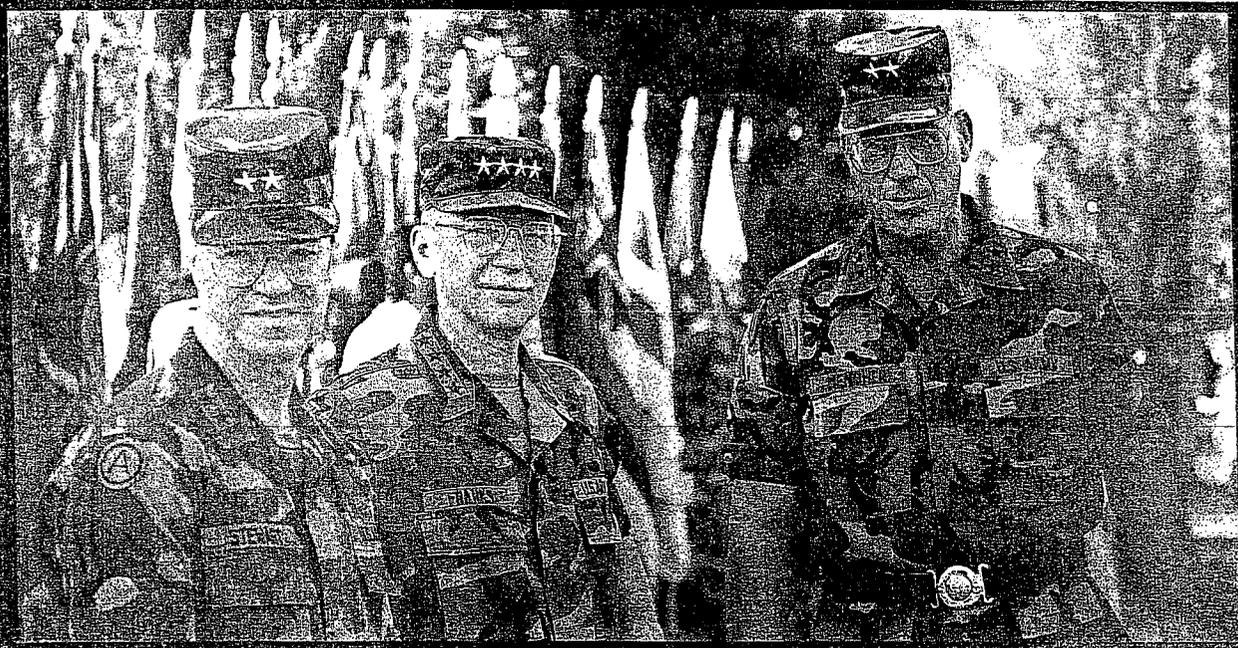


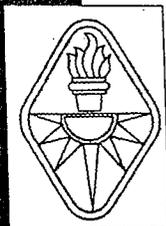
ANNUAL COMMAND HISTORY



(RCS CHIS-6 (R-3))
1 January - 31 December
1993

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 1993 - 31 December 1993

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The Year in Review, 1993 Commander's Overview

My goals for the U.S. Army Intelligence Center and Fort Huachuca are twofold-- to prepare MI professionals for war and operations other than war while preparing the MI Corps for the 21st Century. With that in mind, I would like to take this space for some historical reflection and see how our achievements in 1993 have furthered our ultimate objectives. It is not necessary to belabor the idea that we have to do more with less. That is a given in our future and most of our leaders and managers have acknowledged the reality of scarce resources and moved on to the job of innovative progress. But it is worthwhile for the reader to keep in mind, as he or she picks up this document, that all of the projects talked about herein were complicated by unprecedented cuts in budget and people.

"The Commander Drives Intelligence." This idea became more than a simple catchphrase during the year. It was a vision that directed intelligence at the operational and tactical levels. It became a reminder of the direction all efforts at the Intelligence Center were to take over the coming months and crystallized the findings of the MI Relook and the resultant Force Design Update in January and revitalized MI Concept in August. "The Commander Drives Intelligence" would be the overarching philosophy that would manifest itself in several key milestones achieved in 1993, the most significant of which I will briefly review here. Details and other key accomplishments appear in the main body of this Annual Command History.

Early in the year, the Force Design Update was approved by the Chief of Staff of the Army. The FDU was an outgrowth of a detailed self-analysis called MI Relook which examined intelligence operations in the Gulf War and asked how commanders could be best supported across a wide spectrum of operations ranging from peace-keeping to full-scale war. The MI Relook concluded that, although many systems and organizational concepts proved themselves beyond expectations, there were still areas for improvement. In short, it was determined that the force had to be designed to channel intelligence downward to the combat commander engaged in planning and conducting operations.

The Force Design Update added direct support companies to the divisional MI battalions without increasing the size of those battalions, and balanced the IMINT, HUMINT, SIGINT, CI, automation and communications capabilities within the battalion. MI brigades within the Intelligence and Security Command (INSCOM) were restructured to direct their support downward. A Corps MI Support Element was inserted in each theater corps, supported by an INSCOM MI brigade. The element was designed to pull down theater and national intelligence to the corps. Support to the theater commander-in-chief was improved with the addition of the all-source analysis system in the theater Joint Intelligence Center, along with interoperable automation and communications systems.

Another of the new constructs to flow from the MI Relook and the Force Design Update was the Deployable Intelligence Support Element (DISE). DISE was a tactically tailored, uniquely configured suite of integrated computers, communication, and broadcast-receive systems that were designed to connect a forward-based command and control element with an intelligence base of operations. The supporting hardware systems were built around the Army All-Source Analysis System, integrated with other existing Army and joint intelligence communications capabilities, like TROJAN SPIRIT and TENCAP.

Logically following upon the Force Design Update was the MI Concept of Operations which was adopted in August. The concept was designed to form the foundation for strategic, operational and tactical level intelligence support to the Army through the year 2002. It relied upon five doctrinal tenets. First, *The Commander Drives Intelligence*, which meant that commanders personally determine the priority of their intelligence requirements, understand the needs of their subordinates, and be familiar with the means and limitations of getting intelligence information. The second tenet, *Intelligence Synchronization*, sought to meld intelligence operations and force projection with the combat commander's concept of operation and specific decision points. The third, *Split-Based Operations*, called for packages like the DISE to leverage and downwardly focus intelligence support to the combat commander from a dedicated rear-area intelligence support base. The concept put a premium on flexibility and versatility, in the fourth tenet, *Tactical Tailoring*, which called for building the force from the bottom up in a joint and combined operation. The force would be tailored in several tiers and various equipment configurations, depending upon the mission and the level of force projected. *Broadcast Intelligence* was the fifth cornerstone of the MI Concept and

envisioned the commander pulling intelligence and targeting information tailored to his needs from a common picture of the battlefield provided by a variety of tactical and national systems.

The doctrinal tenets were integrated into all training conducted at the Intelligence Center. Some of the consequential developments during the year included new doctrinal development, a redesign of the MI capstone manual and other field manuals, rewritten programs of instruction, a new force design (A-series Table of Organization and Equipment), and a revision of the enlisted MOS structure. As the year ended, the capstone manual for Intelligence and Electronic Warfare Operations, FM 34-1, was in the final stages of production. The basis for all MI doctrine and training, the manual was revised to incorporate doctrinal tenets in Field Manual 100-5, *Operations*.

With the appearance in June of the Army's latest field manual on *Operations*, FM 100-5, all MI courses of instruction were extensively revamped to reflect the change in the threat. The traditional Fulda Gap scenario based on an aggressive Soviet Union was discarded in favor of regional threat models based on North Korea, Southwest Asia, National Training Center, and Latin America. Attention to Low Intensity Conflict was refocused on Operations Other Than War.

Planning was underway for Operation DESERT CAPTURE II (ODC II), scheduled for the National Training Center in 1994. The goal of ODC-II was to refine and improve the ways that various intelligence sensors interact and support the ground forces commander; to experiment with new organizational concepts; and to demonstrate new technological developments in intelligence communications, sensors and fusion systems. Supporting Army efforts to digitize the battlefield, ODC II will be a two-way intelligence flow, bringing down intelligence from national and joint organizations, through INSCOM and corps, to division, and down to brigade and battalion task force level, while at the same time taking information collected on the battlefield up the chain and integrating both pictures.

The MI functional review process concluded on 19 November with a briefing to the Deputy Chief of Staff for Personnel. The most important issue raised was the improvement of MI officer fill in support of the warfighter. The DCSPER directed a review of MI officer accession targets. He supported efforts to increase minority enlisted representation within the MI Corps and to open assignment opportunities for

female MI soldiers, including maneuver brigade S2 and IEW Support Element positions.

One of the lessons surfaced in the MI Relook was the shortage of qualified linguists and the possibility for greater use of the reserves. As a result, in October the U.S. Army Personnel Command approved Military Occupational Specialty (MOS), 97L Translator/Interpreter, for the Reserve Component. The creation of this language MOS allowed the Reserve Component to make up any shortfall in the Active Component's pool of linguists during contingency operations. It also enabled the utilization of native and civilian school-trained linguists to be recruited and saved considerable training costs. Manuals, self-development tests, and programs of instruction were readied, and three iterations of a two-week course for soldiers already MOS- and language-qualified were scheduled for the summer of 1994.

During the year the Linguist Life Cycle Model was developed which was designed to provide a path for both Active and Reserve Component linguists over the course of their careers. It was designed as a model for professional development that was intended to guide both the linguist and career management officials toward better job performance.

The Integrated Field Training Exercise was a multi-echelon, multidiscipline exercise of the Intelligence Battlefield Operating System, offering an opportunity for leaders and analysts to get a hands-on learning experience. Conducted in August by the 111th MI Brigade, it simulated actions intrinsic to battalion, brigade, division, and corps level HUMINT, IMINT and SIGINT elements. Approximately 400 students from initial entry training through the MI officer advanced course were trained on the equipment, tactics, techniques and procedures of all intelligence activities from maneuver battalion S2 through corps level. It was a chance to apply the new MI Concept in the field.

Another milestone was reached on 9 July with the dedication of a new \$9.9 million NCO Academy, a state-of-the-art instructional facility. Twenty classrooms were included in the academic building called Ice Hall in honor of Command Sergeant Major Clovis D. Ice, a pioneer in MI Airborne and Special Forces operations who was instrumental in designing manpack SIGINT intercept equipment. A new barracks with room for 368 soldiers was named Wilson Hall, to recognize Master Sergeant John R. Wilson who won the Silver Star for bravery during the

Korean War when he served with the 25th Counterintelligence Corps Detachment. The new NCO Academy enabled much of the NCO training formerly conducted at Fort Devens to be moved here. The entire program of instruction for the 98 career management field noncommissioned officer education system was transferred and integrated into the Fort Huachuca classwork. Portions of the common leader training for the Career Management Field 33 were also moved to Fort Huachuca. The new NCO Academy with its enlarged scope of operations meant that MI NCOs were able to receive at a single location training unmatched within the U.S. Army.

A new program called Army Family Team Building (AFTB) centered on developing programs for family members which would ease family problems during deployment operations. As a result of lessons learned during Operation DESERT STORM, the AFTB would educate soldiers and family members to be self-sufficient, prepare for a soldier's absence and address typical concerns like red tape, false expectations and rear area support.

It was a year of force drawdowns and the MI Corps took its share of cuts. In a January ceremony at Fort Devens, the colors of the 112th MI Brigade were cased. Its functions were absorbed by Fort Huachuca units as part of the Army's reconsolidation. It was one of four MI brigades to be deactivated out of a total of eighteen.

There was also reason to celebrate. Three days of ceremonies, open houses, and dedications began on 6 February to recognize "A Dream Come True," the official opening of the new \$86 million academic complex. Classes that were formerly taught by the Signals Intelligence/Electronic Warfare Department at Fort Devens began on 8 February at Fort Huachuca in Friedman and Nicholson Halls.

Training began on the Short-Range Hunter Unmanned Aerial Vehicle for both soldiers and marines at Hubbard Field at Fort Huachuca's East Range. The Hunter was designed to provide commanders with real-time battlefield information, such as mission reconnaissance, surveillance, target acquisition, indirect fire adjustment and battle damage assessment. It had a range of 130 to 230 kilometers, and could stay airborne for more than ten hours.

We placed great store in our traditions at Fort Huachuca, and on 22 May the main gate was named "Buffalo Soldier Gate" to honor those African-American units that

served at the historic post. All four of the African-American regiments served at Fort Huachuca from 1892 to 1939, and two infantry divisions trained at the fort in World War II.

On its sixth anniversary, the Military Intelligence Corps inducted four men and one woman into its Hall of Fame. They were Brig. Gen. Oscar W. Koch, Col. William P. Walters, Elizabeth Van Lew, Warrant Officer Joseph E. Ruchard, and Herbert W. Taylor. Also, in conjunction with its anniversary celebration, the corps dedicated five facilities in the new academic complex. A dining facility was named for Maj. Herbert O. Yardley, a World War I pioneer codebreaker; a training building was named for Lt. Col. William F. Friedman, a master cryptologist and cryptanalyst; and two barracks were named for Brig. Gen. Oscar W. Koch, General Patton's G2, and Master Sgt. John R. Wilson, posthumously awarded the Silver Star during the Korean War.

Within TRADOC, Battle Labs became the agent for change. At Fort Huachuca, the Battle Focus Center was provided that interface through the battle lab process. In June the Commanding General, TRADOC, granted approval to form a supporting lab to identify and develop future warfighting technologies. Built around the Advanced Technology Division of the Directorate of Combat Developments, the IEW Battle Lab went into full operations by August. In September, the lab was redesignated as the Battle Command Battle Lab Huachuca.

There were several enhancements to the community in which we lived and worked during the year. On 26 July a Community Care Clinic opened for MI soldiers and their families. It was the first of three such clinics that would provide community-oriented primary health care.

A plan to improve life for single soldiers at Fort Huachuca was selected by TRADOC as the model for its 17 other installations. Called the Commander's Advisory Board Action Plan, it was developed by a panel of senior NCOs and civilian subject-matter experts at Huachuca.

In July Libby Army Airfield's Air Traffic Control Facility was named the best in the Army for 1993. The honor followed a 1992 award from the Arizona Federal Aviation Administration for Air Traffic Control.

Company E, 306th MI Battalion, 111th MI Brigade, was activated in ceremonies on 21 August at the base of Demonstration Hill, West Range. The provisional unit was created to field and train the All-Source Analysis System, which brought together data from several intelligence systems, including the Joint Surveillance Attack Radar System, unmanned aerial vehicles and the EH-60A Quickfix IIB helicopter.

On 15 October, the 305th MI Battalion, 111th MI Brigade, was activated in the new academic complex. The unit trained military personnel in Morse code specialties and was part of the transition of the Fort Devens Intelligence School to Fort Huachuca.

While programs and operations took on new dimensions, there was a host of achievements on a personal level. Sergeant First Class Dianna Dimick and Mary Jo McCoy were named Military and Civilian Women of the Year by the Federal Women's Program. Dimick was the Equal Opportunity Adviser for the 111th MI Brigade, and McCoy was the Federal Women's Program Manager at the Information Systems Command.

On 1 April Staff Sergeant Jimmie Waters was named the Intelligence Center's Distinguished Instructor of the Year. He taught the Basic Noncommissioned Officers Course at the Intelligence Center Noncommissioned Officers Academy. During the same month, Staff Sergeant Marion J. Travis, Company E, 309th MI Battalion, 111th MI Brigade, was chosen 1993 Drill Sergeant of the Year.

Pip Collier, a 74-year-old volunteer at the Widowed Support Center, was selected as Fort Huachuca Volunteer of the Year. She was responsible for distributing some 2,000 items for needy families, operating a hotline and assisting in food preparation.

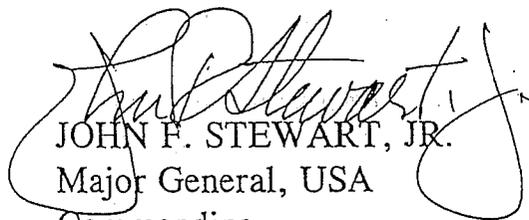
At the end of the year, Susan E. Krausman, an inventory-management specialist with Communication-Electronics Command, Communications Security Logistics Activity, was named Post Civilian of the Year.

Having looked back on some of 1993's significant milestones, a few words are in order about this document itself. This volume is the only comprehensive, concise and continuing record of significant developments within the Intelligence Center and Fort Huachuca 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.

Several changes initiated last year in this document have been retained to make it more useful to the casual reader who is not looking for dense detail. A chronology makes it easier to browse through the year to pinpoint significant events. A final chapter, entitled "The Year's Leading Initiatives," enables 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 give perspective and show the reader how we got to where we are today. These new features were well-received last year. To take advantage of the good photo work done by the Public Affairs Office and to break up the lengthy narrative, pictures have been added to this edition.

The theme "The Commander Drives Intelligence" has reverberated throughout the events of 1993 and provided a scaffolding for modernization of the U.S. Army military intelligence effort. In this reporting year, and in the years that preceded it, the U.S. Army Intelligence Center and Fort Huachuca has done its job with imagination and resourcefulness. The result is a stronger Army, an MI Corps that better supports the commander, and a better environment in which to live and work. Of course, these achievements were made possible only by the hard work of the members of the Military Intelligence family. So it is appropriate that we dedicate this history to the Intelligence Center and Fort Huachuca's rank and file, soldier and civilian, who can be counted upon to make history.



JOHN F. STEWART, 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.

Stated simply, the Intelligence Center designed all military intelligence organizations, trained all MI personnel, and developed and tested MI systems and equipment from maneuver battalion through echelons above corps.

Locations

Located at Fort Huachuca, Arizona, a historic outpost since the Apache campaigns of the 19th century and a National Historic Landmark, the Intelligence Center and School oversaw 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 35,173 at the beginning of the year. On 31 December it was 34,876. 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 Intelligence Center also provided non-resident training and instructional material support for active Army units, active Air Force personnel, active Navy personnel, U.S. Army Reserve (USAR) schools, Reserve Officer Training Corps (ROTC) units, and the Foreign Intelligence Assistance Program.

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

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TABLE 1.--*Strength Figures at Fort Huachuca
31 December 1993²*

	Off	WO	EM	Military	Civilian	Total
USAIC&FH	225	56	1,848	2,129	904	3,033
[USAIC Students]	[622]	[3]	[626]	[1,251]	[0]	[1,251]
Tenants	1,204	107	4,988	6,299	3,044	9,343
Support Personnel, Retired, & Dependents	0	0	0	0	25,533	25,533
Total	1,204	107	4,988	6,299	28,577	34,876

TABLE 2.--*Strength Figures at Fort Huachuca
1 January 1993³*

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

Mission, Organization, Functions and Leadership

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 proponency for IEW and with DA proponency for all intelligence Military Occupational Specialties (MOS) and career fields. It prepared, coordinated, reviewed, and approved Army-wide training literature according to Army Regulation (AR) 310-3. The center also prepared, revised, and coordinated MOS actions regarding description, job analysis, and task analysis. With DA proponency for Electronic Warfare, it coordinated Signals Intelligence and Electronic Warfare (SIGINT/EW) actions about training developments activities in the center and at Fort Devens, including Electronic Warfare (EW) training aspects for nontechnical MOSs.

In summary, the Intelligence Center, under the management of G3, trained annually MI soldiers in more than forty basic specialties and NCO courses; twelve warrant officer technical fields; as well as the MI basic and advanced courses for officers, warrant officers and noncommissioned officers. It also conducted classes in many assignment and system-specific courses.

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

Sergeants and staff sergeants came to Huachuca for basic noncommissioned officer courses. Both common leader and specialty skill training were emphasized. Sergeants first class or promotable staff sergeants attended the advanced NCO course.

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

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

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

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

For a list of the courses offered and statistics on student load, see Appendix E.

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 center conducted feasibility, doctrinal, conceptual, operational, and derivative investigative 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 conceptual positions for quadripartite, bilateral, and North Atlantic Treaty Organization (NATO) standardization meetings and the Materiel Acquisition Decision Process (MADP). It monitored Surveillance, Target Acquisition and Night Observation (STANO), SIGINT, EW, electronic maintenance, aircraft survivability equipment programs, and other intelligence research and development activities conducted by other services, foreign governments, and civilian agencies for 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 Based Common Sensor (TSM-GBCS); the TSM for the All-Source Analysis System

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(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. In short, the OCMI insured the correct numbers within the proper grades, with the right skills, to meet the needs of the Total Army, both now and in the future. (See Chapter 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 products that contributed to or influenced MI training effectiveness and ensured its adequacy, timeliness, validity, and cost effectiveness.

The center 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 111th MI Brigade was the only intelligence training brigade in the U.S. Army. Its major training consisted of initial entry training in various military intelligence fields, basic and advanced officer courses, and warrant officer training. The brigade also tested new doctrine and equipment. Besides its training and testing missions, the 111th stood ready to

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deploy units or individuals to meet contingencies throughout the world. (For more on the 111th MI Brigade, see Chapter V.)

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. Movement of many of those classes and functions to Fort Huachuca under the provisions of the Base Realignment and Closure Act was well underway in 1993. (See Chapter VII for more on the school at Fort Devens and progress in relocating to Huachuca.)

Command

The Command Group moved from the command suite in Riley Barracks to Rodney Hall on 1 March. The move was prompted by the desire to locate the commander in the traditional building for Fort Huachuca's commanders.

A change of command ceremony was held on 28 July with 1,200 marching troops from ten battalions representing MI units from Fort Huachuca, Fort Devens, Goodfellow Air Force Base and Corry Naval Air Station. Maj. Gen. John F. Stewart, Jr. assumed command from Maj. Gen. Paul E. Menoher, Jr. General Menoher was on his way to a new position as Commanding General of the U.S. Army Intelligence and Security Command at Fort Belvoir, VA. General Stewart

had been the Army G-2 in Operation DESERT SHIELD/STORM and the head of a panel that examined what lessons were learned for military intelligence in that conflict. At the same time there was a change in Command Sergeant Major. Robert T. Hall, formerly the command sergeant major at Fort Devens, replaced James A. Johnson as command sergeant major for the Intelligence Center and Fort Huachuca. Johnson was reassigned as command sergeant major of the U.S. Army Intelligence and Security Command. All these leaders had something to say about the past and future of MI in a period of history that all agreed was marked by fast-paced change.

Maj. Gen. Paul E. Menoher, Jr.

For Maj. Gen. Menoher it was a time for summing up an eventful four years as head of the Intelligence Center. In interviews with the press and an exit interview with his command historians, he tried to sum up what he termed the "Revolution in Military Intelligence."

We have written a new Military Intelligence Operational Concept that optimizes the capabilities of these new systems. And that concept was the underpinning for the total redesign of our MI organizations at every echelon and it is also the conceptual base for revision of our doctrine which is ongoing now. We have final drafts of many of our capstone manuals already in the field and we are continuing to work that issue. We have also begun to integrate those systems into our training, and we have begun a new training event here called an integrated Field Training

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Exercise, in which we can get up to 400 soldiers, ranging from privates to captains in the advanced course, as well as NCOs from the NCO Academy, warrant officers and new lieutenants in the basic course all to get hands-on many of these systems to see the changes that they are bringing to our ability to support commanders properly. So all of our leader training has been changed to incorporate the new systems, the new concept, the new doctrine, the new organization, and that's done. And this integrated FTX expands on that and gives them hands on so that they can see the power of all this and its the best single training event that we have ever implemented here at the intelligence center.

We have been designated by DOD as the Joint DOD Unmanned Aerial Vehicle (UAV) Training Facility and that is quite an honor. And of course, right now we have a new \$10 million UAV training facility that is under construction out on our west range. But even before we began that construction, we had already begun joint training both on the Pioneer UAV and on the UAV Short-Range, the new corps system. We have a joint Marine-Army company that was the test company for the UAV Short-Range for its first test, and we have that company still in existence and we are preparing for the second test on that system. We were very proud and are working very hard to get ourselves into a position so that we can begin institutional training and state-of-the-art facilities to support all services in the training, operations and maintenance of unmanned aerial vehicles. And the change that they will

make in terms of commanders being able to see the battlefield and to target anything they can see is absolutely astounding.

We did a demonstration at White Sands Missile Range in June in which we provided targets to an Army tactical missile system battery with the Pioneer UAV. The target was shot by a missile and then the UAV, standing off 3,700 to 5,000 meters, provided real-time, battle damage assessment of the missile landing right on the target about 95 kilometers downrange. That was transmitted live, in real time, to Fort Belvoir, Virginia, and watched by the Chief of Staff of the Army and some members of Congress in real time again, and that transmission was over the TROJAN SPIRIT system. So that is the kind of power that we are talking about that this new technology brings us.

Commenting on the new organizational structures within the MI world, Menoher explained:

The operational concept provided us the conceptual basis for changing our organization so that we could capitalize on the new technology, but also focus on supporting commanders the way we needed to on a modern battlefield. What we found out after we analyzed all this is that we can make our organization smaller, and bring in our new systems, pay all of our bills, the manpower bills for those systems, about 1,000 spaces, and still give the Army back about 500 spaces at Corps and below.

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So we are creating smaller, more efficient, more capable organizations by leveraging technology and insuring that we are consistent with an operational concept that is focused on supporting commanders. The other thing that we do is making sure that we capitalize on the entire system of intelligence systems which means that we are able to tap into multiple echelons simultaneously and gather that support for commanders at any given echelon. That is terribly important for a force projection Army. The other thing that we have done at echelon above corps, and at INSCOM, is to call for the creation of force projection brigades, which are tailored to kick out packages that will support force deployment operations that will be scaled and tailored to support particular contingencies. And that is already underway. And that will be done within INSCOM.

Asked about his greatest accomplishments during his four years at the Intelligence Center, Menoher was quick to give credit to the entire MI Corps for any successes and he then defined them.

The biggest one, of course, is bringing in the revolution in military intelligence. ...It's the greatest amount of change our branch has ever undergone, and it's the most of any functional area in the Army at this time. That revolution is multi-faceted. You've got the fourteen new systems, you've got the new operational concept, you've got the new organizational designs, you've got the new doctrine and the new training. All of those things are coming together

to make us better prepared to support commanders on the modern battlefield, a force-projection battlefield.

The second thing... would be the fact that we are consolidating the Intelligence School at Devens with us, and are in the process of building some absolutely beautiful facilities. We broke ground for those facilities in June of 1991, and we already have over a \$100 million worth of the completed, occupied and functioning at full bore. We have another \$100 million worth of construction already underway and that, too, will be equally as beautiful. The transition on this post is extraordinary. ... This post... is now the Home of MI.

...The last thing that I am proud of is that we have a reputation here now that we are focused on supporting commanders. That is reflected in many things, but most importantly because division and corps commanders are starting to come visit us here to see the changes that are occurring and get an appreciation for what we are doing to try to support them better. I get great feedback from them. Part of that is the overall improvement in the capabilities and professionalism of the MI corps across the Army. We are doing things better. Our soldiers, our noncommissioned officers, our warrant officers, and our officers, are more professional, more knowledgeable than at any time in my knowledge. It is a tribute to all of them in just the way they have stepped up and really taken on the challenge, and thrived on it and gotten better.⁴

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Maj. Gen. John F. Stewart, Jr.

In a 6 August memorandum distributed to soldiers and civilians of the Intelligence Center, Maj. Gen. Stewart explained his priorities. "My goal is to prepare MI professionals for war and operations other than war while preparing the MI Corps for the 21st Century. We will remain a caring community while continuing to improve our historic installation. I intend to maintain a command climate that fosters open communications."⁵

For Maj. Gen. Stewart, the change of command was an opportunity to publish his views about where MI was headed and he was uniquely qualified to do that having just come from Washington where he conducted a MI Relook panel that attempted to assess strengths and weaknesses noted in the Gulf War. In the July-September of *Military Intelligence* magazine, he essayed an answer to the question "Where are we going?" He wrote, "Right now we are implementing a plan to balance the MI force and to focus it downwardly on the combat commander, to get intelligence on time, every time, to division and brigade levels. For example, MI battalions at division will undergo a change over the next two years to balance capabilities with IMINT (including ground surveillance), HUMINT, CI, automation, communications, and SIGINT as well. We will do this without a plus-up in the battalion's size."⁶

General Stewart went on to describe some of the structural changes. "INSCOM MI brigades have changed structure and oriented their support downwardly. We placed a team, called a Corps MI Support Element, in each corps from INSCOM's theater MI brigades to help gain priority for and to focus

theater and national intelligence on the corps. We also took major steps to link into the joint system by placing significant elements of Army all-source analysis at the theater Joint Intelligence Center, by making our automation and communications systems interoperable, and by being full team players in supporting theater Commander in Chief intelligence requirements. We have developed and fielded the initial intelligence fusion systems, under the all-source analysis system, into some corps and divisions. Our next big challenge is to link from EAC [echelons above corps] to brigades, and in this new force projection Army to provide common, graphic intelligence, IEW synchronization, and target development from the brigade to the joint level."⁷

With the change in the "threat" from the Soviet forces in central Europe to the geopolitical array of threats posed by unstable regimes around the globe has come a different perspective, one that calls for a "force-projection" doctrine. Stewart noted that "we cannot assume, as we did with the case of the Soviets, that an intelligence baseline will be there upon alert unless commanders drive it daily, like they do training. Also, in force projection, tactical intelligence comes from the top down during most phases of the operation until organic tactical intelligence elements are engaged. That means that brigades, divisions, and corps must pull intelligence in from above their levels and focus it on specific priorities."

He concluded, "These and other aspects of force projection operations have changed the way we must think and direct intelligence. They point out the pivotal importance of the commander's role in intelligence, not just

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when the crisis begins, but well before and throughout. Force projection requires flexibility, intelligence agility, and focus. We need to review the entire way we manage and link collection operations and all-source analysis. We must reorient training so commanders and S2s alike learn the panoply of intelligence capabilities and how to bring them to bear on tactical priorities. Furthermore, a focus downwardly requires those at levels above corps to understand the tactical ground commander's intelligence needs. They have to visualize his perspective and tailor products for his decision. ...We are out front in our thinking and we must be out front in providing real-world intelligence as a priority means of force readiness."⁸

Command Sgt. Maj. James A. Johnson

Command Sgt. Maj. Johnson looked back on his tour at Huachuca. "When I first came here, we just started breaking ground on the new buildings. I have watched those buildings go up and watched soldiers go into them. I have been here for eight new classes that were once taught at Fort Devens. I have seen our MI Noncommissioned Officers Academy go from World War II barracks to a new \$10 million facility, and I feel my heart is in those buildings." About the training at Fort Huachuca, he had this to say: "To attract new soldiers, we have to continue the educational programs, and maintain as much of the good, hard, quality training as we can. Since

the threat has changed, we changed the way we train our linguists, we have changed scenarios and it has required us to rethink our whole training concept. We are leaning more toward low-intensity conflict, humanitarian missions and becoming a smaller but stronger Army."⁹

Command Sgt. Maj. Robert T. Hall

Command Sgt. Maj. Robert T. Hall began his tenure by outlining his philosophy of NCO leadership. He said, "I expect our NCOs to be leaders whose focus is training, counseling, and soldier welfare. I expect sergeants to mentor and challenge their soldiers, so they can achieve plateaus they never dreamed they could. Soldiers must be encouraged to be creative and look for smarter ways to accomplish the mission. However, it remains the NCO's responsibility to guide them. Whether you're training CTT [common task training], MOS [military occupational specialty], or even PT, soldiers must be proficient in every phase of every event. Literally, their lives depend on it, on today's modern, technological battlefield and in everyday life. I view training as the top priority; there can be no substitute."¹⁰

Key Positions

A roster of key Intelligence Center and Fort Huachuca personnel, as of 31 December, is shown in Table 3.¹¹

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TABLE 3.--*Key Personnel*

Commanding General: Maj. Gen. John F. Stewart, Jr.; assigned 28 July 1993.

Deputy Commander: Brig. Gen. John D. Thomas, Jr.; assigned 17 June 1990. General Thomas received his star on 10 December.

Chief of Staff/Garrison Commander: Col. James H.P. Kelsey, assigned 19 August 1992. The positions of Chief of Staff and Garrison were combined on 1 March 1993.

Command Sergeant Major: Cmd. Sgt. Maj. Robert T. Hall, assigned 28 July 1993.

Installation Staff Chaplain: Col. John A. Wells, assigned May 1993.

Inspector General: Lt. Col. William K. Moore, assigned 28 June 1993.

Staff Judge Advocate: Col. Jonathan C. Gordon, assigned July 1993.

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.

Assistant to the Chief, Military Intelligence: Lt. Col. Ann M. Peterson, assigned 12 April 1993.

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

Chief, Reserve Component Support: Lt. Col. John Craig, assigned 27 September 1993.

Information Management Officer: GS12 B. Granger Bradway, assigned August 1993.

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

Public Affairs Officer: GS12 Sharon Murphy, assigned 1 December 1993.

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

Historian: GS12 James P. Finley, assigned September 1983; assumed duties as Command Historian in January 1993.

Installation EEO Officer: GM13 Rufus M. Henderson, assigned April 1993.

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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: Maj. Dean A. Wheelwright, assigned 26 July 1993.

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 Tactics, Intelligence, and Military Science: Col. S. Dan Johnston, assigned 2 March 1992.

Director of Combat Developments: Col. Alfred H. Elliot III, assigned 14 November 1993.

Director of Evaluation and Standardization: GS15 Dr. Gregory M. Kreiger, assigned July 1993.

Chief, Information Management: GS12 B. Granger Bradway, assigned August 1993.

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

Director of Training and Doctrine: Col. Ronald W. Wilson, assigned 26 July 1993.

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

Commander, 304th MI Battalion: Lt. Col. Kevin C. Peterson, assigned 28 May 1993.

Commander, 305th MI Battalion (formerly at Fort Devens): Lt. Col. David C. McGuffey, assigned 18 June 1993.

Commander, 306th MI Battalion (formerly Headquarters Command): Lt. Col. Joan Hodowanitz, assigned 2 June 1993.

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

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

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

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

Director of Logistics: GM13 Benny C. David, assigned October 1987.

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 Public Safety: Lt. Col. Judy Ann Carroll, assigned August 1993.

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

U.S. Army Intelligence School, Fort Devens

Commander: Col. Robert J. Covalucci, assigned June 1993.

Deputy Commander: Lt. Col. Robert L. Goyette

Command Sergeant Major: Cmd. Sgt. Maj. Dominick Gulli, assigned in July 1993.

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, 12 Jan 94, ATZS-RMP-P. SUPPORTING DOCUMENT II-2.
3. *Post Population Summary Report*, Directorate of Resource Management, U.S. Army Intelligence Center and Fort Huachuca, 24 Jan 93, ATZS-RMB, Alva Lenzen, 533-3466.
4. Exit Interview with Maj. Gen. Paul E. Menoher, Jr., Commander, U.S. Army Intelligence Center and Fort Huachuca, 23 July 1993, conducted by Dr. Bruce Saunders, Center of Military History, Department of the Army, and James P. Finley, Command Historian, U.S. Army Intelligence Center and Fort Huachuca. SUPPORTING DOCUMENT II-3.
5. ATZS-CG, MEMORANDUM FOR Soldiers and Civilians US Army Intelligence Center and Fort Huachuca, SUBJECT: Command Philosophy, 6 August 1993. SUPPORTING DOCUMENT II-4.

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6. Stewart, Maj. Gen. John F., "Vantage Point," *Military Intelligence*, July-September 1993, U.S. Army Intelligence Center and Fort Huachuca, Fort Huachuca, Arizona, pp. 2, 38-39. SUPPORTING DOCUMENT II-5.

7. *Ibid.*

8. *Ibid.*

9. Stark, Crystal, "Intelligence Center's top NCO reflects on tour," *Huachuca Scout*, 15 July 1993.

10. Hall, Command Sgt. Maj. Robert T., "Vantage Point," *Military Intelligence*, July-September 1993, U.S. Army Intelligence Center and Fort Huachuca, Fort Huachuca, Arizona, pp. 3, 39. SUPPORTING DOCUMENT II-6.

11. 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-7. See also Organizational Chart, July 1993, 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 Huachuca¹

The U.S. Army Garrison at Fort Huachuca serviced an installation that covered 11,449 square miles, or 73,272 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.

Chaplain's Activities

From three chapels--Main Post, Kino, and Chapel #2--religious coverage was provided to approximately 42,000 personnel consisting of active duty (permanent party and students), family members, retirees, and authorized civilians of the Huachuca community. Coverage included units of the U.S. Army Intelligence Center and Fort Huachuca, U.S. Army Information Systems Command, Electronic Proving Ground, Joint Interoperability Test Center, Health Service Command, 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 weekend, Sunday services, and holiday services for those of the general Protestant, Catholic, Jewish, and Eastern Orthodox faiths.

In May the Chaplain Activities Office used the Strategic Planning Process to develop a ministry strategy for Fort Huachuca. The mission statement was based on the premise that the UMT and chapel programs were integral to the life and well-being of Fort Huachuca. It depended upon these principles: Every unit was a parish; each chapel congrega-

tion had an outward mission and inward development; religious education was involved in both unit and chapel ministry; a comprehensive Family Life Ministry provided family ministry for the installation; and chapel youth programs reached out to the youth of Fort Huachuca.

Trained and ready UMTs provided spiritually-based, person-centered, religious and relationship support to the Total Army Family. The total UMT promoted the free exercise of religion; assisted commanders in caring for their soldiers and family members; provided programs and assistance to develop self-reliant and morally strong soldiers and family members; and fostered installation and community interdependence. The motto of the Fort Huachuca UMT was "Called to Care."

Religious Education

A "Music Sharing" workshop was held on 13 January for both Protestant and Catholic teachers. The workshop assessed various music programs, especially for the grade school youth, and related the music to themes being presented in the next semester.

A Confirmation Retreat and teen event was conducted on 27 February at the Holy Trinity Monastery in St. David, Arizona. The youth prayed with the sisters and monks, ate with them, enjoyed a time of solitude, shared Mass, then went to Tombstone for recreation. Twenty teens were brought together throughout the confirmation program. A Thursday evening Serendipity experience evolved out of the confirmation program that consisted of an

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opening game, meal, and then sharing of the Serendipity youth resources for community building, relating scripture and values.

A weekend retreat for Confirmandi was conducted at Chapel #2, with approximately fifteen youth and two retreat directors from the Archdiocese of Tucson. At Saturday Mass, they presented the meaning that the retreat held for each of them and to the congregation, recounting what they did at the retreat, and how much they had gained spiritually.

On 28 April Bishop Roque came to Fort Huachuca for a Confirmation ceremony. The parish council met with Bishop Roque for dinner at the Lakeside Officers Club. After dinner the bishop went to the Main Post Chapel, where he met with the Confirmandi before the ceremony. Fifteen youth and several adults were confirmed. The Confirmandi prepared for the occasion by attending the Continuing Catholic Development (CCD) program on Sundays, the Serendipity program on Thursdays, special updating classes throughout the month of March, and retreats in February and March. Archbishop Dimino, who headed the Archdiocese for Military Services, sent Bishop Roque as his representative.

Fifty-five children celebrated their First Communion on 8 May. It was a formal ceremony in which the children actively participated by doing the readings, performing the music, bringing the offertory gifts to the altar and, for the first time, receiving communion. Volunteers and chapel staff wrote the liturgy for the ceremony, which was followed by a reception.

Vacation Bible School was held from 7-11 June. This year's theme was "God's Creation." The program, designed for both Protestant and Catholic youth, was conducted at Meyer Elementary School. The program concluded with all of the youth providing their parents with a repertoire of songs they learned in their classes. Teachers received awards and a recognition picnic followed the awards, giving families the opportunity to share lunch together. There were approximately one hundred youth, with fifty adults working as teachers, aides, and supporters for the program.

From 10-15 August, World Youth Day was held to coincide with the Pope's American visit to Denver, Colorado. Nine Catholic youth from Fort Huachuca attended as representatives of the Holy Family Parish. The youth had a parish mandate to serve other Catholic youth.

The Continuing Catholic Development Certification program began on 1 and 2 September. The certification program encouraged research, speculation, and understanding applied to the faith doctrines required at each grade level. The Archdiocese created the criteria for a certification program to train skilled teachers in every CCD program.

On 11 September, the CCD program for 1993-1994 began. Two hundred seventy young people enrolled in September. A new group emerged from the registrants: the Rite of Christian Initiative of Adults (RCIA) for teens. Eleven high school teens, who were not baptized or were new to the faith, enrolled in the program. These teens were encouraged to sponsor and help direct a

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program for young children. On 29 September the first Teen RCIA meeting was held.

On 4 October the Blessing of the Animals was held at the Main Post Chapel. Parishioners brought their pets to be blessed in commemoration of the feast of St. Francis of Assisi, known for his gentleness, kindness, and love for all creation. Father Bernans offered a blessing to all present, and then to each individual pet. Medals of St. Francis were given to each pet. The Humane Society donated many posters and pamphlets, cards and pet tips for the occasion. In return, participants at the blessing brought pet food for the Humane Society to support its efforts to save animals.

An adult program began on 6 October, paralleling the RCIA for teens. A large number enrolled. Father Bernans taught this program of adult inquirers. Wednesday evenings evolved as a time for teachers, teens, and adult inquirers into the Catholic faith.

Family Life Programs

Seven Traditions for Successful Transitions was a program sponsored by Family Life Chaplain and Army Career and Alumni Program. It was for soldiers or Department of the Army civilians who lost their jobs or chose to leave the military service due to the drawdown. Meetings were held at the Main Post Chapel on Wednesday evenings from 6 April to 11 May and from 23 November to 28 December.

The Children at Risk program began in September 1992 and continued in 1993. It

was very popular, with forty parents attending each session.

Spiritual Journey to Recovery was the name for a series of Monday night sessions, conducted between 12 April and 14 June, for victims of abuse. It was co-led by the Family Life Chaplain and Barbara Nebekar of the Nordin and Nebekar Counseling and Psychotherapy Consultants in Sierra Vista, Arizona.

The Family Life Center offered three fully resourced programs for the unit level. Prepare and Enrich was a one-day training program which applied to premarital and marital counseling, as well as marriage enrichment. Building Family Strengths was a ten-week program based on a study of 3,000 families. Fathering was a twelve-week course conducted during lunch hours.

Chapel Outreach Programs

The Kino Chapel Brigade Open House was a quarterly, brigade-sponsored, inspirational program for senior leaders, which averaged an attendance of one hundred per event. The Quarterly Prayer Breakfast was another brigade-sponsored program for soldiers that averaged an attendance of one hundred per event.

The Friendship Mission consisted of a local ministry to the poverty stricken of Aqua Prieta, Mexico. A monthly breakfast meeting was held at Kino Chapel for commanders and staff, averaging twenty attendees per event. Peter and Paul's Pizza Night involved a monthly stress-reduction and inspirational program for soldiers in training. Total attendance was 1,560. A similar program was Micajah's Mountaineers. It was a monthly

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stress-reduction and inspirational hiking program, attended by 240.

The Bible Discipleship Correspondence Course was a self-paced, 12-lesson, Bible education program for soldiers in advanced or initial training. During the year, 1,320 enrolled and 180 completed the program. Wild Bunch for Lunch was a quarterly stress-reduction luncheon program for drill and platoon sergeants. Total attendance was eighty.

Fifteen volunteers contributed 5,739 hours to the Widowed Support Center program and there were eight helpers. There were 466 deaths; twenty-five receptions, with 677 attending; 343 packets mailed; thirty-six trays delivered; twelve baby gifts delivered; 2,387 walk-ins and 1,909 telephone calls. In addition to Arizona, the center received death notices from California, Nevada, and Utah.

The National Prayer Breakfast was held on 4 February, with 241 attending the function at the NCO Club. Chaplain (Col.) G. T. Gunhus, the TRADOC Command Chaplain, was the guest speaker.

The Christmas Tree Lighting Ceremony and Holiday Concert was held on the front lawn of the Main Post Chapel to open the Post's Christmas Holiday season. The 36th Army Band played. The tree lighting was followed by a visit from Santa for 160 children. Three hundred attended.

The Protestant Youth of the Chapel (PYOC), numbering about thirty young people, held monthly events with the goal "Arise and Build." The Protestant Women of the Chapel (PWOC), with an average attendance of forty, held weekly bible studies. Five

ladies attended the annual Training Conference in Salt Lake City, Utah, with funding from the Consolidated Chaplain's Fund. The group prepared meals for shut-ins, provided cookies to soldiers on duty over the Christmas holidays, blankets to Mexican families in Aqua Prieta, and free gift-wrapping for soldiers from the Giving Tree project.

Children of junior enlisted soldiers were treated with gifts from the chapel congregations. Toys and clothing were collected from the beginning of Advent and distributed to soldier families during the week of Christmas.

The Food Share program made food available to the entire military community. For \$14, participants received items from the basic four food groups, valued at \$22.

A Sweetheart Banquet was held on 14 February in the Watering Hole (Lakeside Officers Club) for eighty-six attendees.

Soldier-Family Unit Programs

The "Combating Stress Effectively Seminar and Retreat" was a monthly, one-day, stress-reduction training seminar with an average attendance of thirty per event. A semiannual, one-day, moral/ethical leadership training seminar with an average attendance of thirty per event, was conducted during the year. Called "Traits of a Healthy Family," a semiannual, one-day, family dynamics training seminar averaged thirty per event.

Weekly counseling sessions after duty hours, called "Rap with the Chap," served 240 AIT/IET soldiers.

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The Thanksgiving Adopt-A-Soldier program matched soldiers in training with families of the Fort Huachuca and Sierra Vista communities for a home-away-from-home holiday celebration. Coordinated with the Sierra Vista Chamber of Commerce Military Affairs Committee, 152 soldiers were introduced to seventy sponsors, on 23 November at Murr Recreation Center, to arrange a meeting time and place for Thanksgiving Day.

An annual, one-day, staff leadership training seminar for officers and senior noncommissioned officers of the 305th MI Battalion was attended by thirty.

The Moonlight Dating Seminar was a quarterly moral leadership training seminar for single soldiers, with an average attendance of sixteen.

A bimonthly moral leadership training seminar for officers, noncommissioned officers and enlisted soldiers of the 306th MI Battalion was held, with an average attendance of twenty-two.

Termed "Boothill Reflection," a quarterly moral leadership and stress-reduction training seminar was held for the Ceremonial Detachment, with an average attendance of twenty. The seminars included a staff-ride tour of Schiefflins's Monument, Boothill Cemetery, and Tombstone, Arizona. The seminars concentrated on history and the importance of honoring the dead.

A semiannual marriage enrichment workshop for 306th MI Battalion soldiers was conducted, with an average attendance of fourteen.

A weekly scheduled "ministry of presence" was conducted by the 306th MI Battalion Chaplain, targeting unit personnel at their place of duty. This ministry provided "hip pocket" opportunities for soldiers to see and talk with their chaplain.

Reserve Advisor

The mission of Reserve Component Support was to direct, coordinate and monitor the planning, training, evaluation, resourcing, logistical and administrative support to the reserve component (RC) and other authorized activities on Fort Huachuca. This included U.S. Army Reserve (USAR) and Army National Guard (ARNG) units and individuals, the Active Army, Reserve Officers Training Corps (ROTC), the other military services and non-DOD agencies.

During the year the support requirement increased dramatically from a FY 92 total of 102,621 mandays to 145,184 mandays in FY 93. This increase occurred despite a decrease in the support rendered to the traditional customers, the USAR and ARNG. The increase can be attributed directly to a four-fold jump in the numbers of active component (AC) Army, other services and non-DOD personnel training and working on Fort Huachuca. The Joint Task Force-6 presence, for instance, increased from 8,799 mandays in FY 92 to 40,224 mandays in FY 93.

The mission of the Reserve Advisor element was to advise the Commanding General on reserve matters and provide guidance to the Intelligence Center staff on actions affected by the USAR and ARNG. The Reserve Advisor served the reserve component military intelligence force by providing training

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guidance and coordinating support. Two of the most significant actions worked by this office in FY 93 were the creation of the 97L Military Occupational Specialty (MOS) and the restructure of the USAR's divisional MI battalions. The 97L Interpreter-Translator was a Reserve Component-only MOS designed to provide trained interpreter-translators to the commanders in crisis and war. The new MOS takes already qualified linguists and trains them through reclassification or initial entry training to answer the Army's requirement for MI interpreter-translators. The first 97L training for students from the Utah ARNG's 300th MI Brigade (Linguist) was planned for the 6th Reserve Forces-Intelligence School in June 1994. The USAR's seven divisional MI battalions were restructured to place approximately seventy-five of its language-qualified personnel into separate, five-man, language teams at demographically friendly locations around the U.S. Each team would have a derivative Unit Identifier Code which would allow the warfighters easy access to specific language-technical skills in the reserve component. The existing mobilization policy coupled with traditional structure forced mobilization of entire units when only teams were needed. The linguists remaining in the USAR divisional MI battalions could support their ARNG combat divisions in peacetime training to include divisional WARFIGHTER exercises and brigade-level rotations at the National Training Center. Upon mobilization, the battalion's linguist shortage would be made up during the ARNG division's post-mobilization train-up.

The mission of the Reserve Component Training Liaison element was to provide National Guard Bureau (NGB), Office of the

Chief, Army Reserve (OCAR), TRADOC, and the Intelligence Center with assistance in the reception, processing, counseling, and training management of ARNG and USAR soldiers on initial active duty for training (IADT/IET) and active duty for training (ADT). During the year the office produced the Reserve Component Reference Guide, a comprehensive book for proponent cadre on the reserve issues that they were most likely to encounter in the Intelligence School training environment. An information guide was also produced for reserve students. These two documents enhanced understanding and reduced unnecessary friction and administrative problems.

The Liaison office opened communications with the reserve students and the cadre of the 344th MI Battalion at Goodfellow AFB, Texas. This function had previously been handled by the Reserve Advisor's office at Fort Devens.

During the year the functions of the Reserve and National Guard Advisor, the Reserve Component Support office, and the Reserve Component Training Liaison were centralized under the direction of the Reserve Advisor.

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.

The Business Management Division was created as a result of a major organizational

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realignment. This division combined the functions of the Assistant Director for Community and Family Activities, Fund Manager, and Financial Management Division into one unit. Additional functions assigned to this division included advertising and publicity, automation, training, and commercial solicitation.

The Marketing Division was reorganized as a branch under the Business Management Division. Staffing changes included the abolishment of the Marketing Division Chief and Training Coordinator positions.

As part of the DPCA realignment, the Recreation Division was created on 1 February. The Recreation Activity Branch, consisting of six activities (Arts & Crafts, Buffalo Corral, ITR, Murr Recreation Center, Special Events, Sportsman's Center), which provided the nucleus for the newly created division. Additionally, Auto Crafts and Equipment Rental were also assigned to the recreation division.

The Arts and Crafts Center temporarily ceased operation on 30 October. The facility was expected to resume operation sometime after 1 January 1994 as a contractor-operated facility.

The Auto Crafts Center set up the Emergency Auto Repair Service in April. This service helped soldiers with low-cost emergency auto repairs funded by Army Emergency Relief. This program was popular with soldiers.

In May the Buffalo Corral began conducting narrated, weekend stagecoach tours of the historic old post area and cemetery. In June

1993, Mr. Terry Parker, longtime Buffalo Corral foreman, retired after twenty-five years of service. Mr. Garold Heaton was appointed as Acting Manager. The 4th Annual Huachuca Mountain Stampede Rodeo Queen Contest was held on 10 July. Ms. Jessica Tozer was selected as queen.

Some special events conducted during the year included a 5 March Donkey Basketball Tournament featuring teams from Electronic Proving Ground, 111th MI Brigade, 11th Signal Brigade, and U.S. Army Medical Department Activity (MEDDAC). Colonel James Kelsey, Intelligence Center Chief of Staff, presented the 11th Signal Brigade with the winner's trophy. From 22-23 March the Culpepper and Merriweather Circus came to the post. The City of Fun Carnival followed from 21-23 May. The U.S. Army Soldier Show was conducted at the Buena High School auditorium on 21 and 22 July. This year's show marked the first time the show was held at Buena High School. The Fort Huachuca International Friendship Festival was conducted from 16-19 September.

In February the Services Division and Logistics Division were disestablished and replaced by the Community Support Division. Mr. James T. Rousseau was appointed division chief. Because of rising costs, the Recycling Branch effort was reduced in scope, saving \$32,000.

During the year, the Lakeside Club, Jeannie's Diner, and 19th Hole Clubhouse were renovated. On 23 January 1993 Mr. Larry Darrow retired as Manager of the La Hacienda NCO Club and was replaced by Mr. Douglas Vieth.

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In January Fort Huachuca hosted the All Army Boxing Trial Camp. Over fifty-five of the Army's best boxers trained and competed at the Trial Camp. During the same period, Tommy "The Duke" Morrison, number two ranked heavyweight, also trained at Fort Huachuca. "The Duke" put on a boxing exhibition for 350 spectators at Barnes Field House.

Two Fort Huachuca boxers, Specialist Bradley Martinez and Sgt. Marlin Simpkins, represented Fort Huachuca at the 1993 Olympic Sports Festival in San Antonio, TX, from 23-31 July. Spec. Martinez captured the gold medal in the 106-lb. weight class while Sgt. Simpkins won a Bronze Medal in the light heavyweight division. Bradley Martinez, by virtue of his win at the 1993 Olympic Sports Festival, was selected the Old Spice Athlete of the Month for October. He was further honored by being selected as Old Spice Athlete of the Year for 1993.

Upon completion of a lengthy greens renovation project, the Mountain View Golf Course gave a Grand Reopening Golf Tournament on 2 October. The first annual club championship was held on 14 November, with Mr. Gregg Lee winning the gross score title and Mr. Ken Edwards winning the Seniors Division.

Several new Youth Services programs were added during the year. A Summer Adventure Program was conducted with the Alcohol and Drug Abuse Prevention and Control Program. A Summer Volunteer Program was also offered to provide teens with the opportunity to obtain job skills while volunteering to work in the Directorate of Programs for Community Activities. A teen

trip to Disneyland and Magic Kingdom was conducted with Youth Centers from White Sands Missile Range and Cannon Air Force Base.

Due to budget restraints two positions, Army Community Services Officer and Army Emergency Relief Officer, were abolished. The Family Advocacy Program, together with the Cochise County Sheriff's Department, provided a Child Safety Program at the Fort Huachuca Accommodation Schools that dealt with the prevention of child sexual abuse. On 21 April the Army Community Services Volunteer Recognition Ceremony was held. Lt. Col. Norman Sutherland presented awards to forty-two volunteers. The Family Member Employment Assistance Program held two Job Fairs (25 February 1993 and 8 September 1993). Over 100 local, state, national, and international businesses participated. The 11th Signal Brigade sponsored the Army Emergency Relief (AER) Campaign collecting \$74,561.26. Army Emergency Relief financial assistance to the Fort Huachuca community amounted to \$241,252.50

Director of Logistics

The Arizona State Prison at Douglas solicited the services of the Intelligence Center to repair prison communications-electronics equipment. Certain items were repaired on a test basis, with the potential for the program to be expanded. The Directorate of Logistics participated in meetings with the Douglas prison warden to discuss areas where the post could use prison labor in areas not prohibited by federal acquisition regulations.

The Transportation Offices of Fort Huachuca and Davis Monthan AFB entered

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into an agreement which consolidated some services at Davis Monthan. Requests for carriers to move household goods, supplies, and equipment for all military organizations in the state would be handled at Davis Monthan. As part of the cost-saving partnership, Fort Huachuca began doing laundry services for the air base on 1 May. Doing bulk laundry and dry cleaning on a cost-per-piece basis saved Davis Monthan 15 percent of the previously contracted cost which amounted to over \$14,000 annually. In return the air base provided repair service for the Fort Huachuca Aviation Maintenance Facility, saving the cost of buying new electronic equipment.

Engineering and Housing

Environmental and Natural Resources

The Arizona Department of Environmental Quality (ADEQ) issued a compliance order against the Garrison Commander of Fort Huachuca on 3 July 1991. Alleged failures to comply with environmental statute dealt with hazardous waste and underground storage tanks. During 1993 the installation worked with ADEQ to enter into a bilateral compliance agreement while continuing to correct violations. The administrative hearing requested by Fort Huachuca in August of 1991 has been extended until 1994 with the intention of signing a bilateral agreement prior to the hearing.

Work on three Installation Restoration Program (Department of Defense equivalent of the "Superfund") projects continued on Fort Huachuca. These projects were Miscellaneous Sites, Groups A, B, and C. Projects included sites which were involved in the

compliance order. Interim results and proposed remediation efforts were briefed to ADEQ.

Endangered species management became more of a challenge in 1993 with listing of the Mexican spotted owl as a threatened species. Monitoring of known and potential roosts sites for the endangered lesser long-nosed bat continued in 1993 as well as monitoring of the agave succulent, primary food source for the bat. Implementation of the Integrated Training Area management program continued during the year, including monitoring, computer upgrades, and land rehabilitation projects.

Work continued on the Master Plan Environmental Impact Statement in 1993. Proteus Corporation from Albuquerque was accomplishing this work for the installation. A delay was experienced in publishing the Notice of Intent (NOI) in the Federal Register. Publication was expected in early 1994.

The largest environmental project completed in 1993 was thermal treatment of Petroleum Contaminated Soil. The contaminated soil was generated on the installation from spills of fuel and underground storage tank removal. Previous leaks from these tanks had contaminated the soil. Over 5,000 tons of contaminated soil were treated to comply with ADEQ requirements.

Efforts in 1993 regarding cultural and historical resource protection included repair of historic structures, work on the Historic Preservation Plan, additional surveys, and coordination with the State Historic Preservation Office and Advisory Council on Historic Preservation.

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Engineering Plans and Services

During the year, 107 delivery orders were issued totaling \$4.9 million under the Job Order Contract (JOC) Program. These totals showed an increase of eighteen delivery orders and \$2.4 million over last year. Of the 107 delivery orders issued, seventy-one projects were active in September. These delivery orders consisted primarily of small-user-requested projects. Some of the more significant delivery orders issued included the repair and replacement of Bonnie Blink and Historical Area gas lines, the renovation of the United States Army Reserve Center in Tucson, and the Greely Hall Auditorium upgrade.

A total of twelve firm-fixed priced construction contracts were completed during the year totaling \$4.3 million under the program. During this period, twelve firm-fixed contracts were awarded, three of which were awarded at year-end. Nine contracts were awarded before July 1993. Significant projects completed in FY 93 included kitchens and floors at building 43083, first and second floors, Grierson sewer replacement, Directorate of Contracting building 22208 structure repairs, electrical distribution containment, addition to Troop Medical Clinic, and demolition of ten World War II buildings.

The major design priority continued to be design review and construction management of projects associated with Base Realignment and Closure and Military Construction Army programs. These were coordinated with the Corps of Engineers for eighteen projects valued at \$90 million. In-house designers and Architect-Engineer firms managed by the staff

designed fifteen projects valued at \$5.0 million in 1993, of which \$3.2 million were awarded. In addition, six projects valued at \$3.3 million were in various stages of design at years' end. Six studies, concept designs, or engineering surveys were also completed or ongoing with an engineering value of \$350,000. Greater use of the Job Order Contract (JOC) process resulted in a large increase of in-house design support in preparation of JOC project delivery orders. The increase in JOC projects coincides with the decrease this year in designed projects. Other activities included continued management of the DA Army Energy Program, second phase of the evaluation and leak survey of the natural gas system, lead-based paint testing and abatement programs, environmental air quality evaluations in several buildings, and completion of an automated data base for the Strategic Utilities Planning, Evaluation and Rating (SUPER) development program.

Fiscal year 1993 facility construction totaled seventeen projects: 7 MCA and 10 BCA facility requirements. Total programmed cost for the seventeen projects was \$89,912,000 and would involve a total of 375,037,000 gross square feet of new facilities.

Master Planning

In 1993 the following components of the Real Property Master Plan were completed. The Plan Environmental Overlay (PEO) was completed August. It graphically illustrated the environmental conditions on the installation. The overlays portrayed concerns and constraints to mission facility development. For mapping purposes, the Installation was divided into 41 sections. At the end of the

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reporting period, thirty of the 41 sections had been mapped. The PEO identified fifteen environmental categories: Safety Zones, Airfield Clear Zones, Restricted Areas, Flood Plains, Landfills, Air Pollution Sources, Underground Tanks, Waste Treatment Facilities, Historic Preservation Areas, Open Space, Soils, Wetlands, Wildlife Water Catchment, Endangered Animals and Endangered Plants.

Zip +4 Installation Addressing System (IAS) began in August and was planned for completion in March 1994. When completed, it would develop a mapping grid system for the purpose of assigning street addresses to Installation buildings.

The Joint Operations Training Site (JOTS) Area Plan was completed in draft form in January. Fort Huachuca, through an outgrant lease to the Arizona Air National Guard, provided 234.4 acres of land for the development of a Joint Operational Training site with the Army National Guard contiguous to Libby Army Airfield.

The Southwest Asia Training Site (SWATS) plan was completed in draft form in January. The SWAT was proposed for the north side of the Libby Army Airfield (LAAF) and would contain dispersed parking sites for thirty-seven aircraft, a rapid runway repair training site, a munitions assembly facility, and a tent city for 1,000 persons. The JOTS/SWATS planning effort was identified by the Arizona Air National Guard as a draft final product. At year's end, both the JOTS and SWATS were awaiting completion of an Environmental Assessment.

The Permanent Party Area Plan (PPAP) was completed in September. It was developed with the Commander's Advisory Board (CAB) to upgrade barracks living space and provide recreational amenities for soldiers.

Energy

During FY 93, Fort Huachuca hired a full-time Energy Coordinator and an Energy Engineer. Fort Huachuca ended 4.4 percent below the TRADOC assigned energy reduction goal during FY 93. In a memorandum dated 28 December, the TRADOC engineer stated that Fort Huachuca saved \$419,313 by being 4.4 percent under the TRADOC goal. It was noted that, if Fort Huachuca had been 100 percent funded for its utilities and the law on energy cost-savings and retention had been followed, half that amount could have been used in FY 94 for Morale, Welfare and Recreation-type projects and the other half for energy conservation projects. This was a significant improvement over FY 92 when the post was 8.1 percent over the goal.

For FY 93 Fort Huachuca used 103 million kilowatt hours of electricity at a cost of \$6,901,862 and 5,083,010 therms of natural gas at a cost of \$2,086,513. The total energy bill of \$8,988,375 was \$93,986 less than the total bill in FY 92. The energy consumption density of 95.19 million British thermal units per thousand square feet was the lowest ever on Fort Huachuca. Many people, actions and projects contributed to this accomplishment. The actions included repair of natural gas lines, turning down of hot water heater settings, use of a flue gas analyzer to tune boilers, increased air-handling filter replacement schedules, increased awareness and education,

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and strong support from the installation and garrison commanders.

Housing

Renovation of 122 family housing units was started in FY 93. It consisted of enlarging the kitchen areas, replacement of the kitchen and bathroom cabinets, fixtures, floor covering throughout the quarters, relocation of the washer area, and replacement of all windows and doors. Exterior renovations included installing carports, replacing all exterior lighting, stucco, and block fencing around the patios.

Department of Army authority was granted to lease fifty off-posts family housing units. These units were primarily three-bedroom and were leased between February and October.

The total number of military personnel using housing referral services was over 3,301. This number included incoming and outgoing personnel. Sixty percent of arriving people were housed in family housing quarters or unaccompanied personnel housing billets.

During this reporting period, 219 single dwelling units were built in the surrounding community. The City of Sierra Vista issued 1,190 building permits (commercial and residential). There has been no new construction of hotel, motel or multi-family rental units during this period.

Occupancy of nine new barracks facilities was accomplished during 1993. Seven buildings were constructed and furnished with funds from Base Realignment and Construction (BRAC) to house students attending

military intelligence training. The other two buildings were built and furnished with Military Construction Army (MCA) dollars and were used by soldiers from the 11th Signal Brigade. Total construction equals 1,784 spaces in the BRAC area and 232 spaces at 11th Signal Brigade.

Contracting

The Directorate of Contracting (DOC) supported the Base Realignment and Closure effort by obtaining furniture required to furnish seven of the thirteen new buildings built on Fort Huachuca to accommodate the transfer of the school at Fort Devens to Huachuca. The Purchasing Division processed 185 orders, 1,183 lines in support of Base Realignment and Closure for a value of \$1,325,907 during the year.

The directorate began the year with fifty-seven positions. These were cut to fifty by budget decisions. Thirty-eight of those positions were dedicated to the garrison activities. The other twelve hard slots were reimbursable positions responsible for completing contract actions for the Electronic Proving Ground (EPG) and the Intelligence and Defense Advanced Research Project Agency (INTEL/DARPA) requirements. The amount of money committed by the directorate in 1993 was \$170 million.

In August the Purchasing Division came on-line with the Electronic Data Interchange (EDI), an electronic bid board which enabled purchasing agents to post request for quotations and receive bids from vendors electronically. Through this system the government was expected to realize a reduction in paperwork and a faster response time. When using

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the U.S. postal services, it can take as long as seven days to process bids, whereas the EDI can be accessed and responded to within two days. The EDI increased competition significantly.

The Intelligence and Defense Advanced Research Project Agency (INTEL/DARPA) team continued contract awards for DARPA by almost tripling the 1992 effort. During 1993 the team awarded thirty-five contracts totaling an estimated \$136,905,562 in the research and development arenas. There were thirteen new contracts and delivery orders awarded on behalf of the Intelligence School worth an estimated \$459,853. Also, during this period, three of the thirteen contracts were for the purpose of acquiring furniture for the new barracks at Fort Huachuca. The team continued to work with the newly acquired customer, the Office of National Drug Control Policy, which was an executive office of the White House. Five proposals were received and all were in the acquisition process at the end of the year.

The International Merchant Purchase Authorization Card (IMPAC) was implemented during the year. There were ninety-four credit card holders and sixty-one approving officials. The credit card was similar to a commercial credit card and was used for small purchases. The program was expected to expand to include the purchase of small services. It was possible to put controls in the card for certain classes of items and for authorized limits. The cards proved to lower costs and reduce bureaucracy in small purchases. Classes were given periodically through the Directorate of Contracting.

The Electronic Proving Ground team awarded the multimillion dollar Instrumented Test Range contract in February and obtained competition on the requirement, which had been held by the same contractor for over thirty years.

The annual goals were met or exceeded for the Small and Disadvantaged Business Utilization (SADBU) Program. Ms. Wilma J. Rose, on behalf of the Directorate of Contracting for Fort Huachuca, accepted the competition award for the TRADOC and Department of the Army program of the year.

Human Resources

The Directorate of Human Resources (DHR) administered installation human resource programs and served as principal advisor to the Commanding General, Intelligence Center, 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.

Created in December 1992 to consolidate human resource functions, the directorate fulfilled the role of a G1. Operating with one voice for all Human Resource functions has proven extremely efficient for the installation as well as making the span of control much more manageable for the commander. Under the direction of Mr. Delio G. Colonna, Jr., the Directorate of Human Resources consisted of the following subordinate elements: Military Personnel Division, Civilian Personnel

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Division, Human Development Division, Operations Division, Alcohol and Drug Prevention and Control Program Office, Equal Opportunity Office (military), and Transition Assistance Office.

Civilian Personnel

The Chief, Civilian Personnel Division (CPD), administered the installation civilian personnel management program and served as principal advisor to commanders and their staffs concerning civilian personnel matters. The chief exercised staff and/or direct supervision over all matters pertaining to recruitment and placement, position management and classification, management-employee relations, technical services, labor relations, incentive awards and non-appropriated fund (NAF) personnel matters.

During the year, the Department of Defense (DOD) Priority Placement Program (PPP) underwent many changes aimed at assisting DOD activities manage their downsizing efforts. These changes allowed more flexibility in making placements during actual or anticipated reductions in force. The PPP was also fully automated. Printed Stopper Lists were no longer received in the Civilian Personnel Office. Each recruitment request was entered into the system and was automatically matched against available registrants. This effort streamlined the stopper matching/clearing process and has insured the integrity of the program.

The Voluntary Separation Incentive Pay Program (VSIP) was begun to help DOD activities manage their downsizing efforts with a minimum impact on the workforce. The program provided a monetary incentive

for voluntary separations and could be used when reduction in force was anticipated. The program was approved for use by Training and Doctrine Command, Information Systems Command, Health Services Command and Army Material Command Activities at Fort Huachuca during 1993. As a result of the use of this program, the necessity to conduct reduction in force was avoided and there were no involuntary separations during the year.

During the year, the Staffing and Services Branch (formerly the Human Resource Acquisition Branch) was reorganized into four staffing teams. Three of these teams provided staffing and technical services to serviced organizations at Fort Huachuca, the fourth team was dedicated to administering reductions in force, transfers of function, the voluntary separation program and other special projects. With the loss of resources in the branch, this team concept provided for the maximum in customer service. The team which had been dedicated to the input of data into the Defense Civilian Personnel Data System (DCPDS) was disbanded and the work assigned to the staffing teams.

A number of civilian personnel and payroll services for activities located at Fort Huachuca were consolidated at central locations. Civilian personnel servicing for the Defense Finance and Accounting Service was transferred from Fort Huachuca to Indianapolis, and the servicing for the Fort Huachuca Commissary was transferred to the Defense Logistics Agency at Ogden, Utah. Payroll servicing for the Electronic Proving Ground was transferred from Fort Huachuca to Aberdeen Proving Ground.

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The Staffing and Services Branch continued to coordinate many personnel and organizational actions for the transfer of personnel from Fort Devens. During the year, forty-six civilian employees arrived and were in-processed.

Many organizations at Fort Huachuca were under hiring restrictions. During the year, all Army Material Command (AMC) activities were restricted to hiring from within unless an exception was granted by AMC. The Joint Interoperability Test Center (JITC) was also under strict hiring restrictions. The U.S. Army Information Systems Command activities have been under selected recruitment as have been the organizations of the U.S. Army Intelligence Center and Fort Huachuca.

Classification, position management review, and reorganization actions were accomplished before transferring civilian personnel servicing support to the Defense Finance and Accounting Service in Indianapolis.

The Electronic Proving Ground (EPG) was reorganized and would not have a separate commander; instead, its headquarters operations were consolidated under the Commander, White Sands Missile Range. Fort Huachuca continued to provide civilian personnel servicing support to EPG civilian employees, to include the addition of a meteorological staff.

Specialized training was provided to Compensation Management Branch staff members on the Civilian Intelligence Personnel Management System (CIPMS) classification system. A major effort during the year was testing and applying Army Occupational Guides for intelligence positions.

Support was provided to a study which was reviewing the entire organizational structure of the U.S. Army Information Systems Command, a MACOM headquarters. The structure review teams made major changes which resulted in leaner, more efficient organizations.

Management Branch workload increased significantly as a result of the Managing the Civilian Workforce to Budget (MCB) program. The work included training of individual managers as well as holding classes for commanders. There was also a significant increase in position management activity due to organizational downsizing and restructuring. Many organizations did not drop in workload, just staffing levels. This situation resulted in many noncompetitive promotion actions.

The implementation of the Total Army Performance Evaluation System (TAPES) began in July. TAPES was the new performance management system developed by Department of Army and was part of the movement within Army to promote the one-Army team concept by eliminating unnecessary system differences between the civilian and military systems. The Human Relations Branch (HRB) conducted train-the-trainer sessions in May for more than 200 workforce representatives. The Senior System was implemented for grades GS/GM/WS 13-15 on 1 July, and for grades GS/WS 9-12 on 1 November. The Base System (GS/WG 1-8) was scheduled for implementation on 1 February 1994 for grades 6-8, and on 1 May 1994 for grades 1-5.

In March, Voluntary Separation Incentive (VSIP) was approved for TRADOC and

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Medical Department Activity employees. Between 30 April and 3 May, 61 TRADOC and MEDDAC employee retirements were processed. The U.S. Army Information Systems Command received authority to offer VSIP and Voluntary Early Retirement Authority (VERA) in September. Over 100 retirements were processed during September, consisting of fifty-nine voluntary retirements and forty-five voluntary early retirements. All were processed to Civilian Payroll before 30 September.

The Army Civilian Personnel System (ACPERS) was redesignated as Defense Civilian Personnel System (DCPDS) and entered its fourth year of deployment at Fort Huachuca. A major effort was begun during the year to ensure data integrity and resolve discrepancies in preparation for an automated interface with the Standard Army Civilian Payroll System (STARCIPS) scheduled for the spring of 1994.

During the year a local area network was successfully implemented, connecting employees in the main Civilian Personnel building. All employees can access DCPDS through their personal computer and can transfer files, use electronic mail, access locally developed applications, and send documents to remote printers. Because the Civilian Personnel Division was one of the most advanced offices on the installation in terms of automation, it was among the first to connect to the installation fiber optics backbone which, in turn, allowed them to successfully add division employees in other buildings to the network.

Aging Burroughs equipment used by Civilian Personnel Offices throughout Army was becoming increasingly unreliable and

costed nearly as much or more to maintain than the purchase of new, significantly more powerful and flexible equipment. Because of local expertise gained in successfully establishing a network of x86-based personal computers, the Civilian Personnel Division became a prototype and technical resource in the system design for modernizing civilian personnel automation. The U.S. Army Information Systems Engineering Command (ISEC) recommended that Fort Huachuca's approach be adopted for use throughout Army and their recommendation was accepted. Because the division had already proven that the approach works, the engineering, cost, and time necessary to complete the system design was significantly reduced.

A key factor in the drawdown during the past year was the successful planning and implementation of Voluntary Separation Pay Authority (VSIP) to include a comprehensive modeling analysis projecting use, cost, and savings of VSIP at Fort Huachuca and local development of a dBASE IV application to compute VSIP and severance pay costs. The application was a menu-driven program which used data downloaded from DCPDS to compute VSIP/Severance Pay and to establish an automated audit trail of associated costs and savings.

A new, locally developed SF 52 Tracking System was implemented during the year. One particularly interesting feature was the ability of serviced activities to dial in through a modem and access status information on SF52s submitted by their organization.

An innovation in customer service through automation involved using information downloaded from DCPDS to print SF52s for ser-

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vised activities undergoing realignment or changes in accounting codes. SF52s could be printed which showed all the "From" information as it was stored in DCPDS. In addition to saving serviced activities countless hours in preparing and typing these SF52s, this approach significantly increased the accuracy of the SF52s and helped to improve the accuracy of the DCPDS database.

Other automation initiatives during the year, which improved customer service and increased efficiency, included an automated Training Needs Survey; an "alpha roster" on file through the network, a program to allow personnel specialists to query information downloaded from DCPDS rather than query DCPDS directly; a program to convert transaction registers into data files, allowing personnel specialists to view transaction and error messages and thus help improve the accuracy of transaction input into DCPDS; and development of a program to batch process large numbers of personnel actions.

There was a total of 2,880 applications for employment submitted to the Non-Appropriated Fund (NAF) Personnel Office in 1993. Two regular, full-time Business Based Actions (BBA) were taken. Five classification actions were taken with all five positions being upgraded. During the open season from 15 November to 30 December, a total of nineteen employees enrolled, made changes or canceled their health insurance. Total operating cost for the Non-appropriated Fund Personnel Office was \$134,000.

Non-appropriated Fund training included Cooperative Improvement Program instruction for 300 managers, supervisors and employees, and Pay Banding, Workman's' Compensation

classes for thirty-six managers and supervisors.

Military Personnel

The Military Personnel Division served as advisor to the Commander and Chief of Staff on all administrative matters and services pertaining to military personnel and their family members. It provided military personnel service support to the Intelligence Center and Fort Huachuca, Fort Huachuca tenant organizations, Yuma Proving Ground, Phoenix Military Entrance Processing Station (MEPS), the Recruiting Office in Mesa, Fort Devens, Goodfellow Air Force Base, Pensacola, and all retirees and surviving spouses in the State of Arizona. The division acted as Casualty Area Command responsible for Arizona, Nevada, and Southern California.

The Automations Branch was no longer on AUTODIN as of 16 November. All data were received from, or transmitted to, Department of the Army via Automation Information Processing Center, Rock Island, Illinois.

A Personnel Command (PERSCOM) team visited the Military Personnel Division (MPD), Strength Management Branch, in June to conduct a study, receive input, and analyze the reasons for no-shows at levy briefings, procedures for processing Enlisted Distribution and Assignment System (EDAS) assignments, command support, and deletion or deferment actions. The team also visited the 111th Military Intelligence Brigade S-1 to get input on their support to the reassignment section.

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Mr. Davis, Chief, Strength Management Branch, visited the Army Reserve units in Prescott and Scottsdale, Arizona, from 9-12 July; Show Low, from 6-8 August, and Carson City and Reno, Nevada, during the period 13-17 September, to brief, discuss, and recommend various personnel requirements

affecting mobilization of Army Reserve Component units.

The number of officers and enlisted personnel affected by the drawdown, for units serviced by the Military Personnel Division at Fort Huachuca, are given in Table 9.

Table 9.--*Separations in FY 93*

	Enlisted	Officer
Special Separation Benefit (SSB)	56	4
Voluntary Separation Incentive (VSI)	12	2
Voluntary Early Release Retirement Program (VERRP)	60	6
Voluntary Early Transition Program (VETP)	6	0
Involuntary Separations with Separation Pay	6	12

Funds were obligated in September to accomplish the renovation of Buildings 41420 and 41421. The renovation of Whitside Hall was completed in 1993.

Quarterly soldier readiness processing was carried out to insure annual processing of every soldier and optimize the readiness posture for each unit. All members of the processing team cooperated in the massive endeavor. Approximately 750 soldiers were processed in the first quarterly session.

Effective 12 July, the Fort Huachuca Casualty Area Command (CAC) expanded its boundaries to include the State of Nevada and California counties south of Monterey, in addition to the State of Arizona. The expansion of the Fort Huachuca CAC resulted in the hiring of three civilian personnel to support the mission. The expansion of the casu-

alty mission resulted in a 150 percent increase in workload for the period 12 July-31 December.

Human Development

The Human Development Division exercised staff or direct supervision over all matters pertaining to civilian training and development, education services, and library management.

The Rascon Learning Center, which was the only Army Learning Center on the installation, moved from Building 67101 to the former Ranch House Dining Facility in August. Work details from the 11th Signal Brigade and the 111th Military Intelligence Brigade helped with the move.

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In September, funds in the amount of \$69,000 were obtained from the Intelligence School, Fort Devens, to install a Local Area Network (LAN) in the Learning Center. Year-end funds allotted \$40,000 for the purchase of audiovisual materials and equipment for the Learning Center.

In September, a contract was let to renovate the remainder of the Ranch House Dining Facility. Plans were to relocate the Army Education Center and Army Personnel Testing into the rest of the building to provide greater services in a location that was central to the soldiers. It was scheduled to be completed by March 1994.

Because of continuing budget decrements, several drastic measures were taken concerning library activities. The first one, in May, closed the Children's Library, moved the collection to the Main Library, and abolished the personnel slot there. The second measure involved an extensive study on the advantages and disadvantages of consolidating the Main Library with the Intelligence Library. The study showed no significant advantages, and, as a result, the ownership of the Intelligence Library was returned to the Intelligence Center. Last, subscriptions to periodicals expired, no new materials were obtained, and the staff was reduced from seven to five as the average number of patrons grew to over 400 per day.

With the downsizing of the civilian and military workforce, programs at the Army Education Center thrived. The University of Phoenix and Western International University doubled their enrollments in one year. The demand for Cochise College programs grew to the extent that the college provided a full-

time counselor besides a financial aid/Veterans Affairs counselor. With nearly 3,000 college enrollments, demand for tuition assistance dollars far exceeded the supply.

College classes were offered in five buildings on the installation for most of the year. Beginning in January 1994, college classes were planned in the new NCO Academy.

The University of Arizona was awarded a state grant for the second year to provide Adult Basic Education Programs on the installation. Classes include Basic Skills, General Educational Development (GED), GT Improvement, Citizenship, and English as a Second Language. The grant allowed for quality instruction provided by a major university while also saving some of the Education Center's extremely limited resources.

Civilian Training and Development's staff of two provided sixteen on-site courses during the year ranging from New Employee Orientation to Pre-Retirement Orientation. They also provided Army Training Requirements and Resources System training for installation training coordinators. By year-end, they developed two survey instruments to ascertain the training needs and the trained skills of civilian employees.

Transition Assistance

The Transition Assistance Office served as the commander's primary staff office for transition services. It provided program management for the Army Career and Alumni Program (ACAP). It offered comprehensive transition services to soldiers and civilians leaving federal service.

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The numbers of clients processed at the center are shown in Table 10.

The ACAP Center provided job search support to clients in the form of workshops

and seminars. Topics included were resume and application development, interviewing skills, networking, and considering and negotiating job offers. Table 11 shows the number of workshops and seminars presented.

Table 10.--*Transition Assistance*

	Transition Assistance Office	Job Assistance Center
Enlisted	1,143	2,730
Officers	184	481
Family Members	81	201
USAR/ARNG	28	*
DA Civilians	13	26
DA Family Members	2	*

* These totals are included in the totals above.

Table 11.--*Workshops*

Transition Assistance Program Workshops	624 attendees
Combination Workshops	150 attendees
Other Workshops	149 attendees
Seminars	167 attendees

The ACAP Center provided Veterans Affairs (VA) briefings to clients. Presenters came from Cochise College, the VA Medical Center, the VA Regional Office, and several local VA contractors. Twenty-six VA briefings were presented.

The ACS Office conducted two Job Fairs during the year. Employers came to talk to soldiers about job opportunities. The ACAP Office had representatives present to talk to soldiers about the services it offered. The ACAP Office was represented at the two Job Fairs.

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Fort Huachuca conducted a Family Festival, as it does each year. The ACAP staff was represented at the festival to market the ACAP Program.

Neither the Yuma Proving Ground nor the Army activities in the Phoenix area were represented by ACAP. A staff member of the Fort Huachuca ACAP Office traveled to Yuma five times during the year and to Phoenix once to provide soldiers there with basic services.

The ACAP staff conducted a Law Enforcement Mini-Career Day at the ACAP Center. Several local law enforcement jurisdictions were represented.

The ACAP conducted its first Open House. Visitors from Fort Huachuca and the community were invited to attend. Displays were set up and representatives of the staff provided information on the program.

A representative of the Fort Huachuca ACAP traveled to Salt Lake City to represent ACAP Headquarters at the annual National Defense Transportation Association convention. Contacts were made with industry representatives and military activities to explain why former soldiers should be considered for employment opportunities.

The Job Assistance Center staff lost two counselors during the year. Approval was granted to replace one, which was done, and the other would be replaced in 1994. The Transition Assistance Office staff also lost a counselor. Approval has been requested to fill that position.

The Department of Labor, represented by the local Arizona Department of Security Office, was requested to become more involved in the Transition Assistance Program Workshop. Negotiations were conducted and they began both teaching and organizing seven hours of the workshop. This supported the Department of the Army initiative to have the Department of Labor more involved in this workshop.

Military Equal Opportunity

Throughout May, Asian/Pacific Heritage Month, a group, made up of volunteers from Korea, Philippines, Guam, and Pakistan, gave lectures, at the local schools, on each of their respective country's unique cultures and customs. Many thank-you letters were sent to the Equal Opportunity Office for sponsoring the "educational experience" of the various ethnic groups. A large group of people came to the Recreation Center on 26 May for an Asian/Pacific Awareness Day. Activities included food samplings from the different Asian countries, martial arts demonstration, folk singing and dancing.

Native American Indian Heritage Month was observed during November. The activities at Fort Huachuca consisted of Native American Dancers (White Mountain Apache Crown Dancers), cultural arts and crafts, and a coloring contest. The White Mountain Apache Crown Dancers from Cibique, AZ, performed two outdoor shows in front of the Main Exchange on 20 November.

Alcohol and Drug Abuse Prevention

The Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) helped

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commanders to maintain combat readiness by reducing the impact of alcohol and drug abuse on the Total Army Family through command emphasis, identification of abusers, education, prevention, family and community initiatives, improved rehabilitation and treatment services, and deterrence efforts.

The Clinical Branch was sufficiently staffed to meet caseload needs. The temporary GS-07 counselor position was converted to a permanent GS-07/08 slot in July. One GS-09 counselor position was eliminated, as it was not a required position. All clinical civilian positions were filled and three of the five 91G counselor slots were filled.

The Civilian Program Coordinator, GS-11 position, was filled in August. This position had been vacant since January 1992. The 71L, E-6, Admin, Noncommissioned Officer position was filled in August. The current 71L, E-5 slot was vacant in the Admin Branch.

A contract was initiated in February for the Installation Biochemical Test Coordinator and paid for with counter narcotic funds. This contract was renewed for FY 94.

The civilian urine testing program was coordinated with and approved by the union and Civilian Personnel Office in December. Testing of civilians was scheduled to begin in January 1994.

The ADAPCP contracted with the Johnson Institute to conduct two, two-day workshops for community drug prevention: Adolescent Addiction and Multicultural Competence and Prevention Strategies. Fifty participants from on and off post attended.

At the request of the Sierra Vista School District, the ADAPCP provided an eight-hour, in-service training in Multicultural Competence for approximately 600 teachers and staff in September.

The ADAPCP coordinated an extensive Red Ribbon Campaign on Fort Huachuca in October. The highlight of this campaign was "Puppets for Prevention." The puppet show was created and performed by an ADAPCP 91G counselor. This drug prevention program was presented to over 1,100 students in Grades K-4 on and off Fort Huachuca.

The ADAPCP sponsored the 7th Annual Holiday Campaign and Safe Holiday Pledge Program. This program started before Thanksgiving and ended after New Years. Pledge cards were used to promote sober driving and the designated driver program. Over twenty-six holiday safety classes were conducted during this campaign.

In April, the ADAPCP received \$14,000 in additional counter narcotic funds from the Training and Doctrine Command for community drug prevention programs. The program developed Peer Leadership Training for Drug-Free Schools and Communities, expanded on the FY 92 program, and consisted of the following activities.

The Adventure Training for High-Risk Youth program was coordinated through the Family Support Division, Youth Activity Center, and Sierra Adventure, a private contractor in Sierra Vista, during the summer which included rappelling, rock climbing, and a three-day/two-night backpacking trip.

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Drug prevention activities to develop conflict mediation skills and improve self-esteem were conducted during the summer for the sixty-five youth enrolled in the Fort Huachuca Latch Key Program.

Fort Huachuca Accommodation School students and staff were trained in the peer mediation model. This program was set up in the Smith Middle School in September.

Twenty-four youths from on post and the surrounding communities attended a three-day retreat to develop student leadership and initiatives for implementation of drug-free school programs.

The Clinical Director planned and organized the Health Services Command Clinical Director Federal Regionalization Health Provider Conference at Fort Huachuca in February.

A policy was established, based on input from the Medical Department Activity Commander, regarding the release of confidential patient information to Defense Investigative Service (DIS). The ADAPCP would release patient information with a signed consent form, however, the investigative service would not be allowed to make copies of any patient records.

The clinical staff conducted eight hours of drug and alcohol education for the Cochise County Superior Court judges and staff.

The Training and Doctrine Command and the U.S. Army Drug and Alcohol Operations Agency (USADAOA) visited in July. The program received high praise from both agencies with no significant findings.

The USADAOA inspected the Biochemical Testing Program in November. The inspection showed no significant findings and the program was considered excellent.

Operations

The Operations Division provided consolidated automation and administrative support to the directorate during the year. With the assistance of Mr. Fred Willets and Mr. Rich Boyles, both of the Directorate of Information Management (DOIM), the operations division finished the Local Area Network (LAN) topology necessary to connect directorate buildings to the post-wide Fiber Optic Network (FONET). The initiative allowed the networking of all divisions within the directorate via the FONET.

The standardized computer system hardware, software packages, and peripheral equipment were upgraded in an effort to meet the director's long-range goal of networking all divisions within the directorate.

In 1993 the Directorate Headquarters and Civilian Personnel Division (CPD) elements within buildings 22320, 22322, and 22328 were the first within the directorate to be connected to the Fort Huachuca FONET, providing all employees the capability to transfer files, use electronic mail, and send documents to remote printers. A Statement of Work (SOW) was drafted between the Directorate of Information Management (DOIM) Program Manger and the Human Development Division for the networking of the new Rascon Learning Center, building 52104. The completion date was anticipated to be in March or April 1994. A statement of work was also prepared between the DOIM Pro-

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gram Manger and the Alcohol/Drug Prevention and Control Program Office for the networking of building 84009. At the end of the year, the project was waiting for parts.

The Military Personnel Division's Casualty Assistance Office (CAO) was helped in the use of "Army Casualty Information Processing System Lite" (ACIPS), an automated software package designed and fielded by Headquarters Department of the Army Casualty Operations Center (CAC) and used for electronically generating casualty reports for transmission via the Telecommunications Center in Greely Hall. The CAO was connected to CAC via high-speed modem to view and update data in CAC's data base.

Equal Employment Opportunity

The Equal Employment Opportunity Office was responsible for the implementation of the U.S. Army Intelligence Center and Fort Huachuca Equal Employment Opportunity (EEO) and Affirmative Employment Programs for the Commander. Mr. Rufus M. Henderson assumed the position of Equal Employment Opportunity Officer on 8 April.

Special Emphasis Programs (SEP) at Fort Huachuca were the Federal Women's Program (FWP), Hispanic Employment Program (HEP), Black Employment Program (BEP), and the Program for Individuals with Disabilities (PIWD). The special emphasis programs were helped by SEP committees which served as support for the SEP managers in affirmative employment matters and special events.

Federal Women's Program

Lunch-and-Learn seminars were held monthly to discuss wide-ranging topics designed to improve employee potential.

A 12-month Calendar of Events was published to keep management and employees informed of upcoming activities.

The annual, three-day training event for the Federal Women's Program, Career Enhancement Days, was held with over 200 people present. The theme was "More Diverse-More Demanding," and topics included "Discovering Your Potential," "Glass is Half Full," and "Cultural Diversity for Supervisors and Employees."

The FWP recognized Women's History Month with a special presentation of "Discover a New World," a slide show that celebrated the lives of ordinary women who made extraordinary contributions to the nation.

The "Women of the Year" program recognized civilian and military women who made significant contributions to the Federal Women's Program at Fort Huachuca. Mrs. Mary Jo McCoy was selected as the outstanding civilian employee and Sfc. Dianna Dimic was the outstanding military recipient. Nominations were judged on the magnitude of the individual's contribution, the breadth of the population served and the recognition brought to the program by virtue of the time and work dedicated to the Fort Huachuca Federal Women's Program.

The monthly FWP functional bulletin, *Forward Visions*, continued to provide educational and informative items of interest to Fort

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Huachuca employees. Besides regular columns, guest articles were contributed by top level managers offering insights into employment issues from their perspectives.

Hispanic Employment Program

The Hispanic Employment Program Committee observed "Cinco de Mayo" on 5 May by sponsoring a luncheon. The keynote speaker was Mr. Alfonso Morales, Sociology Professor, University of Arizona and the theme was "Hispanic Cultural Awareness."

Hispanic Heritage Month was celebrated from 15 September to 15 October. Specialized workshops, lectures, cultural events, and displays were sponsored by the Hispanic Employment Program Committee. They included "Prevention of Sexual Harassment" and "You, Me, and the Year 2000." A luncheon kicked off the events with the Honorable Raul Castro as keynote speaker. He served as American ambassador to Argentina, Bolivia, and El Salvador, and was the governor of Arizona from 1975-77.

On 15 September the Hispanic committee announced the selection of two individuals who made significant contributions in support of the Hispanic Employment Program and the community. Ms. Amarily Segui, a management analyst with the U.S. Army Electronic Proving Ground, was chosen as the Employee of the Year for her broad and diversified involvement with Hispanic issues both at Fort Huachuca and within the local community.

The program committee sponsored a "Role Model" presentation for students at the Middle School. Six individuals, both military and

civilian, told the students how education shaped their lives. The purpose of the program was to promote education and provide role models for Hispanic students.

The committee sponsored training workshops throughout the year on career and personal development. Some of them were: "The Performance Appraisal System Workshop and Introduction to Total Army Personnel Evaluation System (TAPES)," "Total Army Personnel Evaluation System," and "Assertiveness Training (Are You Ready?)."

Black Employment Program

The committee established a theme of "Self-Empowerment" for the year. The purpose of establishing this theme was to promote an awareness that each individual would have to be the primary catalyst in reaching the goals they set. The committee's function was to help individuals reach their goals and provide support to those wishing to use the services provided by the committee.

On 19 January the Black Employment Program (BEP) committee sponsored a prayer breakfast in honor of Dr. Martin Luther King, Jr. During the breakfast, BEP committee officers were installed. The event was attended by over 300 military and civilian personnel.

Events taking place during Black History Month included a luncheon with the Deputy Commander of the Dental Clinic, Colonel Elzer Merritt, as the featured speaker. Workshops and seminars were presented during the month. The topics included "Cultural Awareness," "Downsizing," "How to Prepare Yourself for the Downsizing," "Military Scholar-

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ships," and "Interviewing Techniques." A luncheon was also held that included poetry reading and gospel music. The seminar and other events were presented to help increase the awareness of the contributions African-Americans have made to the American culture and promote individual self-development.

Other seminars held during the year included a 10 June workshop on complaints and grievance procedures presented by LaVerne Jenkins, Vicki Brown, and Herbert D'Albini. A 10 November seminar was offered by Maj. Jane Livingston, U.S. Army Information Systems Command, on "Coping."

Individuals With Disabilities Program

The Program for Individuals with Disabilities (PIWD) shared responsibilities between the Equal Employment Opportunity office and the Civilian Personnel Office, which helped disabled individuals to obtain and keep employment that fully used their skills and abilities. Both the Equal Employment Opportunity office and the Selective Placement Programs were vital elements.

Ongoing Fort Huachuca projects included continuing identification of problem areas affecting the employment of disabled individuals, analysis of ways to eliminate attitudinal and architectural barriers that inhibit or prevent full participation of disabled individuals in the work environment, and continuing assessment of comprehensive affirmative action goals and feasible timetables for the accomplishment of objectives.

The PIWD sponsored a luncheon and awards ceremony in recognition of National

disabilities Employment Awareness Month. During the luncheon, the Fort Huachuca Outstanding Employee with Disabilities, Ms. Sally Hawk, a Security Assistant with the Electronic Proving Ground, was presented with a certificate. Guest speaker for the luncheon was Ms. Margaret Dykinga, who talked about "Celebrate Who You Are." She emphasized the significant actions in building self-esteem. The theme for National Disability Month was "Energize America--Employ Ability."

Ms. Gloria Golden, a contract specialist with the Directorate of Contracting was presented the Department of the Army Outstanding Employee with Disabilities of the Year Award.

Public Affairs

Staffing shortages were critical throughout the year. The key military position on the Command Information staff, that of an E-6 journalist who serves as *Huachuca Scout* editor, has not been filled since February 1992. Since then, many individuals have temporarily accepted the responsibilities of the position. The position was expected to be filled in late January 1994.

Despite the staffing shortage, the *Huachuca Scout* achieved second place in the Training and Doctrine Command 1993 Keith L. Ware Journalism Competition in the Civilian Enterprise Metro Newspaper category. Each member of the staff also received awards for competition in individual categories.

The Commanding General's Dial-A-Boss Program, administered by the Command

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Information staff, responded to 390 personal requests for assistance during 1993. That figure was up fifty-eight calls from the previous year. The top concern for both years was housing.

The Media Relations Branch released 208 news and feature stories to fifty-two media outlets. The office responded to 1,917 media queries and public information requests. It received 316 news media representative visits. The branch initiated seventy-one media visits throughout the state.

Major items of media interest are included in the *Chronology*, Appendix A to this document. A brief summary follows: Base Realignment and Closure-related issues, especially the proposed move (later canceled) of the Defense Language Institute from Monterey, CA, to Fort Huachuca; completion of new Intelligence Center academic complex, and dedication in February; effects of budget reductions, especially as it affected jobs, payroll, contracting and local and area purchases; budget-cut-driven reductions in force; problems with unmanned aerial vehicles, including malfunctions that caused a UAV to cross Mexican airspace and crash into the Pacific Ocean off the Mexican coast in August; the post's efforts to provide good stewardship of flora and fauna on the reservation, including threatened and endangered species; Army intelligence issues to include training, especially intelligence systems such as unmanned aerial vehicles, Joint Surveillance Target Attack Radar System, All-Source Analysis System; also, military intelligence aspects of changes in Army doctrine, including those outlined in the new Field Manual 100-5, *Operations*; All-Army/Armed Forces Boxing training camps and championship

events; MI lieutenants accused of cheating, expelled from classes; counter allegations of racial discrimination; Olympic boxer training camp; dedication and renaming Main Gate as Buffalo Soldier Gate; August standoff between disturbed soldier and post law enforcement officials; and signal unit deployments to Somalia, Persian Gulf region.

The Military Affairs Committee (of the Sierra Vista Chamber of Commerce) 1993 Ball was co-sponsored by Fort Huachuca and the Sierra Vista Area Chamber of Commerce. More than 160 military and community leaders attended. The event provided an opportunity to keep open the excellent lines of communication between the local communities and Fort Huachuca. The "How the West Was Fun!" theme was carried through the decorations, music and entertainment. Rex Allen, Sr. was the guest speaker.

Community Relations provided tours of Fort Huachuca for more than 500 visitors. Visitors were from the United States and various other countries. Tours were provided for Arizona Senator DeConcini staff members, Congressman Kolbe staff, the Cochise County Board of Supervisors, Major General Stewart's family members, Daughters of the American Revolution, *Arizona Highways* editors, Arizona County Treasurers Association, Association of the United States Army, 92d Infantry Division veterans, Sierra Vista Airport Commissioners, and various travel groups.

Fort Huachuca supported the 26th Sierra Vista Noon Rotary 4th of July celebration in Veterans' Memorial Park. Static displays included an EH-60 Helicopter, Unmanned Aerial Vehicle, J-Stars (ground station mod-

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ule), AN/TTC-39, AN/TSC-93B, M-876 pole truck, SINCGARS, global positioning system, and various other military displays: B Troop, 4th Regiment, U.S. Cavalry (Memorial), provided free horse rides during the day's events. Finger-printing for youth was conducted and McGruff, the crime prevention dog, was present.

A noontime ceremony included remarks by Major General Paul E. Menoher, Jr., a proclamation delivered by a B Trooper on horseback to Mayor Richard Archer, remarks by Mayor Pro Tem Ethel Berger, presentation by Major General Samuel Leffler to Medal-of-Honor-winner Brigadier General (Ret.) Joe Foss, and a 50-gun salute with narration.

The evening event at Loveless Field began with a demonstration by the salute battery. It was followed by the 36th Army Band concert. Their performance included the 1812 Overture complete with cannon fire. The concert was followed by fireworks.

To increase positive communication between the military and civilian communities, the "Merchants and the Military - Accepting Military Checks" forum was held. More than 160 soldiers and civilian business people attended. Speakers included Colonel James Kelsey, Commander, U.S. Army Garrison/Chief of Staff, U.S. Army Intelligence Center and Fort Huachuca, Les Orchekowsky, President, Sierra Vista Area Chamber of Commerce, Captain Rhonda Sutton, Legal Assistance Attorney, Staff Judge Advocate's Office, Joe Rivera, Financial Instructor/Budget Counselor, Army Community Service, and Linda Coonts, President, Interstate Collections Systems, Inc.

Quarterly meetings were held between Colonel James Kelsey and members of the Sierra Vista Area Chamber of Commerce, Military Affairs Committee. These meetings helped foster a better understanding between the military and civilian community.

Internal Review and Compliance

The Internal Review and Audit Compliance Office completed fourteen audits between 1 October 1992 and 30 September 1993. Approximately \$1.6 million in monetary benefits were identified as cost avoidances or anticipated future savings. This was accomplished in spite of the loss of the office's only administrative position due to budget reductions.

An audit of hazardous waste management provided the commander with a comprehensive assessment of the status of Fort Huachuca's compliance with the ever-expanding laws and regulations governing the handling of hazardous materials.

Other major Internal Review audits centered on federal excise taxes, which enabled Fort Huachuca to reduce its federal excise taxes on fuel by over 90 percent; computer maintenance, which demonstrated that maintenance could be done more economically in-house instead of the current contracting process; and restructuring of a major directorate to eliminate one layer of management.

Major external audits conducted by the U.S. Army Audit Agency included Acquisition and Contract Administration, which focused on the management of major contracts at Fort Huachuca, the staffing of the

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contracting office and the automated system used by the contracting office; and Base Operations Support Contracts, which looked at the management of the Aircraft Maintenance contract, the Job Order contract, and the Engineering and Housing contract.

Information Management

Fort Huachuca was one of three pilot installations chosen for the Zip +4 street addressing project. The Directorate of Engineering and Housing contracted for service to apply a grid overlay to the Fort Huachuca map, assign street addresses across the installation, and provide a cross-reference listing of building versus street address numbers. The Directorate of Information Management (DOIM) funded the effort, which was added to the existing installation master planning contract. When accomplished, the U.S. Postal Service can assign the unique ZIP +4 numbers. Implementation of street addressing would allow the postal service to deliver mail directly to addressed activities instead of the Official Mail and Distribution Center.

The Directorate of Information Management purchased several CD-ROM drives for distribution to the Intelligence Center and Fort Huachuca. The drives can be used to access publications, forms, and graphics on CD-ROM disks. Department of the Army Pamphlet 25-30, *Consolidated Index of Army Publications and Blank Forms*, was published on CD-ROM with search and retrieval software, an improvement over the microfiche copy.

The Intelligence Center continued to transition to an electronic environment in the forms area by participating in the U.S. Army

Publications and Printing Command's (USAPPC) test of PerFORM PRO electronic forms software. The first and second phases of the test provided copies of approved higher level forms which may be electronically filled in. The third phase would establish an electronic bulletin board from which users can access and download available forms.

The directorate established a Cost-Per-Copy contract with two firms—Kachina Business Machines, Inc., and Canon U.S.A. It provided copy service for charges from \$.02691 to \$.0177 per copy, depending on the annual volume usage. The U.S. Army Intelligence Center and Fort Huachuca submitted requests for forty-nine copiers under the contract. Approximately forty-four were scheduled to be turned in once the new copiers were received. The conversion to Cost-Per-Copy copiers was expected to reduce greatly maintenance costs.

Electronic distribution of the Weekly Bulletin was extended to all major tenants on the installation, resulting in a reduction in the number of printed copies by over one-third.

Correspondence and mail management was improved by publishing "tips" in the Weekly Bulletin. Office symbols and address changes were planned for publication in the Weekly Bulletin and on Professional Office System (PROFS). This was expected to speed up information to users instead of waiting for a change or revision to a publication.

During FY 93, 1,560 Capability Requirements (CAPRs) were processed by the Information Center for U.S. Army Intelligence Center and Fort Huachuca and tenant organi-

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zations. This was an increase of 145 CAPRs over FY 92.

A lease agreement was established between U.S. West and the Department of the Army in which the telephone company agreed to reimburse the Army for use of government-owned telephone cables used by them to reach unofficial telephone users on the installation.

Computer literacy and office automation training was provided by the Directorate of Information Management. It encompassed Clipper 5.1, WordPerfect for Windows, dBase III Plus, MultiMate Advantage, Novell Network, Multi-Media Distribution Channel Facility (Electronic Mail), Lotus 1-2-3, Basic, and basic PROFS. Additional training was conducted for PC Max-E-Mail, MultiMate, Windows, and Microsoft Word by the 11th Signal Brigade; Databased Commitment Accounting System by the Defense Accounting Office; as well as dBase III Plus, Microsoft Disk Operating System 5.0, and WordPerfect 5.0 by the U.S. Army Medical Activity. Computer training was begun by directorate personnel in November for the 6224th U.S. Army Reserve Forces School in Phoenix, Arizona. It was scheduled to run through May 1994.

Construction of a new integrated post telecommunication system on Fort Huachuca was on schedule and expected to be completed in July 1994. Installation was under the Army's Major Army Command (MACOM) Telephone Modernization Project (MTMP). It replaced the existing telephone switching equipment with voice, data, and Integrated Service Digital Network (ISDN) hardware and software. ISDN services offered personal computer and workstation user access to data

services on a local area network at the same time voice calls were being made or received. The network provided this access at higher speeds than modems utilizing the single-telephone-line concept at the user's desk. Other capabilities of this system were teleconferencing using existing telephone lines. The Garrison Executive Information Prototype was scheduled for completion on 14 July 1994. This hardware and software package would allow the garrison commander and the Director of Information Management to have telephonic and video conferencing from their workstations. Seven workstations were scheduled to be networked at a cost of \$80,000.

Due to the Base Realignment and Closure realignments and other changes to the requirements at Fort Huachuca, the IEEE 802.3 Ethernet sub-split broadband coaxial Local Area Network (LAN) was being upgraded to a Fiber Data Distribution Interface (FDDI) LAN. A FDDI backbone would allow dual-stack equipment to transition to newer policy-based protocols, improve performance by direct channel attachment for the IBM DPI instead of the lower-speed SNA gateway, and the use of a network management station to provide system administration and monitoring of the network. The FDDI LAN would increase the current speed of data transfer from 10 megabytes per second to 100 mbps between the communication nodes located on Fort Huachuca.

On 1 October the Directorate of Information Management turned off the Control Data Corporation (CDC) Cyber 830 computer system and ended over twenty years of maintaining customer-unique data systems. This was preceded by many months of converting

U.S. Army Garrison at Fort Huachuca

customers to standard system or transferring applications to personal computers or office mini-computers. Applications that supported U.S. Army Intelligence Center and Fort Huachuca elements were converted using DOIM programmers. Other application conversions were done by the using tenants with either in-house resources or by contract. The decision to eliminate the CDC was economic. The cost for hardware/software maintenance and contractor programming support was nearly \$300,000 a year.

In January the AUTODIN Mail Server (AMS) and Desktop Interface to AUTODIN Host (DINAH) communication systems were installed in the Telecommunications Center (TCC). The systems were activated for operation on 1 February. A phasing-type plan was used to bring organizations on to the mail server system and provide help to each organization during the process. The transition began on 1 February and was completed on 8 March. The implementation plan was completed in five phases starting with the large message traffic volume organizations. The implementation of the mail server went smoothly and organizations were very pleased with the transition.

The DINAH system was implemented on 1 February with all organizations participating by providing the originated messages on diskette instead of DD Form 173/2. Before the implementation, classes were provided on message preparation, using the DINAH-Mite software. Seminars were also provided on the procedures associated with the DINAH and AMS system. The implementation of the AMS and DINAH systems reduced the manual processing of AUTODIN messages. All unclassified incoming AUTODIN messages

from worldwide organizations were processed via the AMS located in the Telecommunications Center directly to organizational electronic mail accounts. All originated messages, whatever classification, were prepared by Telecommunications Center customers on diskette and then brought to the center for transmission via the DINAH. All collateral classified incoming AUTODIN messages were manually processed by communications center personnel and then distributed to the customer. The systems enabled the center to work with less people and operate fewer hours.

System functions formerly done on the CDC 830 were transferred to the IBM system. The CDC 830 system was then declared excess and dismantled for removal and shipment to Fort Leavenworth, KS. The CDC 830 PLATO training system was also removed and sent to Fort Leavenworth.

An excess IBM 4381 was gotten to replace the Professional Office System (PROFS) IBM 4361. This enabled the PROFS system to have more file space and faster processing time.

The computer room was streamlined by the removal of two CDC systems and the installation of the IBM 4381. The equipment was positioned to allow easy access for maintenance and extra space for moving items.

Inspector General

One Special Inspection of Intelligence Oversight in the Intelligence Center and School Training Mission was conducted. Two "Quick Look" inspections were conducted, one of the Sponsorship Program and the other of the Dining Facility operations.

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There was a total of 279 Inspector General Action Requests completed during the reporting period. Memorandums for Record were written for 292 personnel seeking assistance and advice.

There were twenty-seven inquiries conducted at the direction of higher headquarters during the year. fifteen were directed by the Department of Defense Inspector General, and seven were directed by the Training and Doctrine Command Inspector General. There were four inquiries directed by the Commanding General or garrison commander. There were no formal investigations done during the year.

Public Safety

The Directorate of Law Enforcement, Safety, and Security was redesignated as the Directorate of Public Safety on 1 January. The Fire Protection/Prevention Division was added to this directorate effective 1 April.

Lt. Col. Allen D. Gibbs retired on 30 June. Capt. Sheila K. Woertendyke served as acting Director until the arrival of Lt. Col. Judy-Ann Carroll on 31 August. On 5 September, Capt. James L. Hile replaced Capt. Aymerich as the Operations Officer for the Law Enforcement Division. On 24 September, Capt. Aymerich assumed command of the MP Company, replacing Capt. Woertendyke, who became the Acting Deputy Director of Public Safety. Assistant Chief Hauck assumed duties as the Acting Chief of the Fort Huachuca Fire Department on 14 November. Former Fire Chief Wilder was transferred to TRADOC Headquarters.

Resource Management

Defense Management Report Decision (DMRD) 910, approved 13 December 1991, directed the consolidation of DoD Accounting and Finance Operations. The DMRD 910 Implementation Plan was approved by the Undersecretary of Defense on 6 August 1992. Significant aspects of this plan included: Determination of the timing and extent of capitalization of resources; establishment of the Defense Finance Accounting Service (DFAS) as the DoD "accounting firm;" and an overview of the proposed ideas of capitalization and consolidation.

Under the capitalization phase, all installation capitalized accounting organizations would remain in place with command and control transferring from installation commanders to DFAS-Indianapolis. The capitalization phase was carried out in two increments. The first increment on 13 December 1992 capitalized forty-six civilian and six enlisted positions in the Defense Accounting Office (DAO), accounting operations, disbursing and commercial accounts functions. The second increment on 16 May 1992, capitalized 33 civilian, 18 enlisted and 1 officer positions in the travel, civilian and military pay functions. Approximately \$1.7 million was withdrawn by TRADOC to pay the DFAS bill for finance and accounting services. The installation retained a cell of five personnel to do managerial accounting functions.

Concurrent with the first increment of capitalization, the Garrison Managerial Accounting Office (GMAO) was established under the Director of Resource Management. The GMAO functions included providing

U.S. Army Garrison at Fort Huachuca

managerial accounting support to the installation command and staff, performing prior year fund control and acting as the liaison between the installation and Defense Accounting Office for resolution of problems and issues related to finance and accounting support.

Two manpower people transferred from the U.S. Army Intelligence School-Fort Devens. One was assigned as a Management Analyst specializing in manpower Table of Distribution and Allowances (TDA) requirements. The other was assigned as a Management Analyst specializing in equipment documentation. The addition of these employees allowed the division to analyze completely manpower and equipment requirements for the Intelligence Center. A Budget Assistant transferred from Fort Devens and was assigned to the Special Projects team. Work assigned included assisting with Base Realignment and Closure fund control, TDY cost analysis, and Interservice Support Agreement documentation.

Total direct Operations and Maintenance Army (OMA) obligations for FY 93 were \$80.62 million, a reduction of \$11.35 million from FY 92. This funding cut caused the Intelligence Center to curtail repair and maintenance projects and services to all Fort Huachuca tenants. Total direct Army Family Housing (AFH) obligations for FY 93 were \$14.09 million, an increase of \$4.92 million from FY 92. The funding increase was due to two major repair projects. Portions of the sewer system and electric cabling in some housing areas were renovated.

Staff Judge Advocate

The Staff Judge Advocate (SJA) served as chief legal advisor to the Commander, Information Systems Command, Commander, U.S. Army Intelligence Center and Fort Huachuca, staff directorates, offices, and separate commands in all fields of law and related matters. He exercised staff and technical supervision or coordination over the planning and execution of all legal programs within the command in support of its mission. He performed the duties prescribed by the Uniform Code of Military Justice (UCMJ) and Manual for Courts Martial. Col. Roy L. Dodson was replaced by Col. Jonathan C. Gordon.

The Claims Division paid \$1,014,562 during the fiscal year for personnel and tort claims under the provisions of AR 27-20. The Recovery Branch collected a total of \$238,718.87, which included medical recoveries of \$154,457.92, carrier claims of \$81,539.61, and property recoveries of \$2,721.34.

The Legal Assistance Division serviced a total of 6,112 individuals, with 2,609 people receiving legal counseling, 682 having wills drafted, and 2,632 having powers of attorney prepared and executed. The number of people used the Legal Assistance notary service was 4,603.

The division taught classes in both field and classroom concerning preventive law, the law of war, code of conduct, ethical standards of conduct, tax assistance, voting registration, check writing, retirement benefits, renting property, and benefits of an honorable discharge.

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The post tax center opened 19 January and prepared 4,112 tax returns for Fort Huachuca community members. Electronic filing of federal tax returns was provided and 3,126 returns were electronically filed. The post tax center was staffed by one Judge Advocate, 110 unit tax advisors and Army Community Service volunteers, and supervised by one legal noncommissioned officer.

The Administrative Law Division processed 56 administrative discharges, 40 Reports of Survey, and 104 Civil Processes were reviewed. A total of 531 legal opinions was completed.

The Criminal Law Division tried six General Courts-Martial, helped in 21 Summary Courts-Martial, and processed four Chapter 10 administrative discharges. It also reviewed 112 formal Article 15s, 31 appeals from formal article 15s, and 4 summarized Article 15s.

The administrative section supported the logistical and administrative needs of thirty-seven assigned personnel. A new local area network (LAN) with 486DX/33 workstations was installed.

Base Realignment and Closure

The BRAC mission was to consolidate the Intelligence School Devens with the Intelligence Center and School at Fort Huachuca. A construction program of \$153 million was needed to build the academic and support facilities necessary to accommodate the consolidation.

BRAC construction projects completed during the year are shown in Table 12. The construction agent was the Los Angeles District of the Corps of Engineers. The construction program was approximately two-thirds complete, and proceeded on schedule.

In February, the Electronic Warfare Department (EWD) started teaching courses at Fort Huachuca that had previously been taught at Fort Devens. The EWD completed the move from Fort Devens to Fort Huachuca, and movement of the Morse Code Department was underway at the year's end. The Forward Transition Support Element, the advanced party from Fort Devens that arrived in August 1992, was disbanded, and its personnel assigned to the Joint Planning Group (the Fort Huachuca agent responsible for BRAC) in April.

Table 12.--*Academic Complex Construction Completed in 1993*

Project	Cost (in millions)
Enlisted Barracks (last of five of seven total)	\$38.6
NCO Academy	4.0

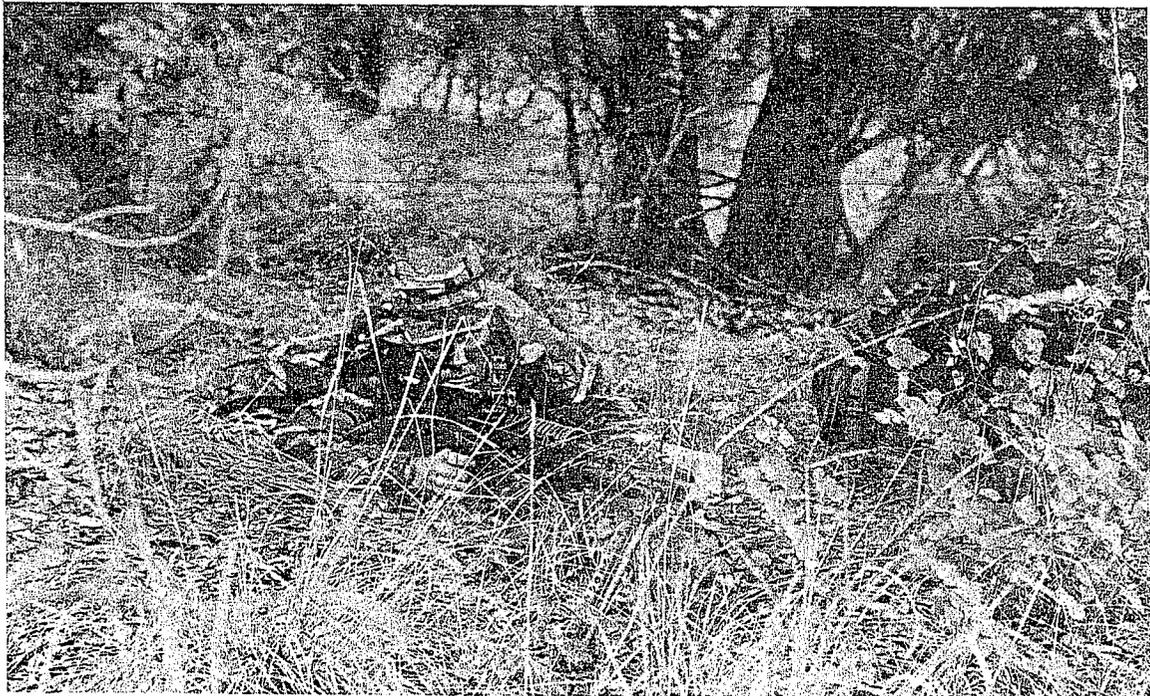
U.S. Army Garrison at Fort Huachuca

Basic Morse Facility	4.6
Student Issue Facility	0.6
Laundry Expansion	2.3
Total	\$54.3

Notes for Chapter VI

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

Intelligence Center and Fort Huachuca Annual Command History



Training activities at the Intelligence Center and Fort Huachuca.

Appendix A CHRONOLOGY

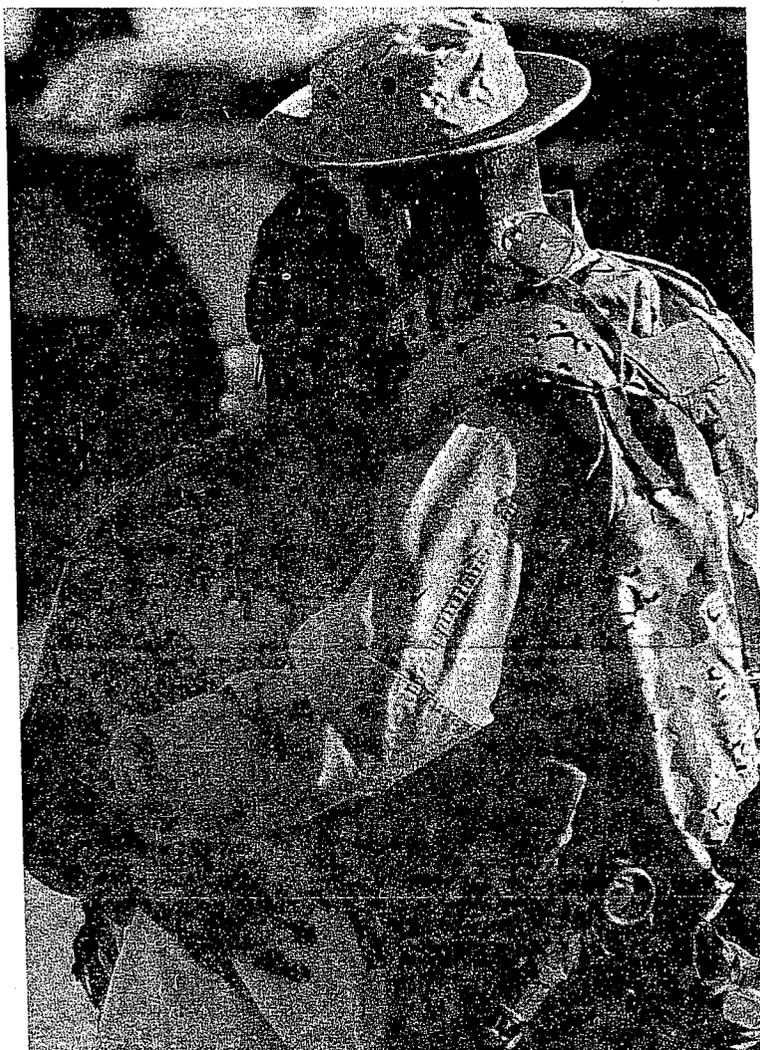
1 January 1993 - 31 December 1993

5 January. Post officials announce that 50 Fort Huachuca soldiers have been sent to Somalia to help with Operation RESTORE HOPE. Eight are with the 111th MI Brigade and some forty others are from the Information Systems Command and the Information Systems Engineering Command.

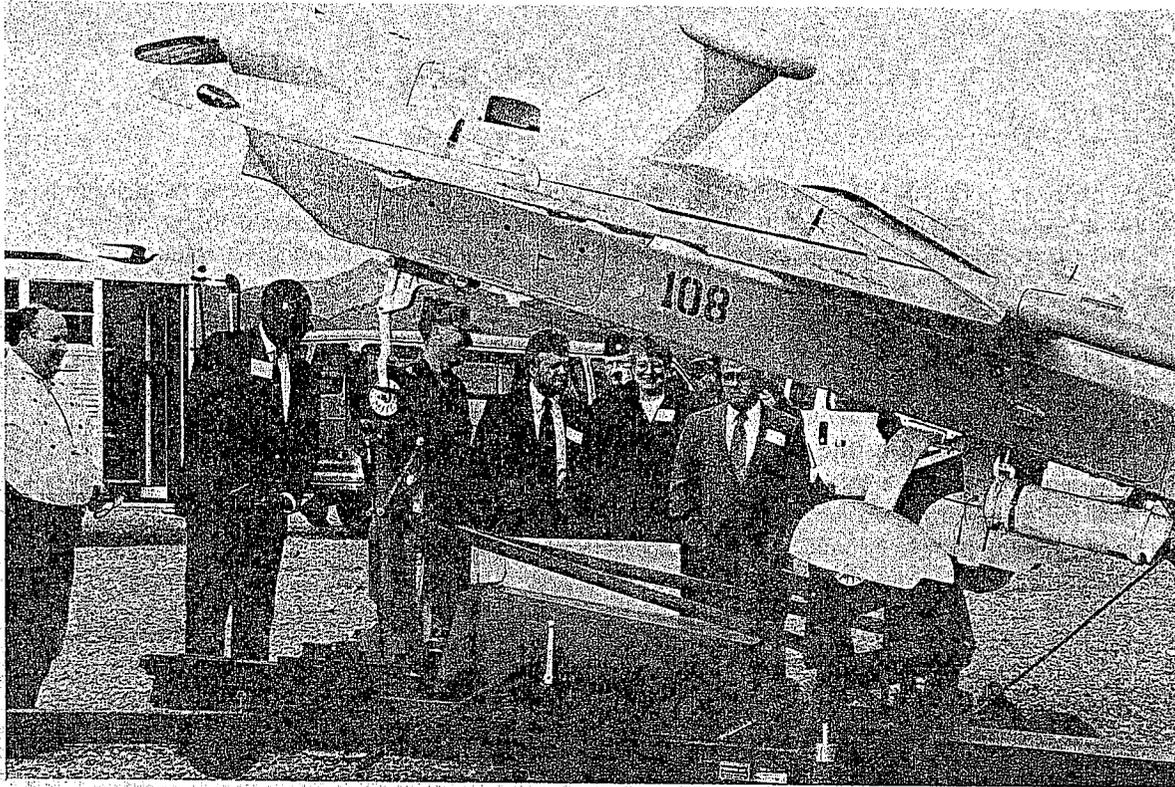
14 January. Post budget officials give details of some of the cost-savings that have been accomplished by a partnership with Davis-Monthan AFB in Tucson. Substantial savings are being realized by repairing avionics gear, packing parachutes, and tasking explosive ordnance disposal to the air base. Davis-Monthan sends its laundry to Fort Huachuca's facility rather than contracting out those services.

14 January. The 1993 All Army Boxing Trial Camp and Championships begin at Fort Huachuca, which has hosted the event since 1986. Bouts take place from 22-24 January.

15 January. Nineteen more soldiers and civilians from Fort Huachuca depart for Somalia to support Operation RESTORE HOPE. The Information Systems Command (ISC) team joins seventy-nine other signal soldiers previously deployed. The group includes four ISC engineers who will conduct technical site surveys for telecommunications required for the United Nations, a liaison unit from the 11th Signal Brigade which will coordinate communications support for various military elements in Somalia, and soldiers from the 86th Signal Battalion's 209th Signal Company, who will operate a multi-channel tactical communications satellite.



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15 January. Sgt. Edwin Tyren explains the capabilities of Army's new, short-range UAV, the Hunter, to visiting officials during ground-breaking ceremonies on the West Range for the first U.S. Joint Service UAV Training Center.

16 January. Three Fort Huachuca Intelligence Center soldiers join nineteen others from TRADOC installations to make a mobile liaison team that is part of Joint Task Force-Kuwait. Two intelligence analyst NCOs from the 111th MI Brigade and an officer imagery specialist from the 112th MI Brigade at Goodfellow AFB, Texas, will be a part of the team that serves as the task force commander's liaison to various commands in the area and will evaluate and report information about operations, intelligence and logistics.

18 January. A goal is announced to eliminate 138,954 square feet of World War II "temporary" buildings at Fort Huachuca in FY 93. In addition to the 34,000 square feet taken down in FY 92, FY 94 will see 78,883 square feet eliminated, 73,953 in FY 95, and 69,023 in FY 96.

21 January. Maj. Gen. Paul E. Menoher Jr., commander of the Intelligence Center and Fort Huachuca, addresses a town meeting at Fort Devens to clarify the consolidation of the Intelligence School at Devens with the school at Fort Huachuca. He notes that, since 1991, Fort Devens had lost seventy-two civilian positions while Huachuca lost 202. He also discusses subjects like the housing shortage, the availability of jobs in the area, and the reorganization of some garrison functions at Huachuca.

Chronology

20 January. The Maj. Herbert O. Yardley Enlisted Dining Facility, part of the new academic complex within the Intelligence Center, opens today. Serving the 111th MI Brigade, it replaces the Ranch House Dining Facility which closed last month. It is a new design that will become the Army's new standard. It has a capacity for between 400 and 800 soldiers per meal.

25 January. The Fort Huachuca Tax Center opens to provide soldiers with tax assistance.

29 January. In a "discontinuation ceremony" at Fort Devens, the colors of the 112th MI Brigade are cased. The brigade, first constituted in 1946 as the 112th Counter Intelligence Corps Detachment in Dallas, Texas, was redesignated a brigade and organized at Fort Devens in July 1987. Its functions will be absorbed by Fort Huachuca units as part of the Army's reconsolidation and drawdown. It is one of four of 18 MI brigades to be deactivated.

5 February. The Headquarters Command, 111th MI Brigade, is deactivated today. It will be replaced by the 306th MI Battalion, commanded by Lt. Col. William K. Moore.

5 February. Col. Alexander W. Cameron, commanding the Electronic Proving Ground (EPG) at Fort Huachuca, announces that the Army is studying a proposal to move EPG to White Sands Missile Range, NM, to save money. Some 828 people work for EPG, including 367 military personnel, 196 civilian employees and about 275 contractor employees.

6 February. Three days of celebration begin to recognize "A Dream Come True," the dedication of a new academic complex in the U.S. Army Intelligence Center and Fort Huachuca. Today an open-house is held with guided tours of the new facilities.



MI soldiers remove the shelter from the back of an AN/TSQ-138 Trailblazer at the 111th MI Brigade Maintenance Facility, one of the four new buildings on the open-house tour.

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7 February. A second day of open house tours of the new academic complex is held, this time for invited officials only. An evening program features a concert by the 36th Army Band and a history presentation by James P. Finley, Command Historian. The celebration marks the dedication of an \$86 million academic complex to support the consolidation of intelligence training at Huachuca. About 1,750 students, soldiers and civilians are expected to relocate from Fort Devens by October 1994. When finished, the new facilities will total about \$151 million in construction costs and will enable an average daily load of some 2,300 students.

8 February. On the final day of festivities marking the opening of the new academic complex, ribbon-cutting ceremonies are held in front of Nicholson Hall. Karen Nicholson, widow of Lt. Col. Nicholson, is the guest of honor. This is followed by a lunch at the La Hacienda NCO Club with Sen. Dennis De Concini, chairman of the Senate Select Committee on Intelligence, as guest speaker.

8 February. Classes that were formerly taught at Fort Devens begin here in Friedman and Nicholson Halls. The Electronic Warfare Analyst Course is taught by instructors from the Signals Intelligence/Electronic Warfare Department which moved here from Fort Devens. The transfer of all classes is expected to be finished by July 1994.

8 February. The three-day, worldwide Military Intelligence Command Sergeants Major/Sergeants Major Conference opens at Fort Huachuca today. They will discuss such topics as training, military occupational specialty, consolidation, systems update and MI concepts.

11 February. Maj. Gen. Paul E. Menoher Jr., USAIC&FH commander, holds a town hall meeting at Fort Huachuca's Cochise Theater to discuss reorganization plans. One of the changes is the consolidation of the former Directorate of Plans, Training and Mobilization into the expanded Directorate of Operations, Training and Doctrine which will act like a G-3. Military and personnel functions were combined into a Directorate of Human Resources, or G-1. A Directorate of Law Enforcement, Fire, Safety and Security (G-2) was newly established to handle those functions.

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11 February. Retired Lt. Gen. William E. Potts congratulates 2nd Lt. Michael Sharpe at graduation ceremonies for the Military Intelligence Officer Basic Course 92-12. The general presents an award named for him to Sharpe, a distinguished MIOBC graduate. Potts was one of the first MI officers inducted into the MI Hall of Fame in 1987.



25 February. The command group of the Intelligence Center and Fort Huachuca moves from its quarters in Riley Barracks to Rodney Hall in the old post area, the traditional headquarters for Fort Huachuca's commander. Along with the leaders comes the symbol of the MI Corps, the secretive Sphinx. Before making the move, the mythical beast is given a facelift by Ruben Zuniga with the Training Services and Devices Branch.

24 February. A workshop with the theme "African American Scholars: Leaders, Activists and Writers" opens at the La Hacienda NCO Club as a part of Black History Month.

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27 February. The Fort Huachuca Special Events Branch and Black Women in Progress present "Profiles in Black" at Murr Recreation Center to share samples of African-American drama, music, dance and poetry. It is part of Black History Month festivities.

1 March. A 56-man contingent of C Company, 304th MI Battalion, 111th MI Brigade, deploys to Korea to support Exercise TEAM SPIRIT with Pioneer Unmanned Aerial Vehicles.

9 March. The four-day, Third Annual Joint Interoperability Testing Conference opens with the theme "Interoperability Testing for the 90s and Beyond." It is hosted by the Joint Interoperability Test Center at Fort Huachuca.

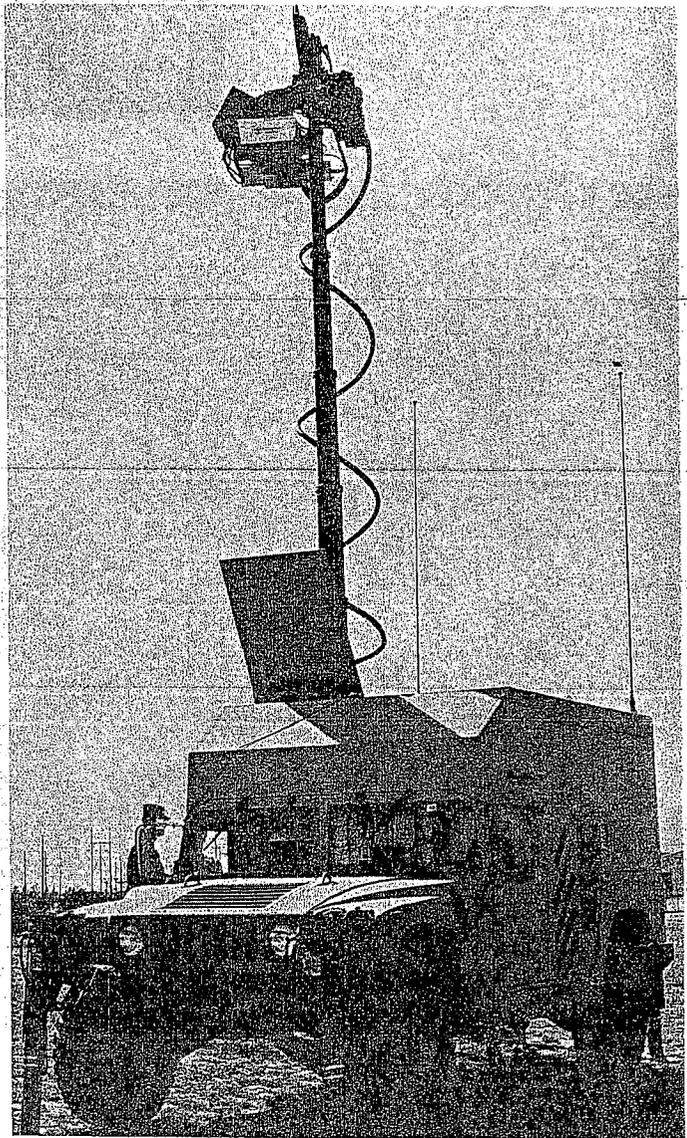
11 March. At Fort Huachuca's Van Deman (East) Gate, eight undocumented Mexican workers are apprehended and turned over to Border Patrol agents. In an earlier incident on 4 March, 13 other suspected illegal aliens were stopped at the gate. All would be released back into Mexico.

18 March. The Director of the British Intelligence Corps, Brig. Gen. E.P.O. Springfield, visits Huachuca for discussions with MI personnel here.

18 March. Sergeant First Class Dianna Dimick and Mary Jo McCoy are named Military and Civilian Women of the Year by the Federal Women's Program. Dimick is the Equal Opportunity Adviser for the 111th MI Brigade, and McCoy was the Federal Women's Program manager at the Information Systems Command.

23 March. Fort Huachuca MPs and Defense Police seize 200 pounds of marijuana from a vehicle that failed to stop at Van Deman Gate. The three occupants were released into the custody of the Drug Enforcement Agency.

25 March. A demonstration is held at Fort Huachuca of the prototype of the Night Stalker, a tactical, multi-sensor, ground surveillance vehicle designed to provide surveillance and targeting out to 20 kilometers. It was developed as a joint effort between the TRADOC System Manager, Ground Based Common Sensor, Ground Systems Division, Directorate of Combat Developments; and the



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1st Cavalry Division's Program Executive Office, Office of Intelligence and Electronic Warfare. The equipment is mounted on a M-1037 high-mobility, multipurpose, wheeled vehicle and is equipped with moving-target indicator radar, a forward-looking infrared camera, a laser range finder and two cameras that provide wide and narrow fields of view. There is also a telescope mast that can extend 30 feet into the air that holds all the sensors. It is operated by a three-soldier ground surveillance radar team and it costs more than \$1.5 million.

1 April. Staff Sergeant Jimmie Waters is the Intelligence Center's Distinguished Instructor of the Year. He teaches the Basic Noncommissioned Officers Course at the Intelligence Center Noncommissioned Officers Academy and believes being creative is the best way to teach a soldier. He is quoted as saying, "We don't use traditional methods to teach here. We do a lot of small group discussions, and classes usually have only sixteen students."

1 April. The Month of the Military Child begins at Fort Huachuca with several family-oriented events scheduled.

1 April. A 30-day "window" opens to allow early civilian retirement for eligible employees. Voluntary Separation Incentives are one means of reducing the workforce without laying off workers.

4 April. More than 700 runners participate in the 18th Annual Mule Mountain Marathon, a 26.2 mile run from Bisbee to Fort Huachuca's main gate. The overall winner was Montufar Lugardo, from Mesa, AZ, with a time of 2:43. Mary Downey of Albuquerque, NM, won in the woman's category.

5 April. Task Force Thunderbird, a 36-member command and communications cell from the 11th Signal Brigade, readies for departure to Somalia. It will plan, install, operate and maintain information networks needed to support United Nations peacekeeping operations after most U.S. forces are withdrawn. It will bring the number of the signal contingent to about 250.

7 April. A short-range, unmanned aerial vehicle crashes on private property just west of the West Range while about five hours into a routine training flight. There were no injuries or personal property damage, but the \$1 million aircraft and payload were destroyed. UAV flights are suspended pending an investigation.

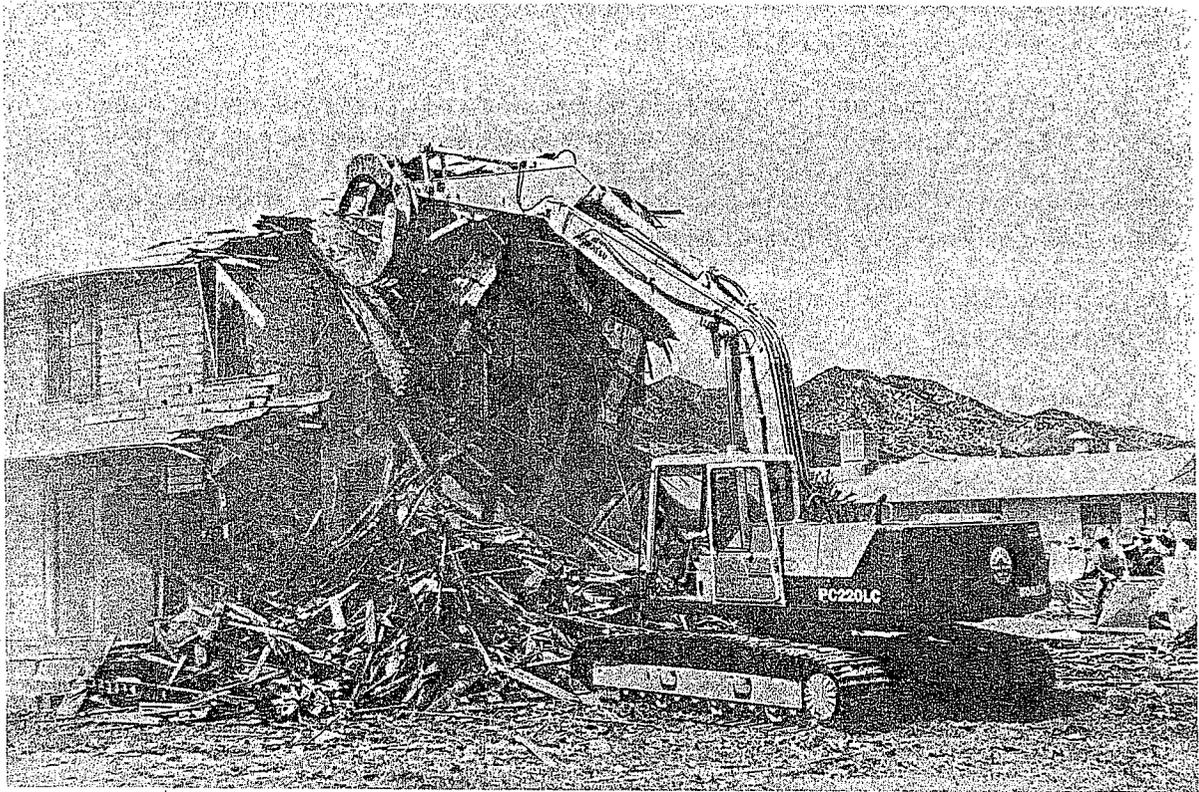
8 April. Staff Sergeant Marion J. Travis, Company E, 309th MI Battalion, 111th MI Brigade, is named 1993 Drill Sergeant of the Year for the Intelligence Center and Fort Huachuca. The 12-year veteran says that "while training initial entry soldiers, you get to actually become a part of the soldiers' future."

16 April. Ronald R. Rose, a 49-year-old nonappropriated fund employee of Fort Huachuca's Directorate of Programs for Community Activities, is charged with murdering his wife, Chae Sun, in their Sierra Vista residence.

22 April. Pip Collier, a 74-year-old volunteer at the Widowed Support Center, is selected as Fort Huachuca Volunteer of the Year. She was responsible for distributing some 2,000 items for needy families, operating a hotline and assisting in food preparation.

Intelligence Center and Fort Huachuca Annual Command History

22 April. Former Army Chief of Staff, Gen. John A. Wickham, Jr., joins with Maj. Gen. Samuel A. Leffler, commanding the Information Systems Command, to dedicate the \$9.9 million Thunderbird Village barracks complex. The complex will house 232 soldiers of the 11th Signal Brigade.



25 April. A project is underway to demolish ten World War II-era buildings. Here Building 67203 is knocked down by Hawkins Demolition, the sixth to be torn down.

29 April. German Air Force Brig. Gen. Peter Krueger, commander of the Federal Armed Forces Intelligence School, Bad-Ems, Germany, visits the U.S. Army Intelligence Center and Fort Huachuca for talks on cooperation between the two schools.

1 May. The Military Affairs Committee Ball is held at the La Hacienda NCO Club. The event, which features displays built by the Fort Huachuca Museum, is cosponsored by the USAIC&FH and the Sierra Vista Chamber of Commerce's Military Affairs Committee.

1 May. A month-long observance of the Asian-Pacific cultures begins.

14 May. About 40 World War II veterans of the 92d Infantry Division, the "Buffaloes," meet at Fort Huachuca where they underwent training fifty years ago. The 92d was one of two infantry divisions composed of African-American soldiers and it fought with distinction in Italy.

15 May. Design and construction begins on a new telecommunications system at Fort Huachuca called Integrated Services Digital Network (ISDN), as part of the Army's Major Army Command Telephone Modernization Program. ISDN will allow video teleconferencing, using the existing lines.

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21 May. A week-long celebration of Armed Forces Day kicks off and this year combines with Sierra Vista's "Buffalo Soldier Days," which recognizes the post's ties with the historic African-American soldiers.

22 May. Fort Huachuca's Main Gate is renamed "Buffalo Soldier Gate" in ceremonies that are part of Buffalo Soldier Day, an event co-sponsored by the Sierra Vista Chamber of Commerce and the post to honor African-American units that served at Fort Huachuca. All four of the black regiments served at Fort Huachuca from 1892 to 1939, and two infantry divisions trained at the fort in World War II.

24 May. Lt. Gen. Horace G. Taylor, commander of III Corps and Fort Hood, Texas, and four division commanders visit Fort Huachuca to receive briefings on the capabilities of the new, short-range, unmanned aerial vehicle and other MI initiatives that are part of the "revolution in military intelligence."

24 May. Training on the Hunter UAV is underway for both soldiers and marines at Hubbard Field at Fort Huachuca's East Range. The Hunter is designed to provide commanders with real-time battlefield information, such as mission reconnaissance, surveillance, target acquisition, indirect fire adjustment and battle damage assessment. It has a range of 130 to 230 kilometers, and can stay airborne for more than ten hours. Over 22 feet long with a 29-foot wing span, the aircraft can operate day or night from unimproved surfaces.

27 May. Silvestre S. Herrera, a World War II Medal of Honor recipient and former sergeant now living in Glendale, AZ, is honored in end-of-the-month review ceremonies hosted by Maj. Gen. Samuel A. Leffler, commander of the Information Systems Command.

28 May. Lt. Col. Kevin C. Peterson assumes command of the 304th MI Battalion, replacing Lt. Col. Lester F. "Chip" McConville who has been reassigned to the Joint Prototype Office in Falls Church, VA. Peterson was the former director of logistics for the USAIC&FH.

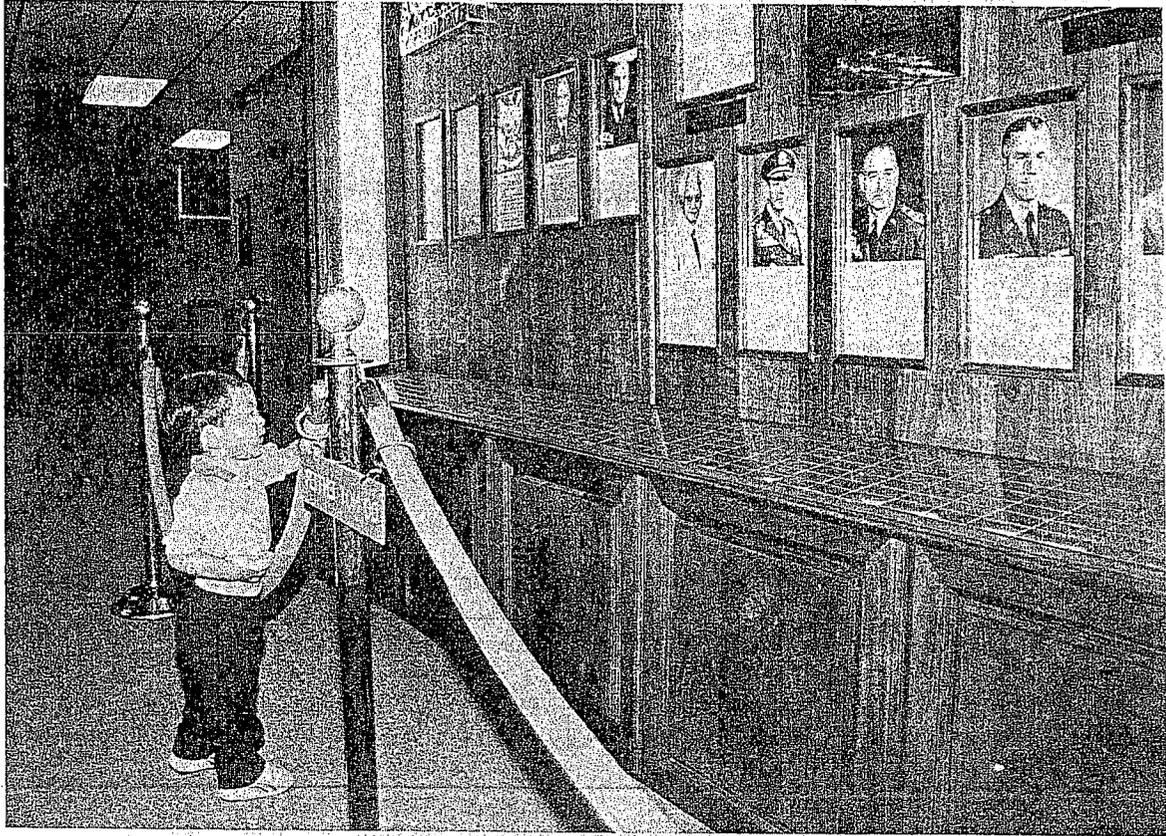
21 June. The Army Emergency Relief fund-raising campaign officially ends with a check for \$74,561.26 being presented to the garrison commander, Col. James H.P. Kelsey.

22 June. Some seventy soldiers of the 516th Signal Company return from United Nations duty in Somalia. They are the first signal soldiers from Huachuca to come back.

4 July. Retired brigadier general and former South Dakota governor Joe Foss is honored during the post's 4th of July festivities. Foss is a Medal of Honor recipient from World War II.

7 July. Approval is granted from TRADOC for an Intelligence-Electronic Warfare (IEW) Battle Lab at Huachuca that will identify and develop technologies for future warfighting. It will work closely with the Deep and Simultaneous Attack Lab at Fort Sill, the Battle Command Lab at Fort Leavenworth, and the Early Entry, Lethality and Survivability Lab at Fort Monroe. The new IEW Battle Lab will be built around the Intelligence Center's Advanced Technology Division, Directorate of Combat Developments, with IEW Technology Assessment Team and the IEW Space Operations as the two main branches.

Intelligence Center and Fort Huachuca Annual Command History



9 July. The Military Intelligence Corps Hall of Fame inducts four men and one woman. They are Brig. Gen. Oscar W. Koch, Col. William P. Walters, Elizabeth Van Lew, Warrant Officer Joseph E. Ruchard, and Herbert W. Taylor. This year's Distinguished Member of the MI Corps is retired Colonel Harry K. Fukuhara. His grandson, Grant Hashimoto, is pictured above.

9 July. The Military Intelligence Corps celebrates the sixth anniversary of its founding with the dedication of five facilities in the new academic complex. A dining facility is named for Maj. Herbert O. Yardley, a World War I pioneer codebreaker; a classroom building of the NCO Academy is named Ice Hall for Command Sergeant Major Clovis D. Ice, a pioneer in MI special forces operations; a training building is named for Lt. Col. William F. Friedman, a master cryptologist and cryptanalyst; and two barracks are named for Brig. Gen. Oscar W. Koch, General Patton's G-2, and Master Sgt. John R. Wilson, posthumously awarded the Silver Star during the Korean War. The theme for this year's observances is "Revolution in Military Intelligence--Preparing for the 21st Century."

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9 July. A \$9.9 million new MI NCO Academy is opened today. It consists of a 368-space barracks, a 20-classroom academic building and a 3,000-square-foot administration building. Pictured at the ribbon-cutting ceremony are NCO Academy commandant, Cmd. Sgt. Maj. Sterling McCormick, the widow of Clovis Ice, Maj. Gen. Paul E. Menoher, Jr., Intelligence Center commander, and Cmd. Sgt. Maj. James A. Johnson.

26 July. A Community Care Clinic opens for MI soldiers and their families. It is the first of three such clinics that will provide community-oriented primary health care. The other two, scheduled to open next year, will provide care for the Signal community and the third will cover other beneficiaries.

27 July. A contract is signed between the Intelligence Center and Fort Huachuca and the Sierra Vista Area Association of Realtors which will enable soldiers to find off-post housing more quickly. The realtors use their data base to inform the soldiers of availability of housing, the market price, when the houses will become available, and financing options.

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28 July. Maj. Gen. John F. Stewart Jr. assumes command of the Intelligence Center and Fort Huachuca, replacing Maj. Gen. Paul E. Menoher Jr., who will become commander of the Intelligence and Security Command. Stewart was the deputy chief of staff for intelligence, U.S. Army Europe. Gen. Frederick M. Franks Jr., commanding general of TRADOC, participates in the ceremony which includes 1,200 marching troops on Fort Huachuca's Brown Parade Field.

29 July. Libby Army Airfield's Air Traffic Control Facility is named the best in the Army for 1993. The honor follows a 1992 award from the Arizona Federal Aviation Administration for Air Traffic Control.

31 July. During a test mission conducted by TRW Avionics and Surveillance Group, a Hunter UAV leaves its orbit and heads south over Mexico. Control over the UAV is lost and efforts to shut down its engines are unsuccessful. It will eventually land, with parachute deployed, in the ocean 20 miles southwest of La Paz, Mexico, off the tip of the Baja peninsula, and be recovered in cooperation with Mexican authorities.

4 August. A strategic microwave repairman with the 999th Signal Company, 504th Signal Battalion, surrenders after barricading himself in his orderly room for sixteen hours. The despondent staff sergeant, armed with his own handgun, was talked into giving himself up by a team of negotiators from the Criminal Investigation Command.

8 August. Sgt. Michael L. Brown, 25, a warehouseman with the 593d Signal Company, 86th Signal Battalion, is charged with sexual assault and kidnaping after an incident in Sierra Vista.

10 August. As a part of the tactical proficiency phase of the Military Intelligence Officer Basic Course, students conduct a reconnaissance exercise in Blacktail Canyon. They were inserted by UH1 helicopters.

18 August. A plan to improve life for single soldiers at Fort Huachuca is selected by TRADOC as the model for its seventeen other installations. Called the Commander's Advisory Board (CAB) Action Plan, it was developed by a panel of senior NCOs and civilian subject-matter experts at Huachuca.

20 August. A week-long integrated field training exercise (IFTX) begins for the 111th MI Brigade to provide realistic training for soldiers on several intelligence-gathering and processing systems, including the Joint Surveillance Target Attack System, Teammate, Trailblazer, Quickfix, Unmanned Aerial Vehicles, and Trojan Spirit.

21 August. Company E, 306th MI Battalion, 111th MI Brigade, is activated in ceremonies at the base of Demonstration Hill, West Range. The provisional unit is created to field and train the All-Source Analysis System, which brings together data from several intelligence systems, including the Joint Surveillance Attack Radar System, unmanned aerial vehicles and the EH-60A Quickfix IIB helicopter. That information then becomes an intelligence product for combat commanders.

31 August. Army Chief of Staff Gen. Gordon R. Sullivan talks about "Moving America's Army into the 21st Century" to the local chapter of the Association of the United States Army at a luncheon at the La Hacienda NCO Club.

Chronology

6 September. The Counter Drug Police Sniper School opens at Fort Huachuca to support Operation Alliance, a combined effort of law enforcement agencies located in the Southwest.

15 September. Hispanic Heritage Month begins. It will be marked by workshops, guest speakers and banquets.

17 September. The 1993 Combined Federal Campaign begins.

25 September. Operation FALLING SKY, a mock disaster exercise, is conducted outside the Van Deman Gate to test emergency-response agencies to the limit. The Fort Huachuca Fire Department, Military Police, Medical Department Activity and the Emergency Operations Center join local agencies to process simulated casualties.

30 September. As a part of the Military Intelligence Adopt-a-School Program, the 309th MI Battalion supports the Smith Middle School at Fort Huachuca with beautification of school grounds, tutoring students and playground improvement.

1 October. Effective today, the Directorate of Engineering and Housing curtails its service for routine priority 3 service orders, in buildings other than family housing. This means that DEH will no longer change light bulbs, clear plugged drains and do other minor maintenance functions. Building residents will be asked to perform these functions on a self-help basis.

1 October. The design phase begins on the remodeled Fort Huachuca Commissary which will see \$4.95 million in improvements. Construction will begin in Fall 1994 with completion expected in late 1995. The customer shopping area will be expanded to 33,600 square feet from its current size of 23,350.

5 October. Some \$730,000 are transferred from Fort Devens training funds to Fort Huachuca so that some essential services can be restored.

10 October. The Directorate of Resource Management reports that Operations and Maintenance, Army (OMA) and Army Family Housing (AFH) budgets have dropped by one-third over the last three years. In FY 1991 the OMA figure was \$98.57 million while the projected 1994 number is \$64.72 million. The AFH budget for FY 94 is \$7.45 million, down from the \$8.74 million in FY 1991.

15 October. The 305th MI Battalion, 111th MI Brigade, is activated in the new academic complex. The unit will train military personnel in Morse code specialties and is part of the transition of the Fort Devens MI School to Huachuca.

15 October. A Hunter UAV crashes about two miles south of the Cochise College Douglas campus runway where training was being conducted. There were no injuries or property damage.

20 October. The first of two town hall meetings is held for all permanent party personnel of the 111th MI Brigade. The second will be held tomorrow. The brigade commander, Col. Thomas M. McLaulin, presides.

27 October. Maj. Gen. John F. Stewart, Jr., addresses pressing issues at a town hall meeting in the Main Post Chapel, and calls for a volunteer movement to help alleviate resource shortages.

Intelligence Center and Fort Huachuca Annual Command History

10 November. Two sculptures by artist and Army veteran Jack S. Chase, are placed on display for an indefinite period in the Intelligence Center's Friedman Hall.

15 November. A \$428,000 project begins to replace and repair natural gas lines in the Bonnie Blink and Grierson Avenue housing areas at Fort Huachuca.

20 November. The Intelligence Center and Fort Huachuca recognizes Native American Indian Heritage Month.

25 November. Members of the 309th MI Battalion volunteer to serve some 300 Thanksgiving meals for the local Salvation Army.

1 December. An \$11 million contract is let to repave and light Libby Army Airfield, enabling the field to accommodate larger aircraft like the C-141 Hercules and the C-5 Galaxy. Scheduled to begin next January, the project will be completed by April 1995.

10 December. Brig. Gen. John D. Thomas, Jr., is promoted to that rank in ceremonies on Fort Huachuca's Brown Parade Field. Thomas is the deputy commander and assistant commandant of the Intelligence Center.

15 December. Specialist Bradley T. Martinez, Company A, 306th MI Battalion, 111th MI Brigade, is named Old Spice Athlete of the Year. Bradley is ranked number two in national amateur flyweight boxer standings.

31 December. Susan E. Krausman, an inventory-management specialist with Communication-Electronics Command, Communications Security Logistics Activity, is named Post Civilian of the Year.