

U.S. Army Intelligence Center and Fort Huachuca

Annual Command History

(RCS CHIS-6[R3])

1 January 1996 - 31 December 1996

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1 January - 31 December 1996**

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

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The Year in Review, 1996

Commander's Overview

The year 1996 at the U.S. Army Intelligence Center and Fort Huachuca was a reflection of the U.S. Army's streamlining efforts and indicative of what can be accomplished by determined professionals beset by the challenge of unremitting change.

I would like to take this opportunity to thank the servicemembers and civilians that make up the Intelligence Center and Fort Huachuca team for their quality work, especially those who stood out in bolder relief during 1996.

They were people like Spec. Kelly L. Skrdlant, an imagery analyst with the 304th MI Battalion, who nailed down Soldier-of-the-Year honors; the NCO of the Year SSgt. Valerie M. Mann, a utilities equipment repairer in the 304th; the Distinguished Instructor of the Year for the Intelligence Center, Gunnery Sgt. James P. Gracey, a Morse code instructor; Toni L. Reeves, the civilian "Woman of the Year," and her military counterpart, Msgt. Georgia M. Foster; and the Volunteers of the Year, Yvonne Yvette Eaton, of the Child Development Services Resource and Referral program, and David Patterson, a retired lieutenant colonel who served the Widowed Support Center.

The list of achievers continues with people like Sgt. Thomas Swivel and Staff Sgt. Eduardo Torres who came back from the Worldwide Language Olympics at the Defense Language Institute bearing silver medals; Fort Huachuca firefighters Larry Faccio and Dave Wilcox who were recognized for their heroism in rescuing a three-year-old boy from a soldier's home during a fire; 1996 Civilian of the Year Deborah L. McWhorter, a medical clerk with the U.S. Army Medical Command; Dorthea (Doris) E. Nelson, another medical clerk with the Raymond W. Bliss community hospital who was named Fort Huachuca's Disabled Employee of the Year; and Cpl. Kenneth C. Quick, a personnel administration specialist with the 111th MI Brigade, who earned Distinguished Graduate honors at the Primary Leadership Development Course held at Fort Bliss. These are only some of the people who make the Intelligence Center and Fort Huachuca succeed under trying conditions.

In addition to the host of individual accomplishments, there have been collective efforts that have resulted in the recognition of organizations within the Intelligence Center and Fort Huachuca. I would like to congratulate Charlie Company, 304th MI Battalion, and the Military Police Company, 306th MI Battalion, for earning Military Unit of Merit Awards for their unselfish support of worthy institutions in the community.

This year the Internal Review and Audit Compliance Office won the Department of the Army Internal Review Award of Excellence for the second year in a row in the "three member office or less category." The award recognized the office's value to the command, innovation in the delivery of services, contributions to the Internal Review community, and professional development.

CHAPTER II

*Mission, Organization, Function and Leadership*⁴¹

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 intelligence training that included training components at the 344th MI Battalion at Goodfellow Air Force Base, Texas, near San Angelo; Delta Company of the 344th in Pensacola, Florida; and the JSTARS Development, Training and Test Detachment at Grumman Melbourne Systems Division in Melbourne, Florida.

Strength

The total noon-time population, a figure that would include all military dependents and civilians, to include bank employees, contractors, etc., was 34,351 at the beginning of the year. On 30 September it was 34,533. 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. 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

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TABLE 1.--Strength Figures at Fort Huachuca
31 December 1995⁴²

	Off	WO	EM	Military	Civilian	Total
USAIC&FH	195	59	1,654	1,908	906	2,814
[USAIC Students]	243	1	746	990	0	990
Tenants	366	58	2,467	2,891	1,903	4,794
Support Personnel, retired, & Dependents	0	0	0	0	25,753	25,753
Total	804	118	4,867	5,789	28,562	34,351

TABLE 2.--Strength Figures at Fort Huachuca
30 September 1996⁴³

	Off	WO	EM	Military	Civilian	Total
USAIC&FH	189	67	1,501	1,757	875	2,632
[USAIC Students]	247	6	904	1,157	0	1,157
Tenants	324	51	2,381	2,756	1,800	4,556
Support Personnel, retired, & Dependents	0	0	0	0	26,188	26,188
Total	760	124	4,786	5,670	28,863	34,533

for Intelligence and Electronic Warfare (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 coordi-

nated 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 training aspects for non-technical MOSS.

Mission, Organization, Functions and Leadership

In summary, the Intelligence Center, under the management of the Directorate of Operations, Training and Doctrine, 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 non-commissioned officers. It also conducted classes in many assignment and system-specific courses.⁴⁴

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

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

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

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

gence 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.)

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

In its large and expanding role as the combat developer for the MI Branch, the center 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 Department of the Army Life Cycle Systems Management Model. It insured development of training and logistics concepts, doctrine, tactics, techniques, organization, and personnel, in co-

ordination with the trainer, logistician, operational tester, and materiel developer.

The center conducted feasibility, doctrinal, conceptual, operational, and derivative investigative studies, and tests in IEW operations and systems at all echelons of the Army in the field. It helped in the development of proponent 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 systems. They included the TSM for Ground-Based Common Sensor (TSM-GBCS); the TSM for the All-Source Analysis System (TSM-ASAS); the TSM for the Joint Surveillance Target Attack Radar System (TSM-JSTARS); and the TSM for Unmanned Aerial Vehicles (TSM-UAV). These offices were responsible for the life-cycle management of all assigned systems and this included the developing, testing, and fielding of specific IEW systems. (See Chapter IV for more information on the four TRADOC System Managers.)

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

Established in July 1993, the Battle Command Battle Laboratory (Huachuca) provided overall direction, oversight, vertical and horizontal integration for intelligence and electronic warfare, and for command and control warfare against the

adversary's information systems. Some of its specific missions included:

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

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

--Developing methods to broadcast intelligence of the enemy situation to the commander at each level while on the move.

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

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

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

Battle Labs

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

Mission, Organization, Functions and Leadership

The simulations could use actual soldiers in tactical situations and could employ warfighting experiments to focus on complex issues. Called Advanced Warfighting Experiments (AWEs), they addressed doctrine, training, leader development, organizational structure, materiel and soldier system requirements.⁴⁵ (See Chapter IV for more information on the Battle Command Battle Laboratory [Huachuca]).

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) provided DCSPER, Department of the Army, recommended changes to personnel management policies and MI specialty development for officers, warrant officers, enlisted members and civilians. It was responsible for MI Branch proponentcy for Intelligence and IEW MOS and skill identifiers as they supported current IEW disciplines and new systems being developed under force modernization planning. In short, the OCMI insured the correct numbers within the proper grades, with the right skills, to meet the needs of the Total Army, both now and in the future. (See Chapter 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, and other services, and private industry. It also remained actively involved in a variety of evaluation and standardization activities. The center reviewed selected processes and products that contributed to or influenced MI training effectiveness and insured its adequacy, timeliness, validity, and cost effectiveness.

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

Planning

The U.S. Army was establishing a Total Army School System (TASS) with fully accredited and integrated active Army, Army Reserve, and National Guard schools. Each component would make greater efforts to reduce duplication, share information and resources, and decide where organizations could be streamlined. The Total Army School System would share the training load, use certified instructors, meet common accreditation standards, and teach standard courses. A key component of the TASS was Distance Learning Technology. Most elements of the TASS plan were approved and a prototype was being tested. After lessons have been gathered from the prototype, the TASS schoolhouse was expected to be phased in and working by FY 98.⁴⁶

Information Age Intelligence

At the Intelligence Center, doctrine has been developed that would revolutionize the way Army intelligence works. Technology in the information age allowed Army intelligence to go beyond collecting and processing data. Now, Army intelligence was expected to be a critical force multiplier that can rapidly detect, target and attack enemy forces throughout the depth of the battlefield. It can simultaneously deny the enemy access to friendly information, gather intelligence through access and analysis of enemy information, and engage in operations that would disrupt enemy command and control.

Five doctrinal tenets underpinned modern intelligence thinking within the U.S. Army. First, commanders were expected to drive intelligence needs and assume a central position in the intelligence process. Second, intelligence synchronization sought to ensure that intelligence never stands as a separate entity, but is integrated with operational objectives. Intelligence would be expected to provide complementary coverage and be driven by operational timelines. Third, split-based intelligence operations would give intelligence support that is efficient, tailored and flexible from multiple locations, whether from close-in support bases or home stations in the United States. Fourth, broadcast intelligence granted the capability to reach echelons and headquarters simultaneously and efficiently. Fifth and last, tactical tailoring would give commanders the flexibility to package the intelligence assets they need for a specific mission and feed them into the theater in a sequence coinciding with the overall buildup.

The Threat Spectrum Model was designed to support future military operations by dispelling the uncertainty of potential threats and giving an analytical structure to current assessments and estimates. It integrated general military intelligence with science and technical intelligence to achieve a qualitative, overall assessment of a possible capability. The Threat Spectrum Model was so called because it gave a picture of threats over a spectrum ranging from non-military to the traditional standing armies. In a report to congress, the Secretary of the Army, Togo D. West,

Jr., and Army Chief of Staff Gen. Dennis J. Reimer summarized Information Age intelligence as supporting "the 21st century Army with a tailored architecture of procedures, organizations, and equipment focused on a common objective and driven by the warfighter's requirements. Support would be comprehensive and virtually seamless from tactical to strategic level."⁴⁷

Command

Over the year, Maj. Gen. Charles W. Thomas, Commanding General of the Intelligence Center, continued to discuss issues that have currency for the intelligence professional in his column "Vantage Point" in *Military Intelligence* magazine.

In the January-March issue, he felt it important to review the All-Source Analysis System architecture that fuses together the intelligence from the tactical systems and the higher echelons, like the national level, to give a clearer, balanced picture. The tactical input would include all reconnaissance, intelligence, surveillance, and target acquisition (RISTA) capabilities in a division, a key source of information for the warfighter.

Thomas explained, "First, we focus the systems by illuminating the threat for the commander. Second, the ASAS correlates and places into context the collected information obtained through RISTA. Finally, following the correlation, we make target recommendations, based on our analysis of the enemy situation, and feed these targets through ASAS directly to the appropriate warfighting system. The vertical and horizontal proliferation of ASAS makes it possible to more quickly add to situational awareness and targeting databases." He reminded the reader that this was only the first step in achieving "vastly greater efficiencies in battle space visualization."

The commander called upon MI officers, non-commissioned officers, and civilians to learn the architecture and contribute to its refinement by developing tactics, techniques, and procedures (TTP) at their various levels.⁴⁸

In the July-September issue, General Thomas turned to the annual G2/Commanders Conference held at Fort Huachuca in April and the key issues that were raised.

Training was one of the chief topics under discussion. A key strategy at the Intelligence Center was emphasis on the All-Source Analysis System, the flagship system of Army intelligence. The goal was to train a more "ASAS proficient" intelligence soldier. It was the responsibility of the center, as the proponent for training and doctrine, to develop concept, structure, equipment and fielding plans. However, the center



Maj. Gen. Charles W. Thomas

realized that it must encourage input and initiatives from the field if it was to produce a successful battlefield operating system (BOS).

The conference attendees were updated on the new intelligence systems by the TRADOC Systems Managers. The future of the Unmanned Aerial Vehicle was an obvious area of concern since the Hunter system was dropped, raising the question of what UAV platform would take its place in covering the division/corps mission. Current plans called for the Air Force-owned Predator (medium altitude endurance) to fill the void, using the Forward Control Elements (FCEs) in division and corps to access the information provided by the Predator. To pick up the mission at brigade level, a new joint Tactical

UAV was scheduled for testing. Its operational parameters closely resembled the range, endurance, control, and collection capabilities of the old Hunter.

The loss of the Hunter program also raised doubts about the future of the Military Occupational Specialty 96U (UAV Operator). The UAV operator/maintainer was thought to be a survivable and needed specialty in light of the fact that the Army would always require a UAV in its inventory for targeting and battle-damage assessment, no matter what form it would eventually take.

Another problem raised at the conference was the overgrading of enlisted intelligence specialties, in most cases well over the mandated 47-percent NCO ratio. This meant that promotions would be slower over the next four years, but the problem should be solved by then with natural attrition, quality management programs, early retirements and voluntary separations.

One of the overgraded and often misused MOSs was that of Multidiscipline Counterintelligence Analyst (97G). Consideration was being given to phasing out this MOS and integrating its functions into other MOSs, with an Additional Skill Identifier (ASI) awarded to those already holding the MOS.⁴⁹

Maj. Gen. Thomas articulated "The Military Intelligence Vision for the XXI Century" in an article co-written with Capt. Cary C. Harbaugh in the April-June issue of *Military Intelligence*. He reminded his readers that the vision was a joint effort between the Intelligence Center, as the proponent for preparing future systems, training personnel, and developing doctrine, and the Intelligence and Security Command which oversaw intelligence operations in the field. The vision was more a process than it was a static concept, ever changing, and forever requiring input from the intelligence professional.

It should be viewed as a pyramid with the axiom that "commanders drive intelligence" at its base, for commanders "must be responsible for making clear what they need to know about the enemy to defeat him." Moving upward, "collection" occupied the next tier, a word which encompasses all those systems, from national to tactical, to provide timely information as re-

quired. Next was "production" where the information was analyzed. Then came "understanding" where the intelligence is provided in a responsive and usable form to the commander. Finally, at the apex of the pyramid was "presentation," or the manner in which intelligence is presented to the commander in a way that assures that it is understood.

To see to it that the pyramidal vision is more than a metaphor, the Army Intelligence Master Plan (AIMP) was published to incorporate experiments, demonstrations and exercises to make the vision a reality.

To capture the Army's modernization objectives and the doctrine envisioned by the Army leadership, TRADOC published Pamphlet 525-5, *Force XXI Operations*. There they identified five fundamental requirements for warfare in the next century. Battle command, extended battlespace dominance, information dominance, force projection, and operational flexibility completed the list.

Military intelligence would be expected to respond to each of the Force XXI requirements. In the area of *Battle Command*, the modern tools of the intelligence community were especially helpful in determining the combat commander's courses of action (COA). Real-time access to intelligence, predictive analysis using human experts and automation, and the presentation of a common picture of the battlespace, gave the commander the best chance for success.

Extended Battlespace Dominance would call upon the intelligence soldier to look deeper into the arena and across a wider spectrum. To do this while supporting command and control, targeting, maneuver control, and information operations systems, he would require a broadcast capability that can pass large loads of information to all tactical levels. This was expected to be accomplished with a wireless local area network (LAN) that could call upon as much bandwidth as it needed. Linked with an automated collection management tool, it would "direct and integrate sensors to continuously update and maintain clear situational awareness."

When considering *Information Dominance*, intelligence played a vital part in all three of the elements that make up successful Command and

Control Warfare (C²W). The first, known as C² Exploit, was purely an intelligence job of thorough intelligence preparation of the battlefield (IPB) in order to determine what the enemy threat was in terms of information systems.

The element of C² Attack called upon intelligence to target the enemy's information infrastructure to maintain information dominance for as long as possible.

C² Protect used intelligence analysis to determine our own vulnerabilities and employ countermeasures to keep our own C² intact, thus maintaining or regaining information dominance.

Force Projection would require the tactical tailoring of intelligence forces along with a timetable for introducing them into the theater. Much of the intelligence structure would remain in the continental United States, making use of modernized long-haul communications.

Operational Flexibility meant that the architecture that supported the combat commander would take into account operations that were joint, multinational, and interagency in the face of ambiguous threats that would place greater demands on the intelligence process.

General Thomas turned to the lessons that have been learned from recent operations in Panama, Operation DESERT STORM, Haiti, Somalia, Rwanda and Bosnia, and their integration into Task Force XXI, a test bed for evaluating the new Force XXI concepts at the National Training Center next year.

The objectives that have been laid down for Task Force XXI would help determine the direction of growth and development in the future. They were four. The first, an extension of those Force XXI elements of battle command and extended battlespace dominance, involved providing a *common relevant picture*, thereby giving the commander clarity, situational awareness, and a better grasp of the battlespace. The next, growing from the Force XXI element of force projection, involved *horizontal integration*, a tool to manage C²W. *Pull intelligence* derived from the element of force projection and would ask the Task Force to access available databases from tactical to national levels during their predeployment phase. The last objective was *top down and bottom up access to intelligence*, an-

"Mission, Organization, Functions and Leadership

other subset of force projection. It would show the flexibility of the intelligence architecture and its availability to all echelons.

Thomas concluded by presenting a new set of "core competencies" to meet the demands of new technology and systems, doctrine, tactics and processes that were an outgrowth of Force XXI. They were:

--The presentation of intelligence: Striving toward increased understanding and decreased uncertainty.

--Honing predictive analytical skills by using modern technology to put more "science" into what was once "art."

--Developing professional expertise on the intelligence system (Army, interagency, joint, and multinational) because independent Army operations were a thing of the past.

--A professional understanding of the impact of information at the operational and tactical levels of war and peace operations. The information age is upon us, it has embraced us and the rest of the world. We must come to terms with it and learn how to manipulate it.

--Related to that, and the fifth competency, is a technical understanding of the capabilities of intelligence systems, disciplines, information systems, and automation--an absolute must for the intelligence professional of the future.

--We must learn how to effectively manage information or we would drown in it. The capabilities reflected in new and emerging technologies were enormous and each system has the capacity to deluge a commander and staff with more information than anyone is capable of assimilating. It is those that have the know-how to manage the process that would be regarded as premium players.⁵⁰

Brig. Gen. John W. Smith, Deputy Commanding General of the Intelligence Center, brought his perspective to the question of intelligence in the XXI century by examining the training challenge in the April-June issue of *Military Intelligence*. He agreed with General Thomas and other doctrinal writers that the MI battlefield operating system (BOS) was "well postured in terms of having a vision of how MI will fight, in terms of having a grip on what the

force structure should look like, and terms of being actively engaged in the Army's Advanced Warfighting Experiments (AWEs)."

In this new, automated, highly technological and demanding environment envisioned by the Force XXI planners, the MI professional would be challenged to "deliver the goods," a challenge that is not new for the profession. In the end, the MI professional would still be judged by how



Brig. Gen. John W. Smith

well he or she accesses and navigates "the multitude of networks and information sources that must be used in the global or military information networks to get needed information to the battle commander." The answer to professional proficiency would continue to be training. General Smith concluded that "the intelligence force would have to be supported with better intelligence simulations and scenarios to drive home-station training and Battle Command Training Programs. It means that the combat training centers would need to adjust to allow for realistic intelligence to more effectively drive their training. ...It means that the real movers and shakers in Army intelligence units (the majors and lieutenant colonels, the senior noncommissioned officers, and the warrants) must actually take ownership for championing proficiency in their units

by mandating tough training--training that requires everyone 'walk the walk.'"

At the Intelligence Center the training challenge is being addressed by efforts like distance-learning and forging a training partnership with the field units and the schoolhouse.⁵¹

General Smith returned in the October-December issue to talk about planning for intelli-



Cmd. Sgt. Maj. Randolph S. Hollingsworth

gence during stability and support operations (SASOs), like Operation JOINT ENDEAVOR in Bosnia. He called attention to four aspects which he thought were critical for planning in such operations. First, was the agreement on the part of the top leadership on "the nature and scope of

the intelligence that would be mandatory for mission success." Second was the tailoring of the force to fit the mission. Interoperability was next, and finally, was the nature of the threat.⁵²

During the year, Cmd. Sgt. Maj. Randolph Hollingsworth took advantage of a column called "CSM Forum" in the Military Intelligence professional bulletin to convey his views on bettering the professionalism of the enlisted soldier. In the January-March issue, he noted the major role the NCO would have to play in the increasingly complex Intelligence Battlefield Operating System. He called for realistic hands-on training and dedicated noncommissioned leadership. In the April-June issue he reinforced that theme by emphasizing the importance of acquired communications skills. Likewise, in the following issue he discussed the subjects of professional development and mentoring. In the year's final issue, Cmd. Sgt. Maj. Hollingsworth returned to the theme of training and NCO leadership with a column urging NCOs to prepare their charges mentally and emotionally for their task.⁵³

Key Positions

A roster of key Intelligence Center and Fort Huachuca personnel, as of 31 December, is shown in Table 3.

TABLE 3.--*Key Personnel*

Commanding General: Maj. Gen. Charles W. Thomas, assigned 10 November 1994.

Deputy Commander: Brig. Gen. John W. Smith, assigned 10 October 1995.

Chief of Staff: Col. John C. Davidson

Garrison Commander: Col. Theodore G. Chopin replaced Col. Alfred H. Elliott III, on 12 November.

Command Sergeant Major: Cmd. Sgt. Maj. Randolph S. Hollingsworth, assigned 15 January 1995.

Staff Judge Advocate: Col. H. Dorsey replaced Col. Jonathan C. Gordon in June.

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Installation Staff Chaplain: Col. Thomas R. Decker replaced Col. John A. Wells in April.

Inspector General: Lt. Col. Kathleen D. Heaney replaced Lt. Col. William K. Moore in May.

Assistant to the Chief, Military Intelligence: Lt. Col. George K. Gramer, Jr., assigned July 1995.

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

Training Technology Officer: Mr. B. Granger Bradway, assigned August 1993.

Director, Resources Management: Mr. Lester J. Golbeck, replaced Mr. Carroll W. White in April.

Public Affairs Officer: Ms. Marian D. Kelley replaced Ms. Sharon Murphy in September.

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

Historian: Mr. James P. Finley, assigned January 1993.

Installation EEO Officer: Ms. Mary B. Cooler, acting since the departure of Elissa Boleen in October.

Protocol Officer: Ms. P. Maggard, acting since the departure of Ms. Pam Ray in November.

Director of Combat Developments: Mr. Mike Powell, acting since the death of Col. Seth F. Nottingham, Jr. on 1 December.

TRADOC System Manager—Joint Surveillance Target Attack Radar System (JSTARS): Col. Michael Gourques, assigned in August.

TRADOC System Manager—Unmanned Aerial Vehicle: Col. Ronald W. Wilson, assigned in June 1995.

TRADOC System Manager—All-Source Analysis System: Col. L. F. McConville, assigned in October.

TSM—Ground-Based Common Sensor: Col. Eugene J. Komo, Jr., assigned in August 1995.

Deputy Director, Battle Command Battle Lab (Huachuca): Col. Reid S. Huff, assigned on 8 August 1994.

Deputy Assistant Commandant: Dr. Gregory M. Kreiger, assigned July 1993.

Commandant, NCO Academy: Cmd. Sgt. Maj. Richard Brolly replaced Cmd. Sgt. Maj. Al Gray in April.

Director of Training and Doctrine: Col. Robert C. White, Jr., assigned June 1995.

Commander, 111th MI Brigade: Col. Rodney H. Medford replaced Col. Norman L. Williamson on

11 July 1996.

Commander, 304th MI Battalion: Lt. Col. Leonard Samborowsky, assigned June 1995.

Commander, 305th MI Battalion: Lt. Col. James Ward, assigned June 1995.

Commander, 306th MI Battalion: Lt. Col. Robert L. Beavers, Jr., assigned June 1995.

Commander, 309th MI Battalion: Lt. Col. Timothy Quinn replaced Lt. Col. Ann M. Peterson in July.

Commander, 326th MI Battalion: Lt. Col. Dennis A. Lowrey, assigned June 1995.

Commander, 344th MI Battalion: Lt. Col. M. Gearty replaced Lt. Col. James P. Faust in July.

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

Director of Contracting: Ms. Wilma Rose, assigned October 1995.

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

Director of Logistics: Mr. Wayne Campbell, assigned June 1994.

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

Director of Public Safety: Maj. Gerald Manley, assigned July 1995.

Executive Assistant for Base Operations: Mrs. Suzette Elliott assigned October 1995.

CHAPTER VI

*U.S. Army Garrison at Fort Huachuca*⁶⁴

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

Missions being pursued on the Fort Huachuca installation involved intelligence training, electronic testing, range training, signal communications, engineering of information systems, interoperability testing, tactical deployments, and training range support for the Reserve Component and National Guard units.

The garrison provided support for a population of approximately 5,670 soldiers, sailors, airmen and marines, and 2,675 civilians for a total of 8,345. Services included water production, sewage treatment, banks, a grocery store, schools, hospital, dental clinic, and administrative services for a small, self-contained city.

Fort Huachuca expended \$244 million for the purchase of goods and services in the state during fiscal year 1996. Fort Huachuca's purchases outside Arizona amounted to \$488.8 million, a 141 percent increase from the \$208.8 million of fiscal year 1995.⁶⁵

The Total Quality Management Office was renamed the Quality Resources Team (QRT). Mr. Rufus Henderson's position was re-engineered from a Total Quality Management Coordinator to the Army Community of Excellence (ACOE)/Army Performance Improvement Criteria (APIC) Coordinator. This was done to support the new emphasis directed by the Department of the Army and to meet the require-

ment for an annual submission of criteria under the APIC program, which was designed along the lines of the Malcolm Baldrige Award Criteria.

The Army Performance Improvement Criteria was adopted by the Army as a tool for improving organizational performance. It was a realistic self-assessment for installations and organizations, and would be mandatory by 1998. The garrison was in the process of preparing its 1997 assessment in order to improve in all areas of base operations to include operations, products and services, customer-related performance, and financial and marketplace performance.

The first "All-Hands" meeting was held on 21 November with the new garrison commander and all military and civilian employees. At this forum, Colonel Theodore G. Chopin summarized his command philosophy, listed his vision and goals, and gave some brief information on his career and family.

The U.S. Army Garrison Strategic Plan, a statement of the commander's vision for changes and direction for the organization, was in the process of being revised and updated at the end of the year.

Chaplain's Activities

The Installation Staff Chaplain's Section provided a religious support plan in conjunction with the Fort Huachuca Mobilization and Deployment Plan for Exercise CALL FORWARD 96 for approximately 600 reservists. Approximately six unit ministry teams from various places in Arizona reported to Fort Huachuca with their units. Chaplain (Col.) Mike West, Chaplain (Ltc.) Robert Brooke, and S.Sgt. Richard England were present for their Annual Training as Individual Mobilization Augmentees for this exercise.

The Chapel Roundup was a chapel exposition day for chapel programs to "show their stuff." Over 800 people attended the activities, which included a 36th Army Band, the dedication of a

new fountain in the chapel courtyard, prizes, food, and children's activities. The program was a tremendous success not only for the chapels but also for the entire Fort Huachuca community.

The chapel reinstated a community-wide observance for the installation's participation in the National Day of Recognition for POW/MIAs. This year about 240 persons attended a luncheon at the La Hacienda Club where the Rev. Maynard V. Midthun recounted his experiences as a WWII prisoner of war in Germany.

In an effort to provide religious support in the living and working areas of all MI Center and School students and cadre, the 111th MI Brigade provided a site for religious support in Yardley Hall Dining Facility. The first services were conducted in this facility in August by Chaplain Steven B. Mounts.

The Chaplain's Nonappropriated Chaplains' Fund again provided support to the Thanksgiving Food Voucher Program, the Giving Tree Program, and the establishment of a Helping Hand Account to assist soldier families in financial distress.

Reserve Forces

The Reserve Forces Office (RFO) directed the Intelligence Center's coordination with and support to the Army National Guard (ARNG) and U.S. Army Reserve (USAR). It provided a one-stop shop for all Reserve Component (RC) issues from the MACOM level down to the individual RC soldier training on the installation. The office directly oversaw three elements; the policy level ARNG and USAR Advisors, the garrison-focused Reserve Component Support Element and the Intelligence School Training Liaison NCOs.

The mission of the ARNG and USAR Advisors was to counsel the Commanding General on RC matters and provide guidance to the Intelligence Center staff on actions related to and impacting the ARNG and USAR Military Intelligence force. The Advisors served the RC Military Intelligence force by providing force structure and training guidance, coordinating support, and acting as the Military Intelligence RC's voice at the U.S. Army Military Intelligence Propo-

nent. The Reserve Forces Office coordinated with the USAR Full-Time Management Support Division to fill the USAR vacancy with a senior Military Intelligence NCO, vice 79-series NCO as had been done in the past.

The advisory function was staffed by an Active Guard Reserve USAR Colonel and an Active Guard Reserve ARNG promotable Major. One civilian position, GS-12, was established and re-sourced to assist in the advisory function and to provide continuity. There were two USAR Active Guard Reserves assigned against the Directorate of Operations, Training and Doctrine and another to the Directorate of Combat Developments. The senior Active Guard Reserve maintained oversight of these positions for the Chief, Army Reserve.

The most significant force structure and training actions centered on implementing the RC portion of the Total Army School System (TASS), improving the standard of grade within Military Intelligence RC force structure, continuing enhancement of the contributory support initiatives, and implementation of the RC Military Intelligence Force Design Update.

The Army National Guard finalized and, through a series of workshops attended and moderated by the ARNG Advisor, implemented the interim design for the ARNG Separate Brigade Military Intelligence Company.

A memorandum of agreement (MOA) between the Arizona National Guard and Fort Huachuca established a provisional mobilization battalion that would stand up during a Presidential Selected Reserve Call Up (PSRC) in response to a national crisis or contingency. A second MOA was drawn up with the 6th Reserve Forces Intelligence School (6th RFI) and the 111th MI Brigade.

A 111th MI Brigade deputy position was re-sourced by a USAR individual mobilization augmentee (IMA) colonels' position.

The Reserve Forces Office hosted two collective training workshops for Reserve Component forces. The focus of the first, held in August, was on collective training for battalion, brigade and division intelligence elements. The second, held in October, was for Army National Guard

brigade and division intelligence staff. Both were attended by approximately 80 personnel.

A significant amount of the Guard Advisor's time was spent assisting ARNG units prepare for fielding the All Source Analysis System (ASAS) to the ARNG Separate Brigades, and helping ARNG units procure WARLORD (Notebook) workstations throughout the Intelligence Center.

The mission of the Reserve Component Support (RCS) element was to direct, coordinate, and monitor the planning, training, evaluation, resourcing, and logistical/administrative support to the ARNG/USAR and other outside DOD and non-DOD agencies training on the installation. During fiscal year 1996, the support requirement totaled 57,517 mandays. During the summer the Reserve Component Support element coordinated Cadet Troop Leader Training (CTLT) for 20 ROTC cadets.

During fiscal year 1996, the Intelligence Center met its commitment to billet, feed, and train the 6th Reserve Forces School-Intelligence (RFS-I) students training on the installation. It acquired 240 beds in newer barracks, allowing for the turn-in and eventual demolition of previously used substandard World War II barracks. Staffing at the RCS dropped from four to three active component noncommissioned officers (AC NCO).

The mission of the RC Training Liaison element was to provide National Guard Bureau (NGB), Office Chief Army Reserve (OCAR), TRADOC, and the Intelligence Center with assistance in the reception, processing, counseling, and training of ARNG and USAR soldiers on initial entry training. The RC Training Liaison function processed and supported 584 RC Military Intelligence soldiers and officers in fiscal year 1996. The function was staffed by an Active Guard Reserve ARNG SGM with the Active Guard Reserve USAR SGM vacant.

Logistics

The Transportation Division was composed of the Freight Services Office (FSO), Transportation Motor Pool (TMP), Personal Property Shipping Office (PPSO), and the Passenger Travel Service Office (PTSO).

In April the motor pool reduced operating hours from 24 hours per day to 12 hours per day as a cost saving measure.

The activity bus transported 2,758 students from Myers Elementary School to the Fort Huachuca Youth Center during the school year.

The weekend dining facility and clothing sales store shuttle bus transported 36,367 personnel. Total shuttle bus passengers for the year exceeded 46,900.

There were more than 9,500 vehicle inspections performed out of 11,493 class C vehicles dispatched.

Driver's Testing completed 648 physical evaluations; conducted 94 road tests; and issued more than 400 licenses.

The 2,000 gallon tanker from the Seneca Army Depot, New York, arrived at Fort Huachuca on 22 January, and was being utilized along with another unit that was converted to dispense petroleum (JP-8). These vehicles produced an estimated cost avoidance of approximately \$143,680.

Personnel were provided in support of various Joint Task Force-6 (JTF-6) operations during the year. Support consisted of operating JP-8 tankers that refueled OH-58 helicopters of the 82d Airborne Division Aviation Battalion at the Bisbee-Douglas International Airport, Hubbard Field, and Libby Army Airfield.

A truck scale was installed and licensed by the State of Arizona at the TMP. The first Do-It-Yourself move was weighed on 29 November.

In the Freight Services Office, a total of 5,044 shipping requests were received. During 1996, a total of 5,644 short tons were shipped while a total of 7,984 short tons of equipment and materials were received.

A new portable loading dock was acquired by the Freight Services Office to meet mission requirements. Rick Naas, Supervisor, Freight Services Office and Ben Killingsworth, Supervisor, TMP, coordinated the installation of an electrical harness to accommodate running lights which would allow the unit to be operated safely on the highway.

A total of 390 pieces of military impedimenta totaling 49,986,152 pounds were shipped in support of Operations BRIGHT STAR, CLEAN

SWEEP, ROVING SANDS, CASCADE PEAK, and JTF-6 EL TORO.

In September, Fort Huachuca withdrew from the Arizona Guaranteed Traffic program. Savings were estimated at approximately \$55,000.

During the months of February and March, Freight Services Office employees packed and prepared for shipment 36,447 pounds of Mohawk Aircraft parts in support of a US Department of State Foreign Military Sales project.

Approximately 51,000 pounds of financial records and materials were shipped from the Defense Finance and Accounting Office at Fort Huachuca to the new location at Seaside, CA.

The standard for processing Government Travel Payment reconciliation was five working days. Average processing time in the Passenger Travel Service Office was 2.25 days. Over 6,000 tickets for military travelers were processed and more than 4,100 port calls were handled. The Student Travel Office coordinated travel arrangements for more than 2,300 personnel.

In the Personal Property Shipping Office, a total of 2,755 personnel received Inbound counseling while more than 10,000 individuals received Outbound counseling. A total of 1,113 Do-It-Yourself moves were accomplished. The Student Travel Office processed more than 6,300 requests for shipment of personal property.

The Maintenance Division was composed of the Planning and Production Control Office, Maintenance Assistance Team Office, Maintenance Support Office, Special Purpose Vehicle Shop, Tactical Vehicle Shop, Allied Trades Shop, and the Auto/Body Shop.

The division completed repairs on a Supply Division JP-8 tanker and also put an additional tanker back into service to provide back-up for the project's additional support requirements in conjunction with a JTF-6 exercise.

The entire division participated in the Mobilization Exercise CALL FORWARD 96. A 20 percent equipment inspection was performed on two units, and a 100 percent inspection on a third, all from the Arizona National Guard. All units were validated for deployment within the required 72-hour window by assisting the Unit

Maintenance Personnel with repairs to equipment that did not meet deployment standards.

The Division Manager coordinated with the Installation's Department of Public Safety to provide maintenance support for their new SWAT Team vehicle.

The Supervisor of Planning and Production Control, Ms Karen Brazell, the Supervisor of Stock Control Activity Storage, Mr. Don Gordon, the Supply and Services Division Manager, Mr. George Bush, and the Maintenance Division Manager, Mr. Ernie Fulford, coordinated the transition of the Repairable Exchange Activity management back to the Supply and Services Division. This was part of the Integrated Sustainment Maintenance Program (ISM).

New, improved quality control procedures for the project were introduced through the Maintenance Division for the purpose of working out all the "bugs" prior to full implementation throughout the Logistics Directorate.

Nine persons attended the annual refresher training for HAZMAT (Hazardous Materials) presented by Brown and Root Corporate Environmental Compliance Office.

Maintenance Division personnel monitored the installation and start-up of new refrigeration units for the Post Laundry machines. These units would monitor for any perchloroethylene (perc) leakage and reduce overall perc consumed.

The division's Maintenance Support Office (Shop Supply) completed its annual inventory with a variance of less than .0002 percent.

The division began providing maintenance support to a US Marine Corps, Engineering Battalion from Camp Lejune, NC, working for JTF-6.

The directorate made the decision to discontinue the Maintenance Assistance Inspection Team (MAIT) and closed the offices in April.

The Supply and Services Division includes work centers for Installation Ammunition Supply Point (IASP), Storage and Issue Warehouse/Stock Control Activity (SCA), Central Issue Facility (CIF), Government Property Office (GPO), Troop Issue Subsistence Activity (TISA), Airfield POL Activity, and the Laundry and Dry Cleaning Facility (LDC).

New turn-in procedures were implemented allowing customers to directly turn in certain items to the Defense Reutilization and Marketing Office, resulting in a 55 percent decrease in turns received by customers from 1995 to 1996.

A review was conducted on Mandatory Stock items and reductions in the number of items stocked was approximately 65 percent.

The Central Issue Facility saved over \$600,000 of the directorate's funds by obtaining excess installation equipment from other Training and Doctrine Command installations.

In April the decision was made to close Laundry Annex II. Operating costs, when compared to revenue, could not justify keeping the second location open.

The Carter Street Fuel Point converted from Diesel to JP-8 the second week in March.

The Petroleum and Oils (POL) section of the Storage Activity supported operations for the 82nd Airborne Division at the Bisbee-Douglas International Airport and Libby Army Airfield. (JTF6 Missions)

During the period 10-21 June the division participated in CALL FORWARD 96. This mobilization exercise, conducted by Fort Huachuca and Fifth Army, evaluated Basic Load of Ammunition, Basic Load of Meals Ready to Eat (MRE's), the processing of units into Fort Huachuca and establishing supply accounts, the cross leveling of critical equipment, and the ability to prepare units for movement overseas. Each area received commendable ratings from the evaluation team. The Ammunition Supply Point (ASP) was singled out for their Ammunition Basic Load program. The evaluation team stated that the Fort Huachuca program should be used as a prototype for the rest of the Army.

In August the operating hours of the Laundry and Annex were increased by three hours on Saturdays to match the Post Exchange hours of operation.

The Army Training and Doctrine Command's annual safety inspection was conducted during the week of 22-26 July at the Ammunition Supply Point and the fueling operations at Libby Army Airfield. There were no adverse findings. The Ammunition Supply Point was commended on their draft Standard Operating Procedures

(SOP) that were being developed. The inspector recommended that, when the SOP's were finalized, they be forwarded to Training and Doctrine Command to be used as a standard for all Ammunition Supply Points.

The Petroleum and Oils (POL) section began fuel support for a Marine Engineering Company in support of JTF-6 on 19 August. The requirement was for one fuel tanker to travel to Naco and Douglas, Arizona, and refuel commercial engineering heavy equipment with JP-8.

The end of fiscal year 1996 processing went extremely well. With over 800 documents received for processing to the Stock Control Activity, only one was rejected and required modification in order to obligate fiscal year 1996 funds.

The Contract Management Division was reorganized by functional areas: Transportation; Supply and Services; Laundry and Dry Cleaning; and Maintenance. Two positions were desk-audited by the Civilian Personnel Office with the positions being reclassified as GS-1910-09, Quality Assurance Evaluators.

The classification and position description of the Chief, Contract Management Division, was established as a GS-1910-11, Quality Assurance Evaluator, Supervisory.

The Contract Management Division was selected to participate in the Activity Based Costing exercise being worked throughout the Directorate of Logistics. The Chief, Contract Management Division, would be the prime contact for Activity Based Costing on the government staff.

Engineering and Housing

Solicitation process for new commercial activities contract for the operation and maintenance of Fort Huachuca began in October 1995. Contract was awarded on 8 July to Steinhoff and Sadler, Inc (SSI) based in Carlsbad, California. SSI began their phase-in period on 15 November with full performance beginning on 12 December. The new contract was a fixed price versus the old contract of cost plus.

Engineering Plans and Services

Firm-fixed price construction contracts completed during the year included natural gas line replacement in Area 5 and Miles Manor 2, installation of a fire sprinkler system in the post museum, and installation of energy efficient lighting in the Base Realignment and Closure and historic areas. Work continued on upgrade of utilities at Raymond W. Bliss Army Hospital. A total of 121 delivery orders were awarded under the Job Order Contract with a cost of \$7.75 million. Projects included environmental work, quality of life improvements in barracks and housing, and repair of post infrastructure.

During the year, the Design Branch completed design or was working on 30 projects with a construction value of \$10.5 million. Of the 30 projects completed or under design, 23 were designed by Design Branch engineers and technicians while 7 were contracted to Architect/Engineering companies. Sixteen projects, worth \$4.0 million were awarded for construction in 1996. Significant projects awarded included replacement of natural gas mains and laterals in family housing areas, energy efficient lighting replacement, and chiller replacements at Riley Barracks and Greely Hall. Construction coordination and project management of Corps of Engineers administered Base Realignment and Closure and MCA programs were performed on five projects which were completed this calendar year. Branch personnel also completed approximately 225 individual job designs, estimates or engineering consultant service reports this year.

Master Planning

Fort Huachuca began updating the Installation Real Property Master Plan by contracting through the U.S. Army Corps of Engineers, Sacramento District, with the Nakata Planning Firm, Colorado Springs, Colorado. Plan document and map information was five years old and had become dated. Master Plan update would include the following plan components and base maps: Master Plan Narrative, Tabulation of Existing and Required Facilities, Long and Short Range Components, Future Development Plan, Installa-

tion Design Guide, Environmental Overlay and existing conditions maps. The plan would be completed in fiscal year 1997. Nakata Planning Firm also developed and completed an area specific development plan for the 11th Signal Brigade. The plan would support the programming, construction and placement of new vehicle and electronic maintenance facilities in 80000 Area within the cantonment.

Real Property personnel began preparation of the Fort Huachuca Demolition Plan component of the Real Property Master Plan. This component would identify facilities to be laid away and ultimately demolished with monetary assistance from Headquarters Training and Doctrine Command. In fiscal year 1996, the installation demolished 345,993 square feet of temporary assets, mostly in the 70000 Area at a cost of \$684,684.00. Plan completion was projected for March 1997. When completed, the plan would list approximately 2.272 million square feet of temporary and permanent assets to be demolished by fiscal year 2002.

Fort Huachuca revitalized 100 Army Family Housing units, via the whole community planning concept, to include new construction from the housing frame up. The whole community concept provided new playground facilities, improvements to utility systems electrical power, sewer and streets. The project was a design-build project by the Sundt and Actus Corporations. The contract amount was \$9,017,580.

Energy

On 31 July Fort Huachuca received first place in the fiscal year 1995 Secretary of the Army Energy Conservation Awards. In the summer of 1996, Fort Huachuca was one of 52 government organizations to be awarded a Federal Energy and Water Saver Showcase designation. On 14 November, John Miller (Post Forester for Fort Huachuca) received a Federal Individual Beneficial Landscaping Award for fiscal year 1995.

For fiscal year 1996, Fort Huachuca was 7.728 percent below the Training and Doctrine Command assigned energy reduction goal. In a memorandum from the Training and Doctrine Command engineer it was stated that Fort

Huachuca saved \$835,000 by being 7.728 percent under the Training and Doctrine Command energy goal. It was significant to note 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 of that amount was used in fiscal year 1997 for Morale, Welfare and Recreation type projects and the other half for energy conservation projects.

This was an improvement over fiscal year 1995 when the command was 5.9 percent under the Training and Doctrine Command goal. For fiscal year 1996, Fort Huachuca used 107,710,400 kilowatt-hours of electricity at a cost of \$7.426 million, a 0.9 percent increase in use and a 1.1 percent increase in cost over fiscal year 1995. For fiscal year 1996 Fort Huachuca used 4,090,779 therms of natural gas at a cost of \$1.595 million, a 20.6 percent decrease in use and a 32 percent decrease in cost over fiscal year 1995. The energy consumption density of 84.82 million British Thermal Units was the lowest in the post's history and was 25.5 percent lower than the base year of fiscal year 1985. The command was well below the glide path to a 30 percent reduction goal by the year fiscal year 2005.

Projects accomplished in fiscal year 1996 to help achieve energy reductions included the following: Multiple lighting projects for high efficiency lighting in approximately 800K square feet of buildings; installation of a basewide Energy Management and Control System (EMCS) for 10 buildings; installation of a barracks solar domestic hot water system (384 square feet); two residential solar domestic hot water systems; moving and reactivating an unused solar domestic hot water system to the Joint Interoperability Test Command (JITC) main building; installation of an 18 kilowatt (KW) grid connected PhotoVoltaic (PV) system on the Thrift Shop; and startup of a prototype 7.5 kilowatt solar dish-Stirling solar thermal electric generator in the Joint Interoperability Test Command compound.

On the water conservation front, Fort Huachuca used 767,632,000 gallons of water in the year as compared to 791,546,000 in 1995, a three percent reduction. Looking back three years to the 1993 use of 987,286,000 gallons

showed a reduction of 22.2 percent over the last three years. The federal goal was a 10 percent reduction, so the command has already more than doubled that. The main reason for the reduction was a change in watering policy in early 1994 and increased enforcement in 1995 and 1996. Also in 1996 waterless urinals were installed and low water use horizontal axis top opening washing machines were purchased.

Environmental and Natural Resources

During 1996 one legal challenge to Fort Huachuca was resolved. The Southwest Center for Biological Diversity (SWCBD) and Dr. Robin Silver had alleged Fort Huachuca failed to comply with the National Environmental Policy Act (NEPA). On 30 August 1995, Judge Marquez ruled in favor of the Army. Plaintiffs appealed Judge Marquez's decision but withdrew that appeal in October.

In a similar legal action, Fort Huachuca actions were upheld. On 20 November 1994 a lawsuit was filed by SWBCD, Huachuca Audubon Society, San Pedro 100, Area Resource in Danger, Student Environmental Action Committee and other nonprofit corporations against William J. Perry, Togo D. West, and Brigadier General Charles W. Thomas alleging failure to comply with the Endangered Species Act. In July, Judge Marquez ruled in favor of the Army and Department of Defense. Plaintiffs filed a request for reconsideration of the ruling in the Ninth District Court.

The Fort Huachuca Conservation Committee was initiated in June 1994 to establish a forum between the installation and surrounding communities for the interchange of information, facilitation of new ideas, and education regarding Fort Huachuca's stewardship of environmental and natural resources. During 1996, the committee continued to meet bimonthly and considerable progress was achieved in improved communication with the conservation community. The attendance, when possible, and interest displayed by the commanding general assisted greatly in the success of the committee.

Major environmental compliance challenges included meeting the terms of the bilateral haz-

ardous waste consent order between Fort Huachuca and the Arizona Department of Environmental Quality dated 23 September 1994. The only open issue was closure of open burning/open detonation (OB/OD) sites under the Resource Conservation and Recovery Act (RCRA). Closure was delayed when additional sites on the West and East ranges were identified during interviews. Site investigation at these sites was conducted and the closure process was continuing. In addition, Fort Huachuca entered into another bilateral consent order for underground storage tanks in June and continued to manage activities such as site characterization and corrective action.

Hazardous waste training continued in 1996 in accordance with the long-term training plan. Training was conducted by the Fort Huachuca hazardous waste manager. Benefits were cost effectiveness and improved training over previous contractor and satellite training.

Efforts continued in support of the Installation Restoration Program (Department of Defense equivalent of the Environmental Protection Agency's "Superfund") in 1996. One success story was the interim remedial action at the Army Air Force Exchange Service (AAFES) gasoline station. The air sparging system reduced benzene levels in the groundwater from 4,500 parts per billion (ppb) to 6 ppb. Other projects included groundwater monitoring at the AAFES station and the old Auto Craft Shop.

Conservation projects included monitoring of the lesser long-nosed bat, a federally endangered threatened species, additional work for the Mexican spotted owl, a federally threatened species, and efforts for protecting the Huachuca Water Umbel, Sonora Tiger Salamander and the Ramsey Canyon Leopard Frog. Work continued on the Integrated Natural Resources Management Plan. A formal conservation agreement for the Ramsey Canyon Leopard Frog was finalized and forwarded to Training and Doctrine Command for review. A major objective was to avoid listing of the frog under provisions of the Endangered Species Act. Implementation of the Integrated Training Area Management (ITAM) continued. Work included land condition trend analysis and land rehabilitation projects.

The installation continued to manage contract preparation of the Programmatic Environmental Impact Statement (EIS). The main public concern was impact of Fort Huachuca operations on flow in the San Pedro River. There were delays in completing the document and another contractor was hired to complete the EIS.

Cultural and historical resource protection projects included award of a contract for proper curation of artifacts and additional work in Garden Canyon. The latter was a major archeological site and listed on the National Register. Part of this work included an outstanding interpretive area for cultural and natural resources. The kiosk located at the lower Garden Canyon picnic area provided information on the natural and cultural resources in the canyon and other pertinent information for visitors. Work with the local chapter of the Arizona Archeological Society continued in 1996, including mitigation excavations in the Garden Canyon area and support for the cultural resources laboratory.

Natural Resource management included big game hunts for javelina, spring black bear, whitetail deer, and mule deer.

Housing

The Corps of Engineers awarded the construction of 276 barracks spaces with central plant to Carnes Construction Company of Tucson, Arizona. Ground breaking for the \$20 million Military Construction Army (MCA) project occurred August. Anticipated completion date was Spring 1998. The barracks spaces were an extension to an existing barracks project in Thunderbird Village (area 5) that was completed in 1993.

During fiscal year 1996, over \$2.5 million in maintenance and repair projects were accomplished in seven barracks facilities, affecting more than 1,000 soldiers. Most notable projects were latrine renovation and laundry room utility upgrades that included new, commercial-type washers and double-stacked clothes dryers.

The Reserve Component was moved out of World War II buildings which were returned to DEH for layaway and future demolition.

The whole neighborhood revitalization project of 100 dwelling units in Signal Village 2 was completed and accepted by the government. This project was a first of its kind at Fort Huachuca, being a total design-built family housing project. This project completely redesigned the house, using modern and up to date energy, safety and welfare improvements. All units have hard-wired smoke detectors and carbon monoxide detectors which were believed to be an Army first. There were six permanently affixed handicapped facilities that could be used for either special needs person or could be used as a conventional dwelling. All units were occupied within one week of being turned over to the housing division and were well received by all junior enlisted personnel and their families.

Contracting

On 5 August, the Joint Interoperability Test Command's Omnibus requirements contract was awarded to BDM Engineering Services, INTEROP Joint Venture, and Validity Corporation for engineering, logistic, administrative, acquisition, and housekeeping support. These three contracts were valued at \$454 million, \$391 million, and \$426 million, respectively, for a period of five years. One of these awards was to a small business, Validity Corporation. All three contracts awarded by the Joint Interoperability Test Command/Electronic Proving Ground team was accomplished through the formal source selection process without discussions or protests.

On 26 July the JITC/EPG team awarded a contract to Computer Sciences Corporation (CSC) in support of the Electronic Proving Ground. Computer Sciences Corporation supported EPG's testing mission by providing scientific, engineering augmentation, research, development, fabrication, and test and evaluation services. The contract award, estimated at \$160.9 million was achieved through the formal source selection process and awarded without discussions and without protest.

As an agent for the Office of National Drug Control Policy (ONDCP), the GSA/Federal Systems Integration Management (FEDSIM), and

the Defense Advanced Research Projects Agency (Department of the Army Research and Development Agency), the mission team processed approximately 877 actions for an estimated dollar value of \$1.3 billion with \$334 million obligated in 1996.

The Directorate of Contracting was in the process of exercising option years on thirteen \$100 million individual FEDSIMS Indefinite Delivery Indefinite Quantity (IDIQ) contracts.

The mission team welcomed 10 new employees in 1996. Of these, two people were facing a notification of Reduction In Force from the U.S. Army Intelligence Center and Fort Huachuca. Four of the new employees were temporary; two of the four were converted to permanent reimbursable positions and the other two positions were in the process of converting. Additionally, three employees were selected for the local intern program and two employees were promoted.

Mission employees have received the mandatory acquisition training which enabled all of the contract specialists (GS-1102 series) to be certified at the two or three level. Computer literate personnel provided assistance to other employees using new software programs.

In February, the mission team assisted in the Advanced Planning Briefing for Industry (APBI) which was sponsored by the National Contract Management Association (NCMA). This two-and-one-half-day seminar provided contractors with upcoming government requirements, informed contractors about the lack of funds in the future, and impressed upon contractors that more would have to be done with less; that the partners would have to work more creatively. Special emphasis was placed on government right-sizing and doing things correctly. The seminar was an effort to develop a partnering relationship between government and industry.

On 31 May, the Directorate of Contracting participated as briefers and facilitators in a Department of Defense declaration of Acquisition Standown Day. This day was set-aside for instituting and recognizing acquisition changes and reform that were celebrated CONUS-wide. The Secretary of Defense, Dr. Kaminski, expected commanders and managers to educate their personnel on the changes brought about by the Fed-

eral Acquisition Streamlining Act (FASA) of 1994, the Truth in Negotiations Act, the Federal Acquisition Reform Act (FARA) of 1995, and the Alternative Dispute Resolution (ADR). Seminar presentations included discussions of applicability and implementation of the acts, deliberations about best practices, and provided opportunities to share lessons learned.

In November, the Directorate of Contracting co-hosted the Total Army Roadshow V. Guest speakers from the highest acquisition level possible emphasized the Army's latest acquisition reform initiatives. Through practical exercises and simulations, government personnel have experience effective techniques in forming and operating in integrated product teams. Application of the new streamlined acquisition procedures for use of commercial items was experienced in a controlled classroom setting, enabling participants to be candid and spontaneous without repercussions. Individuals were encouraged to select several reform initiatives (prescheduled classes) that specifically impacted their responsibilities.

Contracting Officers Representatives attended approximately 40 Department of the Army Research and Development Agency Principle Investigative Kick-off meetings enabling them to screen Broad Agency Announcements (BAA) which helped Department of the Army Research and Development Agency in their selection for award processes. Technical employees represented the Army on various groups such as the Department of the Army Research and Development Agency High Definition Display Group. High Definition Display Groups insured data was transferable among users within the government and private industry who were in support of law enforcement and high tech computers.

The Small and Disadvantaged Business Utilization Specialist (SADBUS) and Purchasing Division provided the preponderance of material for the Electronic Commerce/Electronic Data Interchange (EC/EDI) conference held in April. Local vendors were invited specifically to gather data and gain knowledge about the government purchasing system and how the acquisition reform acts, would impact government buying power and increase competition among vendors

nationwide. Much of the conference agenda allowed time for the vendors to ask questions, express their concerns, and to discuss the avenues and limitations of EC/EDI in a non-threatening, open-floor discussion. The structure of the conference included panel members from different contracting arenas; that is, small purchases, small and disadvantaged business advisor, and contracting officers supporting Fort Huachuca. Investment in local area networks was strongly suggested to the small business owner with emphasis placed on becoming a fully automated business.

Through the formal source selection process, the Directorate of Engineering and Housing Operations and Maintenance Contract was awarded in July to Sadler and Steinhoff, Incorporation (SSI). However, before phase-in was complete, two competitive contractors, Science and Technology (Sci Tek) Inc., the incumbent, and Madison Services, Inc., the second best value, filed protests with the General Accounting Office (GAO). A stop workorder was issued to SSI and Sci Tek's contract was extended until resolution of the protest could be reached. The GAO hearing was held at Fort Huachuca on 24 and 25 September. In November, GAO ruled in favor of the awardee (SSI) and a contract modification to resume phase-in was issued on 22 November. The base period for this contract was from 14 December through 30 September 1997.

John J McMullen Associates was awarded the HAZMART Contract on 23 September after the HAZMART Working Group consisting of members from safety, environmental, logistics, and Internal Review evaluated proposals for content and format, the award basis, and the statement of work. No protests were filed.

Effective 1 August, Intelligence Center and Southwest Gas Corporation entered into an agreement for a lower gas transportation service charge. The Army Power Procurement Office (APPO) gave final approval and signed the document on 21 September.

U.S. Army Garrison

Human Resources

Military Personnel

The Military Personnel Division served as Adjutant General and advisor to the Commander and Chief of Staff on all administrative matters and services pertaining to personnel and their family members. It provided Military Personnel service support to U.S. Army Intelligence Center and Fort Huachuca, Fort Huachuca partner organizations, Yuma Proving Ground, Phoenix Military Entrance Processing Station, Defense Plant Representative Offices in Mesa and Tucson, Goodfellow Air Force Base, Pensacola, and all retirees and surviving spouses in the State of Arizona, Nevada, and Southern California.

Quarterly soldier readiness processing was conducted on 28 January, 28 April, 29 July, and 28 October. Approximately 2,450 installation soldiers received their annual soldier readiness update requirements as they processed through quarterly soldier readiness processing.

The Casualty Assistance Branch provided support for 48 active duty soldier deaths as well as 474 retirees in Arizona, Southern California, and Nevada. There were 119 burials at the Fort Huachuca Cemetery during the year. Burial honors were provided to 238 retirees and veterans in Arizona.

During the year, 13 Legion of Merit awards were processed and approved for enlisted members and 12 for officers. The Meritorious Service Medal was approved for 251 enlisted and 84 officers.

During the period 16-20 June, the Military Personnel Division participated in an installation mobilization exercise, CALL FORWARD 96, with 11 units from the National Guard and U.S. Army Reserves participating. The division conducted simulated mobilization of 11 units, incorporating Mobilization Level Application Software (MOBLAS) into the process.

During the year, 1,487 soldiers, civilians, and their family members were counseled regarding their basic transition benefits. The contractor-operated Job Assistance Center (JAC) provided individualized job search help to 1,366

new transitioners and the same help to 3,238 repeat clients.

During the year, 22 Transition Assistance Program (TAP) Workshops were conducted for 935 transitioner clients. The TAP Workshops taught transitioners job-search skills, such as interviewing, resume writing, networking, and dressing for success.

Significant marketing activities included presentations to student personnel, five Military Intelligence Officer Advance Courses, six Military Intelligence Officer Basic Courses, one pre-assignment course, two Noncommissioned Officer Professional Developments, one Army Family Team Building seminar, the Defense Accounting System Staff, a civilian and a military pre-retirement briefing, three briefings to community organizations, and a briefing to Army Signal Command spouses. Individual leadership briefings were made to 26 leaders from Fort Huachuca organizations. Career Days were held with representatives from the Immigration and Naturalization Service, the Border Patrol, Vision Quest, Northern Telecom, and FFC Trucking Company. Two job fairs were conducted; one a telecommunications job fair held in conjunction with the Command, Control, Communications and Intelligence Technology Exhibit and the other with representatives of the motor carrier industry. Seven local employers were visited and featured as "Employers of the Month." Members of the staff participated in two Pima Community College Job Fairs, one Cochise College Job Fair, the Army Community Services Job Fair, and the Fort Huachuca Fun Fest.

The office conducted 12 Veterans Affairs Benefits briefings, 11 Government Employment Workshops, and a specialty workshop on how to prepare for a job fair. The office arranged for The Retired Officers Association (TROA) to present a workshop entitled "Marketing Yourself for a Second Career," and submitted 31 articles for publication.

Civilian Personnel

The Civilian Personnel Division aggressively prepared for transition from a conventional Civilian Personnel Division to a Civilian Personnel

Advisory Center (CPAC). It wrote and published a detailed transition plan which was shared throughout the West Region; loaded Functional Process Improvements on all computers in Civilian Personnel Division; trained the staff and fielded Functional Process Improvements to eight customers and tenants. PERSACTION was in full use throughout the Civilian Personnel Division. The work force and management teams were briefed on the Civilian Personnel Division regionalization and how their relationships with CPAC/Civilian Personnel Operations Center (CPOC) would flow. Databases were purified and audits conducted to insure a smooth transition to CPAC status. Retraining of the Civilian Personnel Division staff started and would continue until regionalization occurs.

After several years of dormancy, responsibility for the employee training program was returned to Civilian Personnel Division and the overall program was revitalized. The Civilian Personnel Division upgraded the training facility, bought a new satellite dish, expanded course offerings to include many contractor-presented courses and rebuilt a training staff. The division started a Classroom Supervisor Development course to supplement the Department of the Army correspondence course; built up the Army Leadership and Development Course presentations; and created a full automation training program with Directorate of Information Management support in addition to routine civilian training.

In the area of labor relations, the union contract was renegotiated cover-to-cover in one week, using interest-based bargaining strategies. An Alternate Dispute Resolution program was started and 18 mediators were trained and functional.

The Civilian Personnel Division started a shared Bulletin Board for all employees to access job announcements, training opportunities, and news items. The Civilian Personnel Division also implemented a Voice Mail system, started using closed circuit TV for announcements and created a news bulletin, called *Civilian Personnel Division Straight Talk*, published in hard copy and electronically.

A Training and Doctrine Command staff assistance visit occurred during 18-20 June, at which the Civilian Personnel Division was recognized for excellence in preparing for Civilian Personnel Division regionalization.

The Civilian Personnel Division started a program of user-friendly job applications, using self-scoring rating sheets. The program was called FASTAPP and was modeled after the Office of Personnel Management's MARS program. FASTAPP reduced turnaround on issuing job referrals from weeks to two days.

The division started a wellness program for the installation which made use of on-post fitness facilities and provided full medical screening and program guidance from professionals. Employees were enrolled for a six-month period during which time they were permitted to use specific amounts of excused absence for this program.

Through the use of Voluntary Early Retirement Authority/Voluntary Separation Incentive Program and an aggressive internal placement program, Reduction-in-Force was avoided again this year throughout the installation's organizations. In the Intelligence Center, alone, 40 projected separations were avoided.

A reinvention initiative was proposed to Training and Doctrine Command which would permit the Intelligence Center to test a pass/fail appraisal system in lieu of the conventional Total Army Performance Evaluation System program. After receiving initial approval, the proposal was stalled at the Training and Doctrine Command level due to conflicting legal opinions on the proposal. The initiative awaited final resolution of that conflict before it would be further pursued.

All organizations within the garrison received a 100 percent organizational review, with the purpose of finding ways to economize and effect efficiencies. Many improved structures were found and proposed to the directors, who began to implement the proposals.

Dan Shipman was nominated for the Department of the Army Kushnik Award, the most prestigious award in the Civilian Personnel community. His nomination was based on his role in assisting Department of the Army and Department of Defense in developing software

applications for use throughout DoD, as well as selected civilian agencies.

Human Development

Educational and training classes were offered at the Army Education Center and Rascon Learning Center morning, lunch, afternoon, evening, and weekend hours, averaging approximately 50 students a day. College enrollments totaled 3,200. Wayland Baptist University signed a memorandum of understanding in November to bring needed degree programs to Fort Huachuca. All tuition assistance monies were spent. A fiscal year-end plus-up of \$32,000 in tuition assistance was obligated in two weeks. The Department of the Army installed the Education Installation Support Module system in October and several 486 processors and laser printers were provided as a result.

Efforts continued to merge the staffs of the Main and Intelligence Libraries into one personnel system and one supervisory chain. Job descriptions were rewritten, using the Office of Personnel Management's new application of standards. The conversion to one automation system continued, requiring the help of the local Directorate of Information Management and the changing personnel at the contracting agency. The Garrison Commander approved monies to continue the New Book Rental Plan through Fiscal Year 98 and to fund the hiring of two part-time temporaries to assist with the automation effort. By year-end, both positions were still unfilled. Foot traffic in the joint facility was over 180,000 for the year.

Alcohol and Drug Abuse Prevention

The Fort Huachuca Clinical Program of the Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) was designated as the central drug and alcohol record depository for the Southwestern region of the new TRICARE regions. The Clinical Director was named by the U.S. Army Medical Command (MEDCOM) as the point of contact in the Southwestern region for the program's clinical matters. Three clinical staff members received International Certifica-

tion through the Army's reciprocity program with the Internationally Certified Alcohol and Drug Counselors. A high-risk profile initiative, Returning Overseas Prevention and Education (ROPE), was designed and was awaiting approval for implementation. After nearly three years of significant understaffing, all clinical positions were filled.

The 10th Annual Safe Holiday Pledge Campaign began in November. The year-long campaign had as its goal the reduction of Drinking Under the Influence on the installation by 50 percent within the coming year. The Safety Office and the ADAPCP were working together in this effort. With the help of the local Chrysler dealer, Chrysler Corporation brought their Neon Drunk Driving Simulator to Fort Huachuca and the Sierra Vista Community in March. Over 600 soldiers drove the simulator and were able to experience what it was like to drive drunk or drive in the car with an intoxicated person. A special 4-8 hour class was developed and offered to civilian and military employees for Improving Stress Hardy Skills. The ADAPCP participated in the "Stand Down for Safety Day." A drug and alcohol information quiz game was invented for group participation during the event.

The ADAPCP was designated as the proponent for the Installation Program and the Installation Risk Reduction Team (IRRT) was formed with the Alcohol and Drug Control Officer as the team coordinator. Team members selected were as follows: Alcohol and Drug Control Officer, Safety Officer, Provost Marshal, Preventive Medicine, Community Mental Health, Chaplain, Army Community Service Officer, Family Advocacy Program. The team went to a one-week Prevention Team Training in Savannah, GA, in February. In January, a team from Training and Doctrine Command and the U.S. Army Drug and Alcohol Operations Agency (USADAOA) came to Fort Huachuca to brief all commanders and partners on the Risk Reduction program. The program was enthusiastically accepted at all levels of command. Program implementation began with quarterly data collection of some 22 different high risk behaviors that impact mission readiness and quality of life. The first quarter of data was collected for second quarter fiscal year

1996 and was ongoing. At the end of each quarter, the IRRT reviewed the data for trends and profiles and briefed commanders. Sixteen battalions and other military organizations were participating in the program on the installation. After three quarters of data collection, the Installation Risk Reduction Team began the intervention phase of the program. The team would develop prevention and intervention strategies to target specific high-risk behaviors. Three battalions were initially identified to focus on and assist with targeted prevention efforts designed to reduce high risk behavior on the installation. The four target areas were substance abuse, domestic violence, crimes against persons and property, and financial problems.

In the area of program administration, the draft AR 600-85 was awaiting printing and distribution to the field. All ADAPCP staff have computers. The Drug and Alcohol Management Information System (DAMIS) was installed in August. The functional administrator and an alternate were trained in the program with the purpose of training the remaining ADAPCP staff. At the end of the year, there were problems with the program and it was still not operational in the office. The Directorate of Information Management was working on correcting the problem. It appeared that it was not installed properly with enough power to function as needed. All ADAPCP garrison and clinical positions were filled at the close of the year. In November, Training and Doctrine Command and Drug and Alcohol Operations Agency conducted a staff assistance visit of the ADAPCP. Their report concluded that the Fort Huachuca ADAPCP was one of the best in the Army. There was only one finding that was based on a commander giving soldiers prior notice to report for testing. This was being corrected.

The ADAPCP was authorized by Drug and Alcohol Operations Agency to operate the Civilian Counseling Services as an official Employee Assistance Program. The Alcohol and Drug Control Officer and the Civilian Program Coordinator (CPC) were trained and certified in 1996 as Certified Employee Assistance Professionals through a national certification board. This meant that referrals of employees for other than

alcohol and drug-related issues could be dealt with by the ADAPCP Employee Assistance Professional. The 10th Annual Red Ribbon campaign was conducted in October with State Attorney General Grant Woods as the keynote speaker for the Kick-off Luncheon. It was attended by 167 leaders of Fort Huachuca and the local community.

The Biochemical Testing position was under contract for the year. In addition, one 71L, E-5, assisted as the alternate Installation Biochemical Testing Coordinator (IBTC). In fiscal year 1996, 15,939 specimens were collected with 33 positives; 25 for THC, 5 for cocaine, 2 for amphetamine, and 1 for methamphetamine. The Alcohol and Drug Control Officer reviewed unit "Smart Testing" procedures monthly and consulted with battalion and company commanders to improve procedures. Biochemical testing was conducted for 68 civilian employees in Test Designated Positions with no positive results. Fifty-two rehabilitation tests were done on civilians and family members enrolled in the ADAPCP. Four pre-screening tests were conducted for new employees.

Community Activities

The Community Activities Division included the Barnes Field House Indoor Pool Operations, the Base Realignment and Closure (BRAC) Physical Fitness Center, coed intramural and higher level sports competitions, multipurpose sports fields and tennis courts, two Outdoor Pool Operations, Bujalski Track and Field Complex, and the Recreational Vehicle (RV) Park, Bowling Center, Golf Course, Autocrafts, Sportsman's Center, Buffalo Corral, and Post Boxing. The Barnes Field House exterior was painted in December and would make the facility cooler in the summer. The Physical Fitness Center in the Base Realignment and Closure area opened on 22 November using Borrowed Military Manpower. Men's and Women's Post basketball teams were not funded due to downsizing of the Army.

M.Sgt. Johnny Hernandez was assigned as the Head Coach for the Fort Huachuca Boxing program. Fort Huachuca hosted the 1997 All Army

Boxing Trial Camp and Championships. Fort Huachuca boxers captured five weight divisions in the championships. The post also hosted the World Class Athlete Boxing Program through July.

The Mule Mountain Marathon (MMM) Race Director, Mr. Les Woods, directed and supervised the 1996 event and had over 1,100 runners compete in the full-length Mule, half-Mule, dual-Mule, and relay team events. The marathon generated over \$21,000. Two pre-MMM runs were conducted. They were the West Gate Run in February and the Buffalo Corral Run in March. The 1996 Multi-Sports Summer Series was conducted with 300 athletes participating in a triathlon, biathlon, and a mountain bike race. Fort Huachuca hosted the 1996 All Army Track and Field Trial Camp and Championships from 15 April to 15 May. All Army winners continued on to the Armed Forces Championships to win the overall title for the 13th year in a row. The Sports Office instituted and supervised the first year of the Coed Commander's Cup Intra-mural Sports Program.

The Swimming Pool Program hosted the 1996 Senior Olympic Games (now called Senior Games) swimming competition. Eight men and women competed for gold, silver, and bronze medals in ten different events. The Buena High School Home Swim meets were held at the Barnes Field House Indoor Pool. Buena was victorious at all three meets, beating Sunnyside, Pueblo, and Tucson High School. Ms. Misty McGuire, Recreation Assistant, received a Commander's Coin for her quick response in rescuing a mother and son from the pool.

The Mountain View Golf Course hosted the 1996 All Army Golf Trial Camp and Championships from 13-20 September, with the top 44 men and women golfers of the U.S. Army participating. The Armed Forces Golf Championships were held from 21-28 September. The U.S. Army won the overall team title by three strokes. The golf course hosted the 1996 Conseil International du Sports Militaire Golf Championships, 28 September-4 October. The top 14 men and women from the Armed Forces Championships played against the representatives from the Canadian Armed Forces.

Youth Sports was moved under the Community Activities Division on 1 July. Ms. Debbie Wambach was assigned as the Supervisory Recreation Assistant from 1 June through 31 August and Mr. Norisse Kelley from 1 October through 31 December. The office organized and hosted the 1996 Interleague Little League Baseball Tournament in June between the participating communities of Fort Huachuca, Huachuca City, Santa Cruz, and Tombstone. The tournament allowed every youth who participated during the regular season to participate in tournament play. The 1996 Little League Baseball District-8 West area Minor League (ages 9 and 10 year olds) tournament was held in July, along with the final four championship games of both the District-8 Minor, and the Major League Division (11 and 12 year olds). The 1996 Pop Warner Little Scholars Tackle Football Championships were held at Bujalski Field in November and December.

Junior Wrangler and Riding classes for school-age children were conducted at the Buffalo Corral during July and August. An Arabian Horse Show took place in October, the first in over two years, which brought income for the arena. A Trail Ride to Tombstone, which made about \$1,400, was held in October. Pony rides at the Family Festival generated about \$800 for all three days. The Buffalo Corral was given \$50,000 (Appropriated Funds) to buy horses and upgrade the facilities. The corral purchased 19 head of horses, 20 new feeders, enough roof and panels to make new pens and cover the pen where the horses were saddled, new storage shed for hay, and enough fencing to create a new pasture for better pasture management (an environmental study was required before the fence could be installed). By having the additional horses, special events, and cutbacks, more income was generated and the corral was able to go from \$8,000 in the red to \$11,000 in the black.

Family Support

Army Community Service (ACS) had a full-time officer, beginning in November. The ACS no longer had an Exceptional Family Member

Program (EFMP) Coordinator. The position became vacant and was later abolished after the incumbent departed in August for another position. Some of the duties for this program were tasked to the ACS Family Advocacy Program Manager and the Raymond W. Bliss Hospital EFMP representative. The ACS continued to receive a large volume of requests for service. During the year, a total of 49,668 telephonic and walk-in requests for assistance were received from soldiers, family members, civilians, and others.

Parent University was a program of classes assembled by ACS in an effort to make good parents better. The program, held 16-28 September, offered 38 classes that were attended by 750 Fort Huachuca and Sierra Vista community members.

The ACS Relocation staff developed a Home Page in an attempt to reach soldiers, family members, civilians, and others world-wide who would relocate to Fort Huachuca. The page could be accessed at <http://www.primenet.com/~rlewis/acs.htm>. Although statistics were not available at the end of the reporting period, initial response indicated this assistance was being well received. An automatic counter would soon be available to determine the use of this page.

The Army Emergency Relief (AER) was held from 1 March to 31 May. The campaign netted more than \$140,000 to help soldiers experiencing financial emergencies. During 1996, AER assisted 961 soldiers and retirees and issued a total of \$391,581 in loans and grants.

The New Beginnings Child Development Center (CDC) celebrated Customer Appreciation Day on 31 May with an Ice Cream Social in the Center Courtyard. Over 250 families ate ice cream, played in the water and ice tables, and enjoyed friendly conversation with friends and neighbors. The Child Development Center Parent Advisory Council, Parents Who Care, supplied the ice cream for this afternoon family event. In August, the summer monsoons flooded approximately half the rooms in the center. The staff of the Directorate of Engineering and Housing quickly responded to the problem. The engineers poured concrete culverts on two playgrounds to channel water into the drain-

age ditches. A local contractor installed gutters. The decisive actions by the Directorate of Engineering and Housing prevented further water damage. In September, the center administered a Holiday Preference Survey to all parents. Results of the survey were given to the Parent Advisory Group, Parents Who Care. Staff conducted information briefings and the parents made recommendations for the center's holiday policy. This policy included celebrating the Army core holidays, (all Federal holidays), as well as holidays special to center families, such as Valentine's Day and Mother's /Father's Day.

The Department of the Army Family Child Care (FCC) Subsidy Assistance Program went into effect at Fort Huachuca on 1 March. This program equalized child care costs between the Child Development Center and Family Child Care homes for soldiers qualifying for the lower payment categories. The payment categories were based on total family income. The Department of the Army viewed this as a "soldier subsidy" versus a subsidy to an independent contractor. The Family Child Care program provided free child care on the Saturday before Mother's Day as a gift to installation parents. The Family Child Care Subsidy Assistance Program provided funding for this event. The staff held a Provider Appreciation Week in February and a Tour of Homes in June to promote a greater awareness of the program and its flexibility in meeting soldier's special child care requirements.

In the Supplemental Programs and Services (SPS) area, Ms. Harris designated patron priorities within the existing automated central waiting list. Patrons with immediate child care needs were placed above those whose spouses were looking for work and do not need care at the time. Staff now spend less time calling patrons who do not need care yet and could fill existing child care vacancies quickly. This enhanced customer service maintained Child Development Center income at the maximum level. The Family Child Care provider referrals were automated within the Supplemental Programs and Services central waiting list and referral program. The Family Child Care providers updated their information monthly. Customer service was en-

hanced as patrons placed their children on the Child Development Center waiting list and requested a current Family Child Care provider list at the same time. The Family Child Care staff, who formally handled the provider referrals, had more time to monitor care in the homes. Over 40 teenagers received baby-sitter training during the year. As a result, parents could hire trained baby sitters for their children and teens gained employment. Fewer patrons requested special openings of the Child Development Center or Short Term Alternative Child Care which resulted in less operating expense for Child Development Services.

The Training and Doctrine Command conducted their yearly unannounced inspection of Child Development Services on 23-26 September. Comments at the Command Outbrief included, "Rare to see a Center of such quality, proponent support was outstanding, this was a five star program." All areas received numerous commendations. The Child Development Services staff located in Murr Community Center, including the Child Development Services Coordinator, Family Child Care staff, and Supplemental Programs and Services staff, completed preparations to move their operation into building 41407 in the event Fort Huachuca was selected as the site for the regional Civilian Personnel Office.

School-Age Services (SAS) provided supervised developmental and recreational activities for youth 6-12 years before and after school and full days on non-school days. Opportunities were offered that complemented, rather than duplicated, school experiences. Fort Huachuca was participating in a three-year pilot initiative for school-age youth which began in August 1995. Goals were to reach and serve youth not currently participating in installation after school programs and to reduce incidence of "at risk" behaviors among school-age youth. In March the SAS Computer Lab was installed at Murr Community Center and a Contract Lab Instructor was hired. The computer lab had 15 stations and youth enrolled in the SAS program attended lab sessions to strengthen their academic and learning skills and increase their opportunity for computer literacy. In August SAS received a cour-

tesy visit from the Training and Doctrine Command Child Care Evaluation Team. The SAS program also had an assistance visit from the United States Department of Agriculture (USDA), and School-Age and Teen representatives from Training and Doctrine Command in November. The USDA representatives conducted training with SAS staff. The SAS Director's position was upgraded from a GS-7 to a GS-9 Coordinator based on the expanded duties and responsibilities of managing a stand-alone program. The SAS Coordinator, Training and Curriculum Specialist (TACS), and Accreditation Advisor attended the annual Army's School-Age Conference in conjunction with the National School-Age Care Alliance Conference (NSACA) in St. Louis, Missouri.

In October the School Age Services Coordinator and Training and Curriculum Specialist attended a two-week Adolescence Growth and Development Training in Asheville, NC. Fort Huachuca's SAS program was also participating in an Accreditation Pilot Initiative to test and improve the level of quality in school-age programs. Training for pilot sites began in November 1995 and the self-study process which focused on program improvement continued through the spring of 1997, at which time, installation pilot sites were expected to apply for accreditation. During the year visits were made to White Sands, NM, and Fort Bliss, TX. These were Fort Huachuca's cluster installations that were participating in the accreditation initiative.

Youth Services provided recreational, developmental and sports opportunities for youth ages 5-18. During 1996 the Youth Sports program moved from Youth Services to Community Activities. The Mirage Teen Nightclub opened in August to provide teens with a place for dancing, games, and social activities on Friday and Saturday nights. An after-school program began at the Mirage for Middle School students in addition to the evening program. A youth summer program was added in 1996 and youth were offered a variety of activities at all Morale, Welfare, and Recreation (MWR) facilities. Youth Services conducted a summer Soccer Clinic and hosted numerous teen and pre-teen trips. Youth Services hosted major events and programs

throughout the year in Murr Community Center. In addition to the on-going dance, aerobics, and martial arts classes, the Community Center hosted the Better Opportunity for Single Soldiers talent show, the Marine Corps Ball, several fashion shows, and a Kwanzaa Festival. The Youth Services Program Manager attended the first Department of the Army Teen Training in October and attended Track I youth development training with the School Age Services Director in November. The Tombstone High Graduation Lock-in was conducted at the Youth Center in May, and several area schools conducted recreational activities, including roller skating parties and reward days throughout the year.

Business Operations

During the year the Fort Huachuca NCO/Enlisted Clubs were #1 in Training and Doctrine Command for combined net profits. The fiscal year 1996 was a banner year for La Hacienda Club, even though total revenues of \$1,403,554 were \$95,265 less than in fiscal year 1995. The fiscal year 1996 Net Income Before Depreciation (NIBD, hereafter referred to as net income) was \$180,732, an increase of \$88,931 over fiscal year 1995. Bingo net income increased to \$146,000 while bar and mess net income fell \$7,000 and \$11,000 respectively. These decreases in net income were offset in part by overall decreases in total operating expenses of \$14,000. The bar and mess compensated for their reduced sales by substantially reducing labor and other operating expenses. La Hacienda Club continued to offer lunch service, bingo, catering for all types of special functions, lounges for evening relaxation, late night dancing, Latino and Motown oldies disco, and early Saturday morning breakfast.

The LakeSide Club's total income for fiscal year 1996 was \$872,386, an increase of \$60,616 over fiscal year 1995. The club posted a net income of \$37,709. Total bar sales for fiscal year 1996 were \$161,378, an increase of \$47,724 over fiscal year 1995. Total food sales for fiscal year 1996 were \$541,644, an increase of \$39,800 over fiscal year 1995. During 1996, a decision was made to allow all authorized Mo-

rale, Welfare and Recreation users to use and enjoy the LakeSide Club for lunch, dinner, special events, and functions. This decision allowed the club to widen its base of clientele and greatly increased food, bar, and special events' sales, such as Comedy Night.

Jeannie's Diner, located in the Desert Lanes Bowling Center, provided a casual, relaxed atmosphere for all patrons. During fiscal year 1996, total revenues were over \$352,094 with a profit of almost \$49,192. This allowed a bottom line of 14 percent, which was above the Training and Doctrine Command requirements. Lunch specials offered a variety of selections to customers at a very reasonable price. The breakfast menu and service were a regular part of the day for many people on Fort Huachuca. Jeannie's Diner's revenue decreased this past year due to the government shut down and the fear it caused, and a decrease in league bowling in the Bowling Center. In a year of decreasing resources, Jeannie's Diner continued to strive to maintain the traditional profit levels through customer service and quality products.

The Ozone Club opened to all authorized Morale, Welfare and Recreation patrons in May. This change in policy allowed the Ozone to generate total revenues of \$314,448 for fiscal year 1996 with a total profit of \$65,889. This figure took into account the first quarter of fiscal year 1996, during which the Ozone was not open and showed a loss. With the current trends and innovative entertainment programs, the Ozone would continue to be the hottest night spot in the area.

During 1996, the Information, Ticketing, and Reservations (ITR) staff brought online six new tickets to the consignment inventory. They were special event tickets such as Tucson Rodeo, Renaissance Festival, and Country Thunder USA. The office had its fax service up and running for both incoming and outgoing service. It kept the number of hotels up to 61 in four cities which offered significant discounts to the personnel of Fort Huachuca. The staff managed to maintain customer service and convenient operating hours within the constraints of budget reductions.

The 19th Hole Clubhouse was transferred from the Community Activities Division to the Business Operations Division in December. A new manager was hired in November. Financial statements for fiscal year 1996 were combined with the golf course operation, Community Activities Division.

*Morale, Welfare and Recreation
Special Services*

The Morale, Welfare and Recreation Special Services Division was created 1 December, and consisted of Special Events Branch, Morale, Welfare and Recreation Rents, nonappropriated funds Procurement, Supply, Marketing, Commercial Sponsorship, and Safety and Hazardous Materials Branch. The special events held during the year included All Army Boxing and Armed Services Boxing, with ESPN covering the finals; Army Soldier Show; Fun Festival; and the Dog Days of Summer Concert.

Morale, Welfare and Recreation Rents expanded hours of operation to seven days a week, with a net income in excess of \$41,000. The Morale, Welfare and Recreation Space Place, a mini storage facility, was now a part of Morale, Welfare and Recreation Rents.

Commercial Sponsorship was successful in bringing in revenue from local sponsors for the Special Events and other Morale, Welfare and Recreation activities.

The Marketing Branch continued to support all Morale, Welfare and Recreation events and functions. Roadside signs proved to be extremely successful.

Nonappropriated funds Procurement handled purchasing for all nonappropriated funds activities and the billeting fund.

The Safety and Hazardous Waste Branch was created in July to insure all Directorate of Human Resources activities operate within the guidelines and regulations.

The Fort Huachuca Morale, Welfare and Recreation Fund was comprised of 24 separate quality of life programs and activities. These programs operated with a combination of appropriated funds (that is, tax payer dollars) and nonappropriated funds, which was income generated

through nominal fees charged to the Fort Huachuca community. Only 30 percent of the total Morale, Welfare and Recreation activities expense was funded from appropriated funds, while 70 percent was funded from nonappropriated funds. Some of these activities operated like businesses, supporting other Morale, Welfare and Recreation programs which were more soldier-oriented and social in nature. These activities varied and covered quality of life programs such as Youth Sports, Child Care, Physical Fitness, Sports, Swimming, Bowling, and Golf Programs. The Riding Stables, Arts and Crafts, and Auto Crafts were considered developmental in nature. Needed services to the military community were provided for equipment rental, automotive repair, restaurants, guest houses, and information, ticketing and registration. In addition, the Fort Huachuca Morale, Welfare and Recreation fund hosted many special events, such as concerts, festivals, a circus, and the annual Army Mule Mountain Marathon. During the fiscal year, the collective Morale, Welfare and Recreation activities generated a net income of \$273,569, which was reinvested into soldier programs. Of this total amount, \$147,186 was sent to the Department of the Army Morale, Welfare and Recreation fund to be earmarked for major construction of new or refurbished Morale, Welfare and Recreation facilities around the world. Another \$126,383 was retained at Fort Huachuca to be reinvested into quality of life programs for equipment replacement and facility upkeep.

Equal Employment Opportunity⁶⁶

The Equal Employment Opportunity Office supported various Special Emphasis Program Committees (SEPC) during the year. They were the Black Employment Program; the Federal Women's Program; the Hispanic Employment Program; and the Program for Individuals with Disabilities.

The Black Employment Program Committee had a successful Black History Month during February. The fort's military, civilian and surrounding community joined in full force to honor African Americans during the month. This year's theme was "African American Women:

Yesterday, Today, and Tomorrow." A luncheon kicked off the month of events on 1 February with Tracey Pinson, director of Small and Disadvantaged Utilization, Office of the Secretary of the Army, providing a historical and personal perspective of the achievements of African American women. Other events included a gospel extravaganza, a musical presentation of black artists by the 36th Army Band, a golf tournament, fashion shows, basketball tournaments, displays and workshops.

The Federal Women's Program Committee sponsored events for Women's History Month throughout March. Workshops facilitated by Fort Huachuca personnel were among those that supported the committee with the month's observances. Carol Prater, chief, Civilian Personnel Division, and LaVail Greunholz, from Civilian Personnel, provided a workshop on "Women in the Downsizing World" and "The Family Leave Act," respectively. Ruth Sanchez, U.S. Army Information Systems Command, Human Affairs Office, presented a workshop, "Achieving Success." Lt. Col. Milagros Lopez, chief, Pathology Service with the U.S. Army Medical Department Activity, along with the Occupational Health Service offered "Health Check '96." The month came to a close with a luncheon honoring the military and civilian "Women of the Year Award." More than 220 people attended the function to see Sgt. 1st Class Lynnise Moore, an NCO with Reserve Forces, and Toni Reeves, collateral duty Federal Women's Program Manager for Information Systems Command, accept their awards.

The Hispanic Employment Program Committee planned and conducted Hispanic Heritage Month, which ran from 15 September through 15 October. It began with a luncheon and continued with special workshops, to include one on Interviewing Skills at the Quality Training Center.

The Program for Individuals with Disabilities held National Disability Month in October with a number of workshops.

Public Affairs

General William W. Hartzog, commander of Training and Doctrine Command, visited on 8

February and was the guest speaker for the local chapter of the Association of the United States Army. A media opportunity was set up with local and regional media outlets, and the general discussed the Military Intelligence vision for the Army of the future and Force XXI. Positive news articles resulted for both internal and external audiences and these articles were pushed to Training and Doctrine Command News Service and Army News Service. The impact of the media opportunity reached not only the civilian community, but the message was also conveyed to the rest of the Army as to how important Military Intelligence tactics and information dominance for Force XXI was considered by key senior Army leaders.

Public Affairs sponsored a working lunch between the garrison commander, Colonel Alfred H. Elliott III, and local and regional media organizations on 21 May. Approximately 15 media representatives attended. The purpose of the meeting was to exchange information, discuss philosophies about media needs and goals and to foster the concept of cooperation and openness. Insight was gained as to what the media needed and expected from the public affairs office. Another successful meeting was also held in September, again hosted by Colonel Elliott. Some different media attended, with all seeming to appreciate the efforts the post leadership was taking in order to enhance relations between the Army and local and regional media.

Army Times Editor Donna Peterson and reporter Jane McHugh visited the post from 10-12 June. Intelligence Center Public Affairs Office took the lead on the itinerary, coordinating public affairs missions with PAOs from Electronic Proving Ground, Joint Interoperability Test Center, Information Systems Command and MEDDAC. The visit was one of fact-finding and exchange of story ideas, resulting in extremely positive press coverage in *The Army Times*, an international, weekly publication.

Early in the year, external media interest centered on the soldiers the command deployed to Bosnia, mostly with JSTARS, followed by providing addresses to write to troops and send a February Valentine's Day shipment of special

packages. As these soldiers returned home, media did feature stories about them.

Noteworthy was the decline in coverage of Unmanned Aerial Vehicles, which were heavily covered in 1995 due to numerous flying accidents and controversy on Capitol Hill. Department of Defense's decision to halt full production drastically reduced media interest.

In the Spring, media interest turned to a lack of funding which threatened to close the three on-post Accommodation Schools. Although federal funding came through, the potential crisis spurred the state government into pushing through emergency funding to support the on-post system, reflecting very positively on the fort's clout and strong support from the state government.

In June, there was favorable media coverage of CALL FORWARD 96/Thunder Mountain MOBEX 96 as the garrison exercised its abilities to serve as a mobilization station and a Power Support Platform. The exercise afforded PAO its first opportunity to utilize the Widowed Support Center as a contingency Media Center for events which might require accommodating a great influx of media representatives. The Fifth Army exercise evaluator praised the plan and the exercising of this contingency. Preparation and follow-up evaluation allowed fine-tuning of the Public Affairs Annex for the Mobilization Plan and for the updating of the mobilization TDA.

In July, positive media exposure was given to the hosting of a Tennessee National Guard BOSSLIFT, a program which takes corporate VIPs who employ Guard and Reserve members on a tour to see the Army in action and encourage their support for Guard and Reserve commitments.

In July, the possibility that about 30 garrison jobs were in jeopardy due to a lack of projected funding prompted Town Hall meetings to explain to employees how the fort was attempting to avoid a reduction in force. Through early retirements, transferring employees in encumbered positions to other vacancies, etc., all employees were placed and a RIF was avoided in late August.

During this time, the fort was also selected to be the site of this region's consolidated civilian

personnel center, possibly providing up to 100 new jobs. However, the absence of environmental compliance procedures forced the Army to undo that decision pending the required procedures. A final decision had not been made by the end of the calendar year, although many on post remained optimistic that this was merely a formality and that the fort would again be named home of the new regional center.

Beginning in the fall and continuing through the winter, there were several incidents involving gas leaks while old gas pipes were being replaced in many areas of the post by civilian contractors. One of these leaks resulted in a fire which damaged government quarters but caused no injuries.

In October, media was given a heads-up that the post would conduct an anti-terrorism exercise. This allowed the Public Affairs Office to train the media about restrictions and procedures that would apply during such incidents. Toward the end of the exercise, media ceased to be "players" and were permitted to get photographs, interviews, etc., in order to emphasize the importance of such exercises.

Also in October, Department of Defense announced that training materials once used at the School of the Americas were found to contain since-removed references to unethical methods for counter-intelligence. The national media asked about the possible source of this controversial information. No records pertaining to this were discovered by the end of the year.

In November, national media also took a strong interest in the dedication of a statue to Army family members. The statue, "Mourning Hearts - A Soldier's Family," depicted a widow with two small children and was positioned in the Post Cemetery so that the widow looked at gravesites. Coincidentally, after the 23 November dedication date was chosen, the Secretary of Defense declared the week of 24 November as Military Families Appreciation Week. This event allowed PAO to set a first by putting a color, electronic, digitized photograph of the statue on the Internet before the dedication, giving media instant access to this photo.

In November, the Army announced that several instructors at Aberdeen Proving Ground,

MD, faced courts-martial for various charges of rape, fraternization and sexual harassment. This prompted media to "localize" sexual harassment issues to local and regional posts and Fort Huachuca was no exception. Virtually all regional print and broadcast media requested the fort's sexual harassment statistics and interviews with instructors and students. Media interest in this issue continued through the calendar year.

The newspaper produced by the Command Information section was *The Fort Huachuca Scout*, a commercial enterprise tabloid publication printed by Five Star Publishing of Sierra Vista, Arizona. The printing contract was renewed in August for the fourth and final extension permitted by Army Regulation 360-81. A new contract would be negotiated in 1997. Quality of the newspaper was poor at the beginning of the year. This was due, in part, to the limited number of trained journalists on the staff and a lack of concern for quality control by the contractor. The printing process was subcontracted to Mountain Graphics of Tucson, Arizona. In August, after the contract had been renewed, Five Star Publishing changed its printing subcontractor to the Sierra Vista Herald, a daily newspaper in the local community. Quality of photographs have improved, but there was still much to be done in this area.

Thunder Mountain Radio and Television operated a closed circuit TV channel provided by the civilian cable TV contractor, TCI of Arizona. This channel was called the "Commander's Access Channel" and was assigned to Channel 36. Broadcast capabilities were limited to the use of a character generator to air-printed messages and an audio satellite hookup with Soldiers Radio and Television. Audio programming consisted of music and news and the channel operated 24 hours a day, seven days a week. It began operation 29 February.

Media interest continued to remain quite high in matters pertaining to the fort's handling of the environment. There were legal challenges against the installation by various community and environmental groups including the Southwest Center For Biological Diversity (SWCBD), chaired by Dr. Robin Silver, a Phoenix physician. These challenges primarily related to water

usage and endangered species. To date, two lawsuits were filed, both of which were dismissed in the Army's favor at the District Court level. On appeal, one lawsuit was recently dismissed by the 9th District Court of Appeals and the other was still pending. In November, SWCBD filed a petition under the North American Free Trade Agreement (NAFTA) alleging that the fort was massively expanding and was violating U.S. law by not adequately evaluating water impacts on the San Pedro River. This was the first such environmental filing under the provisions of NAFTA and a response was requested from the U.S. The response was due in early 1997.

SWCBD sent a number of Freedom of Information Act requests over the years to Fort Huachuca and other agencies. Representatives of the SWCBD have attended and provided input on their agenda at public meetings. It also engaged in ongoing lobbying efforts against growth at Fort Huachuca, especially when the Base Realignment and Closure process occurred. In addition, it provides information about "water problems" to other competing installations and activities. SWCBD also networked with other environmental groups when filing their lawsuits and pushing their agenda.

Perhaps to establish legal standing and more credibility from the public, Dr. Silver purchased one of the few private parcels of land in the San Pedro Riparian Area.

In the public media, SWCBD issued a number of press releases and Dr. Silver wrote several letters to editors. These actions usually coincide with the filing of or threat of filing a lawsuit and create a media query "blitzkrieg" before the Army was aware of the actions.

Internal Review and Compliance

The Fort Huachuca Hazardous Material Minimization Program and Center, or HAZMART, started operations 1 October. This was a brand new function for the Army. The Primary objective of the Program was conservation and protection of the environment by reducing the amount of hazardous waste generated on the installation. The Fort Huachuca HAZMART

U.S. Army Garrison

Program was recognized by Training and Doctrine Command (Training and Doctrine Command) as a model for Training and Doctrine Command and for the Army. Under a new reinvention funding initiative, called BOLD Grant, The Internal Review Office successfully developed a request package for funding the HAZMART Start-up. In February, Training and Doctrine Command awarded \$246,000 to Fort Huachuca's HAZMART Project, as one of the 30 approved projects, out of total of 112 proposed projects. The funds were used to build a facility and purchase computers and other equipment required for operations. A Grand Opening of the facility was held 8 November with guests attending from the surrounding communities, major organizations on the installation, Training and Doctrine Command headquarters, Congressman Kolbe's office, the County Board of Supervisors and various Environmental groups. A second BOLD Grant package for Fiscal Year 1997, requesting \$300,000 to cover operating costs, was submitted to Training and Doctrine Command.

The U.S. Army garrison embarked on a process to develop an Activity Based Cost and Management system for the entire garrison. In August a team of managers from the Directorate of Logistics and the Chief of Internal Review built the first Activity Based Costing model. The model was built using a rapid prototype approach. Managers were able to learn what Activity Based Costing was and how it could be used by actually building a computer model for the Directorate of Logistics. A second model was developed to reflect the complete organization of the Directorate of Logistics. The results of the second model were briefed to the Training and Doctrine Command Deputy Chief of Staff - Base Operations. The command requested \$249,000 to continue funding the implementation at Fort Huachuca. The Activity Based Costing models would identify the cost of the services provided to Fort Huachuca customers. The data would also supply the baseline information to evaluate improvements initiated under the Army Process Improvement Criteria program. The Activity Based Costing system was being de-

signed to be one of the critical management support systems of the garrison.

Internal Review was requested to perform an analysis on how the Installation Support Module Program would affect Fort Huachuca's maintenance mission and Operation and Maintenance Army (O&MA) budget. Our objectives were to determine how Installation Support Module (ISM) rates were developed, billing procedures used for reimbursement purposes, and impact on the O&MA budget, and other financial areas. The ISM concept focused on centralized management and decentralized work-loading of Army SUSTAINMENT activities, through consolidation of all SUSTAINMENT maintenance activities under a single management structure. The ISM goal was to maximize repair capability while providing a high level of weapon system availability at reduced costs and maintaining flexibility for the commanders. Through balanced resource allocation, work load distribution, and decentralized execution of maintenance work, ISM sought to maximize repair capabilities and optimize the use of available resources.

Over \$9 million in reported monetary benefits by external audit agencies were successfully contested. These contested "benefits" were ruled invalid by Department of the Army.

The U.S. Army Audit Agency conducted the following external audits during 1996: Table of Distribution and Allowance (TDA) Equipment, Information Security, Distribution of Enlisted Personnel, Recycling Program, General Fund Accounts Payable, and Modems. Training and Doctrine Command, Office of Internal Review, conducted two audits: Onload Contracts and Carson Travel.

For the second year in a row, the Intelligence Center's Internal Review and Audit Compliance Office won the Department of Army Award of Excellence in the three-member-or-less category. Some 150 Internal Review offices throughout the world were judged in four categories: Value to the Command, Innovation in Delivery of Services, Contribution to the Internal Review Community, and Professional Development.

Information Management

On 17 June, the Telecommunications Center (TCC) was notified that opening a couple of hours each day on weekends was no longer required. This requirement was established to support the U.S. Army Signal Command (formerly the U.S. Army Information Systems Command) and 11th Signal Brigade missions in Bosnia. The opening of the TCC was necessary to process high precedence messages.

The Defense Message System (DMS) equipment was installed July. The directorate was waiting for the Initial Operational Test and Evaluation (IOT&E) to be completed before assuming control. This system allowed users to have an electronic-mail account wherever they were located, whether at their permanent duty station or at their temporary duty location. The Initial Operational Test and Evaluation was projected to start in June 1997.

On 26 August, the National Security Agency representatives installed the Certification Authority Work Station (CAW) in the TCC. Personnel from the Directorate of Information Management, functioning as key players, received training on the purpose, preparation, security, and operation of the CAW. The FORTEZZA cards were prepared for all personnel who would be key players in the Defense Message System at Fort Huachuca.

On 26 September, a change of the Communications Security (COMSEC) Custodian of COMSEC Account 5E6103 occurred. Mrs. Juanita Cox assumed duties and responsibilities of the COMSEC Custodian. Mr. Ronald Mayer, the outgoing COMSEC Custodian, was relieved of accountability after a 100-percent inventory was performed, and all items were accounted for. An audit by the U.S. Army Materiel Command, Communications Security Logistics Activity, was conducted at the same time. During the outbriefing, Mrs. Cox was complimented on the status of her account.

On 19 December, the Defense Information Systems Agency contractors modified the SECRET Internet Protocol Router Network (SIPRNET) equipment racks and upgraded the AGS Plus Router to a CISCO 7500 series router.

This router supported the SIPRNET hub for classified internet messages. Disassembly of Packet Switching Node 11 also occurred with this upgrade.

The Defense Information Systems Agency was transitioning from the Defense Data Network (DDN) to the Defense Information Services Network. As part of that effort, the Unclassified but Sensitive Internet Protocol Router Network (NIPRNET) node was installed and replaced the Military Network (MILNET) of the DDN. This enabled the users to gain faster access to the networking circuits. The MILNET node equipment was taken out and awaiting turn-in.

In support of the U.S. Army Audit Agency's (USAAA) audit of Information Systems Security, the Land Information Warfare Activity (LIWA) conducted a vulnerability assessment of unclassified information systems located on Fort Huachuca during the period April to July. The Vulnerability Analysis and Assistance Program (VAAP) emulated the techniques of a moderately knowledgeable intruder using publicly available tools to penetrate Department of the Army (DA) information systems. The VAAP team gained user access to approximately 30 systems and super-user access to five systems. Vulnerabilities found that could be directly related to the systems controlled by the Directorate of Information Management were corrected. On 9 August, a verbal request for a more in-depth VAAP of Fort Huachuca's information systems was requested. Several attempts to have LIWA perform this assessment resulted in no action. On 9 December, the point of contact for the Directorate of Information Management contacted Mr. Robert Bowes, LIWA, to request a status. Mr. Bowes stated that Fort Huachuca was the second installation on a list to have VAAPs done; however, because of possible legal ramifications the procedures for requesting and performing a VAAP had to be reviewed by LIWA's legal department. There was no indication as to when the VAAP could be performed at Fort Huachuca.

Computer literacy and office automation training was provided by the Directorate of Information Management to the U.S. Army Intelligence Center and Fort Huachuca and partner organizations. The staff of the Information Sup-

port Division, Technical Support Services Branch, conducted training which encompassed Word Perfect 6.1 for Windows, Windows for Workgroups, Microsoft (MS) Exchange, International Business Machines (IBM) Professional Office System (PROFS), MS Word, Introduction to Disk Operating System, Form Flow, MS Access, MS Excel, and MS Powerpoint. A total of 1,322 students were trained during 1996.

The Self-Help/Lending Library section of the Information Support Division, Technical Support Services Branch, assisted 625 customers during 1996. Of these, 281 checked out hardware, 196 checked out software, and 148 received over-the-shoulder assistance in office automation products.

The Directorate of Information Management Customer Assistance Desk, Technical Support Services Branch, Information Support Division, provided support recording customers' automation and telecommunications assistance requests. All information was entered into NETPLUS and sent electronically to Directorate of Information Management personnel responsible for assisting the respective customer. The Customer Assistance Desk processed 3,786 work orders and 1,822 trouble tickets during 1996.

The Directorate of Information Management facilitated the move of the Defense Finance and Accounting Service (DFAS) from Fort Huachuca, Arizona, to Seaside, California. Although the office continued to support DFAS remotely, these support services were eventually discontinued. From a customer perspective, several manual processes were automated to facilitate the move. There were some immediate cost savings to be realized; for instance, printing (paper and manpower), as well as future manpower savings and efficiencies.

The amount of printing funds received by the Directorate of Information Management decreased every year since fiscal year 1992. For fiscal year 1997, the decrease in the amount of printing funds was so significant that the U.S. Army Training and Doctrine Command (TRADOC) budget guidance was to not fund any printing for any non-Training and Doctrine Command elements. Also, because of the decrement and the loss of the printing clerk position,

the Directorate of Information Management no longer maintained the printing target accounts for the U.S. Army Intelligence Center and Fort Huachuca. The printing funds were allocated by the Directorate of Resource Management.

As with printing, for fiscal year 1997 the decrease in mail funds was so significant the Training and Doctrine Command budget guidance was to not fund any mail targets for any non-Training and Doctrine Command elements. The Directorate of Information Management was continuing to fund U.S. Army Intelligence Center and Fort Huachuca mail accounts. Total mail expenditures for the first three months of fiscal year 1997 were less than last year's expenditures.

A policy was published to minimize junk mail. This reduced the amount of junk mail the Official Mail Center had to sort and deliver. The U.S. Army Intelligence Center and Fort Huachuca *Staff Directory*; Fort Huachuca Pamphlet 25-50, *Office Symbols*, section II; Fort Huachuca Regulation 25-51, *Distribution Formulas*, appendices A and B; and the *Weekly Bulletin* were available on the Fort Huachuca Home Page on the World Wide Web (WWW).

The Directorate of Information Management established a Flat Rate Monthly Fee contract. The contract included copier equipment, supplies (except paper, transparencies, and labels), maintenance, training, and an unlimited number of copies. All the copiers within the U.S. Army Intelligence Center and Fort Huachuca were renewed under a new Xerox contract; an additional 16 copiers were added to the contract and five were deleted. The Intelligence Center had a total of 117 copiers on the contract.

The Directorate of Information Management was conducting a Modern Army Recordkeeping System class on a quarterly basis at the Quality Training Center. The Directorate of Information Management also sponsored classes on Records Management for Action Officers and the Freedom of Information and Privacy Acts. The funding was received from Training and Doctrine Command from the Army Civilian Training, Education, and Professional Development System funding.

The Intelligence Center was continuing to transition to an electronic forms environment. All Fort Huachuca and higher echelon electronically generated forms were available from the Directorate of Information Management Lending Library and the Fort Huachuca Home Page on the World Wide Web.

The Records Holding Area (RHA) was consolidated with the Fort Huachuca Publications Warehouse in building 31001. This resulted in improved space utilization and customer service.

The U.S. Army Intelligence Center and Fort Huachuca Freedom of Information Act (FOIA) officer processed 114 requests in 1996. All requests were answered within the 10-working-day response time as required by law. The Directorate of Information Management developed new procedures to streamline the process. Action offices were responding directly to the requesters except in cases where there was concern about release determination.

The Directorate of Information Management processed 1,997 Capability Requests (CAPRs) with a total dollar value of nearly \$17.8 million during fiscal year 1996. These requests were in support of both garrison and partner activities. Approximately \$2.8 million (15.5 percent of the total) of these information management resources were acquired through credit card purchase.

The Program Manager, Department of the Army Installation Support Modules (DA ISMs) installed equipment for use with eight modules being fielded at Fort Huachuca. The modules included the Drug and Alcohol Management System, Education Management Information System, Personnel Locator, Military Personnel Transition Point Processing Version II, Military Personnel Inprocessing, Military Personnel Outprocessing, Dental Readiness Systems, and Central Issue Facility (CIF). All modules except the CIF were installed and provided at least an initial level of operation. The Central Issue Facility module was scheduled for fielding in third quarter fiscal year 1997.

A total of 6,261 items of excess equipment valued at approximately \$724,000 were turned in throughout the year. The majority of these items were out-moded automation and telecommunications equipment.

The U.S. Army Intelligence Center and Fort Huachuca letterhead template was available on the Fort Huachuca Home Page, World Wide Web, for downloading. Distribution of letterhead would continue until current stock was depleted.

The Directorate of Information Management prepared two policy memorandums signed by the Commanding General to eliminate waste and misuse of Government funds. The first policy memorandum was on the placement of Health, Morale, and Welfare (HMV) telephone calls through the operators by troops deployed Outside of the Continental United States. The HMV calls were limited to five minutes. The other memorandum required organizations to provide a memorandum listing personnel authorized to place official Government calls through the Fort Huachuca telephone operators. The calls would only be placed Monday through Friday, 0730-1600.

MS (Microsoft) Exchange was installed in August to replace the IBM PROFS and the Multichannel Memorandum Distribution Facility (MMDFI) electronic-mail systems. The 300 Beta test users were migrated to the production DEC Alpha in August. Since the installation, approximately 1,100 of 2,800 PROFS and MMDFI users were changed over. The scheduled turn-off date for PROFS was 1 July 1997. MS Exchange provided numerous users enhanced electronic-mail capabilities.

The CISCO 7000, serving as the gateway to MILNET and NIPRNET, was relocated to enhance service to customers on the Greely Hall ring. Prior to the relocation, Greely Hall customers were sending traffic around the post ring in order to get to the gateway. After relocation of the CISCO 7000 "between" the Greely Hall and post rings, customers on the Greely Hall ring were able to send traffic directly through the gateway to MILNET and NIPRNET.

Inspector General

There were a total of 133 Inspector General Action Request (IGARs) completed during the year. Additionally, 50 Memorandums for Record (MFRs) were written. There was one Whis-

tleblower investigation conducted at the direction of a higher headquarters. There was one special inspection of the Installation Billeting Office conducted in July.

Public Safety

Fort Huachuca law enforcement provided support for the following conferences and symposiums: World Wide Sergeants' Major Conference, 12-17 February; All-Army Boxing Invitational, 3-16 January; Installation Counter-Terrorism Plan, exercised on 20 October; the Armed Forces Communications Electronics Association Technology Show, 2-6 October; Armed Forces Boxing Championships, 23-26 January; Armed Forces Track and Field Championships in September; Special Electronic Mission Aircraft conference, 22-25 January; Driving Under the Influence/Driving While Intoxicated prevention and stand-down week, 8-15 March; All-Army "Mule Mountain Marathon," 13 April; MI Commanders' Conference, 22-25 April; All-Army Golf Championships, 3 May; MI Hall of Fame/Induction Ceremony, 28 June; Fun Festival, 13-15 September; MIA/POW Walk-a-thon, 20 September; Dog Days of Summer Concert, 5 October; All-Army Boxing Championships, 21-24 December; CALL FORWARD 96, 15-27 June.

During the period of 15-27 June, the Directorate of Public Safety and the Law Enforcement Division provided support for the installation mobilization exercise CALL FORWARD 96, which involved vehicle escorts and security missions for eleven participating National Guard and Reserve units.

The directorate moved its staff office from building 41416 to 31043. At the end of the year, the move of the Safety Division, Military Police Traffic Accident Investigation section, the Physical Security section, and the Military Police Investigations section was underway. The move from building 41415 to 31042 and 31044 was expected to be completed by late March 1997.

The "Bicycle Rodeo" was sponsored by the directorate on 11 May. It was attended by more than 100 children who learned about bicycle safety, and how to maintain and adjust their

bikes. The event was supported by Sun and Spokes, a local bicycle shop in Sierra Vista.

A National Night Out was held locally and sponsored by soldiers of the Military Police Company. It began with a cake-cutting ceremony at the Youth Services Center with the garrison commander and McGruff, the crime dog, in attendance.

Twelve soldiers from the Military Police Company participated in Operation JOINT ENDEAVOR in Bosnia. Ten were MPs, one was a clerk, and one was an Intelligence Analyst.

The Military Police Company won Training and Doctrine Command's award for the most outstanding Military Police Company at a large Training and Doctrine Command installation.

A "Stand-Up-For-Safety Day" was held on 2 May and attended by more than 3,700 visitors. Participating were 65 federal, state, local, civic, commercial and military organizations. Displays included safety, health, law enforcement, fire protection and prevention, environmental information and demonstrations and training sessions.

A Holiday Safety briefing was held on 18 December to cover dangers present during the Christmas and New Year's season. The briefing included a video presentation and a controlled fire demonstration by the Fire Department.

In a joint effort between the Safety Division and the Alcohol and Drug Office to reduce Driving While Intoxicated behavior, the Chrysler Corporation's "Drunk Driving Neon" automobile put on a show at Fort Huachuca. The vehicle acts as if the driver was intoxicated when driven over a closed course. The event was attended by over 400 visitors.

The Counterterrorism Plan was executed in an annual training exercise on 24 October. The exercise included members of the Cochise County Sheriff's Department who played the parts of a terrorist group. As in previous years, the Counter Intelligence/Plans Branch provided intelligence and coordination between the aggressors and the Department of Public Safety Law Enforcement participants.

Resource Management

TRADOC mandated that the Army Career Alumni Program (ACAP) function be converted to contractor operation. This was part of an Army-wide action, using the OMB Circular A-76, Commercial Activities (CA) process. The Directorate of Resource Management completed documenting the conversion process in December, within suspense timeframes. There was no direct impact on this command resulting from the action, since the Fort Huachuca ACAP had already converted to contractor operation prior to the TRADOC mandate.

The U.S. Army Garrison adopted the performance excellence criteria of the Malcolm Baldrige National Quality Award for use in improving organizational performance, under the Army Performance Improvement Criteria (APIC).

As part of the TRADOC Reinvention Program, the Intelligence Center submitted eight Reinvention actions for consideration. Of those, two were approved, four disapproved, one withdrawn, and one required no waiver. The two that were approved were the request for a Hazardous Material (HAZMAT) Center and the authority to process and award other transactions, grants and agreements which was forwarded to the Department of the Army.

The Secretary of the Army's approval was requested for Fort Huachuca to accept the Automated Weather Observation System (AWOS) as a gift donated by the City of Sierra Vista. The state-of-the-art weather observation system was installed on Fort Huachuca and personnel underwent operational training. The Intelligence Center expected to the operation and maintenance responsibility of the system. In addition, it would continue to be used jointly by the City of Sierra Vista and Fort Huachuca. The AWOS was anticipated to be of mutual benefit to both the City of Sierra Vista and Fort Huachuca and provided for accurate 24-hour weather information, enabling the U.S. Army aircraft and other military and commercial aircraft to conduct instrument approaches during periods of inclement weather. In addition to the computer terminal source, the information was available to the gen-

eral public on telephone as well as to airborne aircraft on a dedicated frequency.

The Defence Finance and Accounting Service (DFAS) of the Defense Accounting Office (DAO) transitioned to the Operating Location-Seaside (OPLOC-SS) in Seaside, California on 1 July. The functions they took with them included Vendor Pay, Travel Pay, Accounting and STAMIS Systems Administration. The Disbursing Operation became the responsibility of the prototype Centralized Disbursing Office located in Indianapolis, Indiana. The Military Pay and Civilian Pay Customer Service Representative (CSR) functions remained on Fort Huachuca and were renamed the Defense Military Pay Office. Many problems were encountered with the support at the new location. This was due to the physical move, getting settled in, establishing connectivity and communications, staffing, and new procedures. The Garrison Managerial Accounting Office (GMAO) sent three employees to Seaside from 11 September to 4 October to perform coordination between OPLOC-SS and the US Army Intelligence Center, conduct the reimburseable drawdown process, and provide assistance to the OPLOC-SS. A successful year-end was accomplished which was due to the joint effort and cooperation of Intelligence Center fund control officers, Garrison Managerial Accounting Office, and Seaside employees.

The Garrison Managerial Accounting Office increased its staff by three employees in October when the fund control officers handling reimbursable customers (ARPA, FEDSIMS, ODNCP) were reassigned to the GMAO. The new employees relocated to building 22334 in December.

Staff Judge Advocate

The Staff Judge Advocate (SJA) served as chief legal advisor for the Commander, U.S. Army Signal 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 mis-

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sion. He performed the duties prescribed by the Uniform Code of Military Justice (UCMJ) and Manual for Courts Martial.

The Claims Division paid \$993,618 during the fiscal year for personnel and tort claims under the provisions of AR 27-20. The Recovery Branch collected a total of \$282,939, which included medical recoveries of \$201,150 and carrier claims of \$81,789. Additionally, the Claims Division processed 52 real estate claims.

The Legal Assistance Division serviced a total of 16,781 individuals, prepared and executed 3,552 Wills and Powers of Attorney, notarized 5,777 documents, and prepared 3,733 income tax returns.

The Legal Assistance Division also 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.

The Criminal Law Division tried seven General Court-Martials, three Special Bad Conduct Discharge Court-Martials, and processed ten Chapter 10, AR 635-200 (In Lieu of Court-Martial) administrative discharges. The Criminal Law Division continued to run the Installation Youth Council and Magistrate Court program. The attorneys taught 39 classes on Military Justice topics to installation personnel.

The Administrative Law Division reviewed and processed over 2,000 actions related to legal review of contracts, ethics opinions, administrative interpretation of regulations and directives, and various other civil actions.

306th MI Battalion

The 306th MI Battalion planned, coordinated, and directed the 1996 U.S. Army Mule Mountain Marathon. The grueling 26-mile course from Bisbee to Sierra Vista that took place on 13 April required extensive support from the post, the cities of Bisbee and Sierra Vista, and numerous businesses which sponsored the event. The total number of participants was 1,042 personnel and total revenue was over \$20,000, approximately \$5,000 more than the previous year, a 33

percent increase. The events that were offered were: the "Full" Marathon (26.2 miles), the "Dual Mule" (52 miles), a Half Marathon, Wheelchair Marathon, the Marathon Relay, and the Fun Run. The event was a tremendous success and many soldiers and civilians who supported the event received recognition for their efforts.

Fort Huachuca completed planning for and successfully executed CALL FORWARD 96, locally named THUNDER MOUNTAIN MOBEX 96, 13-18 June. CALL FORWARD 96 was a Headquarters Department of the Army directed, Forces Command managed and funded, and Fifth Army evaluated MOBEX to assess Fort Huachuca's Mobilization Plan, policies, and procedures relative to the Power Support Platform (PSP). Eleven Reserve Component units (approximately 600 personnel) participated in the exercise while at Fort Huachuca for their Annual Training. Fifth Army, Training and Doctrine Command, and Forces Command initial evaluator observations indicated that the exercise went exceptionally well. The entire garrison staff learned much about their mobilization mission. The Fort Huachuca Mobilization Plan was a good document as written; however, findings from the exercise pointed out that several of the annexes needed to be updated. All participating Reserve Component units reported a vast improvement in their mobilization posture and in the mobilization knowledge gained by all unit members through their participation in the exercise.

On 23 August, the 306th MI Battalion soldiers held a battalion "Beach Day" where all soldiers, family members, civilians, and friends attended. The Battalion BOSS Committee headed the details and other soldiers volunteered to organize and conduct competitions and events. Prizes were donated by over 25 sponsors from Sierra Vista and Army-Air Force Exchange Service on Fort Huachuca. The prizes were given away and donations were accepted to "sell" chances for prizes totaling almost \$2,000. All together, \$577 was collected and turned over to the General Myer School on Fort Huachuca. This money was dedicated to the Summer School Scholarship Fund for families on post unable to pay for

summer school. The 306th MI Battalion was the official sponsor for the General Myer School and plans to continue to raise funds and provide services and volunteers throughout the year.

The 306th MI Battalion organized, planned, and conducted the 9th Annual POW/MIA Walkathon on 20 September 1997. Approxi-

mately 3,400 personnel participated in the event. The walkathon included a two-mile and a five-mile run for units and individuals. Special guest speaker for the POW/MIA Walkathon Luncheon was the Reverend Midthun, who was a POW following the WWII Battle of the Bulge.

APPENDIX A

Chronology

1 January - 31 December 1996

9 January. Patricia Anderson and her son Alan are remembered in memorial services conducted by the 40th Signal Battalion. The Andersons are killed in a fire at their quarters on Fort Huachuca on 30 December. They are survived by their husband and father, Spec. Russell Anderson, a wheeled vehicle mechanic with the 209th Signal Company. It is the first fatal fire at the post since 1978.

10 January. The Intelligence Center announces that in 1995, as a result of its conservation efforts, it pumped 791.6 million gallons of water out of the local aquifer, compared to 837.2 in 1994, a savings of 45.6 million gallons.

11 January. SSgt. Valerie M. Mann, an utilities equipment repairer with Headquarters Company, 304th Military Intelligence Battalion, 111th Military Intelligence Brigade, is named NCO of the Year at an awards presentation breakfast at the LaHacienda NCO Club. Also honored is the Soldier of the Year, Spec. Kelly L. Skrdlant, A Company, 304th MI Battalion. He is an imagery analyst.

23 January. Fort Huachuca hosts the All-Army Boxing Championships through 26 January. Army boxers dominate the competition, with eleven winners in eleven weight categories. Winners will advance to the Olympic Trials to be held in Oakland, CA.

1 February. The U.S. Army Proving Ground at Fort Huachuca celebrates the 42d anniversary of its organization at Fort Huachuca in 1954. It is now a subordinate command of the U.S. Army White Sands Missile Range.

1 February. African-American History Month kicks off with a number of activities planned.

8 February. Gen. William W. Hartzog, commanding general of the U.S. Army Training and Doctrine Command visits Fort Huachuca and the U.S. Army Intelligence Center to speak at the AUSA's luncheon. His topic is "Force XXI" and the future of the Army.

20 February. Secretary of the Army Togo West visits the Intelligence Center and Fort Huachuca for a round of briefings and demonstrations. Accompanied by Maj Gen. Charles W. Thomas, commanding general of the center, he observes the testing and training of the Hunter unmanned aerial vehicle.

1 March. Fort Huachuca begins a month-long recognition of women's contributions to the Army and Fort Huachuca, as part of Women's History Month.

3 March. Fort Huachuca recognizes the 119th anniversary of its founding by Captain Samuel M. Whitside and men of the 6th Cavalry in 1877.

3 March. The Commander's Access Channel goes on the air, originating from the Public Affairs Office, U.S. Army Garrison, Fort Huachuca. The new cable channel carries messages about post events.

4 March. Gunnery Sgt. James P. Gracey is named 1995 Distinguished Instructor of the year for the Intelligence Center and School. The Marine is a Morse Code instructor and will receive gifts from the Military Affairs Committee of the Sierra Vista Chamber of Commerce.

6 March. A fire destroys building 72226 in the old World War II cantonment area. The condemned building was scheduled for demolition. Two other fires were reported in the same area in February, but were extinguished before doing extensive damage.

7 March. Lt. Col. Milagros Lopez, a chief in the Department of Pathology, Raymond W. Bliss Army Community Hospital, is recognized by the Federal Women's Program Committee for her outstanding achievements. Colonel Lopez will conduct a seminar on "Women's Health Issues" as part of Women's History Month.

14 March. Brig. Gen. Neil N. Snyder, III, deputy chief of staff for base operations support, TRADOC, visits Fort Huachuca for discussions with Col. Alfred H. Elliott, III, garrison commander.

15 March. The Intelligence Center's Internal Review and Audit Compliance Office wins the Department of the Army Internal Review Award of Excellence for the second year in a row in the "three member office or less" category. It recognizes the office's value to the command, innovation in the delivery of services, contributions to the Internal Review community, and professional development.

21 March. A fire just inside Fort Huachuca's West Gate is brought under control after destroying about 20 acres of grass. The fire is started by a team from the 70th Explosive Ordnance Detachment from San Diego when they exploded a training mine.

23 March. The 8th Battalion, 40th Armor, a separate armor battalion of the U.S. Army Reserve known as the "Desert Dragons," stands down. The unit, which began training at Fort Huachuca in 1970, loads up its M1 Abrams tanks for shipment to California and deactivates in ceremonies on Fort Huachuca's Chaffee Field.

25 March. Sgt. Maj. Steven C. Crabb assumes duties as garrison sergeant major.

26 March. The Army Emergency Relief fund campaign begins at Fort Huachuca and will continue through 15 May. In 1995 the AER paid out funds to 573 Fort Huachuca soldiers, families and retirees for emergency services.

28 March. The Federal Women's Program Committee announces its "Woman of the Year" awards. The civilian winner is Toni L. Reeves, the IFWPC manager for the Information Systems Command. Master Sgt. (Ret.) Georgia M. Foster, who works for the Chief, Reserve Forces Office, is the Military



Chronology

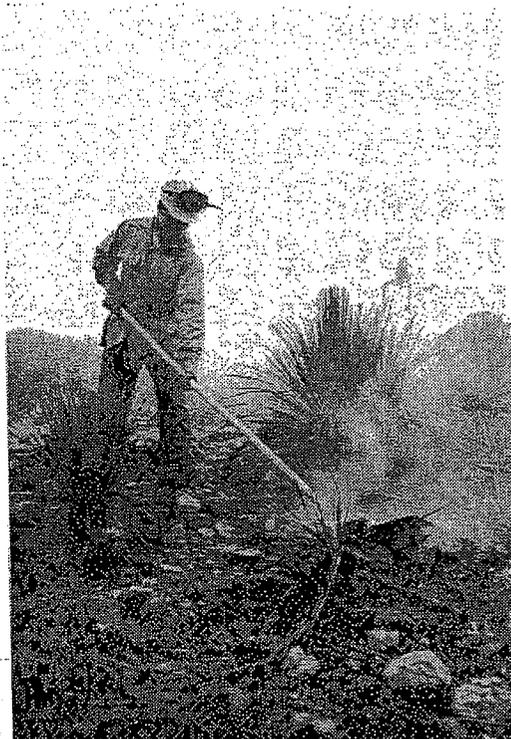
Woman of the Year for 1995. Foster is recognized for her work with the Special Emphasis Program Committee. The keynote speaker at the luncheon is Susan K. Lorenz who recently retired as the Director of Information Management.

29 March. The 504th Signal Battalion, 11th Signal Brigade, rededicates its barracks in honor of White Mountain Apache Scout William Alchesay, a Medal of Honor recipient who guided U.S. Army troops in the 1870s. More than 150 White Mountain Apaches attended the ceremony, including several descendants of Chief Alchesay.

1 April. To meet budget shortfalls, the Directorate of Logistics puts into effect a number of changes within its transportation services. Henceforth, \$23 a day will be charged to users of vehicles from the class C fleet of General Services Administration. Beginning 1 May, the weekday shuttle service will be ended, and operating hours of the transportation motor pool will be cut back from 24 hours a day, 7 days a week, to 8 hours a day, 5 days a week. In October, organizations will be responsible for their own driver's testing and licensing programs.

9 April. Effective today, a contract goes into effect with Moses Taxi Service to provide transportation for soldiers and civilians on Fort Huachuca. The contract is the result of post guidelines designed to get the best price and meet safety concerns for post taxi patrons.

13 April. The overall winner of the Mule Mountain Marathon is Sierra Vista's Frank Nabity with a record time of 2:26:02. The female winner is Tucson's Pam Reed. The success of this year's marathon is largely the result of an Army Marathon Operations Cell organized by the 306th MI Battalion. The battalion provides almost half of the 450 soldiers who are involved in the support of the event. Lt. Col. Robert L. Beaver, the 306th commander, credits the cooperation between Sierra Vista, its chamber of commerce, local businesses and the units on post who contributed.



21 April. A brush fire burns 80 acres west of the Mountain View Golf Course, before being brought under control by post firefighters and the post's Quick Reaction Force.

22 April. The 1996 G2/Military Intelligence Commanders' Conference opens with a reception at the new Army Intelligence Museum. The reception, sponsored by the Military Intelligence Corps Association (MICA) officially dedicates a new room in the museum, named the Knowlton Room for Lt. Col. Thomas Knowlton who commanded George Washington's first reconnaissance and intelligence unit during the Revolutionary War. Maj. Gen. Charles W. Thomas, commander of the Intelligence Center and Brig. Gen. (Ret.) George Walker, the Honorary Colonel of the MI Corps, officially opened the room which will be used for research, meetings and a place where visitors can view historical video tapes.

24 April. Renovation of Talmadge Hall is completed, and the Exploitation Committee of Echo Company, 309th MI Battalion, responsible for training future interrogators, move in. The remodeling was substituted for new construction which would have cost \$2 million and taken two years.

25 April. The Intelligence Center and Fort Huachuca announces its Volunteers of the Year. They are Yvonne Yvette Eaton, of the Child Development Services Resource and Referral program, and David Patterson, a retired lieutenant colonel who served the Widowed Support Center.

25 April. Military Unit of Merit awards are announced for C Company, 304th MI Battalion, and the Military Police Company, 306th MI Battalion. Charlie Company is the unit sponsor for the Army Community Service since May 1995, supporting that organization throughout the year. The MP Company supported the Officer and Civilian Wives Club.

1 May. National Asian Pacific Islander Month begins.

1 May. The Intelligence Center's Staff Judge Advocate sponsors the annual Law Day activities. Contests, a golf tournament, and a luncheon are some of the events to be held in the week-long celebration.

2 May. At Fort Huachuca's Safety Day Exposition, the fire department, military police, state police and other agencies put up displays at the La Hacienda NCO Club designed to inform the 4,000 people who attended the event about safety precautions in their everyday lives.

3 May. A park in Fort Huachuca's Bonnie Blink housing area is dedicated in honor of William W. Hines, a decorated World War II veteran and father of Suzette Elliott, the executive assistant for base operations.

6 May. A remodeled and enlarged gift shop opens in the Fort Huachuca Museum. Funded by the Huachuca Museum Society, the new shop enables the museum to pay operating expenses.



7 May. At a Law Day luncheon sponsored by the Staff Judge Advocate's office, the guest speaker is U.S. Supreme Court Justice Antonin Scalia.

Chronology

9 May. The Army Medical Command participates in a mass casualty exercise which simulates a bomb explosion. Also involved in the exercise are Company C, 326th MI Battalion, 111th MI Brigade; the Sierra Vista Community Hospital and Cochise County emergency communications personnel.

10 May. After a four-day Worldwide Language Olympics hosted by the Defense Language Institute at the Presidio of Monterey, a Spanish-language team from Company A, 304th MI Battalion, 111th MI Brigade, wins second place in one of the events. The linguists are Sgt. Thomas Swivel and Staff Sgt. Eduardo Torres.

15 May. The Army Emergency Relief campaign ends with a record-setting \$131,860 raised to assist soldiers, family members and retirees during emergency financial situations.

17 May. Company C, 304th MI Battalion, the first and only UAV company in the U.S. Army, is inactivated at ceremonies at the Black Tower Unmanned Aerial Vehicle complex. The unit developed tactics, techniques and procedures for the Army's Pioneer and Hunter UAV systems. The Pioneer UAV program was retired in May 1995 and the Hunter program was canceled in January 1996.

27 May. In Memorial Day observances, Maj. Gen. Charles W. Thomas, commanding general of the Intelligence Center, observes the valor and dedication of Lt. Col. John H. Healy who served at Fort Huachuca from 1918 to 1945.

13 June. A six-day mobilization exercise begins at Huachuca with about 650 Army Reserve and National Guard soldiers from 11 units participating. Called Call Forward 96/Thunder Mountain Mobex 96, it tests Fort Huachuca's ability to mobilize during a national emergency. Arizona based units are: Headquarters Battery, 153d Field Artillery Brigade, Phoenix; 208th Transportation Company, Tucson; 2d Detachment, 257th Transportation Company (Truck, Heavy), Tucson; Headquarters Company, 385th Combat Aviation, Phoenix; 855th Military Police Company and 6th Reserve Forces Intelligence School, Fort Huachuca. Units from California are: 78th Judge Advocate Detachment (Military Law Center), Los Alamitos, and 300th Adjutant General Band, Bell. The 7213th Installation Medical Support Unit is from Fort Douglas, Utah, and the 558th Signal Company (Cable and Wire), is from Frederick, Md.



15 June. Sgt. Maj. Gary N. Kaas, formerly the academic sergeant major for the 309th MI Battalion, takes over as garrison sergeant major.

15 June. Under the direction of post archaeologist John Murray, volunteers from the Sierra Vista chapter of the Arizona Archeology Society, excavate at Fort Huachuca's Garden Canyon site, the location of a Hohokam village around 900 A.D.

28 June. The U.S. Army Intelligence Center hosts almost 400 special guests for the annual Hall of Fame ceremonies. At ceremonies at Fitch Auditorium in Alvarado Hall, five men are inducted into the Military

Intelligence Hall of Fame. They are Harry M. Akune, an intelligence specialist parachuted into Luzon in the Philippines during World War II; Colonel (retired) John H. Black; Colonel (retired) James H.P. Kelsey; Colonel (deceased) Robert Kelly; and Maj. Kan Tagami, an interrogator during the second world war who gathered intelligence behind enemy lines. The newly built operations building at Huachuca is named for Kelly. Hall of Fame members who passed away during the past year are remembered. They are Lt. Gen. Phillip Davidson, retired Lt. Gen. Daniel Orrin Graham, retired Lt. Col. Kenneth T. Koeber, and retired Lt. Col. Richard Sakakida.

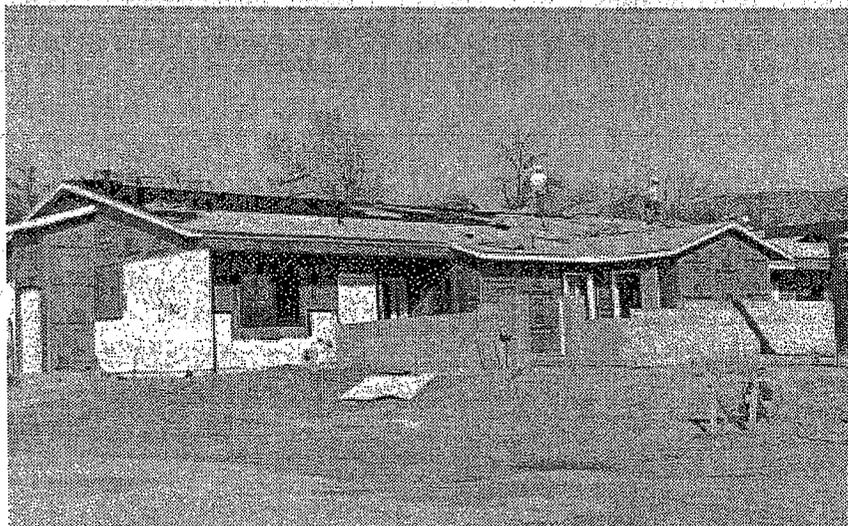
28 June. The Military Intelligence Ball is held in conjunction with the 34th anniversary of the founding of a MI branch and Hall of Fame ceremonies.

28 June. As a part of MI Hall of Fame activities, a Purple Heart and Prisoner of War medals are awarded posthumously to Lt. Col. Richard Sakakida who was a stay-behind intelligence agent during World War II. His widow accepted the medals that were made possible by special legislation signed by President William Clinton to recognize intelligence servicemen who performed highly classified missions during World War II.

3 July. A new contract for operation and maintenance at Fort Huachuca is awarded to the California firm of Steinhoff & Sadler, Inc. They replace Sci-Tek.

3 July. Lt. Col. Timothy J. Quinn assumes command of the 309th MI Battalion from Lt. Col. Ann M. Peterson.

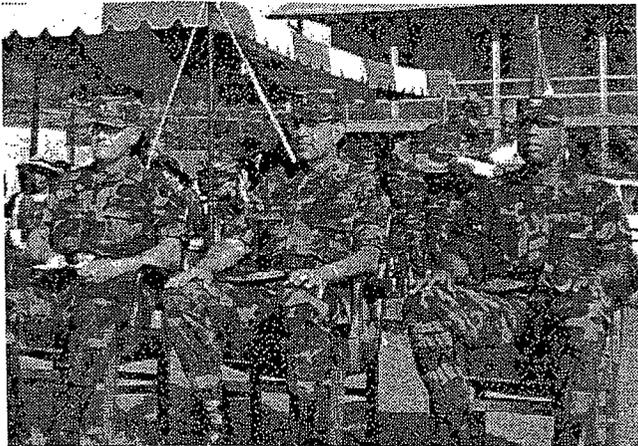
8 July. Four soldiers from the 306th MI Battalion return to Fort Huachuca after being deployed to Bosnia for the past seven and one-half months.



10 July. In ribbon-cutting ceremonies, the first 20 out of 100 homes that have undergone renovation are opened for occupancy. The remainder will be completed by the end of September. The rebuilt homes have been completely

reframed, have more closet space, an extended exterior, a walled in patio area and a one and one-half car port. They are energy efficient with more insulation in the walls and ceilings, and dual pane windows.

Chronology



11 July. Col. Norman L. Williamson, commander of the 111th Military Intelligence Brigade, departs for reassignment to the Office of the Secretary of Defense, Washington, D.C. He is replaced by Col. Rodney H. Medford, who recently served as a senior operations officer, Information Warfare, Special Technical Operations Division, J3, Director of Operations on the Joint Staff.

16 July. Fort Huachuca firefighters Larry Faccio and Dave Wilcox are given awards for their heroic rescue of a three-year-old boy from a soldier's home during a December 28th fire.

18 July. In a Town Hall meeting, Maj. Gen. Charles W. Thomas, commanding general of the Intelligence Center, announces that 21 civilians are facing a reduction in force, but that every effort will be made to place them in the workforce where retirements or transfers will open up positions. A projected cut of \$11 million in the post's operations and maintenance budget starting on 1 October means that the workforce of 894 will be reduced to 831, or a loss of 63 people.

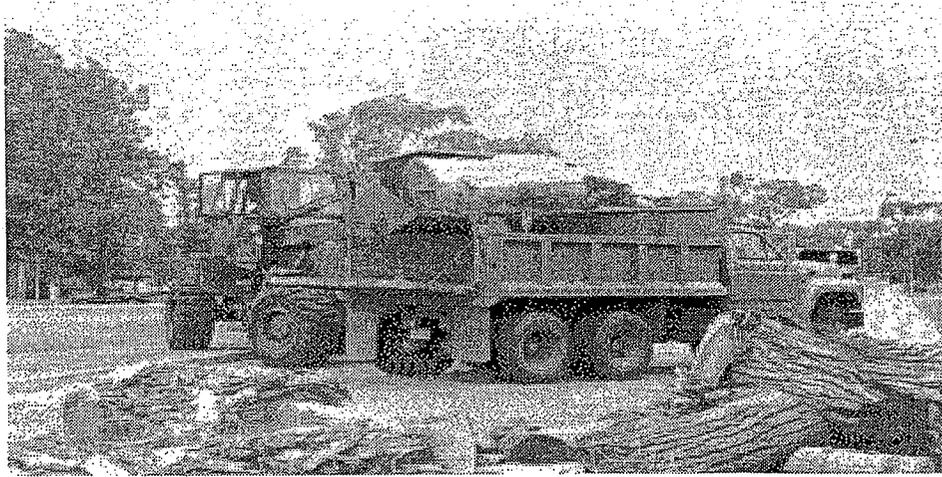


18 July. The Intelligence Center's Staff Judge Advocate office is selected for the second year in a row as the recipient of the 1995 Army Chief of Staff Award for Excellence in Legal Assistance.

18 July. The Virginia Hall Dining Facility is again named to represent the Intelligence Center and the Training and Doctrine Command in competition for the Philip A. Connelly Awards Program for food service excellence. The dining hall is operated by the White Gloves Services System and sponsored by the 305th MI Battalion, 111th MI Brigade. It is competing in the large dining facility category.

26 July. The Intelligence Center hosts the Information Technology Expo '96 at the Lakeside Officers Club. Various software and computer companies display their wares, from internet to a world map in accurate relief.

6 August. The 13th annual Night Out Against Crime is held on post during which the military police pass out safety material and fingerprint local youth.



6 August. Cottonwood trees planted along Fort Huachuca's Grierson Avenue between 1895 to 1898 begin to be chopped down, due to aging, drought, and safety hazard.

23 August. Due to declining sales, the Fort Huachuca Service Station at the corner of Christy and Smith is closed. A newer station, operated by the post exchange is located in the Regimental mini-mall area.

26 August. Women's Equality Day is celebrated at Fort Huachuca, with a luncheon sponsored by the Federal Women's Program. Career Enhancement Days will be held over the next week to present training at the Lakeside Officers Club.



28 August. Fort Huachuca firefighter Larry Faccio is named the Army's Firefighter of the Year in ceremonies in Kansas City, Mo. He was earlier recognized at Fort Huachuca for heroism in rescuing a child in a family quarters fire in December 1995.

28 August. The Army Community Services at Fort Huachuca sponsors a job fair at the LaHacienda NCO Club, with more than 60 companies present to recruit and conduct interviews.

Chronology



1 September. The Autocrafts shop, renamed "RPM, The Car Care Place," opens on the installation with new equipment.

12 September. The command announces that all but one of the 31 employees affected by job reductions at the Intelligence Center have been placed or voluntarily retired, thereby avoiding a reduction-in-force. Efforts continue to place the remaining employee before the 1 February 1997 deadline.

13 September. The 15th Annual Fort Huachuca Fun Festival begins over the weekend. It is organized by the Intelligence Center's Morale, Welfare and Recreation Branch and sponsored by O'Reilly Auto Plaza.

19 September. A luncheon at the Lakeside Officers Club highlights Hispanic Heritage Month at Fort Huachuca.

20 September. The 19th annual Cryptologic Training Council Conference is held at Fort Huachuca with keynote speaker Lt. Gen. Kenneth A. Minihan, director of the National Security Agency and chief, Central Security Service.

20 September. A new HAZMART (Hazardous Material Facility) is opened at Brainard Street and Jim Avenue.

26 September. It is announced that Fort Huachuca has been named as a Federal Energy Saver Showcase by the Department of Energy for saving over \$617,000 in energy costs and \$143,000 in water consumption in fiscal year 1995.

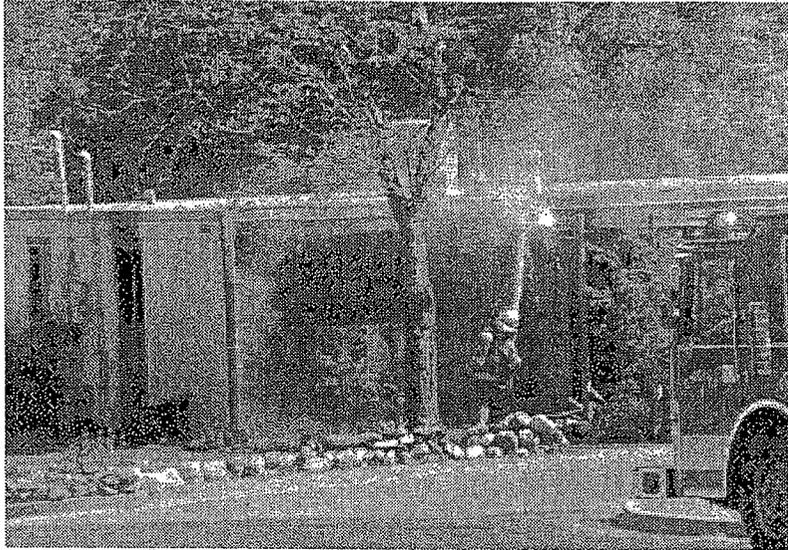
30 September. As the fiscal year ends, additional funding is received from the Training and Doctrine Command and from the Department of Defense. The year-end money included \$700,000 for Army Family Housing projects, \$868,000 for Real Property Maintenance, and \$1.34 million to demolish old World War II buildings. Energy-related projects received \$199,000. The funds allow projects to go forward such as gas line replacements, roof repairs, exterior painting, kitchen renovations, street repairs, and barracks improvements.

1 October. The U.S. Army Information Systems Command at Fort Huachuca is changed from a major army command to a subordinate of U.S. Army Forces Command and renamed the Army Signal Command. A year from now it will be redesignated the 9th U.S. Army Signal Command. Its commander, Maj. Gen. Charles G. Suttin, Jr., says its mission will be to train and maintain a combat-ready, worldwide deployable signal force to support warfighters in joint and combined operations; sustain and protect communications systems and personnel; assist in the integration of arriving signal forces into the theater of operations; provide strategic and tactical communications support for all military components, defense agencies and non-governmental organizations.

4 October. The Raymond W. Bliss Community Hospital holds a health fair that features cholesterol and blood pressure checks, glucose and glaucoma screening, CPR demonstrations, and other medical presentations.

11 October. The 111th MI Brigade hosts the Intelligence Center and Fort Huachuca Organizational Day at Warrior Field.

21 October. The 9th annual drug abuse prevention awareness campaign, known as the Red Ribbon Campaign, begins today at Fort Huachuca.



21 October. A structural fire causes \$60,000 in damage to a family housing unit at Fort Huachuca. No one is injured.

21 October. Sergeant Major of the Army Gene C. McKinney begins a four-day visit of the Intelligence Center and Fort Huachuca.

2 November. The Army Intelligence Museum opens a new gallery with a reception at the facility. Sponsored by the Military Intelligence Corps Association, the gallery opening is presided over by Lt. Gen. Paul E. Menoher, Deputy Chief of Staff, Intelli-

gence, and Brig. Gen. John Smith, deputy post commander.

7 November. Deborah L. McWhorter, a medical clerk with the U.S. Army Medical Command, Coordinated Care Division, is named Fort Huachuca 1996 Civilian of the Year. As the Civilian of the Year, she will receive the Commander's Award for Civilian Service signed by Maj. Gen. Charles W. Thomas; a plaque from the Association of the United States Army; a \$200 savings bond from the Civilian Nonappropriated Fund Council; a watch from GEICO; recognition by the Sierra Vista Chamber of Commerce; and her name posted at the Main Gate for a year.

7 November. A visitor information kiosk is unveiled in the lower Garden Canyon picnic area that will give visitors seasonal information on wildlife, maps of canyon hiking trails, and archeological information on the area.

8 November. The last full casket interment takes place at the post's cemetery. Due to federal restrictions which prohibit the enlargement of the cemetery, only cremation sites and full casket burials for those already having loved ones buried in the cemetery will be permitted.

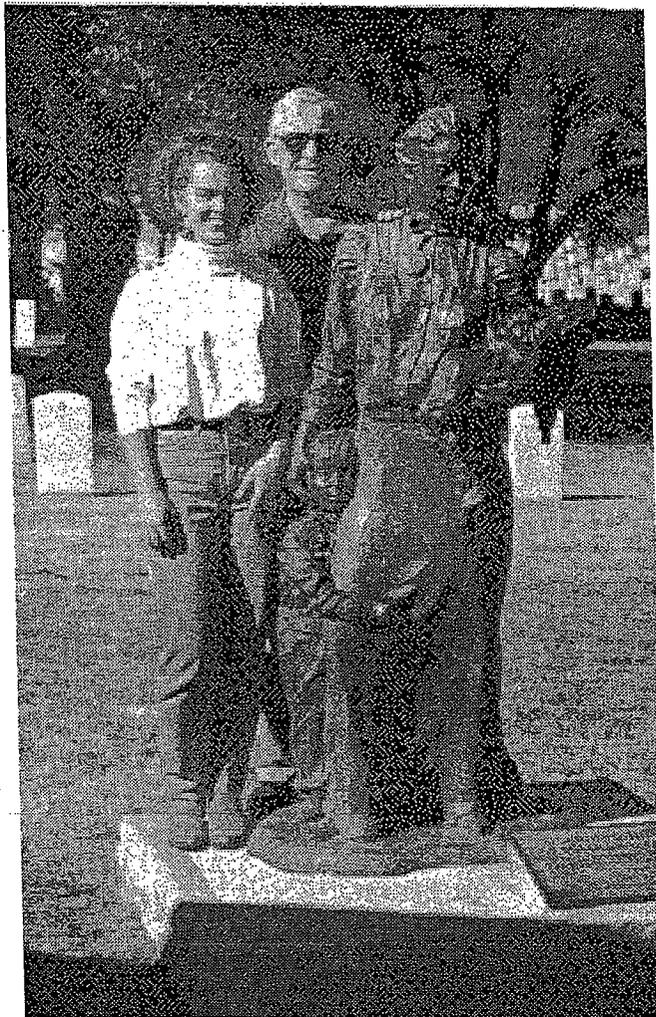
10 November. A new 24,000 square-foot fitness center opens with 31 Nautilus and Life Cycle machines, five Universal machines, two Nordic tracks, free weights, a full-sized basketball court, two tournament racquetball courts and saunas. The new center takes some of the load off Barnes Field House.

12 November. As the result of a service agreement between the city of Sierra Vista and Fort Huachuca, city bus service begins on post, running every hour from 6:30 a.m. to 6:30 p.m.

Chronology

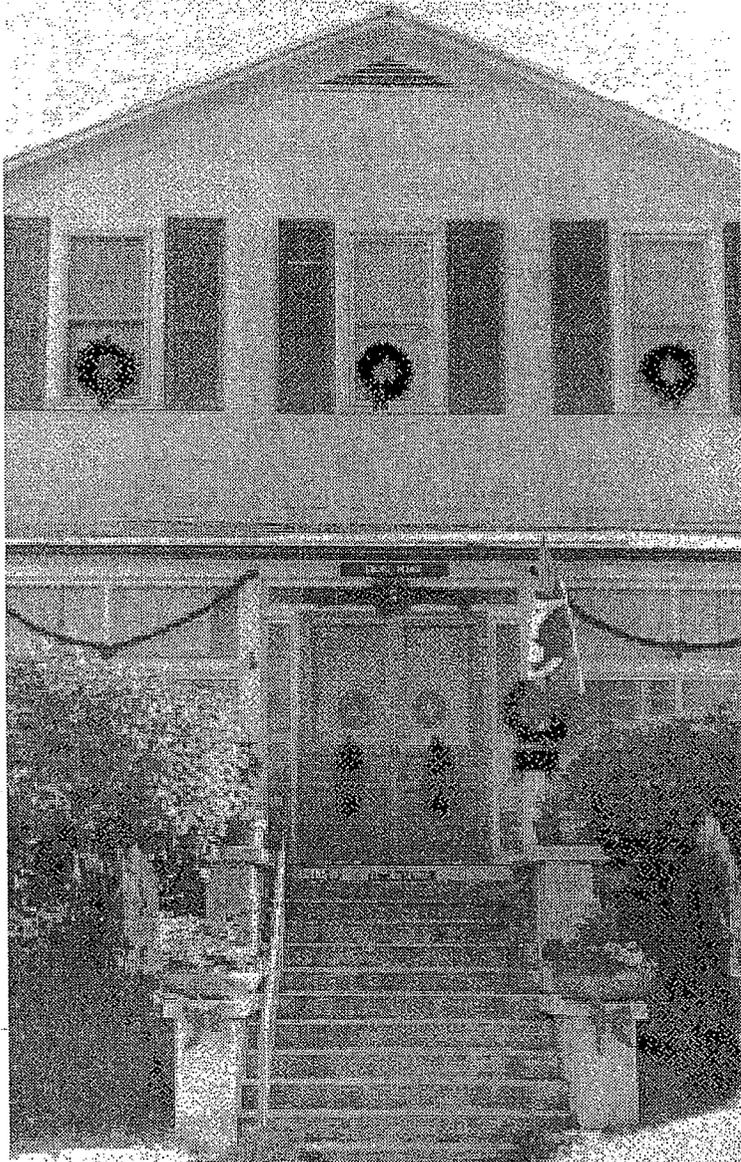
12 November. Col. Theodore G. Chopin assumes command of the U.S. Army Garrison at Fort Huachuca from Col. Alfred H. Elliott III in ceremonies at Brown Parade Field. Chopin recently served as the Training and Doctrine Command System Manager for All Source Analysis System.

30 November. Dortha (Doris) E. Nelson is named Fort Huachuca's Disabled Employee of the Year. She is a medical records clerk with the Raymond W. Bliss community hospital.



23 November. In ceremonies at the post cemetery, a statue is dedicated in honor of the widows and children of soldiers. Called "Mourning Hearts: A Soldier's Family," it was sculpted by Tucson artist Jessica McCain and funded by the Huachuca Museum Society. The piece shows a woman holding a baby while a young boy clutches her side and is the only statue at a U.S. military installation that honors the soldier's family.

6 December. The Military Intelligence Holiday Ball is held at the Lakeside Officers Club for members of the Intelligence Center and Fort Huachuca.



8 December. The sixth annual Holiday Tour of Historic Homes is held in Fort Huachuca's Old Post area, with the Fort Huachuca Museum serving as the focal point. The event is sponsored by the Officer and Civilian Wives Club, with the proceeds going to charity. This year's tour sold 1,055 tickets and raised \$4,820 for the OCWC scholarship and welfare fund.

12 December. Cpl. Kenneth C. Quick, a personnel administration specialist with the 111th MI Brigade, is named the Distinguished Honor Graduate of the Primary Leadership Development Course recently held at Fort Bliss, TX.

13 December. The Fort Huachuca Christmas Tree is lit up in ceremonies in front of the Main Post Chapel.

APPENDIX B

Glossary of Acronyms, with a Description of Some MI Equipment and Systems¹

A212K Army Airborne Intelligence 2000	ACCP Army Correspondence Course Program	ADAPCP Alcohol and Drug Abuse Prevention and Control Program
A2C2 Army Airspace Command and Control	ACCP-TBC Army Correspondence Course Program Training Extension Course	ADD Advanced Development Division
AAA Army Audit Agency	ACCS Army Command and Control System	ADDS Army Data Distribution System
AAFES Army-Air Force Exchange Service	ACE Analysis and Control Element	ADEA Army Development Employment Agency
AAP Advanced Acquisition Plan	ACE American Council on Education	ADEQ Arizona Department of Environmental Quality
AAP Army Apprenticeship Program	ACIPS Army Casualty Information Processing System	ADEWS Air Defense Electronic Warfare System
AAR After Action Review	ACOE Army Community of Excellence	ADEXJAM Artillery Delivered Expendable Jammer
AARTS Army/ACE Registry Transcript System	ACPA Arroyo Center Policy Committee (RAND)	ADIS Automated Distributed Intelligence System
AAT Analytic Aptitude Test	ACPERS Army Civilian Personnel System	ADLP Army Distance Learning Plan
AATTC Advanced Airlift Tactical Training Center	ACR Armored Cavalry Regiment	ADM Acquisition Decision Memorandum
ABB ASAS Brassboard	ACS Aerial Common Sensor	ADMS Automatic Data Monitoring System
ABCA American, British, Canadian, Australian	ACS Advanced Civil Schooling	ADP Automatic Data Processing
ABCS Army Battle Command System	ACS-C Aerial Common Sensor-Corps	ADPE Automated Data Processing Equipment
ABIC Army Battlefield Interface Concept	ACTD Advanced Concept Technology Demonstration	ADPSSO Automated Data Processing System Security Officer
AC Active Component	ACTEDS Army Civilian Training, Education, and Development System	ADR Alternate Dispute Resolution
AC2MP Army Command and Control Master Plan	ACUS Area Common User System	ADRIES Advanced Digital Radar Imagery Exploitation System
ACAP Army Career Alumni Program	ACW Air Control Wing	ADSIA Allied Data Systems Interoperability Agency Work Group
ACAT Acquisition Category	AD-EXJAM Artillery-Delivered Expendable Electronic Countermeasure Device	
ACC-U.S. Air Force Air Combat Command	ADA Air Defense Artillery	
ACCB Army Configuration Control Board		

¹ Brief descriptions of systems and projects are adopted from *Weapon Systems, United States Army 1994*, prepared by OASA (RDA), ATTN: SARD-SI, The Pentagon, Washington, DC 20310-0103. The descriptions of the family of Unmanned Aerial Vehicles were taken from an article by Col. Ronald W. Wilson, TRADOC System Manager for UAV, which appeared in the July-September 1996 issue of *Military Intelligence*, published at Fort Huachuca, AZ. The entry on TENCAP was taken from an article in the same issue by Chief Warrant Officer Two Charles S. Montgomery, Sergeant First Class John G. VanKirk, and Staff Sergeant John P. Moody.

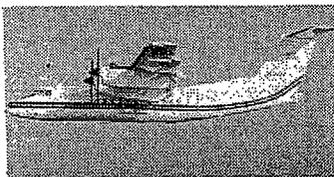
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ADT Active Duty Training
ADTLP Army-wide Doctrine and Training Literature Program
AE Aerial Exploitation
A/E Architect/Engineer
AEB Aerial Exploitation Battalion
AEMD Advanced Electronic Maintenance Division
AEPDS Advanced Electronic Processing and Dissemination
AER Army Emergency Relief
AERB Army Education Requirements Board
AERS Army Educational Requirements System
AES ATCCS Experimentation Site
AES ATCCS Experimentation Site
AEW Army Effective Writing
AEWIC Army Electronic Warfare and Intelligence Committee
AFATDS Advanced Field Artillery Tactical Data System
AFCEA Armed Forces Communications and Electronics Association
AFCWC Air Force Combat Weather Center
AFD Army Functional Dictionary-Manpower
AFH Army Family Housing
AFIS Armed Forces Information School
AFMIS Automated Food Management Information System
AFOTEC Air Force Operational Test and Evaluation Command
AFQT Armed Forces Qualification Test
AFTB Army Family Team Building
AFV Armored Family of Vehicles
AFW Armed Forces Week
AG Adjutant General
AGOS Air-Ground Operations System
AGR Active Guard Reserve
AGS Allied Ground Station
AHA American Heritage Association
AHFEWS Army High Frequency and Electronic Warfare System
AI Artificial Intelligence
AIB Applied Instruction Building
AIEP Army Idea for Excellence Program
AIM Advanced Instructional Method
AIMP Automated Information Master Plan
AIMP Army Intelligence Master Plan
AIMS Automated Instructional Management System
AIMTB Army Intelligence Master Plan Test Bed
AIMTB Artificial Intelligence Module Test Bed
AIPPS Army Integrated Publishing and Printing Service
AIR-DISE Airframe Deployable Intelligence Support Element
AIRSG Artificial Intelligence Robotics Steering Group
AIS Automated Information System
AIT Advanced Individual Training
AIRC Army Intelligence Training Council
AJ Anti-Jamming
ALB-E AirLand Battle-Environment
ALB-F AirLand Battle-Future
ALC Army Language Committee
ALO AirLand Operation
ALPAP Army Language Program Action Plan
ALPRC Army Language Program Review Committee
AMAP Acquisition, Maintenance and Accountability Procedures
AMBISS Automated Mapping Battlefield Intelligence Support System
AMC Army Materiel Command
AMCA Acquisition Management and Contracting Agency
AMD Advanced Morse Division
AMEDCO Army Medical Command
AMEDDPAS Army Medical Department Property Accounting System
AMIM Army Modernization Information Memorandum
AMIP Army Model Improvement Plan
AMM Army Modernization Memorandum
AMO Automation Management Office
AMORE Analysis of Military Organizational Effectiveness
AMP Army Modernization Plan
AMPS Aviation Planning System
AMRL Aerospace Medical Research Labs
AMS AUTODIN Mail Server
AMS Advanced Morse Section
AMS Army Meteorological System
AMSC Army Management Staff College
AMSS Automated Meteorological Sensor System
AMSS Acquisition Milestone Management System
AMTAS Army Modernization Training Automation System
AMTESS Automatic Maintenance Test Equipment Support System
AMTP Army Mission Training Plan
AN/ALQ-133 Quicklook II (See "Quicklook" for a description.)
AN/ALQ-151 Quickfix II (See "Quickfix" for a description.)
AN/APS-94F Side-Looking Airborne Radar (aka: SLAR)
AN/GSQ-187 REMBASS (See "REMBASS" for a description.)
AN/MLQ-34 TACJAM (See "TACJAM" for a description.)
AN/MSQ-103 Teampack (Receiving Set, Special Purpose, Noncommo Detector)
AN/PPS-5/B Radar Set
AN/PPS-15 Radar Set
AN/PRD-12 Lightweight Man-Transportable Radio Direction Finding System (See "LMRDFS" for a description.)
AN/PSC-2 Intelligence Digital Message Terminal
AN/TMQ-30 Automated Meteorological System

Acronyms

AN/TRQ-32 Teammate. This direction-finding system is capable of stand-alone or netted operations. It is interoperable with the AN/ALQ151(V)2 QUICKFIX 11b, the AN/TSQ-138 TRAILBLAZER, and the AN/PRD-12. The TEAMMATE's communications equipment allows operators to send reports to the division's analysis and control element directly or through a supporting traffic analysis team over the Tactical Intelligence Gathering and Exploitation Relay system. These capabilities make the TEAMMATE a critical player in the division's overall intelligence collection plan. AN/TSQ-130 Technical Control and Analysis Center (aka: TCAC) AN/TSQ-132 Ground Station Module (aka: GSM-JSTARS) (See "JSTARS" for a description.) AN/TSQ-134 Electronic Processing & Dissemination System AN/TSQ-138 Trailblazer (See "Trailblazer" for a description.) AN/TSQ-152 Trackwolf (See "Trackwolf" for a description.) AN/TSQ-190(V) Trojan Spirit II (See "Trojan Spirit II" for a description.) AN/USD-9A Guardrail Common Sensor (See "GUARDRAIL" for a description.) AN/USD-9B Improved Guardrail V (See "GUARDRAIL" for a description.) AN/UYK-71 MICROFIX Computer System ANCOC Advanced Noncommissioned Officer Course AOC Area of Concentration AOE Army of Excellence AOG Army Occupational Guide AOS Acoustic Overwatch Sensor APAM Anti-Personnel, Anti-Materiel APBI Advanced Planning Briefing for Industry APF Appropriated Fund APFT Army Physical Fitness Test APIC Army Performance Improvement Criteria APL Applied Physics Lab

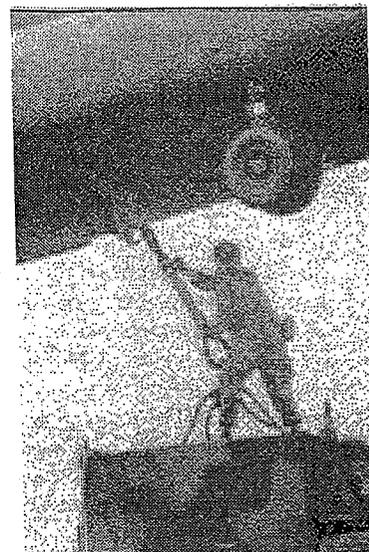
APORS Army Performance Oriented Review and Standards APPO Army Power Procurement Office APRT Army Physical Readiness Test APRTU Army Physical Readiness Training Uniforms AQF Advanced QUICKFIX (See "Quickfix" for a description.) AQL Advanced QUICKLOOK (See "Quicklook" for a description.) AR Army Regulation ARB Academic Records Branch ARCENT Army Central Command ARCIS Army Company Information System ARCOM Army Readiness Command ARCSA Aviation Requirements for



Airborne Reconnaissance Low

the Combat Structure of the Army ARF Airbone Relay Facility ARI Army Research Institute ARISC ATCCS Requirements Integration Steering Committee ARJS Airborne Radar Jamming System ARL Airborne Reconnaissance Low is a modified DeHavilland DHC-7 turboprop aircraft that is configured to support joint task force commanders in force projection operations. Carrying a payload of imagery sensors, like line scanners, forward-looking infrared radar, and day and night imaging system, it can provide images of land and sea targets. Its communications intelligence assets include high-frequency/very high frequency/ultra high frequency communications intercept capabilities, along with direction-finding, frequency-hopping, and

low probability intercept signals. The ARL can intercept, identify and locate communications emitters. ARL uses a direct air-to-satellite data link. Its basic configuration may be augmented with low-light television, moving target indicator cueing radar, synthetic aperture radar, multispectral camera, acoustic sensor, and a precision targeting



Men of the 311th MI Bn slingload a TRQ-32A into a CH-47D aircraft.

subsystem. The ARL was instrumental in supporting the U.S. Southern Command commander during operations in Haiti. ARMS Automated Record Management System ARP Acquisition Requirements Package ARPA Advanced Research Projects Agency ARPRINT Army Program for Individual Training ARRC Allied Command Europe Rapid Reaction Corps ARSTAF Army Staff ARTEP Army Training and Education Plan AS Acquisition Strategy ASA U.S. Army Security Agency

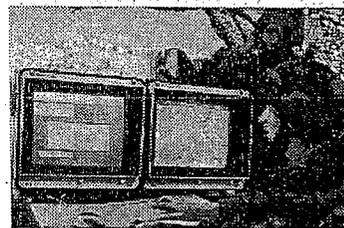
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ASARC Army Systems Acquisition Review Council
 ASARS Advanced Synthetic Aperture Radar System
 ASAS All-Source Analysis System
 The All-Source Analysis System is the Intelligence Electronic Warfare (IEW) subelement of the Army Tactical Command and Control System (ATCCS). ASAS will provide combat leaders the all source intelligence needed to view the battlefield and more effectively conduct the land battle. ASAS provides a tactically deployable ADP system with a capability to: Receive and correlate data from strategic and tactical intelligence sensors/sources, produce enemy situation displays, rapidly disseminate intelligence information, nominate targets, manage collection requirements, and provide operations security support. ASAS is designed to operate in a joint environment across the spectrum of conflict.
 ASAS-EACIC ASAS Echelons Above Corps Intelligence System
 ASATC All-Source Analysis Training Center
 ASC ATCCS Steering Committee
 ASD C3I Assistant Secretary of Defense, Command, Control, Communications and Intelligence
 ASD Administrative Support Division
 ASDAT Advanced Systems Doctrine and Training Branch
 ASE Aircraft Survivability Equipment
 ASEMA Advanced Special Electronic Mission Aircraft
 ASET Aircraft Survivability Equipment Trainer
 ASI Additional Skill Identifier
 ASIMS Army Standard Information Management Systems
 ASLO Allied Student Liaison Office
 ASM Assignment Specific Module
 ASMD Advanced Strategic Maintenance Department
 ASP All-Source Production
 ASPO Army Space Program Office
 ASPO Army Space Program Office

ASSIST Automated Special Security Information Systems Terminal
 ASTAMIDS Airborne Standoff Minefield Detection System
 ASTF All-Source Training Facility
 ASTMP Army Science and Technology Master Plan
 AT Advanced Technologies
 ATACMS Army Tactical Missile System
 ATAF Allied Tactical Air Force
 ATARS Advanced Tactical Air Reconnaissance System
 ATB Automation Task Branch
 ATC Air Training Command
 ATC ASAS Training Center
 ATCCS Army Tactical Command and Control System
 ATD Automated Training Division
 ATD Advanced Technology Demonstration
 ATDLP Armywide Training and Doctrinal Literature Program
 ATE Automatic Test Equipment
 ATL Automated Task List
 ATM Asynchronous Transfer Mode
 ATMD Advanced Tactical Maintenance Department
 ATP Acceptance Test Procedures
 ATPD Advanced Technology Plans and Development
 ATRRS Army Training Requirements and Resources System
 ATSC Aviation Training Support Company
 ATSC Army Training Support Center
 ATSS Automated Test Set System
 AURS Automated Unit Reference Sheets
 AUSA Association of the United States Army
 AV Audiovisual
 AVIM Aviation Intermediate Maintenance
 AVN Aviation
 AVPRO Audiovisual Program Office
 AVRADA Army Avionics Research and Development Activity
 AVUM Aviation Unit Maintenance
 AWC U.S. Air Force Air Warfare Center

AWE Advanced Warfighting Experiment
 AWEBBS Advanced Warfighting Experiment of Battlefield Synchronization
 AWS Analyst Workstation Software
 AWS Air Weather Service (USAF)
 AWS Alternate Work Schedule

B&Cs Badge and Credentials
 BAC Battlespace Atmospheric Conference
 BARE Basic Architecture Review Element
 BAS Battlefield Automated Systems
 BASI Beech Aerospace Industries
 BASIX Brigade All-Source Intelligence Exercise
 BASOPS Base Operations



All-Source Analysis System

BAT Brilliant, anti-armor submunition
 BAT-D Battlefield Deception
 BBA Business-Based Actions
 BBS Bulletin Board System
 BC2DISMTD Battlespace Command & Control Dismounted Battle Lab
 BC2MTD Battlespace Command & Control Mounted Battle Lab
 BCBL(H) Battle Command Battle Lab (Huachuca)
 BCDSS Battle Command Decision Support System
 BCR Battlefield Communication Review
 BCTP Battle Command Training Program
 BDAP WG Battlefield Digitization Action Plan Working Group
 BDO Battlefield Deception Office
 BDP Battlefield Development Plan
 BED Basic Electronic Division

Acronyms

BEMD Basic Electronics Maintenance Department	BSTF Base Shop Test Facility	CAOC Combined Air Operations Center
BEMT Basic Electronics Maintenance Trainer	BTA Best Technical Assessment	CAPR Capability Requirements
BEP Black Employment Program	BTC Basic Technical Course	CAS ³ Combined Arms Staff Services School
BEQ Basic Enlisted Quarters	BTI Balanced Technology Initiative	CAT Combined Arms Team
BERT Basic Electronic Reinforcement Training	BTT Branch Training Team	CAT Combat Assessment Table
BET Basic Electronics Training	BV Battlefield Visualization	CATG Combined Arms Task Group
BFA Battlefield Functional Area	C-SIGINT Counter-Signals Intelligence	CATS Combined Arms Training Strategy
BFC Battle Focus Center	C ² Command and Control	CBI Computer Based Instruction
BFTTC Battle Focused Instructor Training Course	C ² W Command and Control Warfare	CBR Chemical Biological Radiological
BFMA Battlefield Functional Mission Area	C ² E Continuous Comprehensive Evaluation	CBRS Concept Based Requirements System
BIC Broadcast Intelligence Council	C2V Command and Control Vehicle	CBS Corps Battle Simulator
BICM BCTP Intelligence Collection Model	C3CM Command, Control, and Communications Countermeasures	CBT Computer-Based Training
BIM Basic Instructor Method	C ³ I Command, Control, Communications & Intelligence	CBTDEV Combat Developer
BIO Biographical Data	C ⁴ Command, Control, Communications and Computers	CCB Configuration Control Board
BIOP Basis of Issue Plan	C ⁴ IRDP Command, Control, Communications and Computers Intelligence Requirements Definition Program	CCCA Close Combat Capabilities Analysis
BIP Block Improvement Program	C4RDP Command, Control, Communications, Computers Requirement Definition Program	CCD Continuing Catholic Development
BITC Basic Instructor Training Course	C&J Collection and Jamming	CCF Central Clearance Facility
BLIS Battle Lab Integration Section	C&S Concepts & Studies Division	CCH Close Combat Heavy
BLSOR Battle Lab Senior Officer Review	CA Commercial Activities	CCL Close Combat Light
BLOS Beyond Line-of-Sight	CA Combat Assessment	CCS Communications Control Set
BLT Branch Liaison Team	CAASO Centralized Army Aviation Support Office	CCSBL Combat Service Support Battle Lab
BMD Basic Morse Division	CAB Commander's Advisory Board	CD Coordinating Draft
BMDC Ballistic Missile Defense Center	CAB Combined Arms Branch	CD Combat Developments
BMG Budget and Manpower Guidance	CAC Casualty Area Command	CD/CS Cockpit Display and Control System
BMMT Basic Morse Mission Trainer	CAC Combined Arms Center	CD-ROM Compact Disc-Read Only Memory
BNCOC Basic Noncommissioned Officer Course	CAC-T Combined Arms Center-Training	CDB Communications Data Base
BOB Blueprint of the Battlefield	CAD Course Administrative Data	CDC Control Data Corporation
BOBC Basic Officer Branch Course	CAE Criterion Action Element	CDD Collective Development Draft
BOGSAT Bunch of Guys Sitting Around Table	CAHIAT Computer-Assisted Hardcopy Imagery Analysis Terminal	CDD Common Data Dictionary
BOIG Broadcast Operational Integration Group	CAI Computer Assisted Instruction	CDDF Concepts and Doctrinal Development Facility
BOIP Basis of Issue Plan	CAMMA Combined Arms Mission Area Analysis	CDR Commander
BOIPFD Basis of Issue Plan Feeder Data	CANE Combat Arms in a Nuclear Environment	CDR Critical Design Review
BOM Bit Oriented Messages	CAO Casualty Assistance Office	CDS Child Development Services
BOS Battlefield Operating System		CDS Communications Deception System
BOSS Better Opportunities for Single Soldiers		CDSF Combat Developers Support Facility
BRAC Base Realignment and Closure		CDTB Collective and Distributive Training Branch
BROI Battlefield Return on Investment		CDVIT Counter Durg Voice Intercept Trainers
BSEP Basic Skills Education		CECOM U.S. Army Communications Electronic Command

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CENTCOM Central Command
CEP Concept Evaluation Program
CEPSARC Concept Evaluation Program Schedule and Review Committee
CEWEOC Electronic Warfare Equipment Operator's Course
CEWI Combat Electronic Warfare and Intelligence
CFC Combined Federal Campaign
CFEA Collective Front End Analysis
CFI Cryptofacility Inspection
CFP Concept Formulation Process
CFSO Counterintelligence Force-Protection Source-Protection Source Operations
CGBJ Common Ground Based Jammer
CGS Common Ground Station
CGSC Command and General Staff College
CGSOC Command and General Staff Officers Course
CGWS Computer Graphics Workstation
CHAALS Communications High Accuracy Airborne Location System
CHALS-X Communication High Accuracy Location System-Exploitable
CHATS CI-HUMINT Analysis Tool Set
CHS Common Hardware/Software
CI Counterintelligence
CIA Central Intelligence Agency
CIARC Consolidated Intermediate Analysis and Reporting Course
CIB Communications and Interoperability Branch
CIBS-M Common Integrated Broadcast Service Modules
CIC Counterintelligence Corps
CIC Combat Information Center
CIF Central Issue Facility
CI-HUMINT Counterintelligence-Human Intelligence
CI-LIST Counterintelligence List
CIM Communications Identification Methodology Course
CIM Corporate Information Management
CIMMC Communication electronics Command Intelligence Material Management Center
CINC Commander-in-Chief
CIP Combat Information Processor
CIP Command Inspection Program
CIPMS Civilian Intelligence Personnel Management System
CIPPS Civilian Integration of the Personnel Proponency System
CIS Communications Intelligence Simulator
CITC Central Imagery Training Committee
CJB Congressional Justification Book
CLC Computer Learning Center
CLCSE CECOM Center for Life Cycle Software Engineering
CECOM
CLPS Command Language Programs
CM Collection Management
CM&D Collection Management and Dissemination
CMES Collection Management Expert System
CMF Career Management Field
CMH Center of Military History
CMISE Corps MI Support Element
CMP Configuration Management Plan
CMR Central Mail Room
CMSS Collection Management Support System
CMST Collection Management Support Tools
CMTC Combat Maneuver Training Center
CNR Combat Net Radio
COA Courses of Action
COB Close of Business
COB Command Operating Budget
COE Common Operating Environment
COE Critical Operational Issues
COE Corps of Engineers
COE Council on Occupational Education
COEA Cost and Operational Effectiveness Analysis
COEI Commission on Occupational Educational Institutions
COI Course of Instruction
COIC Critical Operational and Issues Criteria
COINS Community On-line Intelligence System
Combat STTAR Combat Synthetic Test and Training Assessment Range
COMCAT Character-Oriented Message Catalog
COMDED Character-Oriented Message Data Element Dictionary
COMEIS Communications Emitter Identification System
COMINT Communications Intelligence
COMSEC Communications Security
CONOPS Concept of Operations
CONUS Continental United States
COR Contracting Officer's Representative
COR Contractor Representative
COTS Commercial Off-the-Shelf
COTS Computer Off The Shelf
CoVRT Commander's Visual Resource Tool
CPA Civilian Personnel Activity
CPAC Civilian Personnel Advisory Center
CPC Civilian Program Coordinator
CPD Civilian Personnel Division
CPDI Command Procedures for Driving Intelligence
CPI Computer Processor Interface
CPO Civilian Personnel Office
CPR Cardiopulmonary Resuscitation
CPS Collection and Processing System
CP-SS Capability Package-Single Source
CPX Command Post Exercise
CRC Control and Reporting Center
CRD Capstone Requirements Document
CRM Camera-Ready Mechanicals
CRMP Collection Requirements Management Program
CRMP Collection Resources Management Plan
CRWG Computer Resources Working Group
CSA Chief of Staff of the Army
CSB Communications Skills Branch
CSB Combat Support Branch
CSC Conventional Systems Committee
CSD Command and Staff Division