957 units of measure of Visual Information products and service provided to customers. This was 10 percent less than provided in FY 91.

The Electronic Multimedia Imagery Center (EMIC) concept was briefed and OPA (Other Procurement, Army) funds identified and processed to purchase the first phase (\$176K). This would involve upgrading of an existing computer graphics system to

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allow customers to send graphic files to this Visual Information asset over a modem. Another portion of the EMIC would include the still video capability which was expected to replace some still-film-based photography requirements.

A contract was awarded to upgrade the electric and cooling capabilities of Building 74914 which would host the center. The graphic, photo, and video disciplines were expected to be joined under the EMIC plan.

New audiovisual equipment, with emphasis on computer-generated graphics, was identified and funded (\$600K) to support courses moving from Fort Devens.

Preparations were made to move the Visual Information property book from the Directorate of Information Management (DOIM) to the Directorate of Logistics (DOL). The audiovisual equipment loan and maintenance were also transferred from the DOIM to the DOL.

Ranges

In July the Directorate of Plans, Training and Mobilization (DPTM) reorganized and the Range Division was redesignated as the Training and Range Operations Division. The Nuclear, Biological and Chemical (NBC) and the Skill Qualification Training (SQT) portions of the old Training and Education Branch, Education Division, were transferred to the newly designated training and Range Operation Division.

Responsibility for the mission, as well as personnel assets, was assumed by the Chief, Training and Range Operations Division.

Reserve Component Support

The mission of the Reserve Component Support element was to direct, coordinate, and monitor planning, training, evaluation, resource management, logistical, and administrative support to directed or authorized reserve components (RC), reserve officer training corps (ROTC), active components (AC), and non-DOD activities as necessary.

During the year the directorate was responsible for providing organic support assets and support coordination between installation units and staff agencies. Activities included Inactive Duty Training (IDT), Annual Cadet Troop Leadership Training (CTLT), and full-time training. Additionally the directorate was responsible for providing reserve component expertise to the Garrison Commander in matters pertaining to RC mobilization planning, mobilization tables of distribution and allowances (MOBTDA), and RC-unique projects or programs.

Headed by Lt. Col. George Remsen throughout 1992, the office supported 24 Troop Program Units (TPU) and 259 individual ready reserve/individual mobilization augmentee (IRR/IMA) soldiers trained at Fort Huachuca. This totaled 18,394 personnel and 102,621 mandays of training. Monthly and average totals are shown in Table 28.

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Of significance were the number of total mandays for the last three years. Training Year 1991 mandays reflected the mobilization and demobilization of reserve component units for DESERT SHIELD/STORM. The true increase

in external support was seen by comparing training years 1990 and 1992. During fiscal year 1992 the support to Joint Task Force 6 increased from 3,013 mandays in FY 91 to 8,799. The upward trend was expected to continue.

TABLE 28.--IMA/IRR, TPU, TORC, AC, and Other Customers Serviced by Reserve Component Support

Month	1990	1991	1992
October	2,571	14,512	4,404
November	1,946	7,411	3,712
December	1,686	18,523	1,427
January	1,543	10,737	3,546
February	3,496	3,220	4,129
March	3,596	6,909	6,708
April	4,796	4,218	4,187
May	5,681	4,644	3,637
June	8,681	13,415	20,185
July	16,131	16,916	33,103
August	6,181	8,389	13,629
September	247	2,923	3,955
Total	56,555	110,817	102,621

With the reorganization and consolidation of the garrison staff under the Intelligence Center, the Directorate of Reserve Component Support was renamed the Office of Reserve Component Support and realigned

under the Directorate of Plans, Training and Mobilization.

TRADOC and DA eliminated all individual mobilization augmentees to the Intelligence Center in 1992, decreasing the authorized number from 148 to forty-two. This meant that

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intelligence soldiers who currently train in IMA status at Fort Huachuca must find new positions beginning in fiscal year 1994. This caused concern about how the Army would maintain trained intelligence soldiers in the future.

Museum³

The Fort Huachuca Museum had an attendance of 91,421 and an economic impact on the community of \$7.3 million in 1992. During the year the museum built new displays, provided community outreach programs, and instituted programs to conserve its collection. Here are some highlights of museum activities.

In January the director gave a presentation to the combined Rotary Clubs of Sierra Vista. The garrison commander hosted the affair and asked the museum director to show a specially prepared video tape about the history of Fort Huachuca. A series of five articles was sent to the Huachuca SCOUT newspaper for publication in February which deal with African-American military history at this post.

A display entitled "Fort Huachuca: Home of the Buffalo Soldier," was set up on the La Hacienda Club at the request of the Black Employment Program Committee for African-American History Month. A request was submitted to budget for a dry-line fire suppression as an unfinanced requirement. A new display called "History is People" was hung in the hallway of Rodney Hall. A second clone

display was built for traveling. Both were funded in the amount of \$3,000 by the Huachuca Museum Society. Acidfree storage boxes were purchased for the museum by the Huachuca Museum Society and the backlog of uniform items in the collection were properly stored.

At invitation by the Center of Military History, Department of the Army, the museum director performed a certification inspection of the 2d Infantry Division Museum at Camp Casey, Korea, from 20-25 June. Tim Phillips, Museum Exhibits Specialist, was selected to attend the week-long Basic Curators Course sponsored by the Center of Military History from 17-22 May.

The "turn-of-the-century" kitchen display was extensively renovated with new wallpaper and paint. The project was funded by the society. A traveling display called "Voices from the Canyon" was completed and was set up at the Lakeside Officers Club on 6 May for the annual meeting of the Huachuca Museum Society which funded the project. Jim Finley, the museum director, was heard on KTUC radio in Tucson in a 15-minute interview about the history of Fort Huachuca.

In April the museum lost its museum aide, reducing the staff to three. Tim Phillips arranged a mountain bike ride from historic Fort Bowie to Fort Huachuca with a writer and photographer, and the result was scheduled to be published in a

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1993 issue of Arizona Highways magazine that would help publicize the museum. Two new mannequins were added in May as part of an upgrade of the "Apache Wars" exhibit. One represents African-American First Sergeant Moses Williams, a Medal of Honor winner. This was in response to visitor questionnaires which asked for a positive role model for school-age black visitors. The other was Private Von Hermann, a Huachuca-based heliograph operator during the Geronimo campaign.

Plans got underway in June to design and assemble material for a "Fort Huachuca and the Space Program" display. On 30 June a presentation ceremony was held at the museum during which two presentations were made. Mrs. Mildred Urhane, widow of the former Huachuca commander Maj. Gen. Frederick Urhane, gave the museum an art print by renowned artist Frank McCarthy. Mrs. Dorothy Fisher then presented another McCarthy print in memory of her uncle Harold Thurber, a Sonoita rancher and longtime supporter of the museum. The donations brought to ten the number of McCarthy prints in the collection. On 16 June the museum set up its tabletop display with brochures at the annual "Amazing Arizona" festival held at Sierra Vista's Oscar Yrun Community Center.

Work continued on research, writing and editing the first three volumes of Huachuca Illustrated, a magazine that was intended to reach the soldiers and civilians with good history

at a reasonable price. The Huachuca Museum Society committed \$12,000 for the publication which was targeted for the Spring of 1993.

In October work was completed on a World War II commemorative exhibit which included a video tape presentation, some original art work, and an array of documents about life at Huachuca during the war. This much of the display was designed using resources already on hand. Further additions to the World War II exhibit involved some \$10,000 worth of new mannequins and heads that portrayed important World War II historical figures. This sum was pledged by the Huachuca Museum Society.

The director attended the Army Museum Conference in Baltimore, MD, from 4-10 October and gave a presentation on "commemorations." A general membership of the Huachuca Museum Society was held on 23 October at which the director gave a brief "State of the Museum" address and talked about upcoming projects the society would be asked to fund. Some \$25,000 was committed to museum projects in 1992. The director began a series of 5-minute broadcasts on a local radio station about military history in the area. The spot was considered an excellent opportunity to get publicity for the museum and announce the museum's agenda.

Requests were submitted in October under the Legacy Program asking for \$80,000 for a fire suppression system in both the

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museum and annex. On 5 November the museum's traveling display, "Fort Huachuca: The First 100 Years," was set up in the ballroom of the Lakeside officers club for a banquet in honor of visiting liaison officers. On 17 November the director interviewed Col. Reuben Horner in his home in Tucson. Colonel Horner spent his boyhood at Fort Huachuca and was a highly decorated officer from World War II with Huachuca's 92d Infantry Division, and subsequently served in some interesting intelligence assignments. The results of the interview were expected to appear serially in the newspaper in February as part of African-American History Month observances.

Because the historian for the USAIC&FH departed for a new assignment, the museum director was tasked with preparing a slide show on the history of Military Intelligence training to be presented as part of the 7 February 1993 ceremonies marking the dedication of the new academic complex. Also, because of the departure of the MI historian, the museum director was also given the job of assembling the Annual Command History for 1992. The museum hosted the Tour of Homes, sponsored by the Officers and Civilians Wives Club, on 12 December. Despite bad weather, there was a heavy turnout for this event that began at the museum, then featured walking tours to various historic homes in the old post area.

The museum completed a project in December to replace all

of its fifty watt and seventy-five watt floodlight bulbs with a new technology bulb that emanates the same amount of footcandles, but uses considerably less wattage. This would result in an 85 percent reduction in usage at an annual savings of \$1,818. The new bulbs also have other significant advantages for museum purposes. They emit much less heat and almost no ultraviolet, an all-important consideration for the conservation of artifacts. Additionally, the exhibits specialist spends an estimated four hundred hours per year changing bulbs. The new bulbs were advertised to last four times as long so we can expect to save as much as 360 man-hours per year, a welcome savings considering the decreased staff and increased workload. The project was made possible by a \$4,425 donation from the Huachuca Museum Society.

A conservation project was underway at the end of the year that was designed to improve the way in which some artifacts are exhibited. The project was the result of a visit last July by a professional conservator. The museum curator, Ms. Barbara Tuttle, has made replica flags from originals in the museum's collection. The replicas would replace those flags that were in danger of being damaged by prolonged display and exposure to ultraviolet light and heat. Her expert seamstress work has saved the government upwards of \$5,000, the cost of purchasing quality replicas.

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Personnel and Community Services

The Directorate of Personnel and Community Services (DPCA) continued to serve the Army family by executing "People Programs" designed to enhance morale, support readiness, and promote the family unit.

Marketing

The first U.S. Army Western Regional Marketing Training Conference was hosted from 24-28 February. The conference was held at the Lakeside Officers' and Civilians' Club and was attended by 61 Marketing Specialists representing all services. Attendees represented the Department of the Army, Major Army Commands, and installations throughout the world, including Japan and Hawaii.

As required by AR 215-1, The Administration of Army Morale, Welfare, and Recreation Activities and the Nonappropriated Fund Instrumentalities, a triennial needs assessment, was conducted from June through August. A total of 5,395 surveys was distributed to soldiers, family members, civilian employees, and retirees. Some 2,053 completed surveys were returned and forwarded to Dr. Peter Cunningham, a TRADOC contractor, for tabulation and reporting. Survey results had not been received by year's end.

The DPCA Print Shop began operating in 1992. The Print Shop provided print media required for advertising and oper-

ations of Morale, Welfare, and Recreation (MWR) activities and authorized private organizations.

The Marketing Team was reorganized as a division in October. Staffing changes included the creation of the Training Branch manned by three nonappropriated fund (NAF) training instructors. Classes were conducted in 1992 numbered seventy-eight and all DPCA personnel successfully completed DPCA Guest Service Training.

The Phantom Shopper Program was begun in 1992. Fifteen shoppers visited fifteen different MWR facilities to test and report on guest service in those facilities. Eight DPCA employees were given Guest Service awards based on Phantom Shopper recommendations.

The Commercial Sponsorship Program garnered \$23,354 in cash and \$83,107 in products and services for sponsorship of 22 MWR events during 1992.

Community Recreation

The Arts and Crafts Branch held its Spring Festival on 5 and 6 May and its Fall festival on 21 and 22 October. The events, which was open to the public, featured exhibits, sales of handcrafted items, and demonstrations.

The Arts and Crafts Center was reorganized as an all NAF operation in October. All appropriated fund (APF) positions were abolished and replaced with

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NAF employees. The forty-hour-a-week operation was reduced to sixteen hours a week.

On 5 December, the Buffalo Corral was awarded 1st place for their entry in the Sierra Vista Christmas Parade. On 23 December, the Buffalo Corral staff went Christmas caroling on horseback throughout the post. A barbecue was held at the conclusion of the ride.

All APF positions were abolished at Murr Recreation Center in October and realigned under NAF. The seven-day-per-week operation was reduced to a five-day-a-week operation to accommodate the reduction in staff.

"Raisin in the Sun" was presented by Special Events and Black Women in Progress at the Huachuca Mountains Performing Arts Center on 20-23 February. Attendance was 215. "Social Security" was presented by Special Events and Sierra Vista Repertory Company at the Huachuca Mountain Performing Arts Center on 15-16 March. Attendance was 164. "On Golden Pond" was presented by Special Events and the Illegitimate Theater Company of Sierra Vista at the Huachuca Mountains Performing Arts Center on 10, 11, 17, and 18 May. Attendance was 222. "Arsenic and Old Lace" was presented at the Huachuca Mountains Performing Arts Center, 1, 2, 8, 9, 15, 16, 22, and 23 November. This was a joint production by Special Events and the Illegitimate Theater Company. Attendance was 530.

The Shrine Circus performed at Smiley Field on 28 March. Attendance was 1,199.

The Outdoor Recreation Branch, assisted by the Huachuca Wanderers, hosted the 22nd International Volksmarch on 20-21 April. Over 800 marchers participated in this event.

The Mule Mountain Marathon was conducted on 4 April. The route of the run was from Bisbee, Arizona, to Veterans Park in Sierra Vista. Support included food vendors, displays, entertainment, and coordination with volunteer groups. Estimated attendance was over 8,000.

The 1992 Army Soldier Show was performed at Cochise Theater in July. Attendance was 1,500.

The Huachuca Mountain Stampede Rodeo Queen Contest was held at Wren Arena on 17 August. The Rodeo Queen committee was helped by Ms. Judy Slyter. Each of the five contestants was presented a bouquet of flowers donated by Sierra Toyota. Lt. Col. Bart Waldo, Deputy Commander, U.S. Army Garrison and Fort Huachuca, was present to crown the Queen.

The Family Festival was held at its new location next to the NCO Club, on 24, 25, 26, and 27 September. Attendance was estimated at 20,000 for the four days.

Buffalo Corral held a two-day Open Rodeo at the Wren Arena, 26 and 27 September, in conjunction with Fort Huachuca's

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Annual Family Festival and Arts and Crafts Fair. Grand Entry and Posting of National Colors were done by Fort Huachuca's B Troop, 4th Cavalry (Memorial). Rodeo events consisted of bareback riding, team roping, barrel racing, saddle bronc, breakaway roping, calf roping, steer wrestling, and bull riding. For this rodeo event, the Buffalo Corral was helped by Fort Huachuca Rodeo Association, Huachuca Saddle Club, and the Sierra Vista Saddle Club. There were 226 contestants and over 1,000 spectators.

The Balloon Festival was held at Veteran's Park on 24 and 25 October. Support included displays and food service. Attendance at the displays was 600.

The Army Emergency Relief Fishing Derby was held on 14 March at the Sportsman's Center. On 18 and 25 June, the Sportsman's Center Conservation Group cleaned the Lakeside pond and seined the remaining fish for reintroduction later. During July, the first ever lead recovery operation was completed at the Sportsman's Center's skeet and trap ranges. Outdoor Lighting was installed for three skeet fields and four trap fields. This action was coordinated solely by Mr. Riblett at no cost to the government and saved \$10,000. The initial stage of a RV camp site, being built at the Sportsman's Center, was completed with volunteer help and donation of a personal back hoe. This action was coordinated by Mr. Riblett and saved

the government approximately \$2,200.00.

The Bowling Center realized a profit of \$21,988.98 before depreciation on sales of \$288,043.65. This was a profit increase of 145 percent on a sales increase of only 1 percent. Capital purchases for the year provided the Bowling Center with upgrades in building and fixture maintenance equipment, a lane dressing machine, masking units, and state-of-the-art pin sensing units for the automatic scoring system. Upgrades in the Bowling Center Pro Shop included a computerized balancing system (compu-balance) and a new ball drilling machine.

Doubles and singles events from the three local bowling associations were held at the Bowling Center lanes this year and the Young American Bowling Alliance (YABA) program grew with the inclusion of a Pee Wee League. Again, this year, the Bowling Center served as host for two area YABA Coach/Instructor clinics.

Fort Huachuca was host to the first commercially sponsored (Canadian Mist Whiskey) All Army and Armed Forces Boxing Trial Camp and Championships. The Western Olympic Boxing Trials and Olympic Training Camp were also conducted at Fort Huachuca for the first time. All boxers west of the Mississippi River competed and trained at Fort Huachuca in preparation for competing to join the 1992 Olympic Boxing Team.

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Family Support

Due to funding constraints, the Consumer Affairs Coordinator position was abolished and the Exceptional Family Member Program Manager's position was not filled. As a result, only minimal services were provided.

The Family Assistance Coordinator developed a sponsorship training packet for use by military units. TRADOC distributed this material throughout the command.

Army Community Services (ACS) again became involved in the deployment of soldiers when local personnel were sent to Somalia as part of Operation RESTORE HOPE. Family Support Groups were reestablished and training was provided to unit family support leaders.

Army Community Service Lending Locker supplies were increased in anticipation of expanding service to those families arriving at Fort Huachuca from Fort Devens.

The Consumer Affairs/Financial Assistance Planning Program, with the Housing Division, conducted a Home Fair in June. Although targeted at soldiers and family members relocating from Fort Devens, other newly-arrived military personnel took advantage of the Fair.

The First Steps Program, designed to aid in the prevention of child abuse, was carried

out in April. This program was staffed with volunteers.

The Family Member Employment Assistance Program was host to a Job Fair in September. The Job Fair was open to military and civilian job seekers. Over forty local, national, and international employers participated. More than 1,000 job seekers took advantage of the fair.

Army Emergency Relief (AER) provided assistance to active duty, retired military, and family members with \$215,625 in loans and \$28,084 in grants. The 40th Signal Battalion, 11th Signal Brigade, sponsored the 1992 AER Campaign, collecting \$90,072.

New programs for Child Development Services (CDS) included Centralized CDS Waiting List, Centralized Referral Service, Centralized Registration, Short Term Alternative Child Care, and the CDS Volunteer Program. An intergeneration program, The Grandpa/Grandma Corps was started as a pilot program for the Army.

To meet the needs of an expanding population, the School Age/Latch Key (SALK) Program opened an additional room holding thirty children at Myer Elementary School. The original SALK rooms located in the Youth Services Center continued to operate.

To reduce the waiting list for center-based child care, the New Beginnings Child development

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Center opened a new full-day, pre-toddler room, a full-day, preschool room, and two, part-day, preschool classes.

A Parent Support Group (PSG) began meeting regularly to provide CDS program oversight. The group sponsored book fairs in April and November.

A Special Needs Resource Team was organized to review parental requests for special needs care before placement of children in Child Development Services programs.

Youth Services (YS) 1992 registration was more than 1,400 youth. The Program Manager and a teen delegate attended the Teen Discovery and Youth Development Program at Fort Sill. Teen Discovery was a Department of the Army program designed to improve teen activities and provide teens a voice in programs offered at youth centers.

Buena High School used the Youth Services Center for their Homecoming Dance. Tae Kwon Do and Judo tournaments were held at the center and attracted participants from throughout surrounding communities.

Youth Services sponsored a graduation party for participants in the Drug Abuse Reduction Education (DARE) Program.

Installation Club Management

The 19th Hole Clubhouse reopened in January after undergoing an extensive interior renovation.

During the last quarter of 1992, a major interior renovation began at the NCO Club La Hacienda. The \$200,000 renovation was expected to renew completely the interior of the club.

The NCO Club was renamed NCO Club La Hacienda from Club La Hacienda to reflect better its membership makeup.

The Lakeside Officers and Civilians Club (LOCC) patio was enlarged, and shrubs and lamp-posts were installed. A fountain with synchronized, colored lights was installed in by the lake.

Mr. Heinz Steinmann was appointed Chief, Installation Club Management Division. Mr. Steinmann retained his duties as Manager of the Lakeside Officers Club.

Director of Logistics

The Directorate of Logistics (DOL) unit movement team supported the 11th Signal Brigade during its deployment to South-west Asia. The team also supported the Navy SEALs and the 2d Marine Recon during their operations at Fort Huachuca in support of Joint Task Force Six.

The demobilization of National Guard and Reserve was on schedule. Seven of the thirteen units had been validated by the end of August, with the remaining units scheduled before 15 September. A funding shortfall of \$2.7 million was identified to U.S. Army Forces Command

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which reimbursed Fort Huachuca in that amount.

The directorate upgraded the Fort Huachuca Car Wash at a total cost of \$49,719. It formerly cost \$85,296 to wash government vehicles at off-post facilities. It was expected that the car wash facility would pay for itself in less than a year. The command also anticipated further savings by allowing other units to use the facility.

Amnesty Program

An amnesty program for turn-in of excess property was begun in December. Building 30120, across the street from the Troop Issue Subsistence Activity, operated from 0800-1500 on 16 and 17 December as the turn-in point. Ammunition was included in the amnesty program and was turned in at the administrative building at the Ammunition Supply Point. Those turning in equipment or ammunition had to insure that the items were not receipted to them from any other property book nor on loan to them from another hand-receipt holder.

Engineering and Housing

Custodial Service Cutback

The Real Property Maintenance Account (RPMA) experienced a 28 percent reduction between FY 91 and FY 93. The reductions in the base operations budget resulted in a second cutback of custodial services in FY 93. [A

cutback in custodial services was made in FY 91.] Beginning on 1 October, the basic level of service was reduced to cleaning the bathrooms of facilities on Fort Huachuca three times per week. The child-care facility and Barnes Fieldhouse were excepted. Offices on the installation were given the opportunity to pay for their own custodial services.

Engineering Plans and Services

During FY 92, 13 firm fixed construction projects with a total value of \$2.8 Million were completed. Year-end saw the award of an additional 17 firm fixed price contracts, 2 small purchase contracts, and 1 requirements contract for a total of \$6.4 million. Significant projects completed in FY 92 were reroofing and coolers for Pershing Plaza 3, upgrade of the laundry plant, kitchens and floors in 43083, fuel tank replacement at the PX service station, and a life safety upgrade for 51001 and 52204. A total of eighty-nine delivery orders was issued under the Job Order Contract for \$2.5 million. Of these thirty-nine were issued in September. These were mostly small-user-requested projects such as a sandblast facility, upgrading of Whitside hall, electrical upgrades in Greely hall, and several projects at the Phoenix Reserve Center.

The number one design activity priority was design and construction management of the Base Realignment and Closure

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Act, and Military Construction Army program coordinated with the Corps of Engineers for thirty-eight projects valued at \$265 million. In-house design and Architect-Engineer design firms managed by our design staff produced twenty-eight designed projects valued at \$14.5 million. As of 1 October, eighteen of these projects valued at \$6.4 million were funded and awarded by the Directorate of Contracting with the remaining nine projects pending funding, renegotiation, or readvertisement for supportable bids. Design activity also included preparation of job order contract delivery orders. Other activity included management of the Department of the Army Energy Program, evaluation and leak survey of the installation natural gas system, lead-based paint testing and abatement program, environmental building air quality troubleshooting in the Hospital and Greely Hall, completion of the Raymond Bliss Army Hospital Joint Commission on the Accreditation of Health Care Organizations (JCAHCO) survey, and the Training and Doctrine Command plant survey and compilation of an automated data base for the Strategic Utilities Planning Evaluation and Rating (SUPER) development program, which would provide a ten-year plan to identify and set priorities repair projects for each of our utility systems.

Master Planning

During FY 92 Headquarters Training and Doctrine Command

(HQ TRADOC), gave final signature approval to the Fort Huachuca, Installation Design Guide, a planning effort started in FY 91. The Installation Facility Master Plan included two components: The Five-Year Capital Improvement Program and Mobilization Master Plan. Both were completed and submitted to the Installation by the Architect and Engineering firm of Hermann Zillgens Associates (HZA). HZA also undertook and completed an Area-specific plan for the 11th Signal Brigade, which addressed the relocation of the Brigades existing motor park from the 5000 to the 7000 building area. The final planning effort undertaken by the firm was to map environmentally eighteen sections of the installation. This planning effort was expected to be completed in the second quarter of FY93.

Military Construction Army and Base Closure Account Major Projects

The Base Realignment and Closure (BRAC) Commission established by the Secretary of Defense in July of 1989 identified Fort Huachuca as both a gaining and losing Installation. The realignment actions directed by the commission were to cause the Intelligence School at Fort Devens, Massachusetts, to realign to Fort Huachuca and the Information Systems Command (ISC) to realign to Fort Devens. The BRAC 91 Commission, in September of 1990, directed that ISC would not relocate to Fort Devens but remain at Fort Huachuca. The construction

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identified for meeting the space requirements for the incoming school from Fort Devens is shown in Table 29 and 30.

Table 29.--Projects Under Construction
(as of 30 October 1992)

PROJECT TITLE	PROJECT AMOUNT	STATUS
(BCA)		
Applied Instruction Building (MCD) complete	\$18,663,669	99.9%
Applied Instruction Building (TTA)	7,993,179	99.5
Roads/Utility Upgrade	17,352,000	99.8
Enlisted Barracks	33,801,000	92.0
Dining Facility (2 each)	3,820,000	92.0
Maintenance Facility (EWS)	3,887,000	99.5
Applied Instruction Building (BMB)	5,300,000	01.0
Laundry Expansion	2,300,000	08.0
NCO Academy	4,100,000	06.0
(MCA)		
Enlisted Barracks (11th Signal)	9,900,000	92.0
Fire Station	1,100,000	95.6
Army Family Housing (AFH) Capehart IV	1,133,000	95.0
Total: 12 projects	109,349,848	

Table 30.--Projects Under Design

(BCA)		
Applied Instruction Building (MTD)	15,500,000	95.0
Operations Building	11,400,000	30.0
Hospital Addition	4,000,000	20.0
Sports Complex	1,500,000	05.0
Fitness Center	3,500,000	05.0
Exchange Branch	800,000	01.0
Enlisted Club	2,100,000	05.0
Roads Upgrade	3,350,000	No authority to start
Utility Improvements	3,900,000	02.0
Central Heat Plant	3,210,000	05.0

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Dental Clinic	2,900,000	No author- ity to start
Student Issue	700,000	90.0

(MCA)

Vehicle Maintenance Facility	4,500,000	99.0
Modified Record Fire Range	1,500,000	92.0
Applied Instruction building (UAV)	9,500,000	95.0
Libby Army Airfield Lighting	1,200,000	65.0
Test & Evaluation Facility	5,400,000	90.0
Libby Army Airfield Upgrade	15,300,000	20.0
AFH 122 Units	5,500,000	90.0
TEM Reverb Chamber	20,000,000	65.0
CIDC Operations Building	1,100,000	20.0
Battalion HQ Building	5,200,000	20.0

Approved for Design for FY 96 Military Construction Program

Electronic Maintenance Shop	7,600,000
Tactics, Intel & Mil Sci Facility	9,300,000
Barracks Addition	6,700,000
Whole Community Revitalization (AFH)	9,300,000

Total: 26 Projects 154,960,000

*Environmental and
Natural Resources*

The Arizona Department of Environmental Quality issued a compliance order against the Garrison Commander of Fort Huachuca on 3 July 1991. Alleged noncompliance was for improper management of hazardous waste and underground storage tanks. The installation strate

gy for 1992 was to resolve the noncompliance issues while preparing for the administrative hearing. Many compliance issues have been resolved. The administrative hearing has been postponed until 1993.

Work on three restoration projects continued during 1992. These projects were Miscellaneous Sites, Groups A, B, and C. Most of these sites were involved in the compliance order. Reports and results were briefed to the Arizona Department of Environmental Quality.

Work continued on surveys, award of a contract for a Historic Preservation Plan, and preservation of Fort Huachuca resources.

The Proteus Corporation was retained by the command to prepare a Master Plan Environmental Impact Statement for proposed construction and operations on

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the installation. The Environmental Impact Statement was designed to bring all operations on the post, including testing and training, into compliance with the National Environmental Preservation Act, and other federal legislation relating to the environment. A questionnaire to aid in the preparation of the impact statement was circulated to all tenants on Fort Huachuca in June. A modification of the contract was awarded for additional work.

The computer hardware and software for the Integrated Training Area Management (ITAM) program was installed in building 22526. Field studies for ITAM were conducted. Monitoring of known and potential roost sites for the lesser long-nosed bat, an endangered species, continued as well as the monitoring of the agave plant, a favorite food supply of the bat. Education of tenant units on endangered species, habitat, and natural resources was conducted.

Contracting

Contract Support

The Directorate of Contracting (DOC) supported the Base Realignment and Closure effort by obtaining much of the furniture required to furnish seven of the thirteen new buildings being built on Fort Huachuca for the transfer of the Intelligence Center at Fort Devens to Fort Huachuca.

The DOC began CY 92 with sixty-one authorized civilian

positions. Budget cuts resulted in funding of fifty-seven positions. There were three temporary promotions, all in-house. Thirteen employees received training.

During December, the DOC moved from Building 22208 to Buildings 66157 and 66158. The move was necessary due to the renovation of Building 22208.

Standard Army Automated Contracting System (SAACONS). The transition from the Intel hardware to the new Sequent hardware was accomplished in December. Once the Standard Army Automated Contracting System (SAACONS) was operational, a faster response time was immediately noticed.

The number of contract actions validated by Department of the Army for FY 92 was 15,420 valued at \$161,125,668.

Purchasing

The Purchasing Division processed eleven requests involving Operation RESTORE HOPE for a value of \$11,858. They also supported the BRAC movement by processing 100 requests for a value of \$1.2 million.

Operations

The team which supports the Directorate of Engineering and Housing experienced significant increases in contracting for environmental activities and renovation of historical buildings.

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The Directorate of Logistics team negotiated the delivery and setup of BRAC furniture for the new buildings at Fort Huachuca, using the Base Support Contractor, Crown Support Services, Inc. This contractor participated in Project RESTORE HOPE by supplying transportation and other logistical support required with the movement of military troops to Somalia. The team also supported TEXCOM, awarding a contract for billeting 500 TDY military troops in the old Buena High School in Sierra Vista.

The Electronic Proving Ground team awarded the C4I contract in June. The Instrumented Test Range contract was resolicited to obtain additional competition, and was in the process of being awarded.

The Joint Interoperability Test Command team upheld awards for the three omnibus contracts.

The Intelligence/Department of the Army Research Projects Agency team awarded thirty-one research and development contracts totaling \$53,350,492. This doubled the FY 91 dollar amount. This team also got a new customer, Office of National Drug Control Policy and the Executive Office of the President. Matrix support has helped this team accomplish their doubled workload.

The Small and Disadvantaged Business Utilization Specialist (SADBUS) met or exceeded all annual goals and received a

special TRADOC runner-up award for FY 92.

Human Resources

The Human Resources Directorate (HRD) administered installation human resource programs and served as principal advisor to the Commander and commanders of all serviced activities at Fort Huachuca on all human resource program areas (except civilian equal employment opportunity) to include military personnel management; civilian personnel management; education, training, and libraries; equal opportunity (military); alcohol and drug abuse prevention and control program; and transition assistance.

In October the Commanding General approved the consolidation of all human resource functions in a single Directorate of Human Resources (DHR). This consolidation was effective on 13 December. The organizational elements which were combined to form the DHR included the Military Personnel Office, the Equal Opportunity Office (military), and the Alcohol and Drug Abuse Prevention and Control Program Office of the Directorate of Personnel and Community Activities; the Civilian Personnel Office (including the Non-Appropriated Funds Personnel Office); the Education and Training Division of the Directorate of Plans, Training, and Mobilization; and the Transition Assistance Office. Additionally, the directorate exercised operational control of the Equal Employment Opportunity (EEO)

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Office which managed EEO programs for civilian employees. After the consolidation the directorate consisted of the Military Personnel Division; Civilian Personnel Division; Human Development Division; Operations Division; Alcohol and Drug Abuse Prevention and Control Program Division; Equal Employment Office; and Transition Assistance Office.

Military Personnel

The Military Personnel Division (MPD) consolidated three of its subordinate elements in December. The Personnel Services Branch, the Personnel Processing Branch and the Trainee Student Processing Branch were combined into the Personnel Processing/Services Sections to provide service in a more timely, effective and efficient manner.

The Military Personnel Division received twenty-nine computers provided through the U.S. Army Training and Doctrine Command (TRADOC) special funding. Their installation has helped to streamline operations and to service customers better. They were distributed to get all clerks on line with the Installation Support Modules (ISM). Using ISMs cuts down on the use of the Tactical Army Command and

Control System (TACCS) computers and on the delays involved in a system where transaction files were hand delivered to the Personnel Automation Branch (PAB) and then to the Directorate of Information Management (DOIM).

The Personnel Automation Branch hand-receipted a TACCS box to the 86th Signal Battalion for use during their deployment to Somalia in support of Operation RESTORE HOPE.

Funding was obligated as of September for the renovation of Whitside Hall, the in- and out-processing center.

In April the division held its first annual Military Personnel Office Stakes Competition. The competition consisted of four-person teams which were drilled in the following areas: Common Task Testing (CTT), Physical Training (PT) and Drill and Ceremony (D&C). The first place trophy was awarded to the team from the Personnel Automation Branch team. The competition was followed by a barbecue.

The officer and enlisted drawdown program statistics shown in Table 31 pertained to separations accomplished for all units serviced by the Fort Huachuca Military Personnel Division.

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TABLE 31.--Military Separations for FY 92

	Enlisted	Officer
Special Separation Benefit (SSB)	363	66
Voluntary Separation Incentive (VSI)	23	47
Voluntary Early Release Retirement Program (VERRP)	3	0
Voluntary Early Transition Program (VETP)	217	0
Involuntary Separations with Separation Pay	67	4

Civilian Personnel

In May the Civilian Personnel Division (CPD) reorganized from the generalist to the specialist concept. The classification function went to the Compensation Management Branch, and the former staffing and technical services functions went to Human Resource Acquisition Branch. This meant that the people who were trained in staffing were functioning only in that area, instead of doing other work for which they were only partially trained at best. Since there had been so many losses and cuts, this was a more effective use of personnel. In the last five years there has been a 40 percent reduction in staff in Human Resource Acquisition area, with only a 15 percent reduction in the serviced

population. Reductions in Force and special projects have increased the workload during that time.

The Army Civilian Personnel System (ACPERS) Team was formed in March to ensure that the personnel actions were properly coded into the automated data system and to cleanup the data base. The team was responsible for processing personnel actions and other ACPERS data changes relating to employees (e.g., Health Benefits, Life Insurance, etc.). During the preparation time for the Reduction in Force (RIF), copies of the Employee Master Record (EMR) were sent to all employees in organizations which would be affected by the RIF. The corrected EMR copies were returned to CPD and the ACPERS Team made required corrections in the data base.

Because of the closing of Williams Air Force Base in Phoenix, the Civilian Personnel Division signed servicing agreements with two new customers to provide personnel support and services. These new organizations were both based in Phoenix and included the Military Entrance Processing Station

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(MEPS), and the Recruiting Battalion of the Army Recruiting Command. Servicing support was also now being provided to the U. S. Army Operational Support Airlift Command. Several of these new organizations involved an additional workload because they were new commands with different rules and regulations.

Action was completed to effect a major organizational restructuring of the finance accounting function at Fort Huachuca due to the creation of a centralized organization called the Defense Finance and Accounting Service (DFAS). Forty-six positions in the Resource Management area were converted to DFAS and placed on new job descriptions, although they were still at Fort Huachuca at the end of the reporting period. (See also page **.)

Original projections for the 1992 reduction in force (RIF) were 149 separations. Four employees were actually separated. Sixty-one people retired, 26 were changed to lower grade, 46 were reassigned, and 32 were lost through other attrition such as resignations, transfers out, and removals. Fifteen people were placed through the Priority Placement Program.

The Compensation Management Branch conducted an intensive review of the competitive levels assigned to positions. The competitive level was a critical element in reduction-in-force actions. Management officials and personnel specialists col-

laborated in this major effort, including coordination with the Fort Devens office.

During the 1992 RIF, the Civilian Personnel Division published a special RIF Bulletin that provided in-depth information on RIF procedures and addressed frequently asked questions.

The Civilian Personnel Division coordinated many personnel and organizational actions in preparation for the move of employees and functions from Fort Devens to Fort Huachuca.

A moratorium was imposed on 6 March on all permanent promotions and appointments for civilian employees in organizations affected by the transfer of many functions from Fort Devens to Fort Huachuca. Excepted were those promotions which were the result of the application of new or revised classification standards and promotion actions which satisfy an enforceable assignment right such as reemployment or restoration rights. The transfer of function was approved by Brig. Gen. Paul Y. Chenin, Deputy Chief of Staff for Base Operations Support, Headquarters, U.S. Army Training and Doctrine Command, on 18 November 1991, to be effective 1 October 1992.

With the reductions in force pending, it was necessary to cutoff the processing of Standard Form 52, Requests for Personnel Action, to stabilize the workforce. Effective 15 June all requests for personnel ac-

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tion were returned to activities within the U.S. Army Information Systems Command and the U.S. Army Intelligence Center and Fort Huachuca. Exceptions were recruitment actions, details to sets of duties, noncompetitive promotions, retirements, resignations, leave without pay, or other separations, extensions or conversions to temporary appointments, abolishments of positions through 2 July, and reassignments or promotions for DA interns to local positions.

The Civilian Personnel Division helped Headquarters, Department of Army, in the implementation of the Acquisition Corps, designed to establish a blue-ribbon program for the contract and acquisition function. This new program identified positions for inclusion in the Corps, specified training and qualification requirements, career paths, and accountability for government funding decisions.

Civilian Personnel provided substantial advice and guidance to the Intelligence Center regarding the application of newly issued job-grading standards under the Civilian Intelligence Personnel Management System (CIPMS). Because of Army's issuance of several grading guides (Army Occupational Guides), significant position management recommendations were made so that equitable upgradings could occur within a framework that balanced effective assignment of the work by management while properly com-

pensating employees for work done.

Despite severe cutbacks and reduced funding, the Army continued to implement the program for Managing Civilians to Budget. This year one key underpinning of the program was dismantled when the command group mandated that all monies not in use, including hire lag funds, would be given up to the command group for use and distribution at its discretion.

As of 1 June, Time Off Awards (TOA) became available as an additional tool that supervisors can use to recognize the achievements of employees. A TOA was another form of special act award and was based on an employee's short-term accomplishment that resulted in benefits to the government. From one hour up to a maximum of eighty hours per leave-year may be granted as an incentive award. Forty hours at a time may be bestowed for a single achievement. Many organizations at Fort Huachuca were taking advantage of this popular new tool to reward employees for their hard work.

Two years ago many organizations at Fort Huachuca adopted the Alternate Work Schedule (AWS) program. AWS allows employees to fulfill their basic work requirement of eighty hours in less than ten workdays during the biweekly pay period. Under this program employees work eight 9-hour days; one 8-hour day, and have a day off. Because of the overwhelming positive

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response from management and employees, this program has continued.

To provide maximum publicity of the Voluntary Leave Donor Program, the Civilian Personnel Division published a weekly listing of the potential leave donor recipients in the Weekly Bulletin and *The Huachuca Scout*.

Nonappropriated Fund Personnel

The number of applications for employment received in 1992 was 3,135. Total personnel actions (DA 4017) submitted were 772. There were three (two regular part-time and one regular full time) Business-Based Actions taken. A Cooperative Improvement Program was initiated and Pre-Employment Physicals were begun. Training was provided to 300 managers, supervisors and employees on the Cooperative Improvement Program. Training on Pay Banding, worker's compensation was given to thirty-six managers and supervisors. Seventeen positions were upgraded because of desk audits and reclassification actions.

Human Development

The Rascon Learning Center, the only learning center on the installation, was located in Building 67101, an extremely small facility that did not allow for proper learning center operations. Further, the building was condemned; heating and cooling were inadequate; and it was far removed from most of the

post population. To provide the installation with an effective and efficient learning center, a Decision Action was initiated to move the learning center to a location that would meet the needs of the soldiers of Fort Huachuca.

In April the Commanding General, U.S. Army Intelligence Center and Fort Huachuca, approved the relocation of the RASCON Learning Center to the Ranch House Dining Facility which was scheduled to close.

In September funds in the amount of \$92,000 were obtained from the Information Systems Command for renovation of the Ranch House to accommodate a learning center.

The Ranch House closed as a dining facility on 19 December. A contract was let by Directorate for Engineering and Housing (DEH) for renovation of this facility, which was expected to begin January 1993 and be completed in March 1993.

Because of severe budget decrements, consideration was given to either closing library activities on the installation or reducing services. As total closure was not deemed appropriate, services and hours of operation were reduced as of 1 October. Operating hours of the Children's Library were reduced to four hours per day, two days a week. The Main Library operating hours were reduced to thirty-nine hours per week. Upon expiration, periodical subscriptions were not renewed.

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Services consisting of interlibrary loans, microfiche access, new book rentals and the purchase of new materials were discontinued. Staffing was initially reduced from ten to five; however, it was raised to seven by using NAF resources provided by the Directorate of Personnel and Community Activities. Based on creative proposals and innovative use of existing resources, library activities continued through 1992, although at a greatly reduced level.

In April the Army Education Center, in a joint effort with the University of Arizona, succeeded in obtaining a grant from the State of Arizona to provide Adult Basic Education Programs to Fort Huachuca. This grant, issued to the University of Arizona, resourced the University to provide formal classroom instruction, through the Education Center, in the areas of the Basic Skills Education Program; English as a Second Language; Citizenship; and GT Improvement. As a result, these programs, which would otherwise have been funded from limited education dollars, were funded in whole by the State of Arizona, resulting in a savings to Fort Huachuca over \$50,000. Additionally, instruction in these programs was provided by a major university, using university faculty at no cost to either the university or the installation. The program was a success, benefiting not only Fort Huachuca but all students in the programs and was expected to be continued in coming years.

In July an internal reorganization of the Directorate of Plans, Training and Mobilization occurred which transferred the Nuclear, Biological, and Chemical (NBC) Training Branch and Skill Qualification Testing (SQT) Branch from the Education and Training Division to the Range Division within the Directorate. As a result, the Education and Training Division retained responsibility for the Army Education Center, all library activities, Army Personnel Testing, learning center activities, and the Foreign Language Resource Center.

During the period 15-18 November, the Fort Huachuca Army Education Center underwent a Military Installation Voluntary Education Review (MIVER). The MIVER was a program review sponsored by DOD intended to assess the quality of voluntary education programs at selected military installations. The intent was to improve education programs by making appropriate recommendations to the military service involved, the individual installations, and to the academic institutions offering educational programs on the applicable installations.

On 16 November an in-brief to the MIVER Team was provided by the Chief of Staff, U.S. Army Intelligence Center and Fort Huachuca. The MIVER Team conducted their evaluation from 16-18 November, meeting with representatives from the Army Education Center; Learning Center; Library; staff, faculty, and students of every institu-

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tion offering programs on the installation; and members of the installation Command element.

The MIVER Team out-briefed the Deputy Commander, U.S. Army Intelligence Center and Fort Huachuca on 18 November. An Error-in-Fact Report followed by a Final Report of the results of the evaluation would be provided during January 1993.

On 13 December the Education and Training Support Division, Directorate of Plans, Training and Mobilization, was transferred to the newly formed Directorate of Human Resources. Consistent with this transfer, the Division was renamed the Human Development Division. Besides retaining all existing branches, functions and activities currently in the Division, the Division assumed management responsibility for the Civilian Training and Development Branch, formerly within the Civilian Personnel Office. The Education Services Officer assumed Division Chief responsibility while retaining responsibility as Education Services Officer.

On 16 December, the Deputy Commander, U.S. Army Intelligence Center and Fort Huachuca, approved the transfer of management responsibility of the Foreign Language Resource Center (FLRC) from the Army Education Center to the 11th Military Intelligence (MI) Brigade. Rationale for this transfer was that the FLRC provides direct training support to the 277 linguists of the Military Intelligence School, and the 11th MI

Brigade has responsibility for the Command Language Program of which language training was a part.

Civilian Personnel Operations

Computer equipment was upgraded in 1992 and the Civilian Personnel Division achieved a longstanding goal of networking at least those elements of the Directorate of Human Resources in the main building (Bldg. 22320). The directorate was among the first offices to connect to the new installation fiber optics backbone. Equipment and software were on hand to network other buildings of the Civilian Personnel Division and tie them into the main directorate file server when the fiber optics backbone was connected.

Army Civilian Personnel System (ACPERS) entered its third year of deployment at Fort Huachuca. A major achievement in 1992 was the development of programs to automatically download and print reports and personnel actions overnight. Although the program was often unsuccessful because of interrupted data communications, on average the program saved nearly half a man-year and frees up the Personnel Systems Manager to accomplish other critical tasks. A second major achievement was the successful downloading of data from ACPERS to create databases of the most frequently used civilian personnel management data. Data was then manipulated using commercial applica-

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tions software (e.g., DBASE IV, Lotus 1-2-3, Excel, etc.). This approach has improved program evaluation efforts and the ability to respond quickly and efficiently to management information requirements.

During the year the Fort Huachuca Civilian Personnel Division continued to serve as one of two test sites for deciding the feasibility of using the Defense Data Network (DDN) rather than dedicated communication lines to reach the Computer Services Center in San Antonio, Texas, where the central ACPERS data base resides. The test has been largely successful and could result in considerable savings since more than 160 CPOs Army-wide use ACPERS and a dedicated line costs approximately \$1,600 to \$1,700 per month. Although the test has shown that conversion to DDN was feasible, increased downtime and interrupted data communications were significant concerns. The test was continuing in order to more accurately determine, analyze, and correct the causes of downtime as well as to assess the extent of the cost and benefit tradeoff involved in converting to DDN. One major concern identified by the Fort Huachuca CPO remained. That was the ability of DDN to handle effectively the ACPERS traffic during times of national crisis or war.

Besides the extensive effort involved in establishing the network, the major automation initiatives during 1992 were the development of a Request for Personnel Action (SF 52) Track-

ing System and an automated Training Needs Survey. Mr. Dan Shipman, developer of the automated Reduction-in-Force (RIF) program called RIF RUNNER, continued to provide extensive advice and assistance on the RIF RUNNER to personnel offices throughout the Department of Defense.

Because of resource cuts, the position of Chief, Operations Division has been unfunded. The Operations Division has thus far operated as self-managing teams under the direct supervision of the DHR.

Transition Assistance

The Transition Assistance Office (TAO) provided comprehensive transition services to soldiers and civilians leaving federal service.

Significant activities of the Transition Assistance Office/Army Career Alumni Program (ACAP) in 1992 included counseling 1,771 clients; participating in the Fort Huachuca Family Festival and Army Community Services Job Fair; and sponsoring a Law Enforcement Career Day. The office was recognized by the TRADOC Communities of Excellence Program as a "cell of excellence." The Sergeant Major of the Army, the Commanding General of the Test and Evaluation Command, and the Commanding General of the U.S. Army Intelligence Center and Fort Huachuca all visited the Transition Assistance Office in 1992.

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Equal Employment Opportunity

The Equal Employment Opportunity Office had primary staff responsibility for implementation of the U.S. Army Intelligence Center and Fort Huachuca Equal Employment Opportunity (EEO) and Affirmative Employment Programs for the Commander. In 1992 the EEO office lost one EEO specialist because of the reduction in force. One position was established, an EEO Assistant. The office was staffed with four personnel.

Federal Women's Program

Federal Women's Program (FWP) committee activities (Lunch and Learn Seminars and FWP Committee meetings) continued to stress values by emphasizing the need for employees to make a personal commitment to the organization and to become individually responsible for the achievement of career goals.

The FWP Committee sponsored its annual training program, "Career Enhancement Days," held 12-14 May. The theme "Expanding Our Triumphs" was adopted as the focus for this event. Topics for the four workshops were: The winning Job Application, Marketing Yourself, Job Opportunities for the 90's "The Glass Ceiling" and Out of Apples. Workshops featured speakers who encouraged employees to value themselves and to increase their professional skills, thus improving career opportunities.

The Fort Huachuca Federal Women's Program recognized Women's History Month with a special presentation by Judge Margaret Houghton, Pima County Superior Court Judge. The theme for this event was "A Patchwork of Many Lives."

The FHFWP continued its annual "Women of the Year" award presentation in recognition of civilian and military women who made significant contributions to the FHFWP. Ms. Sue Ivory, a public affairs clerk with Electronic Proving Grounds, Public Affairs Office, was selected. Nominations were judged based upon the significance or magnitude of the individual's contribution to the FWP and workforce.

On 30 January the commanding general issued a memorandum for the staff emphasizing his policies regarding the prevention of sexual harassment. He called for "every effort to identify and eradicate the problem of sexual harassment before it affects the readiness of our organization and decreases the ability to perform our mission." He pointed to Article 93 of the Uniformed Code of Military Justice and appropriate civilian and Army regulations that could be used to deal with sexual harassment.

Black Employment Program

Dr. Martin Luther King, Jr., Prayer Breakfast, an annual event at Fort Huachuca, was sponsored by the Black Employment Program (BEP) Committee on 15 January to focus attention on

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the achievements and aspirations of Dr. King. The National Theme was "Living the Dream: Let Freedom Ring (For Peace and Nonviolence)."

To help individuals reach their goals, the Program Committee developed a Calendar of Events for the year. The following events were sponsored to help increase and promote individual self-development.

The BEP Committee sponsored a one-day workshop on 25 February. The workshops consisted of Cultural Awareness; Knowledge, Skills and Abilities; Marketing Yourself in a Changing Environment; and Networking /Interviewing Techniques.

The Army Career and Alumni Program (ACAP) helped transitioning soldiers and civilians (and their family members) who were leaving the Army or government service. The seminar offered the audience counseling regarding the rights, entitlements and benefits, and where they could receive these services at Fort Huachuca and in the surrounding community.

The Information Systems Command, Civilian Personnel Division, presented the following topics at its one-day Career Enhancement Seminar: Intern Recruiting; Management Involvement and Intern Recruiting; Funding for Interns; and Authorized Slots for Interns/Upward Mobility.

Hispanic Employment Program

The Hispanic Employment Program (HEP) Committee observed "Cinco de Mayo" on 5 May by sponsoring a luncheon. The keynote speaker was Mr. Richard Martinez, Chief Counsel, Civil Rights Section, Arizona State Attorney General's Office, Tucson, Arizona. The theme chosen was "Hispanics - Helping America Meet the Challenge."

Hispanic Heritage Month was celebrated from 15 September to 15 October. Specialized workshops, lectures, movie presentation, cultural events, and displays were sponsored by the HEP Committee. The workshops presented included: Self-Empowerment, Attitude Adjustment, Discovering Your Leadership Skills, and a presentation of the film "Stand and Deliver" which tied in with the scheduled keynote address by Mr. Jaime Escalante. However, due to unexpected health problems, Mr. Escalante was unable to attend. Three events were sponsored by the U.S. Army Commercial Communications Office, the Alcohol/Drug Abuse Prevention and Control Office, and the Army and Air Force Exchange Service.

On 15 September the HEP Committee announced the selection of two individuals who made outstanding contributions in support of the Hispanic Employment Program and the Hispanic community. Ms. Luz China, an employee with U.S. Army Electronic Proving Ground, was chosen as the Employee of the Year

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and Mr. Larry K. Stitt, an employee with U.S. Army Information Systems Command, was selected as Supervisor of the Year.

The HEP Committee, along with the Sierra Vista League of United Latin American Citizens, established a tutoring program to assist local area students. The program's intent was to provide students with incentive to "stay in school" and made tutorial services available to any student who wanted it.

The HEP Committee sponsored training workshops throughout the year on career and personal development.

Handicapped Individuals Program

Telecommunications Devices for the Deaf (TDDs) were ordered and received for use by hearing-impaired employees. These devices helped the hearing impaired communicate. The Handicapped Individual Program Manager, Ms. Martha Bishop retired in August 1992.

Equal Employment Opportunity

Throughout the year, the EEO staff provided various organizations with affirmative action/special emphasis programs training. In April a Communications Skills workshop was sponsored by all the Special Emphasis Committees. It was presented by Mr. Michael Sands and open to the general workforce.

Public Affairs

The Public Affairs Officer served as the principal advisor to the Commander, U.S. Army Intelligence and Fort Huachuca; the garrison commander; and directors and chiefs of staff elements on all aspects of public affairs programs. The office provided the command's sole spokesperson in dealing with the news media and the public concerning community relations. The Public Affairs Office exercised staff and technical supervision over the planning and execution of the command information, media relations, and community relations programs. It provided policy and guidance for tenants, according to support agreements.

For several months in 1992, the Public Affairs Officer reported to the Chief of Staff of the U.S. Army Intelligence Center and Fort Huachuca. In November the office was returned to the supervision of the garrison commander.

The Command Information Branch kept soldiers and civilian employees and their families informed on topics of interest to the military while instilling a sense of pride in the Army, the post, and the organization. The branch lost its military journalist and editor in February, besides two experienced journalists and one experienced photojournalist. The resulting shortages were responsible for the decrease in the number of releases written, and the number of stories covered by the

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Huachuca Scout. Despite these handicaps, the *Huachuca Scout* won second place in the Training and Doctrine Command's Keith L. Ware Journalism competition in the Civilian enterprise metro Newspaper category. The post newspaper went on to take second place in the Department of Army competition.

The Commanding General's "Dial-A-Boss" program, administered by the Command Information Branch, responded to 332 personal requests for assistance during the year. That figure was up sixty calls from the previous year. The top concern was about housing, which made up 23 percent of the calls for 1992.

The Media Relations Branch kept the public informed of the role and impact of Fort Huachuca within the region and explained how the post fit into the Army and the defense structure. The branch also experienced personnel shortages with one of its civilian public affairs specialists being transferred to the Command Information Branch and two broadcast journalist positions remaining vacant for most of year. As a result, almost no public service announcements were prepared and distributed to the media.

There was increased media interest due to the Base Realignment and Closure (BRAC), the FY 93 Army Budget, and reduction in force, Olympic and Army boxing camp and trials, a soldier death, environmental concerns, and the issue of homo-

sexuals in the military. Despite its decrease in staff, the branch received more than a thousand queries, released almost 200 releases, arranged more than 200 visits by the media to the post and arranged eighty-seven interviews. The *Army Times* did a special on military intelligence, soldiers did several stories on Fort Huachuca, and several national media outlets expressed an interest in the post. Reporting by NBC Today, PBS Frontline, McNeal-Leher News, USA Today, Defense News, and Military Sports Magazine gained national exposure for the installation.

The Community Relations Branch gained acceptance for the Army and post missions through close interaction with and support of local governing bodies, the business community, and civic groups. The branch operated with only one position. With growing interest from the community in BRAC-related growth and housing problems, the office became increasingly involved in working directly with the community. More than 2,000 requests for information, equipment, and support were handled. More than sixty civic meetings were attended. The branch chief was involved in the Military Affairs Committee, the Balloon Rally, the Adopt-a-Soldier Program, the Business Expo, and the C-130 flight for community leaders.

The relocation of the Intelligence School from Fort Devens to Huachuca and the decision that Fort Huachuca's Information Systems Command would remain

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here instead of moving to Fort Devens, increased the number of requests for information from the Community Relations Branch. The local business community wanted to know about the numbers of military and civilian positions that were being moved here and how this would effect the housing shortage. To answer their questions, the garrison commander briefed several groups within the local business community on anticipated gains and housing needs.

Fort Huachuca conducted its Fourth of July 50-gun salute ceremony in Sierra Vista's Veterans Park and also supported the annual event with a variety of static displays. The Intelligence Center provided the famous Army Chorale for a noon ceremony. The post's 36th Army Band presented a concert as part of the evening fireworks display.

The Public Affairs Office co-sponsored with the Sierra Vista Chamber of Commerce a hot air balloon festival. This year all activities took place in Veterans Memorial Park except the balloon launchings from various schools on the installation and in Sierra Vista. The turnout was excellent but the event was marred by a balloon that collided with power lines off the installation. No one was injured.

A variety of media attention was occasioned by the arrival of the 1st Battalion, 14th Infantry (Light), 25th Infantry Division (Light), based in Schofield

Barracks, Hawaii. The unit was housed downtown in the old high school. To inform the public about the mission of this organization, a live firepower demonstration was held and the community invited. It was later revealed that the battalion was here to support drug interdiction with the Drug Enforcement Agency and other agencies in the northern part of the state.

Internal Review and Compliance

The Internal Review and Compliance (IRAC) office completed twelve audit reports between 1 October 1991 and 30 September 1992. Approximately \$1.4 million in monetary benefits were identified as cost avoidance or anticipated future savings. This was accomplished in spite of a loss of one of the three staff auditors. Major audits included the following:

The Reimbursable Program identified services that would be provided by the garrison to the tenant activities on the installation. Support agreements were established to identify the types of services that would be provided to the tenants and the estimated cost of these services. The audit identified improvements that were needed in the way the reimbursable program was administered. Recommendations were made to insure that all reimbursable services were identified, costed and collected from the customers. This audit identified over one million dollars in reimbursements that needed to be collected.

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A study of the Alarm-Room Consolidation was conducted to decide if the separate alarm-rooms, manned twenty-four hours a day by the fire department and the police department, could be consolidated. Based on the study, the Garrison Commander decided to consolidate the two alarm-rooms. This action would save over \$80,000 annually in labor costs. It also saved the cost of moving the fire alarm-room from the old fire station in the old post area into the new fire station across from the main post chapel.

An audit of the Nonappropriated Fund (NAF) Contracting found that it was generally effective at Fort Huachuca. During the audit it was found that cost could be reduced by eliminating a warehouse operation. This allowed food supplies to be delivered directly to individual clubs on post. A savings of approximately \$57,000 was expected as a result of closing the warehouse.

Two major external audits were performed by the U.S. Army Audit Agency. One audit covered Food Service Operations and the other covered the energy conservation program.

Information Management

Effective 1 October a reduction-in-force within the Directorate of Information Management (DOIM) resulted in the reorganization of the Information Center (IC). Incorporated into the IC were Records Management, Mail and Distribution, and

Publications and Printing functions.

The directorate began distributing the U.S. Army Intelligence Center and Fort Huachuca Weekly Bulletin through electronic mail to Intelligence Center and Fort Huachuca elements and was pursuing electronic distribution to all elements with access to electronic mail bulletin boards. This provided more timely access to the bulletin and greatly reduced printing costs. Bulletin input was also accepted electronically, which eliminated retyping information.

The directorate moved toward an electronic filing environment through the installation of an electronic filing system in the Information Center. The system provided the ability to scan paper file copies into a personalized indexing system that allowed for immediate retrieval of documents. Since the system used imaging technology, documents were stored and retrieved as mirror images of the originals (to include signatures and graphics).

The Intelligence Center and Fort Huachuca began transitioning to an electronic environment in the forms area as well. The DOIM purchased copies of the forms filler software package used by Department of Defense (DOD) for U.S. Army Intelligence Center and Fort Huachuca elements. This package provided the capability to fill in many higher level forms electronically. The DOIM also created local forms as electroni-

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cally generated versions using this software.

With the completion of the Post Locator Installation Support Module, the directorate phased out the function of redirecting soldiers' personal mail. Each unit mailroom can get to this module and redirect mail across the installation. It was no longer necessary for the Directorate of Information Management to function as a centralized redirect point.

The Defense Management Review Decision 998 was implemented 6 April, consolidating DOD printing and micrographics services under the Defense Printing Service (DPS) as an industrial-funded operation. The Fort Huachuca Printing Facility moved from the Directorate of Information Management to the Defense Printing Service and operated on a fee-for-service basis. The role of the DOIM was to act as liaison between the DPS and installation customers.

The TRADOC Community of Excellence inspection of Fort Huachuca was conducted from 21-23 July and resulted in special recognition for the DOIM by TRADOC.

The Information Center helped the Commanding General, U.S. Army Intelligence Center and Fort Huachuca, by setting up a computer notebook with information typically maintained in paper files and by developing programs and installing software for ease of operation. It was

intended to accompany the commander on trips.

The Information Center coordinated with the U.S. Army Intelligence Center and Fort Huachuca and various tenant organizations to establish Contracting Officer Representatives (COR) for executing contract services on computer hardware repairs. Internal procedures for recording and monitoring assistance requests were in place. All other support calls were forwarded to the DOIM for assistance in software, networks, operation of office automation hardware and software, as well as telecommunications. The remaining organizational elements that still rely on DOIM support were being changed to interact with the contract vendors directly.

Fort Huachuca Regulation 25-2, *Control and Protection of Commercial Computer Software*, was published in June. This regulation established local policy and procedures, assigned responsibilities, and provided guidance relating to the use and protection of commercial computer software, to include public domain and shareware, when the software is acquired to meet the information needs of organizations on Fort Huachuca.

As part of the Office of Personnel Management (OPM) Army Civilian Career Evaluation System (ACCESS) recruitment process, there were two forms that were used to document previous job experience: DA Form 2302, Civilian Career Program Qualifi-

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cation Record, and DA Form 2302-1, Civilian Career Program Qualification Record - Continuation Sheet. The automated versions of these forms were distributed to the customer community.

The Information Center purchased a quantity of restricted-site licenses for Microsoft Disk Operating System (MS-DOS) operating system software. There were 637 copies purchased and distributed to the authorized recipients.

A total of 702 hours of contractor instruction time was purchased to provide basic and advanced Professional Office Systems Literacy Training to the U.S. Army Intelligence Center and Fort Huachuca staff.

During the fiscal year, 1,415 Capability Requests (CAPRs) were processed by the Information Center for U.S. Army Intelligence Center and Fort Huachuca and tenant organizations. This was an increase of 139 CAPRs compared to FY 91.

Effective 1 October command and control of installation Information Mission Area services moved from 7th Signal Command to the Major Army Commands. U.S. Army Information Systems Command - Fort Huachuca (USAISC-FH) was deactivated and the Directorate of Information Management came under the control of Commander, U.S. Army Garrison (USAG), TRADOC. Simultaneously, the directorate underwent a substantial personnel reduction that resulted in a

major reorganization. Under this reorganization, the Resource Management and Plans Division was eliminated by transferring functions of the division to the Directorate of Resource Management and other divisions within the Directorate of Information Management.

Due to personnel reductions, the Fort Huachuca Information Processing Center and the Telecommunications Center reduced hours of operation from twenty-four hours, seven days per week to sixteen hours, five days per week. The reduced hours appeared to have little or no effect on customers.

Dial Service Assistance (DSA) began on Fort Huachuca in October. All calls directed to the telephone operators were transferred to Fort Gordon operators for assistance between 2100 and 0500 on duty days, and twenty-four hours a day on weekends and holidays.

Two Electronic Switching Systems were removed in 1992. The Harris system was taken out because of repeated troubles. Service was being provided by the Garrison DBX-5000. The switch installed in the Intelligence Center academic area was removed because of damage caused by the action of a contractor. The outside plant facilities were enlarged to provide service to customers in the area of the Garrison DBX-5000.

In late February the Commander, 7th Signal Command, in coordination the TRADOC and U.S.

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Army Information Systems Command, issued an order to replace the computer hardware that supplied Electronic Mail (E-Mail) support to the Intelligence Center at Fort Huachuca. The existing computer, a Unisys 5000/95, was replaced with two AT&T 3B2/600 computers and the users distributed across the two systems.

The DOIM contracted with the General Services Administration (GSA), Office of Technical Assistance (OTA), Federal Systems Integration and Management Center (FEDSIM), to do an analysis of the Fort Huachuca Directorate of Information Management computer capacity and future requirements, and to provide alternatives to meet these requirements. The study included considerations of data processing management, operations, and applications services and controls from 1990 through 1997.

The options available were to replace the existing IBM processor with a compatible processor of greater capacity, or augment the existing capacity with additional equipment. TRADOC added a third option which would transfer processing to a consolidated processing center. An IBM 4381 processor with peripherals and a communications processor were available for reutilization within the TRADOC community. In December 1991, Maj. Gen. Menoher decided to add the computing capacity to Fort Huachuca after TRADOC failed to provide a detailed plan for consolidation. The 4381 was transferred from Fort

Monroe and installed here. A larger communication front-end processor was transferred here from Fort Leavenworth, and the existing one was reused within the TRADOC community.

Processing was divided between the two machines; the 4361 dedicated to support of the PROFS electronic mail system, and the 4381 processing the Army Standard Installation Support Modules (ISMs) and the TRADOC-mandated ISMs. The installation of the additional equipment and transfer of processing was completed in April.

The directorate supported 18 Army Standard Information Management Systems (ASIMS), 18 Installation Support Modules, and ninety-three unique systems.

At the Data Processing Center, 98 percent of punch card input/output was eliminated. The only remaining cards were the aperture cards which contained microfiche of documents used by engineers, the Public Affairs Office, and other tenants on the installation.

Installation began on Phase III of a multiphase \$6 million, postwide, fiber optic transmission system. The fiber optic media would supply voice, data, and video transmission capability throughout the installation. Phase III consisted of the structural support duct work, manholes, and electronic media node centers, as well as service to forty-two buildings in the old post area. The effort would be ongoing through June 1993.

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Cost of this phase was \$2.82 million. Funding for the fiber optic transmission system was supplied by the U.S. Army Information Systems Command.

Information Mission Area (IMA) requirements for new Base Realignment and Closure (BRAC) projects were developed and forwarded through the Directorate of Engineering and Housing to the Army Corps of Engineers. During the year four new projects have gone through the IMA plans process. Two buildings, out of the thirty projects, were completed.

Inspector General

One Special Inspection of Garrison Support to the Intelligence Center and School Training Mission was conducted. One follow-up inspection of the Directorate of Engineering and Housing U-DO-IT and Self-Help programs was conducted.

There was a total of 266 Inspector General Action Requests completed during the reporting period. Memorandums for Record were written for 461 personnel seeking assistance and advice.

There were twenty-two inquiries conducted at the direction of higher headquarters during the calendar year. Five were directed by the Department of Defense Inspector General, eight were directed by the Department of the Army Inspector General, and seven were directed by the Training and Doctrine Command Inspector General. There were

two inquiries directed by the Commanding General or the Garrison Commander. There were no formal investigations conducted during the calendar year.

The office lost Ms. Letha Coleman because of reduction-on-force procedures. She was reassigned to the Finance and Accounting Office.

Law Enforcement, Safety and Security

On 21 December a memorandum was published that established interim policies and procedures for the Huachuca Safety Program, pending publication of a Fort Huachuca directive.

Resource Management

Fort Huachuca was visited by the TRADOC evaluation team in July for the Communities of Excellence Program. The team visited fourteen areas that were emphasized in the Army Communities of Excellence Program, and several other areas that show the quality of life on Fort Huachuca. Excellence in Customer Service; Medical Facilities; Engineering and Housing programs; Chaplain Services; and Morale, Welfare, and Recreation Services were but a few of the programs evaluated. Customer service and facilities excellence were considered two of the most important areas in the evaluation criteria.

Fort Huachuca was the recipient of four TRADOC awards. The awards were in the areas of Chaplain Services, the Army

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Career and Alumni Program (ACAP) Program, Information Management, and the Widowed Support Program. Special Recognition for the Widowed Support Center has never before been given to a post. Fort Huachuca was at the forefront in this area and continued to lead TRADOC in support for widowed personnel.

During the year the Army Idea for Excellence Program (AIEP) received 190 new ideas that could enhance living and working conditions on Fort Huachuca, as well as throughout Department of Army. Forty awards were presented. Twenty-six were given to active duty military and fourteen civilian (DOD) employees received awards. Cash awards totaled \$4,499. The awards were presented for developing and implementing procedures that directly contributed to the effectiveness and improvement of operations at Fort Huachuca and for the Department of the Army.

The idea program also awarded Certificates of Appreciation to evaluators for their time and conscientious effort spent evaluating ideas for improvement of living and working conditions for the military and civilian workforce. In 1992, 12 evaluators were recognized for their efforts.

Financial Management

In October the Manpower and Equipment Documentation Division, the Program/Budget Division, and the Management Analysis Division consolidated to

become the Financial Management Division, Directorate of Resource Management. Most of the decentralized budget personnel were merged into Financial Management Division. The only budget operations remaining at the Directorate level were the Directorate of Engineering and Housing, the Directorate of Training and Development, and the Directorate of Combat Developments. Teams were then formed to expedite workload. Except for the three remaining decentralized activities, all actions affecting U.S. Army Intelligence Center and Fort Huachuca were handled by three budget teams and one manpower team. A team was also formed to work Base Realignment and Closure, and other miscellaneous issues.

Due to continuing downsizing within the command, there was a reduction of seven funded work years. This caused a shifting of workload within the Financial Management Division. Several procedures were changed to accommodate a smaller workforce.

The budget execution for the U.S. Army Intelligence Center and Fort Huachuca incurred total direct obligations of \$101.14 million, a reduction of \$6.17 million from FY91. The rate of obligation was 99.995 percent for OMA and 99.845 percent for AFH.

On 1 October the Support Services Office moved from the operational control of the Finance and Accounting Office to the Director of Resource Management.

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The Finance and Accounting Office had a major reorganization on 13 December. The Accounting, Disbursing, and Accounts Payable functions were capitalized as Department of Defense entities reporting to the Defense Finance and Accounting Service-Indianapolis. Military Pay, Civilian Pay, Travel Pay, Central Accounting Office, and a portion of Accounting (Garrison Management Accounting Office) remained with the Garrison.

Due to losses in personnel, the Finance and Accounting Office was forced to reduce its services. An information paper dated 19 June detailed some of the cuts. Due to the loss of one civilian payroll clerk position, the 500 pay accounts were spread out to the remaining five technicians, potentially increasing the error rate. Customers would have to make appointments instead of handling pay problems on a walk-in basis. The one-day inprocessing of military personnel at Whitside Hall was increased to two days. Out-processing was closed to customers a minimum of three afternoons a week. The number of audits done on travel pay vouchers was reduced from 900 to 250 per month. A five-day turnaround for travel vouchers could be expected instead of the three-day period. An additional day would be required for mailing out checks. All cashier services would be provided by one cashier at the main Finance Office rather than by two at the main office and an additional inprocessing cashier at Whitside

Hall. The quality assurance function was eliminated, taking away the in-house review capability. Stock Fund accounting backlogs were expected to get worse, and delinquent accounts receivable were expected to grow.

Staff Judge Advocate

The Claims Division paid a total of \$915,999 during the fiscal year under the provisions of Army Regulation 27-20. The Recovery Branch collected a total of \$205,652, which included medical recoveries of \$155,497, carrier claims of \$56,214, and property recovery of \$13,195.

The Legal Assistance Division serviced a total of 7,309 people during the calendar year. Legal counseling was given to 3,906 people. Nine hundred ninety-two wills and 3,211 powers of attorneys were prepared and executed. The Legal Assistance notary service was used by 1,419 people.

During the year, the Division also helped soldiers deploying as part of Operation INTRINSIC ACTION and Operation RESTORE HOPE. The Division provided same-day wills, powers of attorney and emergency legal advice for soldiers involved in these missions. Also, out-briefings for both soldiers and their dependents were conducted.

The division taught classes in both the field and classroom concerning preventive law, the law of war, code of conduct,

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ethical standards of conduct, tax assistance, voting registration, check writing, retirement benefits, renting property, discharges and military justice. Mass voter registration drives were also conducted, reaching over 1,000 soldiers and civilians.

The Tax Center was opened on 3 February and prepared 5,231 tax returns for Fort Huachuca community members. Electronic filing of federal tax returns was provided and 1,262 returns were filed in this manner. The Center was staffed by one Judge Advocate NCO, sixty-one unit tax advisors and ACS volunteers, and supervised by a Judge Advocate General officer.

During the year, 233 administrative discharges, 66 Reports of Survey, and 199 Civil Processes were reviewed. Legal opinions totaling 978 were completed.

During the calendar year, the Criminal Law Division tried 5 general courts martial, reviewed 1 special court martial and 3 summary courts martial. There were also reviewed 233 formal article 15s, 35 appeals from formal article 15s, and 37 summarized article 15s. One bad conduct discharge special court martial was tried and six chapter 10 discharges were processed.

Base Realignment and Closure

In August the first soldiers from Fort Devens arrived. By the end of the year, over 250 soldiers and civilians, who either worked at or would have been sent to Fort Devens, arrived at Fort Huachuca.

In October the \$20.1 million Utilities and Roads Upgrade was completed. In November the \$8.9 Tactical Training Department/Tactical Training Area and the \$4.4 Signal Intelligence/Electronic Warfare Systems Maintenance Facility were completed. The first two barracks and the air conditioning/heat plant of a \$40 million Enlisted Barracks project, the first of two dining facilities in a \$4.2 million Dining Facility project, and the \$21.5 million Morse Code Division/Electronic Warfare Department were completed in December.

As the year ended, these projects were underway: Remaining five barracks; remaining dining facility; a \$3.9 million Noncommissioned Officers Academy; a \$2.2 million Laundry Expansion; and a \$4.5 million Basic Morse Branch training building.

The Center programmed \$44.5 million, not including Military Construction Army funding, for installed equipment, free-standing furniture, prewired workstations and other miscellaneous requirements. Currently \$18 million has been committed or obligated.

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Notes for Chapter VI

1. *Impact Statement: Fiscal Year 1992*, prepared by the Directorate of Resource Management, U.S. Army Intelligence Center and Fort Huachuca (ATZS-RMP-C, Mr. Murray), distributed 24 March 1993. SUPPORTING DOCUMENT II-3.

2. All of the information presented in this chapter is based upon input submitted by the various staff offices and directorates, unless otherwise indicated.

3. Based on a compilation of *Monthly Activities Reports*, prepared by the Museums Team, ATZS-TDO-M, U.S. Army Intelligence Center and Fort Huachuca.

Appendix A CHRONOLOGY

1 October 1991 - 31 December 1992

1 October. According to Tom Cochran, head of the Environmental and Natural Resources Division, Fort Huachuca made significant progress during FY 91 in protecting endangered species. It has built a roost site for the lesser-nosed bat, sometimes called the Sanborn bat, so that bats migrating from Mexico can spend the night. Work on preserving the agave, a principal source of nectar for the bats, was also a priority. During the year, a survey program was begun for the southern spotted owls which live on rocky cliffs in the forested areas of the Huachucas.

1 October. The Directorate of Engineering and Housing begins its annual changeover from cooling to heating today. The project is expected to be completed by 1 November.

1 October. This month is Hispanic Month; National Disability Employment Awareness Month; and National Crime Prevention Month.

2 October. According to figures released today, the reduction in force (RIF) announced last May will involve the separation of 33 Fort Huachuca employees, down from the number of 144 that was expected when the notices went out on 8 August. This was made possible by voluntary early retirement or by those offices hiring replacements voluntarily changing job descriptions so that people facing RIF could qualify.

10 October. Spc. Robert D. Gendreau, Headquarters Company, 11th Signal Brigade, is demoted, dishonorably discharged, and sentenced to nine years after being found guilty in a general court martial for distributing the hallucinogenic drug LSD.

10 October. This year's chairman of the local post Combined Federal Campaign committee, Col Thomas Finnegan, kicks off this year's CFC drive.

11 October. Organization Day is held for the U.S. Army Intelligence Center and Fort Huachuca (USAIC&FH). Day-long activities and refreshments are provided at Apache Flats.

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19 October. Fort Huachuca begins its week-long participation in the 1990 Red Ribbon Campaign, a drug-prevention awareness program.

25 October. A two-day Open House begins at Libby Army Airfield. It will feature a three-day hot air balloon festival, static military exhibits, and walking tours of the Old Post historic area. It is also a chance to honor those who served in Saudi Arabia.

5 November. A fire at a Fort Huachuca home, 109A Patch Street, causes \$1,000 worth of damage before being extinguished by post firefighters. The cause is unknown.

7 November. Sgt. 1st Class Gregory F. Youmans, Company A, 304th MI Battalion, 111th MI Brigade, is fined \$500 in a special court martial after being convicted of maltreatment of a female student. The 33-year-old instructor forced his attentions upon a 20-year-old female student at one of the clubs.

14 November. A bomb threat is received at the Fort Huachuca Main Exchange. The 77th Explosive Ordnance Disposal unit found no explosives.

16 November. A second bomb threat is received by the post office branch on Fort Huachuca, but like last Thursday's threat, no bomb was found.

21 November. Garrison Commander Col. Robert J. Covalucci hosts a Town Meeting at the Cochise Theater. The topics to be discussed include the post's Recycling Program, U-Do-It Program and Family Housing Maintenance Plan.

23 November. American Indians from several tribes hold a powwow at Fort Huachuca as a part of the observances of American Indian Heritage Month.

8 January. The 207th Military Intelligence Brigade and its three subordinate battalions case their colors on Huachuca's Brown Parade Field and deactivate. Activated on 8 November 1990 for deployment to Saudi Arabia, the brigade, formerly stationed in Germany, was composed of the 2d MI Bn (Aerial Exploration), the 307th MI Bn, and the 511th MI Bn (Tactical Exploitation). It was assigned to the VII Corps during Operation DESERT SHIELD/STORM.

8 January. Students from D Company, 305th MI Battalion, Fort Devens, take part in OPERATION VIPER to add practical

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experience to those skills they learned in the classroom. The three-day Field Training Exercise was for Advanced Individual Training students who are finishing the 10-month Electronic Warfare/Intercept Tactical Systems Repairer course (33T). They trained on Common Soldier Tasks and realistic maintenance missions.

10 January. The guidon of E Company, 305th MI Battalion is cased in a disestablishment ceremony at Fort Devens, Massachusetts.

21 January. The All Army Boxing Trials begin at Fort Huachuca's Barnes Field House. These matches will select the Army's team that will compete in the All Service Boxing and then the Olympic trials.

29 January. The third in a series of five Town Meetings is held at Cochise theater. The topics are the commissary system, Fort Huachuca Accommodation Schools, and the Dental Activity.

29 January. The defense budget submitted to Congress includes \$15.3 million for the rebuilding of Runway 26, 12,000-feet long, at Huachuca's Libby Army Airfield. Design flaws in the original runway designed by the Arizona National Guard caused the asphalt surface to crack and crumble and incurred expensive patching jobs.

30 January. Figures are released today that project the population changes at Fort Huachuca as a result of the transfer of the Intelligence School-Devens to Huachuca. In August 1992, nine military are expected. In Fiscal Year 1993 will be added 53 students, 59 military, and 316 civilians, for a total of 428. In FY 94 the numbers are 923 students, 307 military, and 63 civilians, for a total of 1,293. In FY 95 the post expects to gain forty-two civilians, however, this increase will be offset by a projected loss in the number of students. The overall increase from FY 92 to FY 95 is 1,708.

4 February. The 1992 Armed Forces Boxing Championships get under way at Huachuca's Barnes Field House. The matches pit the best boxers of the Army, Navy, Air Force and Marines. The winners will have a chance to try out for the upcoming Olympics.

20 February. The fourth in a series of five Town Meetings is held with garrison commander Col. Robert J. Covalucci

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addressing these topics: Medical Department Activity, D.A.R.E. Program, and Game Management.

27 February. A fire at a construction site at Fort Huachuca touches off construction material that is thought to be toxic and seventy-five persons are evacuated from the site. Six of them were admitted to Raymond W. Bliss Army Community Hospital for observation and released.

3 March. A diesel fuel leak is discovered at the fuel point for military vehicles on Carter street. The spill is contained with a dyke and cleanup begins. Construction of a new military fuel point is scheduled to begin in a year.

6 March. Lt. Gen. Glynn C. Mallory, commander of Sixth Army, begins a two-day visit to Fort Huachuca to evaluate the 8th Battalion, 40th Army's readiness to deploy. The Army Reserve unit is undergoing an Organizational Readiness Exercise on Huachuca's ranges.

12 March. The Program and Budget Division, Manpower and Equipment Documentation Division, Management Analysis Division, and Base Realignment and Closure Office of the Garrison Directorate of Resource Management have reorganized to become the Financial Management Division of the Directorate of Resource Management, according to today's announcement.

24 March. A three-day, annual, Interoperability Conference is held at Huachuca's Joint Interoperability Test Center (JITC) to talk about defense communications interoperability issues.

30 March. Four Fort Huachuca soldiers are charged with attempted murder after a 29 March drive-by shooting that wounded a 22-year-old Sierra Vista man. They are Spc. Ronald I. Parsons, 21; Spc. Calvin E. Temple, 21; and Spc. Patrick R. Slay, 21, all of 69th Signal Company, 40th Signal Battalion; and Cpl. Keith D. Greggs, 23, HHD, 40th Signal Bn. They will be administratively discharged.

31 March. Paul Rossi, western artist and historian, gives a presentation on "Western Military History in Art" at the Lakeside Officers Club as part of Fort Huachuca's 115th birthday celebration.

1 April. Month of the Military Child.

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1 April. Capt. Jacqueline Little, chief of the legal section for the department of human intelligence [assigned to Company A, 304th Military Intelligence Battalion, 11th Military Intelligence Brigade], is announced as the TRADOC Instructor of the Year. She teaches military justice subjects to advanced individual training privates, noncommissioned officers and warrant officers, and lieutenant colonels preparing for battalion and brigade commands.

1 April. Staff Sergeant Lucinda K. Tims is named Noncommissioned Officer Instructor of the Year by the U.S. Army Training and Doctrine Command. At the Military Intelligence NCO Academy she teaches Army common core subjects and the Interrogator Technical Course, and performs drill sergeant duties.

6 April. The Defense Printing Service assumes responsibilities for all DOD printing operations, including Huachuca's Main Printing Plant, satellite plants in Greely Hall and Riley Barracks, and remote satellites at Williams Air Force Base and Yuma Proving Ground. The DPS Southwest Area headquarters is at Kelly Air Force Base, Texas.

8 April. More than 400 soldiers of the 1st Battalion, 14th Infantry, 25th Infantry Division (Light), arrive at Huachuca to participate in tests of the short-range, unmanned aerial vehicles. The unit from Schofield Barracks, Hawaii, will be housed in the leased, former Buena High School. The soldiers also participated in drug interdiction operations for the Drug Enforcement Agency. The tests will be held from 31 May to 2 July. The unit will return to Hawaii by 17 July.

12 April. Defense Secretary Dick Cheney recommends the closing of thirty-one military bases nationwide, including Fort Devens. In response, Boston University President John Silber complains, "Eastern Massachusetts contains the richest concentration of academic and corporate research firepower in the world. Southeastern Arizona, on the other hand, is comparatively an academic desert."

27 April. ⁹² Fort Huachuca's traffic circle is dedicated in honor of Maj. Gen. Francis F. Uhrhane, a former commander of the U.S. Army Electronic Proving Ground from 1960-63.

1 May. Companies A, B and C of the 304th MI Battalion are resubordinated to the 11th MI Brigade, a move that is part of the Base Realignment and Closure program. Company A,

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Headquarters Command, is also redesignated Company D. The new organization looks like this:

Headquarters Company:

Commanding General
Office of the Commander
Brigade Commander
Brigade Staff

Company C:

Directorate of Training
and Doctrine
Directorate of Combat
Developments
Directorate of Evaluation
and Standardization

Company A:

Garrison Commander
Garrison Staff
Directorate of Information
Management
Directorate of Programs
for Community Activities
Directorate of Plans,
Training and Mobilization
Directorate of Logistics
Directorate of Engineering
and Housing
Information Management and
Security Office
Information Management
Office (FH)
Department of Human
Intelligence
Finance and Accounting
Office
Military Personnel Office
Company Commander
Company Staff

Company D:

Post Ceremonial Detachment
Headquarters, Information
Systems Command
Test and Experimentation
Command, Intelligence and
Electronic Warfare Test
Directorate
Army Commercial Communica-
tions Office
Test Measurement and Diag-
nostic Equipment Support
Center
Special Security Office for
USAIC&FH
B Troop, 4th Cavalry
(Memorial)
Company Commander
Company Staff

36th Army Band

Military Police Company

13 May. Arizona's civilian aide to the Secretary of the Army, Joseph P. Schwann, visits the Phase I construction of the Intelligence Center's academic complex. He is accompanied by Maj. Gen. Paul E. Menoher, Jr., commanding general of USAIC&FH, and Maj. Gen. Donald L. Owens, adjutant general of the Arizona Air National Guard.

15 May. "Stand Up for Safety" Day.

15 May. A two-day open house is held at Huachuca for military retirees. The annual event provides them with current information about their retirement rights, benefits and privileges they have earned.

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15 May. The 11th Signal Brigade is awarded a Meritorious Unit Commendation for its performance in Operation DESERT SHIELD/DESERT STORM. The award is presented by Lt. Gen. Peter A. Kind, commanding general of the U.S. Army Information Systems Command, who noted: Doctrinally, the 11th Signal Brigade's echelons above corps (EAC) mission is to install six communications nodes. During Operations DESERT STORM/SHIELD, the brigade installed thirteen nodes, the largest EAC network in the history of the Army. In addition, the communications liaison teams, drawn from assets across the brigade, provided the only communications link to the allied and Army corps, Marine Corps, and 1st Cavalry Division, which was not outrun during the overwhelming success of the ground attack. Without this vital communications link, the pace of the attack undoubtedly would have been adversely affected."

16 May. The 1st Battalion, 14th Infantry, 25th Infantry Division (Light), also known as the "Golden Dragons," gives a live-fire demonstration, including an air assault. The unit is at Fort Huachuca to assist in tests of unmanned aerial vehicles and to participate in drug interdiction operations with Joint Task Force 6.

26 May. Over the next four days the Western Olympic Boxing Trials are held at Fort Huachuca, with several armed forces champions competing for slots on the national team. Four Army boxers are victorious.

28 May. In an interview with the Fort Devens Dispatch, Col. Michael E. Pheneger, commander of the U.S. Army Intelligence School-Devens, gave an update of the three-phase plan to consolidate USAISD with the Center and School at Fort Huachuca. He explained, "In phase one, a small forward transition support element will leave for Huachuca in August . . . to facilitate working with Fort Huachuca and the Intelligence Center staff. In phase two, we deal with the movement of the main body. The first increment to move will be electronic warfare training. About 320 people, logistics support, financial management, instructors--those folks will move starting in October 1992 and we plan to complete that phase by midsummer of 1993. The second increment involves another 300 or so when we move Morse training. That is slated to begin in October 1993 and should be completed by September 1994. We have joint service Morse training so the other services will be relocated in that time frame. So that means that the numbers of those who are in Morse training here will decline while we're starting new classes out there. We'll be operating

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simultaneously at both ends of the line. The third increment involves maintenance training personnel. That part begins in June 1994, and will be completed by that fall. There will be no more training here after October 1994. Phase three involves final closure of our facility. A small rear detachment will remain here and their job is to clean up and get out of town. They will finish their job by December 1994." Colonel Pheneger added that "the 112th MI Brigade will be deactivating in January 1993. The 306th MI Battalion will simultaneously be transferred to Huachuca and placed under the 111th MI Brigade. The 305th MI Battalion will remain here to be the Command and Control for students and faculty.

1 June. A recycling program becomes mandatory for all quarters residents. The program recycles corrugated cardboard, tin and aluminum cans, high-grade white paper, newsprint and computer printout paper and the money made goes to support the post's morale, welfare and recreation fund.

8 June. The 11th Signal Brigade deploys for a 12-day exercise known as Operation GOBBLE GUARD. The brigade's 2,000 soldiers will join National Guard and Army Reserve units from Arizona, Arkansas, Georgia, Maryland, Nevada and Utah.

24 June. Maj. Gen. Paul E. Menoher, Jr., holds three "Town Hall" meetings today to inform the employees of the U.S. Army Intelligence Center and Fort Huachuca of possible reductions in the size of the work force. The FY 92 budget of \$22.9 million could mean the loss of as many as ninety civilian employees by 30 September.

25 June. In a change of command ceremony on Brown Parade Field, Lt. Col. David J. Eggle replaces Lt. Col. James W. Stone as commander of the 309th MI Battalion, 111th Military Intelligence Brigade.

2 July. Three dedication ceremonies take place. A plaza near Alvarado Hall, in the center of the Intelligence Center's main academic complex, is named in honor of Lt. Gen. Harold R. Aaron, who served as Assistant Chief of Staff for Intelligence, Department of the Army. The former Lifecycle Software Support Facility is named in honor of Chief Warrant Officer 4 William T. Ragatz, who performed pioneering work with high frequency direction-finding and automated tactical software. And finally, the post's east gate is named Van Deman gate for Maj. Gen. Ralph H. Van

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Deman, considered the father of modern U.S. Military Intelligence.

2 July. The Military Intelligence Ball ends two days of observing the MI branch's 30th anniversary and the MI Corps' 5th anniversary. Other activities included the induction of six new members in the MI Hall of Fame. They are Lt. Col. Billy C. Rhea (Deceased), retired Lt. Gen. Charles B. Eichelberger, retired M. Sgt. Travis C. Bunn, Edward Rybak, Junius A. Watlington, and Col. William H. Gardner.

10 July. Col. Thomas M. McLaulin assumes command of the 111th Military Intelligence Brigade, replacing Col. John D. Thomas, Jr. Thomas will become deputy commander of the Intelligence Center and School.

18 July. Darrell Perry, Aubry Parris, Dean Gilbert, Mike Mitchell and James Jesse, all electricians with Mills Electric, a subcontractor at Fort Huachuca, come to the aid of Spc. Robert Ronquillo, a food service specialist with Headquarters and Headquarters Company, 8th Battalion, 40th Armor, when he suffers a heat stroke in a field off the corner of Irwin and Hatfield.

19 July. Sgt. 1st Class John W. Thomas, 29, assigned to the 304th Mi Battalion, is shot when he attempts to stop an armed robbery at a bank in Sierra Vista. Thomas, a member of the Arizona Rangers, a volunteer organization that provides security services and assistance to Arizona law enforcement agencies, was making a night deposit when he happened upon Patrick R. Slay, 22, who was robbing another man at the automatic teller machine. Slay shot Thomas three times with a .38 caliber revolver. Thomas would later die from his wounds.

16 July. Lt. Gen. Peter A. Kind, commanding general of the U.S. Army Information Systems Command, is nominated by president George Bush to become director of Information Systems for Command Control, Communications and Computers.

21 July. A TRADOC team begins an evaluation of Fort Huachuca's services as part of the 1992 TRADOC Community of Excellence competition. The fourteen areas to be judged this year range from engineering services and facilities to housing services and facilities.

2 August. Over 100 soldiers of the 11th Signal Brigade load aboard C5As at Davis-Monthan Air Force Base to fly to

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Kuwait to participate in exercise INTRINSIC ACTION. They are expected to remain in the gulf area for two months or more.

3 August. The Maintenance Forward Transition Support Element and the Forward Transition Support Element consisting of soldiers from Fort Devens began work at Huachuca. The 5-man and 6-man teams respectively are the first Fort Devens soldiers to relocate to Huachuca under the Base Realignment and Closure plan. Their job is to simplify the transition of Fort Devens personnel and equipment to Fort Huachuca. The total number of personnel moving from the Intelligence School-Devens is projected to be 1,754 by October 1995. The overall population increase from 1992 to 1995 is estimated to be 2,174.

11 August. Maj. Gen. Samuel A. Leffler is named to the vacant post of commanding general of the U.S. Army Information Systems Command. The deputy commander will be Brig. Gen. John M. Watkins, Jr., presently commanding the Information Systems Engineering Command at Fort Huachuca.

21 August. The 344th MI Battalion, headquartered at Goodfellow Air Force Base, Texas, ~~receives the Army Superior Unit Award for developing mobile training teams to support operations in the Persian Gulf.~~ The award is presented by Col. Robert J. Covalucci, commander of the 112th MI Brigade at Fort Devens, the 344th's parent unit.

23 August. Remnants of tropical storm Lester bring winds as high as 48 mph to Fort Huachuca, uprooting trees and causing an estimated \$100,000 of damage to buildings at the post.

3 September. Fort Huachuca's Directorate of Logistics, the 11th Signal Brigade, and the Information Systems Engineering Command are among those units that have mobilized equipment and personnel to help hurricane victims in south Florida.

10 September. The three-day Information Systems Command commanders' conference begins here with over sixty of the top leaders in the ISC taking part.

15 September. Hispanic Heritage Month will run through 15 October.

17 September. The Huachuca Mountain Stampede begins. The four-day event includes the 11th Annual Family Festival,

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the Arts and Crafts Fair, the Huachuca Mountain Stampede Open Rodeo and a Cowboy breakfast. The festivities are sponsored by the Directorate of Programs for Community Activities. The cumulative attendance will be a record-setting 60,000.

17 September. Leah Barclay, chief of the post housing division, announces that the Department of the Army has authorized Fort Huachuca to lease fifty units of housing in Sierra Vista to alleviate the housing shortage here. The waiting list for on-post housing numbered 297 this week, down from the high of 400 last January.

18 September. A 20-mile walkathon traces the post's perimeter in observance of Prisoners of War/Missing in Action Recognition Day. A special retreat ceremony is also held in honor of the day.

20 September. The Combined Federal Campaign begins. The goal is \$235,000.

24 September. More than 1,000 people attend a Job Fair presented at Murr Recreation Center by the Family Member Employment Program, Army Community Service.

30 September. The Directorate of Contracting, USAIC&FH, announces the post spent nearly \$107.3 million in fiscal year 1992 for goods and services in the Sierra Vista area. That is nearly eight times the \$13.5 million spent with local businesses in fiscal year 1991. Besides the \$107.3 million spent with local businesses, the Intelligence Center and Fort Huachuca spent some \$2.6 million on Tucson-area businesses, \$2.4 on Phoenix-area businesses and about \$980,000 on businesses in other Arizona cities. It spent more than \$48 million on businesses in other states. Total fiscal expenditures totaled \$161.2 million. This included contracts with educational institutions and regulated industries, such as utilities, as well as purchases from other federal agencies and small businesses. (See also page II-10.)

1 October. The Arizona Flight Detachment of the Operational Support Airlift Command is activated at Fort Huachuca. The unit is made up of people formerly assigned to Company F, 304th Military Intelligence Battalion. Its mission is to transport personnel to anywhere in the continental United States and Alaska and Panama.

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1 October. The 13-man 77th Explosive Ordnance Detachment is deactivated. Its mission of providing ordnance support to Fort Huachuca and the state of Arizona will now be done by the 70th EOD out of San Diego, California, with help from explosive ordnance personnel from Davis-Monthan Air Force Base and the Arizona Department of Public Safety.

3 October. Fort Huachuca's 309th MI Battalion sponsors a Ranger Indoctrination Program to prepare students who are planning to attend the Army's 72-day Ranger School. It is operated by four Ranger-qualified captains, all volunteers, who are attending the MI Officer Advanced Course.

5 October. Twenty-four foreign officers, members of the Washington corps of Assistant Military Attaches, arrive at Fort Huachuca for three days of tours and briefings at the Intelligence Center and Fort Huachuca, the Information Systems Command and the Electronic Proving Ground.

7 October. The 10th Annual Command, Control Communications and Intelligence Systems Technology Exhibition opens for two days at Barnes Field House. The exhibition, the largest of its kind in the Southwest, features more than eighty vendors who will display the latest advances in intelligence, information systems, computers, electronic warfare and testing.

9 October. The 111th MI Brigade hosts the annual Organization Day for the U.S. Army Intelligence Center and Fort Huachuca. The day's events at Apache Flats included a 10-kilometer run, a chariot race, obstacle course, basketball shootout, many other athletic contests, and a chili cook-off.

27 October. Brig. Gen. Robert E. Wynn assumes command of the U.S. Army Information Systems Engineering Command, replacing Brig. Gen. John M. Watkins, Jr., who has been reassigned as deputy commander of the U.S. Army Information Systems Command.

29 October. Works begins on replacing sewer lines along Grierson and Henry Circle.

1 November. Native American Indian Heritage Month begins. Among the activities will be a Native American art show at the Lakeside Officers' Club, the first Miss Fort Huachuca Native American Indian Pageant at Murr Recreation Center, a historical presentation about the Navaho "Code Talkers," and, as a finale, an intertribal powwow.

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3 November. Maj. Gen. Samuel A. Leffler addresses a conference convened to discuss problems encountered in the Gulf War. The Information Systems Command-sponsored meeting brings together more than 100 Army, Navy and Air Force personnel for three days to analyze command, control and communications and intelligence systems.

5 November. In a ceremony at Fort Huachuca's DOD Unmanned Aerial Vehicle Training Center, the logging of more than 2,000 flight hours is marked. The facility tests and develops the Pioneer UAV which sends back real-time video pictures of the battlefield and was used in the Gulf War in January 1991.

12 November. Sergeant Major of the Army Richard A. Kidd visits Fort Huachuca for two days to tour facilities and observe soldier's training.

26 November. Sally Jo Hawk, a security specialist working in the Electronic Proving Ground Intelligence and Security Office, is named post civilian of the year.

28 November. Two Mexican nationals are apprehended by the military police after they sped through the gate. Their car contained 220 pounds of marijuana.

1 December. Services are held in the Main Post Chapel for James E. Stiles, Jr., Fort Huachuca's Fire Marshal, and his wife Barbara, a legal secretary in the Staff Judge Advocate's Office. They were killed when their car was struck by a drunk driver on 28 November in Tucson.

1 December. Over sixty-five servicemembers of the Unmanned Aerial Vehicle Test Company, USAIC&FH, are awarded Joint Service Commendation and Joint Service Achievement medals for their part in the initial series of UAV tests here. Col. Thomas M. McLaulin, commander of the 11th MI Brigade, is on hand to make the presentations at the Sycamore Test Facility, also known as Blacktower. It is the first occasion upon which the installation commander, Maj. Gen. Paul E. Menoher, Jr., exercised his newly granted authority to approve joint service awards. The UAV Test Company matches each Army soldier with a Marine counterpart through platoon level.

2 December. The Space Division of USAIC&FH is involved in a mission aboard the space shuttle launched today. Called TERRA SCOUT II, the experiment will use a modified version of an electronic disk camera which takes pictures of the

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earth from 200 miles away and relays the image along with analysis data to the mission specialist. The camera is part of a system known as HERCULES, or Hand-held, Earth-Oriented, Real-time, Cooperative, User-friendly, Location, Targeting and Environmental System. HERCULES is the fifth mission the Space Division has conducted aboard the shuttle.

4 December. Colonel James E. Downey assumes command of the 11th Signal Brigade, replacing Colonel Andrew C. Follmer.

7 December. Eight soldiers from the 11th Military Intelligence Brigade's Headquarters Command and the 309th MI Battalion depart for Somalia as part of Operation RESTORE HOPE. A communications officer from the Information Systems Engineering Command also will take part in the relief operation. The two all-source intelligence officers, four all-source NCOs, and two human intelligence specialists will join the Marine task force that is trying to ease the suffering of starving Somalis.

8 December. On Fort Huachuca Environmental Day, tours are conducted of environmental operations "to educate people about the Intelligence Center and Fort Huachuca's efforts to continue its well deserved reputation as a good steward of its lands."

11 December. The annual Military Intelligence Holiday Ball is held at the La Hacienda NCO Club with about 300 people attending.

17 December. Some 150 soldiers of the 11th Signal Brigade mobilize to join Operation RESTORE HOPE in Somalia, while another 175 from the 209th, 516th, and 526th Signal Companies are alerted for possible deployment next month. The signal units will be assigned to the Joint Task Force headquarters. There would be a total of fifty soldiers in Somalia by the end of the year.

25 December. Staff Sgt. Michael Coley, 19th Signal Company, 11th Signal Brigade, and his family, who had been burned out of their home on Fort Huachuca on 19 December, celebrate a bountiful Christmas thanks to post firefighters who raised money for gifts.

30 December. Sgt. John C. Bloye, a strategic microwave systems repairer assigned to Headquarters and Headquarters Company, Information Systems Engineering Command, is named the Noncommissioned Officer of the Year.

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30 December. Sgt. Robert M. Klein is selected as the post's Soldier of the Year. He is an operating room specialist with the Medical Department Activity.