Part I

U.S. Army Intelligence Center and Fort Huachuca

Annual Command History

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Prepared by James P. Finley, Command Historian
U.S. Army Intelligence Center and Fort Huachuca
Fort Huachuca, Arizona, 85613-6000

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

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The Year in Review, 2000
Commander's Overview

The year 2000 was a time of redesign, of shifting paradigms, of Army Transformation. The year witnessed the Military Intelligence community fielding new, breakthrough equipment like the new versions of the All-Source Analysis System, Common Ground Station, Prophet system, Tactical Exploitation System, and the brigade commanders' Tactical Unmanned Aerial Vehicle. The Force XXI Battle Command, Brigade and Below (FBCB^2) system was coming to the fore and was expected to greatly increase our abilities to process and analyze information. When the system is fully fielded, every vehicle and dismounted soldier using the FBCB^2 would become a collector with the capability of reporting digitally to his or her commander. All of these technologies have significantly enhanced the Military Intelligence soldier's capacity to collect, process and analyze large amounts of information across the spectrum of combat. Doctrine and our tactics, techniques, and procedures (TTP) were undergoing revision during the year to take into account the expanding mission of military intelligence. New organizations were designed to streamline the military intelligence support to the Initial Brigade Combat Team (IBCT) and enhance our human intelligence (HUMINT) capability.

To place our Army transformation effort in context, a special chapter was added to this document that intends to give some historical perspective to the process and reviews the Military Intelligence issues that surround the IBCT. But the design of the Military Intelligence support to the IBCT has not been the sole accomplishment of 2000. The year has seen a number of noteworthy achievements. Let me review a select few.

The Intelligence Center and Fort Huachuca workforce—soldiers, civilians, and contractors—were the bedrock for all the history that transpired in the year 2000. They were the heart and soul of the operation and their record of achievement speaks loudly and clearly for Military Intelligence professionalism. As the year began, we announced our annual standouts. Ms. Joan M. Plourde, a supply quality assurance specialist with the Directorate of Installation Support, was chosen Fort Huachuca's Civilian of the Year. Sgt. Keenda Moore-Batchelor, an Operations Clerk for the Electronic Proving Ground, was the Soldier of the Year for 1999, and Sgt. Raymond J. Edwards, an military policeman with the Military Police Company, 306th Military Intelligence Battalion, was named Fort Huachuca's Noncommissioned Officer of the Year.

One of our own, Sgt. 1st Class Govnor Q. Weaver, Jr., a training/writer developer at the New Systems Training Office, was one of 20 students in Arizona

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named to the All Arizona Academic "first" team. Weaver, who was also a platoon sergeant in Company A, 306th Military Intelligence Battalion, maintained a 4.0 grade point average at Cochise College.

In ceremonies in Fitch Auditorium in March, I had the privilege of announcing the command's Distinguished Instructor of the Year. She was Staff Sgt. Judith A. Koonce of the 305th Military Intelligence Battalion. Other candidates were Capt. Laura M. Ryan of the 304th Military Intelligence Battalion, Sgt. 1st Class Lyle E. Watkins of the Noncommissioned Officer Academy, and Staff Sgt. Larry G. Davis of the 304th Military Intelligence Battalion.

On 20 April it was a great honor for me to present the first Fort Huachuca's Child's Champions Award recognizing local individuals for their work in making a difference for children. Sponsored by the Child and Youth Service in honor of the Month of the Military Child, the awards were given to Jackie Branning, the coach and PE teacher at Smith Middle School, and Trish Lopez, a 15-year employee of School Age Services.

In a Department of Energy ceremony in Washington, D. C. on 12 October, garrison commander Col. Michael W. Boardman accepted two awards recognizing the post's energy and water conservation measures. Water usage for 2000 was reduced by 35 million gallons over 1999, natural gas use was down by seven percent, and electrical usage increased by 3.3 percent due to a greater military student load. A month later I handed out similar national energy and water conservation awards to the Environmental and Engineering Divisions of the Directorate of Installation Support. The Department of Army Energy Award, Presidential Energy Award, and the TRADOC Installation Environmental Award were given to Michael Shaughnessey, Craig Hansen and Gretchen Kent for their work in fiscal year 1999 to reduce water usage and electricity usage.

Four new Military Intelligence Hall of Fame members were inducted on 30 June in ceremonies at Alvarado Hall. They were Command Sgt. Maj. Sterling T. McCormick (retired), Mr. Theodore Hans, Maj. Charles McKee (deceased), and Chief Warrant Officer 3 Sherman Reagan (deceased).

I presided over a dedication ceremony in September of a Historical Interpretation Facility in Building 22330 on Christy Avenue. It was named in honor of Salvador Sepulveda who ran a shoe repair shop in the building in the 1920s, 30s and 40s. Members of the Sepulveda family were guests at the ceremony. Another noteworthy dedication during the year was the naming of the Military Intelligence Village track in honor of Specialist Ray E. Krueger II killed in the line of duty

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while on a counter-narcotics reconnaissance mission in South America.

Not only individuals, but organizations showed their commitment to excellence during the year. In March, Fort Huachuca's Directorate of Information Management received The Commissioner's Award from General Services Administration for demonstrating excellence in the information technology field. The following month the Legal Assistance Office at Fort Huachuca was awarded the 1999 Army Chief of Staff Award for Excellence in Legal Assistance recognizing its quality work, preventive law efforts and the legal experience of its attorneys. During the year, the office helped 17,954 people, including clients from the Tax Center.

The U.S. Joint Forces Command in Norfolk, Va., selected Fort Huachuca in September as the site for its Joint Operations Test Bed System, a new initiative that would experiment with better ways to conduct joint and tactical levels of command. The system combined two Predator unmanned aerial vehicles, a ground station, maintenance, technical support and U.S. Joint Forces Command staff support to provide a mobile, self-contained UAV unit. Fort Huachuca was selected because of its technical testing capability, routine unmanned aerial vehicle operations, and extremely favorable airspace and weather conditions. The selection was a tribute to the professionalism of our military and civilian workforce.

To continue our efforts to improve living conditions for soldiers and their families we were pleased to learn in April that funding was granted for a project to renovate 30 houses on Dove and Mills Circle that were excluded during the last renovation and 80 more houses in the Bonnie Blink area. The old houses would be demolished and rebuilt beginning in April 2001, after they become vacant through attrition. In December, I officially dedicated six new barracks in the Thunder Mountain Village complex, yet another improvement in the quality of life for soldiers stationed at Fort Huachuca. Construction on the complex began in July 1998 and soldiers began occupying the barracks on 4 October. The buildings housed Headquarters, Headquarters Company, 306th Military Intelligence Battalion; 36th Army Band; 111th Military Intelligence Brigade; HHC, U.S. Army Garrison; 504th Signal Battalion; and Medical Activity Command. The buildings featured 156 suites, with 132 of these shared by two soldiers, with two private bedrooms and a shared kitchen and bathroom. A Community Center occupied a seventh building and was manned 24 hours a day. It had a full kitchen area and a laundry room with 21 energy and water saving washers and 30 dryers.

The organization took on a new look with the addition of a new training brigade, the 112th Military Intelligence Brigade. On 26 September, the 304th and 306th Military Intelligence Battalions were realigned and redesignated the 112th Military Intelligence Brigade (Provisional), and Col. Gary L. Parrish was named

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as the new unit's first commander. The organization was staffed with people formerly with the Directorate of Continuous Learning and new personnel were not contemplated. The transfer of some school directorates, the aforementioned battalions and the NCO Academy to a brigade configuration was designed to optimize and economize operations at Fort Huachuca.

In magazine articles published during the year, I urged the Military Intelligence community to engage in information interchange. The flow of information would allow us to keep abreast of the fast-paced change that has become the hallmark of our times. This history is part of the ongoing dialogue. It tells about our base—the traditions and yesterday's hard work that provide the superstructure for the challenging work of transforming the Army in the future. It shows how people resolved problems in the past, offers precedents and generally makes readers aware that they were part of a long-standing tradition of excellence. The Annual Command History is the only comprehensive, concise and continuing record of our institutional progress. It documents our lessons learned. I encourage you to use it as an orientation document for new members of your staff and as a guide to continuity.

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

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CHAPTER II

Mission, Organization, Functions and Leadership

The U.S. Army Intelligence Center and Fort Huachuca was a subordinate element of the U.S. Army Training and Doctrine Command (Training and Doctrine Command) headquartered at Fort Monroe, Virginia. The commander of the Intelligence Center served as an advisor to the U.S. Army Combined Arms Center (USACAC), Fort Leavenworth, a Training and Doctrine Command integrating center concerned with combined arms matters. The Intelligence Center's mission was to conduct intelligence and electronic warfare (IEW) training for soldiers, leaders and members of all services; articulate IEW requirements for materiel systems; develop IEW concepts, doctrine and organizations; exercise proponency for the Military Intelligence Corps; and command and operate the Fort Huachuca military installation. Stated simply, the Intelligence Center designed all military intelligence organizations, trained all Military Intelligence personnel, and developed and tested Military Intelligence 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 Military Intelligence Battalion at Goodfellow Air Force Base, Texas, near San Angelo; Delta Company of the 305th Military Intelligence Battalion, Corry Station, Pensacola, Florida; and the JSTARS Development, Training and Test Detachment at Grumman Melbourne Systems Division in Melbourne, Florida.

Strength

The total noontime population, a figure that would include all retirees within a 60-mile radius, military dependents and civilians, to include bank employees, contractors, etc., was 11,375 on 30 September. Actual military and federal civilians numbered 9,450. 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 nonresident 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 was 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

TABLE 1.—Strength Figures at Fort Huachuca 31 March 2000[1]

	Off	WO	EM	Military	Civilian	Total
Intelligence Center	219	59	1,775	2,053	721	2,774
[Intelligence Center Students]	440	0	1,878	2,318	0	2,318
Tenants	275	50	2,102	2,427	1,647	4,074
Support Personnel	0	0	0	0	2,059	2,059
Total	934	109	5,755	6,798	4,427	11,225

TABLE 2.—Strength Figures at Fort Huachuca 30 September 2000[2]

	Off	WO	EM	Military	Civilian	Total
Intelligence Center	249	63	1,541	1,853	729	2,582
[Intelligence Center Students]	403	3	2,458	2,864	0	2,864
Tenants	291	57	2,018	2,366	1,638	4,004
Support Personnel	0	0	0	0	1,925	1,925
Total	943	123	6,017	7,083	4,292	11,375

doctrinal literature program, Army Test and Evaluation Programs (ARTEP), Individual Training Development Books, Skill Development Tests (SDT), training films, and educational television programs.

The Intelligence Center developed, coordinated, and managed resident Programs of Instruction (POI), and all exportable training including the Army Correspondence Course Program (ACCP) and Training Extension Course (TEC) Program. The center also developed training for new systems under the Life Cycle Military Intelligence aspects of modeling, simulating and war-gaming. It provided support to the operations at the National Training Center (NTC) with proponency for Intelligence and Electronic Warfare (IEW) and with Department of the Army proponency for all intelligence

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Military Occupational Specialties (MOS) and career fields. It prepared, coordinated, reviewed, and approved Army-wide training literature according to Army Regulation (AR) 310-3. The Intelligence Center also prepared, revised, and coordinated MOS actions regarding description, job analysis, and task analysis.

With Department of the Army proponency for Electronic Warfare, it coordinated Signals Intelligence and Electronic Warfare (SIGINT/EW) actions about training developments, including Electronic Warfare training aspects for non-technical MOS's.

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

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

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

Warrant officers had a unique training program. Upon appointment, they completed officer candidate school-type entry training at Fort Rucker, Alabama. Then Military Intelligence warrant officers attended technical certification training at Fort Huachuca. These courses updated and refined technical skills learned as Military Intelligence soldiers. WO1s also received an introduction to the leadership obligations and challenges they would face as warrant officers. Upon selection for CW3, senior Military Intelligence 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 Military Intelligence concepts.

Career training for officers began with the Military Intelligence 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 Military Intelligence 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, Military Intelligence commissioned officers concluded formal Army intelligence instruction with attendance at the Military Intelligence Officer Advanced Course.

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

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

The Office of the Registrar was newly created in 1998 out of elements formerly in the Directorate of Operations, Training and Doctrine and in the Office of the Deputy Assistant Commandant. Its purpose was to coordinate the administrative functions that supported instruction at the Intelligence Center. It performed evaluation oversight through the conduct of the Training and Doctrine Command Evaluation and

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Quality Assurance Program and it assessed program effectiveness to ensure consistency with Army intelligence goals and the stated needs of national intelligence agencies and of other services. The office managed course offerings and tracked student enrollments for all courses offered by the Intelligence Center. It coordinated with Training and Doctrine Command and the Army's Personnel Command regarding course documentation and training resource requirements. The office also effected liaison with outside organizations and served as the point of contact for the Combat Training Centers (CTC), the Center for Army Lessons Learned (CALL), and the Army Research Institute (ARI). (For more information on training developments, see Chapter 6.)

The Base Realignment initiative resulted in the construction of the most modern and technically up-to-date training facilities anywhere in the Army today. Military Intelligence 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 Military Intelligence Branch, the center's Futures Directorate acted as the Training and Doctrine Command proponent for tactical intelligence, technical and intelligence support to Operations Security (OPSEC), and Army Meteorology.

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

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

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

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

The commanding general remained as the proponent for the entire Military Intelligence Corps of over 30,000 soldiers and Department of the Army Civilians who serve the Army and

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the nation in a variety of positions around the world. To help the commanding general, the Office of the Chief of Military Intelligence (OCMI), since 1998 a subordinate element of the Futures Directorate, provided Deputy Chief of Staff for Personnel, Department of the Army, recommended changes to personnel management policies and Military Intelligence specialty development for officers, warrant officers, enlisted members and civilians. It was responsible for Military Intelligence Branch proponency 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 Office Chief of Military Intelligence insured the correct numbers within the proper grades, with the right skills, to meet the needs of the Total Army, both now and in the future. (See Chapter 3 for more on the Futures arena.)

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

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

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

The 111th Military Intelligence Brigade, headquartered in Riley Barracks at Fort Huachuca, consisted of three Military Intelligence battalions and two detachments. Two battalions, the 305th, and 309th were located at Fort Huachuca along with one detachment. A third battalion, the 344th, was at Goodfellow Air Force Base, Texas, with one of its companies detached to Pensacola Naval Air Station, Florida. It provided general personnel administration and logistical support to assigned permanent party and student personnel, and also had Uniform Code of Military Justice (UCMJ) authority over all assigned military personnel. The brigade, which provides command and control for an annual average of 6,000 students and a permanent party of 2,500, has the mission of producing trained, physically ready officers, noncommissioned officers and soldiers for the total force through initial entry training in all military intelligence enlisted fields. The brigade also tested new doctrine and equipment. Besides its training and testing missions, the 111th stood ready to deploy units or individuals to meet contin-

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gencies throughout the world. (For more on the 111th Military Intelligence Brigade, see Chapter 4.)

The 112th Military Intelligence Brigade, headquartered in the Kelly Operations Building at Fort Huachuca, was provisionally organized on 26 September with the 304th Military Intelligence Battalion, the 306th Military Intelligence Battalion, and the Noncommissioned Officers Academy. With a staff of over 100 full-time active Army, Department of the Army Civilians, and Contract Civilian instructors, the brigade trains an average of over 3,500 students in some 235 programmed and 36 unprogrammed courses. Its mission was to train and develop Military Intelligence leaders that were "warrior focused, capable of leading and operating in networked/digital/system of systems architectures throughout the entire operational continuum." (For more on the 112th Military Intelligence Brigade, see Chapter 5.)

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

Command

During the year, the commander of the Intelligence Center, Maj. Gen. John D. Thomas, Jr., called upon Military Intelligence professionals from the Army Reserve, the Army National Guard, the Active Component, Army civilians and defense contractors to integrate their capabilities, capitalize on their strengths and thereby mitigate their limitations. In his "Vantage Point" column in Military Intelligence,3 he reflected upon military intelligence activities in Kosovo and concluded that these operations "tell us that our transformation efforts were on target. " In order to respond immediately to worldwide contingencies, the Military Intelligence force must be transformed and that would involve some revisions. Thomas enumerated those changes:

Maj. Gen. John D. Thomas, Jr.

"—We must lighten our organizations. Equipment that a C-130-class aircraft cannot transport would not be relevant to the fight.

"—We should continue to refine our reach-back and split-based capabilities. Intelligence organizations have set the standard for these virtual staffs; we cannot rest on our accomplishments.

"—Our tactical units must be more balanced, demanding more tactical human intelligence (HUMINT) and imagery capabilities.

"—We must pool our linguists to increase flexibility and target-area knowledge.

"—We must use the power of the entire Mili-

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tary Intelligence Corps, continuing to leverage U.S. Army Intelligence and Security Command capabilities in support of corps, division, and even brigade operations.

"—Our analysts must be more capable of interpreting asymmetric threats."

Thomas pointed to several areas that support the Military Intelligence transformation, initiatives like the Initial Brigade at Fort Lewis, the recent Military Intelligence Functional Area Assessment and Functional Review, the Corps redesign initiative, and training and doctrine efforts within the Intelligence Center. Other events that would improve the relevance and flexibility of the force would be the fielding of the All-Source Analysis System, Common Ground Station, Prophet, the Tactical Unmanned Aerial Vehicle, the Tactical Exploitation System, and the Guardrail Common Sensor.

In subsequent issues of Military Intelligence, the commanding general addressed the topic of the Initial Brigade Combat Team. His views on that topic were covered at greater length in Chapter 8.

Key Positions

A roster of key Intelligence Center and Fort Huachuca personnel, as of 31 December, is shown in Table 3.[4]

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TABLE 3.—Key Personnel

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

Deputy Commander: Brig. Gen. Richard J. Quirk III, assigned 10 September1999.

Chief of Staff: Col. Susan A. Browning replaced Lt. Col.. Dorothea M. Cypher-Erickson in April 2000.

Command Sergeant Major: Cmd. Sgt. Maj. Scott Chunn, assigned April 1998.

Registrar: Ms. Nancy Barnes, assigned April 1998.

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

Garrison Commander: Col. Michael W. Boardman, assigned in 23 July 1999.

Commander, 111th Military Intelligence Brigade: Col. William A. Carrington replaced Col. Michael J. Gaffney in July 2000.

Commander, 112th Military Intelligence Brigade: Col. Gary Parrish assigned on 26 September 2000.

Commander, 304th Military Intelligence Battalion: Lt. Col. Joseph Kennedy replaced Lt. Col. Daniel S. Szarenski in July 2000.

Commander, 305th Military Intelligence Battalion: Lt. Col. J. Chandler, assigned in June 1999.

Commander, 306th Military Intelligence Battalion: Lt. Col. D. J. Reyes replaced Lt. Col. Carol Szarenski in July 2000.

Commander, 309th Military Intelligence Battalion: Lt. Col. Thomas M. Kelley replaced Lt. Col. D. Kneafsey in June 2000.

Commander, 344th Military Intelligence Battalion: Lt. Col. A. Pauroso replaced Lt. Col. D. Jones in August 2000.

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

Installation Staff Chaplain: Col. Juan Loya replaced Col. Thomas R. Decker in July 2000.

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

Director of Futures: Mr. Michael Powell, assigned May 1998.

Deputy Director, Battle Command Battle Lab: Col. W. Phelps replaced Col. W. Carrington in July 2000.

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

Director of Education Services: Ms. D. Spohn, assigned October 2000.

Director of Installation Operations: Mr. David Frodsham, assigned in June 2000.

Director of Installation Support: Mr. John A. Ruble replaced interim director Mr. David Frodsham in June 2000.

Director of Morale, Welfare and Recreation: Mr. Daniel D. Valle, assigned September 1995.

Director of Information Management: Maj. Larry Singer replaced Mr. Delford D. Horton in May.

Director of Continuous Learning:, Col. Steven J. Boltz replaced Col.. Susan A. Browning in January 2000 and on 28 July the directorate became the Leader Training Brigade under Col. Gary L. Parrish.

Commandant, Noncommissioned Officer Academy: Cmd. Sgt. Maj. D. Striffilino replaced Cmd. Sgt. Maj. Vivian Diaz in June 2000.

Director of Public Safety: Lt. Col. P. Mroczkiewicz, assigned in April 1999.

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

Installation Safety Officer: Mr. Bruce Heran, assigned March 1989.

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

Inspector General: Lt. Col. Susan G. Merila, assigned in July 1999.

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

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Military Equal Opportunity Officer: MSgt. C. Hurley, assigned in January 1999.

Staff Judge Advocate: Col. K. Ellcessor replaced Col. Brent D. Green in June 2000.

Public Affairs Officer: Maj. Daniel T. Williams, assigned in May 1999.

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

Training and Doctrine Command System Manager—Joint Surveillance Target Attack Radar System (JSTARS): Col. Stephen J. Bond replaced Col. Michael Gourques in August 2000.

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

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

Training and Doctrine Command System Manager—Ground-Based Common Sensor: Col. Kevin C. Peterson, assigned August 1999.

End Notes

[1] *Post Population Summary Report*, Directorate of Resource Management, U.S. Army Intelligence Center and Fort Huachuca, as of 31 March 2000, ATZS-RMP-E, included as SUPPORTING DOCUMENT 1.
[2] *Post Population Summary Report*, Directorate of Resource Management, U.S. Army Intelligence Center and Fort Huachuca, as of 30 September 2000, ATZS-RMP-E, included as SUPPORTING DOCUMENT 2.
[3] Thomas, Maj. Gen. John D., Jr., "Vantage Point," *Military Intelligence Professional Bulletin*, January-March 2000, p. 2.
[4] This roster was prepared based on a telephone canvas of the headquarters. For a roster of key intelligence personnel in the field, see SUPPORTING DOCUMENT 3.

CHAPTER VII

Garrison

General Information

In fiscal year 1999,[1] Fort Huachuca took up 114.49 square miles, or 73,242 acres, in the southern part of Cochise County, Arizona. The real property and capital improvements were appraised at $540,914,915. Military personnel assigned numbered 5,876 and civilian employees totaled 2,426, for a total strength of 8,304. Add dependents and contractors, and the post noontime population came to 15,466. Eleven Reserve units trained on Fort Huachuca, expending 18,660 man-days. Fort Huachuca spent $900.2 million, with $117.6 million being civilian pay, $154.8 comprised of military pay, $229.7 in purchases in the state of Arizona, $393 million on out-of-state purchases, and miscellaneous expenditures of $5.3 million. It had an airfield, Libby Army Airfield, with a 12,000-foot runway that accommodated annual traffic totaling 60,478. There were 1,934 family quarters on the post and troop billeting for 3,330 enlisted and 208 officers. During the fiscal year, 79,756 people visited the Fort Huachuca Museums. The post library maintained some 70,000 books. The hospital averaged each day 663 outpatient visits. The average daily attendance at the dependent schools numbered 1,295 for the Fort Huachuca Accommodation Schools, 991 at Buena High School, and 1.459 at other Sierra Vista Schools for military and civilian dependents.

Economic Impact[2]

Fort Huachuca played a major role as an employer and a consumer in the economic health of Arizona. It was the largest employer in southern Arizona, with 11.140 military, civilian, and contractor employees. In Cochise County, 30.1 percent of the employment was directly related to the presence of Fort Huachuca.

During fiscal year 1999, Fort Huachuca's budget remained relatively stable. However during fiscal year 1999 the overall employee population increased slightly. While the post experienced a loss in DA civilian and assigned military personnel, this was offset by an increase in military students and contractor personnel.

From a high of over 13,000 in fiscal year 1994, Fort Huachuca's employee population was 11,140 in fiscal year 1999 and included military, civilian and contractor personnel. Many of the military assigned to Fort Huachuca lived on post in bachelor quarters, in barracks, or in family housing. Other military personnel and civilian employees lived in neighboring Sierra Vista and Huachuca City or in other communities in Cochise County.

Population data published by Fort Huachuca came from a number of separate databases. These databases, to include federal government systems and government contractor operated systems, do not cross- reference their data. Several years ago, Fort Huachuca became aware that the existing method of population reporting, from these various data bases, led to the double counting of some individuals who may be counted under several reportable categories. An example of this duplication would be a military family member who lived on Fort Huachuca, who was also a government civilian or contract worker on the Fort. This person would be counted twice, as a military family member and as a government civilian/contractor employee. At this point, an additional 1.3 family

command on post, including U.S. Army Garrison, 111th Military Intelligence Brigade, and 11th Signal Brigade. Most members serve for a period of 90-180 days. The Honor Guard continued in its primary mission of funeral honors support to the tri- state areas of Arizona, Nevada, and Southern California. With the increasing number of veterans from World War II and Korea dying each year, the unit responded to a steadily increasing number of funeral honors requests. A typical month for the Honor Guard included rendering honors to 25-35 veterans and retirees and traveling 8,000-10,000 miles in the performance of these duties. The Honor Guard also lent support to most of the major ceremonies on post and in the local community. Color Guards were provided for the 111th Military Intelligence Brigade and 11th Signal Brigade Changes of Command, the Fort Huachuca Memorial Day Ceremony, Sierra Vista Independence Day Parade and Ceremony, the 225th Army Birthday, Lt. Gen. Claudia Kennedy's Retirement Ceremony, and the Sierra Vista Veterans' Day Parade and Ceremony. Cannon Support was another visible reminder of the Honor Guard's presence in several ceremonies, including a salute battery for Memorial Day, Independent Day and Veteran's Day, and morale support for the start of several special run's and walk-a-thons, as well as the inter-service football games in the fall.

36th Army Band

The 36th Army Band (The Regimental Band of the Military Intelligence Corps) was commanded by Chief Warrant Officer Three (CW3) Edward Leferink. The first sergeant, was 1st Sgt. William Shumsky. During the year, the band participated in numerous high profile ceremonies and concerts. In support of the installation and training center, the band was active in its support of units through ceremonial and other important unit functions. The band was featured several times in professional sporting events including those for the Arizona Cardinals football team and for the Sidewinders baseball team. The unit continued to expand Fort Huachuca's span of influence by supporting commitments in California, Nevada, Colorado, and New Mexico as well as several new locations all over Arizona. The band's activities with schools have included performances and teaching in most of the schools in Southern Arizona and requests continue to increase as word-of-mouth by music educators expanded knowledge of the band and Army opportunities at Fort Huachuca. This year, working with personnel with the Arizona Music Educator's Association, the bandmaster helped host the regional festival, which brings the most advanced music students in Arizona together with Army band personnel for two full days. The band released another compact disc, which contained official military music and ceremonial music that can be used by units in preparation for various military ceremonies, which helps to preserve the rich historical significance that bugle calls and ceremonies have had on Fort Huachuca's long history.

Mission Programs

In 1998, TRADOC announced its intentions to initiate Commercial Activities/A-76 studies of the Adjutant General (AG), Information Management (DOIM), and Training Support Service (TSC) command-wide. For Fort Huachuca, these studies started in January with a TRADOC-wide workshop to brief the strategy for conducting the studies and installation responsibilities, with TRADOC managing the overall effort for the command. The consulting firms of KPMG and MAI were selected to provide support to TRADOC and the installation study teams. The Garrison Commander and Director, Resources Management, determined that the Directors of AG, DOIM, and TSC would be responsible for conducting their individual studies, with support from the Garrison staff sections, and providing the required information to

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TRADOC. Each team was responsible for developing their Performance Work Statement (PWS) and conducting their Management Study for their individual areas. Progress to date has all three studies completing their PWS. The AG and TSC have progressed into their Management Studies with the DOIM scheduled to start theirs in February 2001. The initial decision on whether the competition results in an in-house award to the Government workforce or a contract would be made as follows: TSC May 2001; AG October 2001; DOIM July 2001.

In July 1999, Col. Michael W. Boardman assumed command of the U.S. Army Garrison at Fort Huachuca. One of Col. Boardman's first initiatives was to align the Army Performance Improvement Criteria (APIC), Activity Based Costing/Management, and the Garrison Strategic Planning Goals and Objectives into one, seamless management system for the Garrison Management System (GMS). The final GMS concept was briefed and approved by Col. Boardman in November 1999. Since then, the Intelligence Center was in the process of rewriting the Installation's vision and developing new installation-wide goals and objectives. Col. Boardman worked with the Directors to redefine their significant activities, measures of success (both cost and performance), and method of tracking customer satisfaction. The intent was to align Garrison missions to the new Installation goals, and objectives. Once this alignment was made, the Directorates' significant activities would be aligned to the Garrison missions and new Goals and Objectives established for the Garrison to update the original eleven measurable goals established in October 1998. To support this data collection and measurement effort, an information management system, integrated with the existing system, was being developed to provide an executive-level suite of management charts and tools to monitor progress towards objectives in support of the Installation's overall goals.

Col. Michael W. Boardman

Military Intelligence Corps Hall of Fame (Hall of Fame)

On 30 June, Mr. Theodor Hans, Command Sergeant Major (Retired) Sterling T. McCormick, Maj. (Deceased) Charles D. McKee, and CW3 (Deceased) Sherman Reagan were inducted into the Hall of Fame. The two-day celebration included a formal induction, a reception, luncheon, and culminated with the Military Intelligence Ball.

On September 29, the Hall of Fame selection board met to consider nominations for the Military Intelligence Corps Hall of Fame 2001. Colonel Susan A. Browning, Chief of Staff, U.S. Army Intelligence Center and the Adjutant of the Military Intelligence Corps, presided over the board. The other voting members of the board were Lt. Col. (P) Perry Hargrove, Chief Warrant Officer Five Rex A. Williams, Chief Warrant Officer of the Military Intelligence Corps, Command Sergeant Major Scott C. Chunn, Installation Command Sergeant Major, Command Sergeant Major Ronald Wright, Command Sergeant Major U.S. Army Intelligence Center Security Command. and Colonel (Retired) John H. Black, The recorder was James A. Chambers, Deputy Garrison Commander, U.S. Army Garrison.

Five individuals were chosen for induction for the Hall of Fame 2001 ceremonies. They were: Lieutenant General (Retired) Patrick M. Hughes, Major General (Retired) Charles A. Thomas, Chief Warrant Officer Four Michael L. Fried, Command Sergeant Major (Retired)

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Ramon Lowry, and, Command Sergeant Major (Retired) Randolph H. Hollingsworth, Jr.

Lt. Gen. (Retired) Hughes distinguished himself with many challenging assignments to include Province Phmg Hoang Advisor, Commander of Special Security Office, Camp Zama, Japan, Intelligence Assistant to the Director for the Army Staff, Director of Intelligence, G3 of the 9th Infantry Division, Commander of the 109th Military Intelligence Battalion, Commander of the 501st Military Intelligence Brigade, Commanding General of the Army Intelligence Agency during Desert Shield/Desert Storm and Director of Intelligence, J2, Defense Intelligence Agency.

Maj. Gen. (Retired) Thomas was commissioned from the Engineer Office Candidate School in August 1969 as a Second Lieutenant in the Military Intelligence Branch. He served consecutive junior officer command and staff tours with the 25th Infantry Division and the U.S. Army Security Agency in Hawaii and Thailand. After completing the advance course, he served as an aide-de-camp to the Commanding General of the US Army Security Agency, Arlington, Virginia. Maj. Gen. Thomas held numerous assignments in field grade officers' positions, and went on to command the 302th Military Intelligence Battalion in Frankfurt, Germany, in January 1985. He held a brigade command in Turkey and was then assigned to the Joint Staff in the Pentagon. Maj. Gen. Thomas was selected for Brigadier General and assigned as Deputy Director for Current Intelligence, Joint Staff and Command Support in October 1991. In 1994 he assumed command of the Intelligence Center and Fort Huachuca until 1998. His final assignment was as Chief of Staff of the U.S. Army Training and Doctrine Command, Fort Monroe, Virginia.

CW5 (Retired) Fried's first assignment was with the 10th Infantry Division and due to his German language fluency, he was recruited by the Military Intelligence Service where he served as an Interrogator in Germany until 1961. CW5 Fried served at the Army Security Agency from 1961 to 1969 and in Herzo Base, Germany, as an expert linguist. After completion of the Vietnamese Language Course, he was assigned to Vietnam and served as a POW Interrogator Technician and Company Administrative Officer. Most of CW5 Fried's career involved assignments that concerned his proficient skills in languages, to include the participation of debriefing the Department of Defense affiliated returnees from Iran. CW5 distinguished 41 year career did not end with his retirement. CW5 Fried was a full-time volunteer in the SI Section, of the 201st Military Intelligence Brigade at Fort Lewis, Washington.

Command Sergeant Major (Retired) Hollingsworth served three combat tours with the 73rd Surveillance Aircraft Company in Vietnam. His other assignments included the 1st Military Intelligence Battalion, Fort Bragg, 3rd Armored Division, Germany, 525th Military Intelligence Group, Fort Bragg, U.S. Army Recruiting Command, Korea, U.S. Army Intelligence Center and 6th Infantry Division (Light). In 1993, he returned to Fort Huachuca, to become the 111th Military Intelligence Brigade Command Sergeant Major. He held numerous leadership positions including squad leaders, section leader, platoon sergeant, operations sergeant, branch chief, instructor, Recruiting Station Commander and Battalion Command Sergeant Major and G3 Sergeant Major. He finished he career at the Command Sergeant Major of the U.S. Army Intelligence Center and Fort Huachuca.

Command Sergeant Major (Retired) Lowry served in numerous assignments as a Voice Interceptor/Transcriber, Supervisor, Platoon Sergeant, Instructor, First Sergeant, and Command Sergeants' Major for the 501st Military Intelligence Brigade, Korea, and the 701st Military Intelligence Brigade, Augsberg, Germany, 704th Military Intelligence Brigade, and 703rd Military Intelligence Brigade, Schofield Barracks, Hawaii.

The 2001 Induction Ceremony was sched-

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uled for 1000 hours, Friday, June 29, 2001.

Adjutant General Directorate

Fort Huachuca held its biannual Retiree Activity Day event on 7 and 8 April at the Club La Hacienda. This event was conducted in an effort to bring Arizona retirees and their family members together to provide informative briefings, medical screenings, and an opportunity to communicate with other long-lost comrades. Over 400 retirees and family members enjoyed the event this year. The following personnel and agencies participated in the coordination of the Retiree Activity Day events: Commander, Intelligence Center; Commander, U.S. Army Garrison; Adjutant General; U.S. Army Medical Department Activity; u.s. Army Dental Activity; State of Arizona Veterans Affairs; Retiree Council; Morale, Welfare and Recreation; Army Air Force Exchange Service; The Retired Officers Association; Widowed Support Center; NCO Wives Club, and the Officers and Civilian Wives Club.

The Adjutant General Directorate held its quarterly Soldier Readiness Processing (SRP) on 26 January, 26 April, 26 July, and 25 October. The purpose of the SRP was to attain the personnel readiness of the participating unit and the ability to deploy if and when necessary. The process included required checks of individual soldier readiness from the following staff agencies: personnel, medical, dental, provost marshal, finance, security, legal, logistics, and operations. This year over 2,250 soldiers received their annual SRP checks.

The Adjutant General Directorate was selected to undergo a Commercial Activity Study in 1998 and it was in its final stages. The majority of the work was completed this year, which consisted of developing a Performance Work Statement, Quality Assurance Surveillance Plan, Transition Plan, Technical Performance Plan, and the Management Plan for the Most Efficient Organization. A sealed bid would be submitted to the contracting officer on behalf of the government to compete against industry to perform the Adjutant General personnel support function later in 2001.

The Adjutant General Directorate sponsored a Swim-A-Thon at Barnes Field House on 5 December. The event consisted of 13 AGD personnel swimming laps for pledges in an effort to raise funds to donate to the Installation Giving Tree. Due to the efforts of these soldiers, 1,286 laps were completed and a total of $1,250 dollars was raised in support of the Giving Tree to help the needy families within the Fort Huachuca community.

Civilian Personnel Advisory Center

The Civilian Personnel Advisory Center served not only the Intelligence Center but all official activities at Fort Huachuca with civilian personnel management, education, training, libraries, and transition assistance. It managed recruitment and placement, position management and classification advice, management-employee relations, labor relations, incentive awards, workers compensation, retirements, and employee services.

During July, the CPAC underwent a comprehensive inspection by the Civilian Personnel Evaluation Agency (CPEA). This inspection included all aspects of the CPAC mission including a regulatory review of personnel actions, current work practices within the organization, and the qualifications and training of the staff. The formal evaluation report submitted after the evaluation by the CPEA team found the Fort Huachuca CPAC to be among the best in the Army based on the quality and timeliness of the work produced. The one area in need of improvement was the amount of civilian training offered.

In response to this finding, the Garrison Commander chose to emphasize civilian training by forming a new Educational Services Directorate. This not only made the training function

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more viable organizationally, but it allowed the commander to better direct the resources of the organization for greater mission accomplishment. This change brought about dramatic results.

The CPAC developed an Activity Based Cost model to better track the costs of functions. The model resulted in significant improvement of certain work processes and made all staff members more conscious of the need to work efficiently.

Education Services Directorate

On 1 October, Col. Michael Boardman, Garrison Commander, established the Education Services Directorate. The Directorate included the Army Education Center (AEC), Post Libraries, Army Distance Learning Program, Army Career and Alumni Program, and the Quality Training Center (QTC), and had a staff of 42 civilians, contractors, and college representatives. In addition to resurrecting the QTC function, Col. Boardman provided year-end funding for nine self-development classes, which trained 290 people during October–December.

At any given time, 80-90 college classes were offered at Fort Huachuca's Army Education Center in the mornings, at lunch, in the evenings, and on weekends. College enrollments for only those soldiers using Tuition Assistance (TA) amounted to over 3,800. Over 2,700 tests (including Army Personnel Tests, Defense Activity for Non-Traditional Education Support Tests, and Placement Tests) were administered. All Tuition Assistance monies were spent, including fiscal year plus-ups from TRADOC of $100,000; no soldiers were denied Tuition Assistance due to lack of funds. The facility was open six days a week, for a total of 69 hours, and averaged 15,000 customers each quarter. In addition, the AEC received funding from several Fort Huachuca organizations that replaced the 19 workstations in the lab and purchased study guides, white boards, software, and a customer laser printer.

The majority of the material in both the Main and Military Intelligence Library was now accessible through the automated library system. Internet access for users also became available. Comprehensive on-line databases, providing full text magazine articles and current military weapons systems information, were available to Library patrons. The Libraries were open six days a week, for 50 hours. In September, the Libraries received $37,000 in year-end funds, mainly from partner organizations. The money was used to update the Libraries' book, video, and audio collections. The staffing remained stable, with six full-time and two part-time employees.

The Army Distance Learning facility consisted of three computer classrooms, each with 16 workstations and one facilitator workstation, that provided seven-days-a-week access for unit training. Quarterly attendance averaged over 400, for a total of over 160,000 instructor contact hours. In December, plans were finalized to network the classrooms; installation was scheduled for the second quarter 2001.

In the area of the Army Career and Alumni, 37 agencies and companies and several hundred job seekers from the Fort Huachuca community attended the 3 February Law Enforcement, Corrections, Security Job Fair. Upgraded software (ACAP XXI) provided a self-paced, interactive, multimedia computer based training system. The full-screen, full-motion video, graphics, animation, audio, and text was well received by transitioning customers seeking preseparation guidance, job assistance training, practice interviewing, and related transition support skills.

Directorate of Contracting

The Directorate of Contracting, through its two divisions, Operations and Contract Support, administered contracts and grants for the Intelligence Center, partner activities, and other federal, Department of Defense, and U.S. Army

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Table 11.—Fiscal Year 2000 Obligations.

	Actions	Dollars Obligated
Fiscal Year Totals	41,788	507,304,528
FAR Actions		
DD 350s > $25,000	1,211	421,280,577
DD 1057s < $25,000	1,329	10,476,458
Total	2,540	431,757,035
Credit Cards*	39,129	21,648,774
Convenience Checks	82	52,166
Total Credit Cards and Convenience Checks	39,211	21,700,940
Total	41,751	453,457,975
Non-FAR Actions		
Grants	31	17,224,339
Other Transactions	4	4,020,156
Cooperative Agreements	2	32,602,058
Total	37	53,846,553
Grand Total	41,788	507,304,528

*Note that there were 820 active Government Purchase Cardholder Accounts at the end of fiscal year 2000. This included 679 cardholders and 141 billing officials.

Total BASOPS		
DD 350s > $25,000	241	42,329,442
DD 1057s < $25,000	1,329	10,476,458
Total	1,570	10,476,458
Credit Cards	39,129	21,648,774
Convenience Checks	82	52,166
Total Credit Cards and Convenience Checks		39,211
21,648,774		
Total	40,781	74,506,840
Less Intelligence Center	-70	(1,400,000)
Mission Total BASOPS	40,711	73,106,840
Total TRADOC Mission	70	1,400,000
Total Army Onloads	0	0
Total Non-Army Onloads	1,007	432,797,688
Total Offloads	27	12,169,810
Surcharges Paid		254,580

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activities stipulated in Intra-Service Support Agreements.

In a total of 41,788 actions, the Directorate of Contracting obligated $507,304,528 in purchases, contracts, grants, cooperative agreements and other transactions in the fiscal year. Customers also offloaded $12,169,810 to other contract agencies. Obligation statistics are provided in the Table 10.

Directorate of Contracting's competition goal for fiscal year was 94 percent. The goal was surpassed by achieving a competition rate of 95.1 percent. Dollars competed for fiscal year are shown in Table 11.

In June, the TRADOC Principle Assistant Responsible for Contracting (PARC) issued TRADOC Acquisition Bulletin (TAB)-005 which centralized some of the contracting functions previously provided by TRADOC Directorates of Contracting (including the Fort Huachuca Directorate of Contracting) to the TRADOC Acquisition Center, located at Fort Eustis, Virginia. The TRADOC Acquisition Center was responsible for A-76 studies, execution of TRADOC grants and cooperative agreements, execution and administration of mission contract actions and wide-use contract vehicles for use by all TRADOC installations as delineated in TAB5.

Beginning in calendar year 1999, Directorate of Contracting planned to seek Architecture/Engineering contracting authority and requested an on-site Defense Acquisition University (DAU) Architecture/Engineering contracting class as a first step in obtaining the authority. The class was scheduled for January 2001 and groundwork was laid for obtaining the authority, which included actively planning for the 2001 training and networking with other contracting sites who have Architecture/Engineering authority. Contracting authority would be received from TRADOC PARC on 5 February 2001.

Directorate of Contracting worked diligently to find a new parent for the reimbursable mission contracting team. This team provided reimbursable contracting support to non-Army customers such as Defense Advanced Research Project Agency (DARPA), the Office of National Drug Control Policy (ONDCP), GSA FEDSIM and the Joint Interoperability Test Command (JITC). Since this non-Army work does not fall within TRADOC's mission, an agreement was made with the Department of Interior, National Business Center, to assume the work on 14 January 2001. This would result in a significant reduction in Directorate of Contracting obligations in fiscal year 2001

Equal Employment Opportunity Office

The Fort Huachuca Equal Employment Opportunity Office (EEOO) implemented the federal program for processing complaints of discrimination, and maintaining a Special Emphasis Program and Affirmative Employment Program for the Intelligence Center.

In 2000, under the guidance and management leadership of Efren E. Medrano, the EEO Office continued to improve. The Alternate Dispute Resolution Program thrived for both workplace disputes and EEO complaints. After Ms. Connie Hodges' selection for a Department of the Army EEO internship at Fort Knox, Kentucky, Ms. Martha Aoki transitioned as the Alternate Dispute Resolution manager in October. During Fiscal Year, 18 mediations were held, with a 72 percent resolution rate. Eight of these were EEO complaints, and the remaining 10 were workplace disputes. Two trainers from the Defense Equal Opportunity Management Institute visited Fort Huachuca, and provided Alternate Dispute Resolution training 14-18 February. This resulted in 27 new mediators supporting this Program. Managers continued to use the Alternate Dispute Resolution Program to resolve problems among their employees. Participation in the Shared-Neutrals Program with the Air Force and U.S. Custom's activities in Tucson, Arizona, continued during the year.

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Table 12.—Competition Goals.

Dollars Available for Competition		Dollars Competed
Percent Competed		
$268,845,000	$255,572,000	95.1 percent

Directorate of Contracting fiscal year statistics for the Small Business Program are shown in Table 12.

Table 13.—Small Business Program Statistics.

	Goal	Achieved
Small Business	48.6 percent	61.9 percent
Small Business Set Aside	6.3 percent	5.5 percent
SDB	33.7 percent	35.4 percent
Women-owned Small Business	0.9 percent	1.8 percent
HUB Zone	1.0 percent	1.35 percent

Mrs. Ann M. Buhl joined the staff as an EEO Specialist and Complaints Manager in April. There were no new counselors trained in fiscal year 2000, since the Complaints Manager position was newly encumbered. Also, there were already 18 collateral duty counselors who were trained and available to assist the staff. The Installation's EEO poster was updated to include the names of the new EEO Staff members. The Fort Huachuca EEO Office continued to be the pacesetter for the Army by including active duty soldiers as collateral duty EEO counselors, because their role was vital to the success of the overall Complaints Program in a mixed workforce. Information on how to file a complaint, timelines, who to contact and phone numbers, were provided to the workforce via e-mail and the Internet.

Due to Ms. Monica Altamirano's acceptance of an EEO Specialist position in Monterey, CA, in March, Ms. Joan Street became the Fort Huachuca Special Emphasis Program Committee (SEPC) Manager in April. The SEPC consisted of the Black Employment Program, American Indian/Alaskan Native Program, Asian American/Pacific Islander Program, Hispanic Employment Program, Federal Women Program and Program for Individuals with Disabilities. The combined committees focused on employment and career development issues for minorities, women, and individuals with disabilities. The meetings were held monthly to discuss and analyze problem areas and then provide advice and assistance to management officials on how to remove employment barriers and correct policies, practices, and procedures that may be discriminatory. The committee established web pages for the EEO/SEPC as well as a monthly newsletter informing the workforce of EEO updates. Ms. Street completed 100 percent training of the civilian workforce in the Prevention of Sexual Harassment (POSH).

Mr. Gene E. Fitzpatrick managed the Affirmative Employment Program (AEP) until No-

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vember. Mr. Fitzpatrick was serving on a detail to the EEO Office for the past two years, and has a background in the staffing and recruitment areas. Mrs. Beth Ford joined the EEO staff in November, and was serving as the AEP manager. Mrs. Ford also has a background in the staffing and recruitment arena. The program's approved AEP Plan identifies underrepresented groups of women and minorities for the Installation, and serves as a guideline to assist managers in reaching parity with the National Civilian Labor Force (NCLF) for professional occupations, and the Civilian Labor Workforce (CLF) for all other occupations. The demographics and representation profiles were submitted annually in the Affirmative Employment Program Accomplishment Report, signed by the Installation Commander

Mrs. Rosita N. Aquigui was selected by the Department of the Army, Equal Employment Opportunity Program, to become a part of the EEO Program at Fort Huachuca in September. She comes from Fort Riley, Kansas, where she worked as a secretary for Brig. Gen. Edward L. Dyer, Assistant Division Commander for Maneuver and Support. She would serve as the Department of the Army Intern at Fort Huachuca for a period of two years and would eventually be graded as a GS-11, EEO Specialist. Mrs. Aguigui was actively involved with the Special Emphasis Program at Fort Riley. She would be attending numerous training sessions and doing on the job "hands on" training during this period.

Military Equal Opportunity

The Military Equal Opportunity (EO) office was responsible for insuring equal treatment to all persons on Fort Huachuca. Support included assisting and advising the commanding general, and garrison commander in the execution of the EO program; conducting and overseeing EO training (Equal Opportunity Representative Course (EORC), Senior Leader Training, and Consideration of Others training); processing EO/Sexual Harassment complaints and assisting with AR 15-6 investigations; collecting, organizing, and reporting Narrative Statistical Reports (NSR)s to Training and Doctrine Command; planning and conducting ethnic observances; and conducting Staff Assistance Visits (SAV)s and Command Climate Assessments.

G3

During the year, with the establishment of the 112th Military Intelligence Brigade and the reorganization of the Intelligence Center, G3 experienced an influx of mission and personnel. Mr. David Frodsham took over the Directorate of Installation Operations, G3. Gail Kraus was the Current Operations OIC and Capt. Mary Mancini was the Central Taskings OIC, Ernie Beil was the Range Control Officer. Mr. Jim Gray was in charge of Plans and Mobilization and Sergeant First Class Morales was in charge of NBC/Schools.

The Central Tasking Office sent out 967 taskings during this reporting time. There were 316 external taskings.

Current Operations wrote 60 Memorandums of Instruction and other plans this past year.

The G3 coordinated the ceremonies and demonstrations B Troop, 4th Regiment. One of those functions occurred when the unit was invited to participate in the Orange Bowl Parade, Junior Orange Bowl Parade, and the Orange Bowl in Miami, Florida which was held from 28 December through the 4 January 2001. The money to send B Troop to Florida was received from donations from businesses and individuals in the Sierra Vista and Fort Huachuca area. This was used as an opportunity to showcase the history and culture of Cochise County. B Troop was also used in recruiting future soldiers, therefore, the Army Recruiting Command paid for some of the expenses.

This year Libby Army Airfield was put under the G3. The Airfield Commander was

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Capt. J. Mackey. The airfield conducted Special Electronic Mission Aircraft (SEMA) training. There were four UAV systems training and testing at the airfield: Hunter, Pioneer, Predator, and Shadow. The airfield provided support for Air Force and Air Guard Training. Regular users on a daily basis were: 162nd Fighter Wing, 355th Fighter Wing, 163d Refueling Wing, Advanced Air Tactics Training School, and Snowbird Fighter Operations.

Morale, Welfare and Recreation (MWR)

The Directorate of Morale, Welfare and Recreation (DMWR) was made up of six divisions: The Business Operations Division, Family Support Division, MWR Special Services Division, Plans and Resources Division, Sports Division, and NAF Personnel Division. These divisions served the Army family by executing "People Programs" designed to enhance morale, support readiness, and promote the family unit.

Plans and Resources Division

In October 1999, the new Network Administrator recommended that a Automation Cooperative Education Position (COOP) position be established between Cochise College and Directorate of Morale, Welfare and Recreation automation. This position allowed a student in the computer science field nearing graduation to take a 1-3 credit course and not only gain college credit but also work experience in their chosen field. In January , the first student started in the automation section and worked 180 hours assisting and learning the skills used to troubleshoot and repair personal and network computers and servers. The COOP program allowed the student to perform items learned in the classroom and additional real world knowledge not covered in the normal educational environment. The second COOP student performed 180 hours of volunteer work between August and December . Both students were able to learn form the directorate automation personnel and pass along their experience to the teachers. This cooperation between the local community college and Fort Huachuca promoted a shared benefit and gave the local students taking Novell NetWare a local network using the actual operating system in a real world situation.

Family and Soldier Readiness Division

The School-Age Services Program was reaccredited by the National School-Age Care Alliance on 16 June. The Family Child Care (FCC) Program opened the Army's first Group Home on 28 June. The home, known as Kinderland, was designed to combine the strengths of a Family Child Care home and a Child Development Center (CDC). Care was provided in a small, homelike setting while providing the staffing and socialization opportunities available in a center. Kinderland was staffed with two certified FCC Providers from 5:30 a.m. to 5:30 p.m., Monday through Friday. They may care for up to 12 children at a time with not more than three of the children being "not capable of self-preservation." This meant that the majority of the children must have the physical ability to evacuate on their own, without adult assistance, during an emergency.

The New Beginnings CDC was awarded a $13,500 Bold Grant for Process Mapping. A team of caregivers, clerks, and management staff mapped six business processes, surveyed organizations throughout the world to determine their best practices, and selected benchmark partners. The goal was to improve business processes at the CDC.

The Supplemental Programs and Services (SPS) office did a remarkable job in identifying and placing special needs children during the year. The SPS office almost doubled their registrations without increasing their staff, and they were still able to receive an outstanding rating from the Major Command Child Care Evaluation Team.

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Youth Services conducted the first Middle School and Teen Summer Program for youth ages 11-14 during the summer. The program offered youth a variety of activities during the summer school break. Youth participated in arts and crafts, swimming, computer lab, field trips, and recreational activities throughout the summer.

The Youth Sports Program was moved from Fort Huachuca to the City of Sierra Vista in August. The City was responsible for conducting youth sports and Fort Huachuca youth would participate with Sierra Vista youth in all team sports programs.

Youth Services partnered with the Center for Academic Success, a local alternative high school, to allow the schools physical education classes to use the Youth Center Gymnasium. The Center did not have a usable gym in their facility. Smith Middle School basketball team also used the gym to conduct practices.

The Army Center for Substance Abuse Programs (ACSAP) conducted a quality assurance inspection of the Fort Huachuca Installation Biochemical Collection Point (IBCP). The discrepancy rate required by Army was less than percentage. Ms. Bruce maintained a 0.6 percentage discrepancy rate reported as "exceptional" by ACSAP and rated the entire Biochemical Testing Program outstanding.

Army Lodging Division

In August, Army Lodging installed an electric key card system to increase the security and privacy for guests and their property. Only 270 were converted of 314 rooms. The cost for installation was $105,000, which included all the required computer software and hardware and key locks.

Combining of Lodging Activities. On 1 October , Army Lodging completed the Department of the Army lodging requirement to combine the Guest House activity and the Billeting activity into a single hotel activity.

Business Operations Division

During the year, La Hacienda's Bingo program continued to provide a major source of revenue for MWR, providing large jackpot payouts to patrons. The entertainment program has expanded the Latin music night to every Friday and Saturday night. Throughout the year, the club had several live comedy shows and live bands from around the country. The club also hosted the Army "Comics on Duty" tour show with a great turnout.

The LakeSide Activity Centre continued as the premier Fort Huachuca catering facility and was attracting additional private enterprise business from downtown businesses. Premier Caterers was able to book large first class functions like the annual hospital ball, Sizzle Ball, and numerous large holiday parties with repeat business, as well as city, Chamber of Commerce, and other conferences. Consolidating all catering with Premier Caterers has proven to be a sound practice.

The Ozone began the year with its continuing entertainment programs for initial entry training (IET) students, and provided a good source of revenues for MWR. Unfortunately, due to changes in the drinking age on post, the Ozone was closed in August.

The 19th Hole Clubhouse continued to serve a limited menu of sandwiches and beverages to support the golf patrons. Most of the large functions are catered through the LakeSide Activity Centre. The 19th Hole Clubhouse was a seven-day-a-week operation and was producing a reasonable profit of $22,000 per year. Plans to expand the menu and services were under consideration.

During the year, the Wren Arena rodeo grounds were renovated, and MWR hosted the Sierra Stampede All Women's Rodeo and the Junior Rodeo. A Bold Grant was approved for the "Adopt a Horse" program and the process of purchasing new horses was started. Activi-

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ties which produced revenue for Buffalo Corral were all day trail rides to Garden Canyon, overnight trail rides to Garden Canyon, Command trail rides to the Girl Scout Cabin, trail rides for Army Signal Command, Luke Airforce Base, Helldorado Days in Tombstone, two Christmas caroling hay rides, and Kids Only trail rides. The first all-day catered trail ride into the Miller Peak wilderness area was held. Items purchased during the year were a new tractor, truck, panels for Wren Arena, and a roping chute.

During the year, the Mountain View Golf Course (MVGC) continued to host numerous golf tournaments for private organizations (Greater Huachuca Men's Golf Association, Huachuca Women's Golf Association, Armed Forces Communications & Electronics Association, etc., specialty groups, Special Olympics, Junior Golf, etc.), and MVGC sponsored monthly tournaments. The MVGC also hosted the Buena High School girls' team for their home course. The course was supported by over 350 annual greens fee patrons and produced over 46,000 rounds of golf in 2000, netting a profit of $86,000. Also, $90,000 was spent on improvement projects and purchasing new equipment to improve the course (10 new power carts, cart storage extension, wash rack, range ball picker and washer, etc.). Many more improvements were planned for 2001 to attract more golfers. A new Golf Course Manager, Mr. Kim Broughton, was hired in August.

The Desert Lanes Bowling Center hosted the Sierra Vista Senior Olympics, 15 and 16 January. Approximately, 75 seniors, ranging from 54 years old up to 92 years old, competed. They competed in team events, singles & doubles.

Young American Bowling Alliance (YABA) competed in the Sierra-Huachuca YABA City Tournament held 29 and 30 January. Eighty-eight youth bowlers ranging from four years old to 21 years old bowled for scholarships and a chance to compete in the YABA National tournaments. On 12, 13, 19, and 20 February, the Sierra Huachuca Women's Bowling Association (SHWBA) held it's 42d annual city tournament at Desert Lanes. The Sierra Huachuca Bowling Association (SHBA), the Men's Bowling Association, held its annual city tournament at Desert Lanes on 18, 19, 25 and 26 November. The Professional Bowler's Association (PBA) held the first annual PBA Western Regional Open at Fort Huachuca on 28, 29 and 30 April. There were 96 of the world's best bowlers competing for a first place prize of $3000.

Jeannie's Diner purchased a new sandwich island for the kitchen area, this improved the turnaround time for preparation, and improved customer service.

MWR Box Office added a 1-800 number to make it easier for MWR patrons to purchase tickets for local special events. The MWR Box Office added many additional ticket locations. These new destinations included Sea World, TX; Sea World, FL; and Universal Studios, FL. The MWR Box Office was saluted by Disney World, with a certificate, for exceeding the admission goals for the year with the Military Ticket Program.

MWR Arts Center instituted a 1-3 credit course with Cochise College in Industrial Arts. The classes include pottery, photography, and jewelry making.

The RV Resort celebrated Saint Patrick's Day with a corned beef and cabbage meal. The event included music, story telling, and was attended by approximately 60 guests. The RV Resort has doubled their information pool of community activities and events for patrons staying in the park. A new information flyer was given to each patron upon arrival. This provided the visitors with local information and telephone numbers to better provide them with the every day information concerning activities in the MWR, Fort Huachuca, and surrounding areas.

The Arizona Amateur Association winter chain trap shoot was held 13-19 March. This week-long event included shooters from all over the US, including nationally ranked shooters. A

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paintball tournament was held on 13 May . The three-man teams came from Tucson, Safford, Lake Havasu, Phoenix, and Sierra Vista. The teams competed for statewide recognition and prizes. In September, the Sportsman's Center purchased a new SUP Air paintball field. This portable, fast-paced course was designed to attract more levels of players and was one of only two in the state of Arizona.

An Installation Volksmarch was conducted on Saturday, 12 February . The event consisted of a 5K, 10K, and a 15K march beginning and ending on Reservoir Hill. Total participation was 30 persons. The Harlem Ambassador's basketball show played against the Huachuca Scouts at Bames Field House on 1 April . The show provided quality entertainment for soldiers and their family members. The Thunder Mountain Marathon was conducted on Saturday, 6 May . This running event was open to the public and consisted of a 5K Fun Run, a 13.1-Mile Half Marathon, and a 26.2-Mile Full Marathon and Relays. The event was conducted in partnership with the City of Sierra Vista Parks and Leisure Services, with the start line and first two miles in Sierra Vista and the remainder on Fort Huachuca, finishing at Chaffee Parade Field. Total participation was 750 athletes. The 2102 Biathlon was conducted on Saturday, 20 May . This event consisted of a two- mile run, followed by a 10-mile bike ride, and finally another two-mile run. The event was open to the public and 130 athletes participated. The Steel Head Triathlon was conducted on Saturday, 8 July . This event consisted of an 800-yard swim, followed by a 12-mile bike ride, and finished with a 5K run. The event was conducted at the Irwin Pool on Fort Huachuca and was open to the public. Total participation was 165 athletes.

The Dog Days of Summer Concert was an open-air concert held at Libby Army Air Field on Fort Huachuca featuring Foreigner and Kansas on June 10. Some 4,600 people were in attendance. The purpose of the concert was to promote positive community relations by inviting the general public and Fort Huachuca personnel and their families. The Fort Huachuca Fun Festival was held at Special Events Park next to La Hacienda. The festival was a three-day event starting on 15 September and finishing 17 September . This event was for Fort Huachuca personnel and their families, as well as the general public. The purpose of this event was to stimulate a relaxing and entertaining environment. The SABAAR Shrine Circus was held at the Special Events Park next to La Hacienda. This event had shows on two days and 5 November for Fort Huachuca personnel and their families, as well as the general public.

At the Eifler Sports Complex, the 111th Military Intelligence Brigade (MI) added a new storage building to the gym facility in May . This new storage building was built so that the existing storage room could be converted to a Free Weight Room. Soldiers now have a larger area to maintain their physical readiness. In June , the 111th MI Brigade dedicated the new track and field in honor of one of their soldiers from the 309th MI Battalion, Specialist Ray E. Krueger. Specialist Krueger lost his life on 22 July 1999, while on a recon mission his plane crashed into the Colombian Mountains. The soldiers and patrons now have a place to maintain their fitness and have a memorial of Specialist Krueger's dedication to his mission and the U.S. Army. In October , the 111th MI Brigade made it possible for the Army, Navy, Marines, and Air Force service insignias to be painted in the gymnasium. Because the Eifler Sports Complex was in the MI Village, the area of training for MI service members, the command felt that painting the insignias on the gym wall would give each service member a sense of ownership and pride.

During the past year, the NAF Personnel Office continued to provide the Fort Huachuca MWR activities with top quality service. Debbie Wikstrom was appointed to the position of Chief of NAF Personnel in May , after the retirement of Ray Stevens. the number one priority was to

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provide the best customer service possible at MWR facilities. The NAF Personnel Office was currently working on establishing an intern program with the local college and MWR facilities. In addition, the office worked diligently to improve and expand the MWR training program to support all employees. The upcoming transition to the "Modem" Personnel System also required the attention of the staff. A great deal of time and effort went into reviewing the current database for accuracy, to make the change over as efficient as possible.

Army Community Service (ACS)

Parent University was a two-week program of classes assembled by ACS Family Advocacy Program in an effort to make good parents better. In a collaborative community effort, a group of qualified and competent professionals within the community presented classes on a variety of topics in an effort to prevent abuse. Classes were offered at Murr Community Center from 11-22 September . This coincided with the beginning of the school. Statistical results were as follows: 82 classes were conducted, 782 class participants, and 389 children received free child-care. This was the fifth session of Parent University and the best attendance thus far. This program was successful and well received within the community.

Army Emergency Relief provided emergency financial assistance to soldiers and their family members in times of emergency financial need. The AER Campaign, to raise funds for this program, was sponsored by the 111th MI Brigade. The AER Campaign was held 1 Mar through 15 May. Campaign contributions totaled $89,552 and goals were met. The Fort Huachuca AER Section disbursed a total of $337,670.61, in the form of loans and grants.

The Internet Café, located within ACS, became operational 30 November . The mission of the Internet Cafe was to provide authorized users the capability to access the Internet, which will enable them to obtain information and communicate in a variety of ways. The theme and slogan for the Internet Cafe was "Bringing Families Together." There were three computer workstations with Internet access, word processing capability, a printer/scanner, videophone hook up, and digital cameras. In the first month, 150 soldiers and family members used the Internet Cafe.

The Family Member Employment Assistance Program (FMEAP) was reestablished in December . The program was located at ACS. The mission of the program was to assist family members who wish to find employment.

The Army Family Action Plan (AFAP) Symposium was conducted 17 and 18 May . The delegates of the symposium brainstormed issues and solutions that affected the total Army family. The focus of the symposium was Army-wide issues.

U.S. Army Garrison, Fort Huachuca, requested a formal volunteer, recognition ceremony be held in honor of the installation volunteers. The ACS Officer and the Installation Volunteer Coordinator carried out this action. On 12 May, a luncheon was held at La Hacienda in honor of all volunteers on Fort Huachuca. A plaque was awarded to the outstanding volunteer of the year for each agency. A mock check was presented to the Installation Commander representing the dollar value of volunteer support. This function allowed the senior leadership an opportunity to show its appreciation for the support provided by volunteers and to encourage further support.

At the request of the Garrison Commander, a Fort Huachuca Volunteer of the Month regulation was drafted, fielded, and implemented. This action was initiated in May . Consequently, a selection board was formed and a Fort Huachuca Volunteer of the Month was selected each month since August . This program allowed U.S. Army Intelligence Center and Fort Huachuca to acknowledge, support, and encourage the efforts of the installation volunteers.

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Department of Army requested each installation send as many volunteers as possible each year to the Army Family Team Building (AFTB) Master Trainer course which was fully funded at the DA level. This training allowed Fort Huachuca to provide professional, knowledgeable trainers for AFTB courses.

Military Family Week was conducted from19-27 November. Desert Lanes, MWR, ACS, and Youth Services held a celebration at Desert Lanes on 24 November from 1200-1500 hours. This event was open to all military families with valid identification. Each family member was permitted to bowl two free games. Parents were required to accompany their children. Two full-sized sheet cakes were served beginning at 1230. Literature on the various ACS programs was made available. A total of 75 families (286 individuals) attended this event. Army, Navy, Air Force, active duty, retired, and reserve families were represented.

Volunteer requests were filled at 100 percent for the major special events throughout the year, including Thunder Mountain Marathon, Dog Days Summer Concert, and the FunFest. This enabled the MWR staff to provide quality entertainment for the Fort Huachuca community while keeping costs down.

On 31 March, ACS Family Advocacy Program co-sponsored the kick-off for Child Abuse Prevention Month along with the Committee for the Prevention of Child Abuse. The all day event held at the LakeSide Activity Center featured Dr. Victor LaCerva, who presented strategies in the prevention of child abuse. The Family Advocacy Program offered a variety of events throughout the month for parents and kids participation.

Kids On The Block (KOTB) was an educational puppet program whose mission was to educate children on a variety of topics, to include safety and social issues. The KOTB performed 72 puppet programs for the children of Fort Huachuca and the surrounding community. Specific topics covered were Violence Prevention, Cultural Differences, Hearing Impairment, Seat Belt Safety, Stranger Safety, and Drunken Driver Safety. Programs were performed at a variety of venues, including elementary schools on and off post, Youth Services, New Beginnings CDC, Post Library, and the Sierra Vista Library. Special appearances were conducted the Children's Activity Festival located at the Oscar Yrun Community Center in Sierra Vista on 8 April. There were four performances by KOTB on Seat Belt Safety, where 89 children and 57 adults were present. On 23 May, KOTB participated in Fort Huachuca Safety Day at Murr Community Center. There were five performances by KOTB on Seat Belt Safety, where 24 children and 150 adults (most of whom were active duty soldiers) were present. Back to School Fair located at Veterans Memorial Park in Sierra Vista was held on 5 August. There were four performances by KOTB, two Seat Belt Safety and two Stranger Safety. Over 200 children and 50 adults were present. The KOTB participated in the District VI Advisory on Disabilities Expo located at the Mall at Sierra Vista on 19 August. There were four performances by KOTB, two on Seat Belt Safety and two on Stranger Safety. Over 200 children and adults were present.

Senior Enlisted Advisor (SEA)

The new Senior Enlisted Advisor (SEA) arrived at the Directorate of Morale, Welfare and Recreation in September. The Annual Fun Festival, held on 13, 14, and 15 September, was in the planning stages. The SEA supervised 25 to 30 Army soldiers and ensured that the set-up, a five-day task, of the fest area at the Fort Huachuca Special Events site was completed. The soldiers worked from 0800 to 1700 daily throughout the three-day event. The SEA supervised 16 to 20 soldiers who transported ice to all the participating vendors, ensured the grounds were kept clean, monitored the area to make sure no disturbances took place, and re-

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minded patrons and participants about safety. At the end of this event, the SEA supervised 25 to 30 soldiers in tearing down tents and fencing, cleaned the area, stored equipment, and cleaned all the government vehicles used throughout the event.

The acclaimed Army Soldier Show was hosted by the MWR on 27-30 September at the Buena Performing Arts Center in Sierra Vista. The SEA assisted the performers by providing support in setting up the stage, supervised 18 soldiers on a daily basis, ushered attendees, seated individuals, cleaned the theater, tore down the stage at the end of the show, and loaded equipment on to the vehicles provided.

The SEA was the Military Advisor to the Better Opportunities for Single Soldiers (BOSS) at Fort Huachuca. The SEA worked with the soldiers by providing guidance, mentorship, and ensuring they used procedure when conducting any function for BOSS. The SEA assisted the BOSS with writing the BOSS Standard Operating Procedures (SOP). She ensured that all the soldiers representatives were placed on Appointment Orders, accomplished two breakfasts that were hosted by Maj. Gen. Thomas, conducted a fund-raiser by providing snacks at the Turkey Bowl game in November , ensured the soldiers meet twice monthly, and assisted them with planning several upcoming events.

Marketing

The year 2000 in the Marketing Department had only one significant personnel change. The illustrator, Amy Whitten, was replaced by Cheryl Burns in early July. For the year, the Commercial Sponsorship Coordinator, Lori Carter, solicited $25,670 in cash and $153,591 in-kind for a total of $179,261.

Directorate of Information Management

The Directorate of Information Management was responsible for the operation and maintenance of integrated information systems and services in support of the Intelligence Center, as well as partner activities on the installations.

The Intelligence Center and Fort Huachuca solicited and awarded a contract for digital copiers. These new copiers, which provide a higher quality copy that the old machines, had the optional capability for networking and could be used as a shared high-speed printer. There were also fax and scanner options available. All of the old copiers, except those used for classified reproduction, were replaced with new digital copiers. The new digital machines could not be used for classified reproduction because of security issues.

The Directorate of Information Management worked with the Sierra Vista U.S. Postal Service to have an additional mailbox installed for outgoing personal mail in the Military Intelligence Village. This new mailbox was needed for use by students and was strategically located for their convenience. Close coordination with the Directorate of Installation Support identified a convenient site with no negative environmental impact.

The Directorate of Information Management purchased new postage meters with the capability for mandatory electronic transfer of postage funds. This eliminated the old procedure, which required that the meter heads be physically carried to the Post Office each time additional postage funds were needed. The new meters also eliminated the very significant downtime for maintenance required for the old meters.

In October implementation of an Enterprise Management System began in the Directorate of Information Management. Computer Associates Unicenter TNG and its associated capabilities would provide state-of-the-art tools for real-time management of information technology resources throughout the Intelligence Center and Fort Huachuca. Initial operating capability was scheduled for the second quarter, fiscal year 2001, and would provide capabilities such as network monitoring, software distribu-

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tion, configuration management, asset inventories, remote control for problem resolution, and preliminary alerts to potential outages to name a few. One of the major benefits of a powerful tool like Unicenter TNG was its ability to identify potential problems and support proactive, rather than reactive response.

In September, a database program was implemented as a management tool for mandatory Information Assurance (IA) annual inspections being conducted by the DOIM's Information Assurance Manager. The continued enforcement of IA inspections would ensure that units/activities were in compliance with AR 380-19 and DOD requirements.

DOIM Security Division assumed responsibility as the primary Communications Security (COMSEC) Custodian for the 111th Military Intelligence Brigade.

On-site automated information systems accreditation surveys were completed in accordance with DOD DIR 5105.21-M-1, AR 380-67 and AR 380-19 for the Commanding General's Digital Tactical Operations Center.

The Commanding General, Intelligence Center and Fort Huachuca, issued Operations Order-01 directing the transformation to a digital training environment.

In calendar year 2000, seven new Plug-and-Play (PnP) Classrooms were built for the Intelligence Center. The classroom in Ice Hall, Room 152, would be used as an Open Source Intelligence System (OSIS) lab. The classroom built in O'Neil Hall, Room 180, would be used by Faculty Staff to train new instructors for the Basic Instructor Training Course (BITC). The classrooms built in Friedman Hall, Rooms 47, 57, and 58, would be used for imagery training, as well training for All-Source Analysis System (ASAS) Block II, Remote Workstation (RWS). The classroom built in Greely Hall, Room 1621, would be used for Imagery instruction. The classroom built in Talmadge Hall, Room 122, would be used as a Windows-based classroom for the Information Systems Security Monitoring (ISSM) class.

The Simulations Support Team, Automated Training and Battle Simulations Center conducted exercises for Warrant Officer Basic Course, Basic Non-Commissioned Officer Course, Officer Advanced Course, Military Intelligence Combat Assessment Tables development division, Initial Brigade Combat Team (IBCT) Cohort, IBCT Senior Leaders Course, IBCT Rock Drill, and the Army World Wide Intelligence Conference. The support team also created two battle scenarios using the terrains of Korea and Kosovo. The outputs from these two battle simulations included the operations orders (OPORDS), Intelligence summaries (INTSUMS), road to war, major event lists, play books, reach back web sites, and decision vignettes.

The Simulations Support Team, Automated Training and Battle Simulations Center, fielded the Joint Conflict and Tactical Simulation (JCATS), the Multiple Unified Simulation Environment (UAV simulator), the Enhanced Air Defense Simulation, the Tactical Simulation Interface Unit, the Joint Integrated Database Preparation System, the SPECTRUM, and the Unit Order of Battle database. The Simulation Team also participated in the development of the Digital Tactical Operations Center (TOC).

The team supported the following classes and units: Military Intelligence Captains Career Course, Warrant Officer Basic Course, Basic Non-Commissioned Officers Course (BNOC), Interim Brigade (IBCT) Rock Drill, IBCT Senior Leadership Course, and the IBCT Capstone Exercise Kazar Fury. The team also designed, developed and implemented a unique "reach back" web page for the IBCT Capstone exercises. This allowed imagery and situation reports from higher echelons to update the web pages at the appropriate times adding more realism to the Kazar Fury scenario.

The Automated Training and Battle Simulations Center Division installed and tested the new Tactical Simulations III (TACSIM III) sys-

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tem in the Battle Simulations Center.

The Automated Training and Battle Simulations Center Division installed the first "Sun Ray" classroom on the National Security Agency (NSA) Network. The Sun Ray classroom was being used for training on a regular basis to train Signal Intelligence soldiers.

Internal Review and Audit Compliance

The Internal Review and Audit Compliance Office provided internal audit and cost management services to the Intelligence Center.

The Garrison Management System was expanded from a cost and resource management system to one which included performance, customer satisfaction, and employee satisfaction. The objective was to give managers, at all levels of the garrison, a complete view of operations. The goal was continuous improvement. To achieve this, managers must have accurate and timely information on all aspects of their organization. The challenge was to balance cost and performance for the benefit of customers and employees. During calendar year 2000, funding was provided to expand the original Activity-Based Costing automation system to include performance data and increase the efficiency of collecting cost and performance data from all areas of the garrison. Quarterly Training Briefs were continued. These briefs allowed managers to report the results of their analysis of cost trends and present cost initiatives. This process resulted in annualized initiative of $4.4 million.

The Office of Internal Review provided extensive audit support to the Commercial Activity study of the Training Support Center on Fort Huachuca. This audit support included working closely with the Training Support Center staff to develop a Statement of Work. This document was the basis for private contractors and the government to bid on the work. Audit support also included assistance in developing the government's Most Efficient Organization structure.

Directorate of Installation Support

The Directorate of Installation Support combined the elements of the former Directorate of Engineering and Housing and the Directorate of Logistics. It was composed of these divisions: Management Engineering Systems Office, Business Management Division, Environmental and Natural Resources Division, Engineering Plans and Services Division, Housing Division, Logistics Management and CE/IEW Maintenance Division, and the Contract Management Division. It supported the Intelligence Center with logistics, engineering and housing activities, to include housing of all soldiers and visitors, engineering design and services, master planning; transportation, equipment maintenance, food service, supply, wildlife and land management, historical preservation; environmental protection, restoration and hazardous waste management; custodial and refuse services; real estate/real property control; and energy management.

In June, Mr. John A. Ruble came on board as Director, replacing the Interim Director, Mr. David W. Frodsham.

In addition to the calendar year 1999 Recycling Program, Fort Huachuca expanded the recycling effort to include recycling of cardboard. Calendar year 2000 yielded 563.34 tons of recycled material diverted from the waste stream with a cost avoidance of $19,716.90.

Due to efforts put forth by food service operations sub-contractor, Mr. Q's Enterprises, the food service program and quality of service greatly improved. Average head count continued to rise. Per meal head count increased by 22 percent to date.

During calendar year, 95 delivery orders were issued on the Job Order Contract, totaling $6.5 million. Most projects involved infrastructure repair, including roofing and heating, ventilation and air conditioning (HVAC) repair.

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Several post housing areas had quality of life upgrades performed, to include window and door replacements, new exterior vinyl siding, new kitchens and laundry rooms, and HVAC upgrades on Grierson and Henry Circle. Other work included the renovation of the Command Suite in Greely Hall, renovation of the Yardley and Virginia Hall dining facilities, environmental projects such as a new grease trap at the bowling alley, and classroom upgrades for the Intelligence School. A small purchase contract was awarded for the inspection and repair of overhead cranes on post.

The Design Branch completed design of about 48 projects with an estimated construction value of $10 million. Of the 48 projects completed or under design, 42 were designed by Design Branch engineers and technicians while six were contracted to Architect/Engineer companies. Significant projects awarded included various minor projects in the Intelligence Center fiscal year 2000 school work plan of increased student load (doubling class size in some cases) and allow technology insertion in the evolution of mission instruction. Some of the projects included the Walker Hall Redesign in support of Plug and Play classrooms, Mashbir Hall and Bldg. 41416 interior Debriefing class rooms, and Goddard Hall interior and exterior work to support additional JSTAR training. Several housing sewer projects were designed in the calendar year. Several HVAC projects were advanced all the way to solicitation but a lack of funds prevented award. The design was completed in record time for an USAR Reserve Center SCIF addition project in Phoenix.

Demolition design was efficiently prepared for Arizona National Guard facilities at Fort Huachuca and the Flagstaff area. Another project designed and awarded in record time was the Cochise Theater Chiller Replacement project. This project had the additional distinction of allowing for follow-on projects to connect to an area wide (PX) central plant system to save energy. Construction coordination and project management of BRAC, MCA, and UMMCA programs was performed on various projects including the Area 512 Barracks, dedicated as the Thunder Mountain Village. The project was completed in October. Several large projects advanced through design to planned awards in 2001 including the CIDC building, 110 Home Revitalization, and Goddard Hall Addition. Design and construction oversight was accomplished on two Army Air Force Exchange Service (AAFES) projects, one General Services Administration (GSA) project in Greely hall and two Medical Department Activity (MEDDAC) projects. Work began in earnest on the Geographic Information System (GIS), taking off from the previous work begun in the early 1990's. A new server and software was procured for implementing and presenting drawing and map resources for the fort community to utilize. The actual website was in operation starting January 2001 and planned incorporation with environmental data was due to be online in July 2001. The sewer line leak detection survey was completed. The survey showed the need for various sewer repairs once funding became available. Branch personnel also completed more than 80 small job, estimates, project reviews, drawing and mapping copying, creation and maintenance, and engineering consultant service reports (mainly maintenance in nature).

Real Property Master Planning emphasis for calendar year was directed towards undertaking and completing space assignments for the following major Command and Tenant Command organizations: The 11th Signal Brigade (warehousing); Communication Engineering Command (administrative); 305th Military Intelligence Battalion (hangar); Military Police (barracks and administrative); Criminal Investigation Division (barracks); and Electronic Proving Ground (warehousing). Completed updates to the Installation Real Property Master Plan (Short-Range component) and the Installation Design Guide.

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Major Army Construction (MCA) Projects

New barracks were built with 312 (1+ 1) spaces budgeted at $18,524,500. The project replaced barracks buildings 52106/08/09 with new modern sleeping spaces and a stand-alone Soldier Community Building (SCB). New barracks buildings (six each) and the SCB were dedicated by Maj. Gen. John D. Thomas on 15 December.

Energy and Water Management

Fort Huachuca ended fiscal year by being 3.8 percent below the TRADOC energy goal and 8.7 percent below the Army and Federal Energy goals. Fort Huachuca also reduced its water consumption by 5.4 percent (35 million gallons) from fiscal year 1999 levels. The electrical consumption levels of 99,936,000 kilowatt-hours were 3.3 percent higher than fiscal year 1999 levels and the cost of $6.650 million was 1.8 percent higher than fiscal year 1999 levels. These increases were mainly due to increased student load that caused double shifting in some buildings. The natural gas use of 356,792 Million British Thermal Units (MBTU) was 7 percent lower than fiscal year 1999 but the cost of $1.346 million was 0.6 percent higher than in fiscal year 1999. The primary driver for the low use was an extremely warm winter while the higher price was caused by market conditions.

During the year, work was started on the third task order of the Energy Savings Performance Contract. Work completed included high efficiency lighting retrofits in 33 buildings. Fort Huachuca also installed six new PhotoVoltaic-powered parking lot lights at Greely Hall. Mirrors were replaced on the Dish-Stirling solar thermal electric generator. There were 760 each1.5 gallons per minute showerheads installed to bring the total at the end of the fiscal year to 1,000 for the Fort. In fiscal year there were 35 waterless urinals installed bringing the total of Fort Huachuca to 310.

Environmental and Natural Resources

During 2000, Fort Huachuca was involved in a comprehensive review of its environmental, cultural, and natural resources programs. Funded by Department of Army, the Environmental Compliance Assessment Survey was an independent evaluation performed in May by the U.S. Army Center for Health Promotion and Preventive Medicine. Negative findings during this evaluation were approximately 50 percent less than the previous inspection in 1998. Positive findings, indicating superb program performance, were awarded to Hazardous Waste, National Environmental Policy Act, Pest Management and Environmental Noise Programs.

Another major accomplishment was completion of the final Environmental Impact Statement (FEIS) in support of Real Property Master Planning at Fort Huachuca. The Army's Notice of Availability of the FEIS was published in the Federal Register on 27 December 1999 and Maj. Gen. Thomas signed the Record of Decision on 31 January. In addition, a programmatic environmental assessment was completed for the Unmanned Aerial Vehicle program. Fort Huachuca also provided support to the Arizona Veteran's Cemetery with a land transfer of 130 acres, and coordinated with the Federal Aviation Administration concerning the land transfer of 203 acres to the city of Sierra Vista. Fort Huachuca was instrumental in ensuring that proposed mitigation measures offset the associated increase in water usage for these proposed land transfers.

An area of major activity during the year was meeting the requirements contained in the non-jeopardy biological opinion (BO) issued by the U.S. Fish and Wildlife Service on 29 October 1999. Monitoring, reporting, site protection, vegetative mapping and other tasks were performed to comply with the Endangered Spe-

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cies Act. In order to begin purchase of water rights through conservation easements, an agreement was signed with the Nature Conservancy. Jim Hessil was the primary Fort Huachuca biologist and an ecologist, Robert Bridges, Jr. was hired to coordinate the complex compliance efforts associated with the biological opinion.

A major project awarded during the year was the $ 6 million Military Construction Army recharge project. Congressman Kolbe was instrumental in obtaining approval of this project. This project was expected to recharge approximately one thousand-acre feet of effluent and storm water to complement other efforts by Fort Huachuca and the Upper San Pedro Partnership.

The lawsuit filed in 1999 by the Center for Biological Diversity, San Pedro 100, and Doctor Robin Silver was amended to allege that the biological opinion issued by the U.S. Fish and Wildlife Service was arbitrary and capricious. The primary defendants to this case were the U.S. Army and the U.S. Fish and Wildlife Service. The formal Section 7 consultation process took over 19 months to complete and a huge task in defense of the biological opinion was the review and compilation of a comprehensive administrative record. A motion for summary judgment would be filed by Department of Justice on behalf of the U.S. Army and the U.S. Fish and Wildlife Service in 2001.

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. During 2000, this forum provided valuable interaction with the conservation community. The personal involvement of Maj. Gen. John D. Thomas, Jr. assisted greatly in success of the committee. In January, the Arizona Game and Fish Commission recognized Maj. Gen. Thomas with an award of excellence.

Another important conservation initiative was the Legacy funded Alternatives Future Study. This initiative would discuss alternative land use plans in the Upper San Pedro River Basin. Rather than making any recommendations, the study would provide optional scenarios for integrated ecosystem planning and management for the subwatershed. The study was nearing completion and the lead professor from Harvard University presented the results to the local community.

The hazardous waste management program included another year with no fines or penalties assessed against Fort Huachuca. One compliance issue, which required extensive work during the year, was continuing work toward closure of the Open Burning/Open Detonation sites on Fort Huachuca. An amended consent order was signed by Arizona Department of Environmental Quality and Fort Huachuca to facilitate this closure effort. Hazardous waste training continued in 2000 and was improved with the development of a Fort Huachuca specific curriculum, updated audiovisual aids, and site visits.

Significant accomplishments for Safe Drinking Water Act compliance included issuance of the second Consumer Confidence Report. Fort Huachuca Installation Restoration Program efforts included air sparging, bioventing, vapor extraction and groundwater monitoring. Work continued at the Army and Air Force Exchange System gasoline station with air sparging to reduce contamination, principally benzene, and groundwater monitoring to determine effectiveness of cleanup. Groundwater monitoring was also performed at the South Range landfill. A vapor extraction project at Greely Hall was installed and was operating to reduce levels of gasoline products in the soil.

A significant accomplishment for the cultural resources program was Native American coordination. Conferences were held with tribal representatives in January and September.

Tribes with affiliation to Fort Huachuca in-

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cluded Tohono O'odham, Salt River Pima-Maricopa Indian Community, Pasqua Yaqui, Ak-Chin Indian Community, San Carlos Apache, Fort Sill Apache, White Mountain Apache, Hopi, Zuni, Mescalero Apache, and Gila River Pima. The purpose of these conferences was to define how Fort Huachuca would interact with the interested parties in compliance with Native American Graves Protection and Repatriation Act and other applicable laws. Both Maj. Gen. Thomas and Col. Boardman's support of the process and work accomplished in 2000 have established a good relationship between Fort Huachuca and tribal representatives.

Other cultural and historical resources protection and enhancement projects included dedication of the Salvador Sepulveda building, prehistoric pottery (ceramics) training, curation, and continuation of the partnership with the Arizona Archeological Society.

Genetic testing confirmed that turkey populations in the Huachuca Mountains were Gould's subspecies. Testing was necessary because of concern these birds were hybrids of previous Merriam's subspecies transplants with Gould's reintroduction efforts by Fort Huachuca biologists in the 1980's. A significant cooperative effort in 2000 was Fort Huachuca working with the Arizona Game and Fish Department, National Wild Turkey Federation, and a private landowner to transplant Gould's turkeys into the Galiuro Mountains.

Natural resources management on Fort Huachuca was recognized when the installation was selected as the conservation award winner for Training and Doctrine Command. Award was presented in the large installation category for fiscal years 1997, 1998, and 1999. In addition to achievements already listed, water conservation, mountain lion track counts, Mearns quail study, and box turtle studies were accomplished.

Family Housing.

The congressionally approved project to rebuild an additional 110 units, was in the selection phase of construction. Requests for Proposal reviews, site surveys and prospective contractor pre-briefs, were completed.

During 2000, over $2 million in maintenance and repair projects were locally funded in family housing areas or facilities. Noteworthy projects included kitchen renovations in Cavalry Park I and VI; exterior painting of Pershing Plaza West II and III, Signal Village II and III, and Cavalry Park I; installation of decorative block wall to delineate neighborhoods; replacement of windows and sliding glass doors in Gatewood II and III; installation of three new playgrounds; additional insulation and new vinyl siding in Gatewood II; and installation of five additional new heating and air conditioning systems on Grierson.

A 14 building, 28-unit family housing demolition project in Signal Village II was also accomplished.

In the area of Unaccompanied Personnel Housing, the 312 (1+1) barracks space construction project begun in August 1999 by Carnes Construction Company of Tucson, AZ, was completed in August. Permanent Party soldiers were relocated to the new facility during October and November.

During 2000, substantial maintenance and repair was accomplished in the existing barracks facilities vacated by the permanent party soldiers that were relocated. This was accomplished to make them ready to accommodate AIT students and non-tenant housing support. These maintenance and repair improvements were expected to continue into 2001 as requirements were identified.

During calendar year 2000, the Logistics Management division (LMD) fabrication production of Tie-Down Kits and Tailgate for the Family of Medium Tactical Vehicle (FMTV) was as follows: For Red River Army Depot-

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120 assorted tie-down kits and for TACOM-25 L WB tie-down kits.

With the passing of the New Year, a Directorate of Installation Support Year 2000 (Y2K) team, including contractors, was assembled and readied. The team experienced no onsite difficulties during New Year's eve or day. Related problems with Y2K in January were relatively minor.

On March 13,, the American Federation of Government Employees, AFL-CIO, Local 1662 was certified by the USA National Labor Relations Board (NLRB) as the representative for the Service Contract Act (SCA) project employees. This certification by the NLRB was a result of a majority vote of subject employees for union representation on 3 March, Negotiations commenced on 25 April and concluded on November 16. The Brown and Root Services (BRS) negotiating team consisting of representatives from Labor Relations, Project Management and Human Resources finalized terms of employment with representatives of affected SCA employees. Terms of subject agreement were effective October 1.

On May 19, a luncheon/ safety meeting for all Brown and Root Services (BRS) employees was held in order to honor project employees for one year of no recordable accidents. In honor of the accident free record, BRS Corporate Safety Headquarters presented the project with a safety award to recognize this achievement. In addition, forty-eight project employees received recognition for working five years without an accident. Customer representatives attended this luncheon/meeting which was highlighted by a speech from Garrison Commander, Col. Michael Boardman.

With the organization of the 112th Military Intelligence (Provisional) and HHC, the Intelligence and Electronic Warfare (IEW) and Communications and Electronic (C&E) sections of the Logistics Management Division were transferred to the Headquarters and Headquarters Company under the 111th MI Brigade.

Office of the Staff Judge Advocate

The JAG Office also used its multi-talented and experienced team of attorneys and legal support staff to work in virtually every field of law relevant to practice within the Federal Government. In addition to providing military justice support, claims and legal assistance services, the JAG Office provided value-added legal counsel concerning environmental, procurement, fiscal law, information operations, law of war, ethics, and tax issues.

In late June, Lt. Col. Karl Ellcessor arrived from White Sands Missile Range, NM, to serve as the Fort Huachuca Staff Judge Advocate. Lt. Col. Ellcessor replaced Col. Brent Green who served as the Staff Judge Advocate from 1998-2000. Lt. Col. Ellcessor was a specialist in Government Contract and Fiscal Law. In early July, Lt. Col. Kevin Luster reported in from Fort Bragg, NC, to replace Lt. Col. Rafael Lara and serve as the Deputy Staff Judge Advocate. Lt. Col. Luster was a specialist in Environmental Law. In November, Lt. Col. Ellcessor was selected for promotion to colonel.

For the year 2000, the Fort Huachuca JAG Office continued to be staffed with personnel assigned to both the U.S. Army Intelligence Center and Fort Huachuca and the U.S. Army Signal Command. As an example, the Staff Judge Advocate was assigned to the U.S. Army Signal Command; while the Deputy Staff Judge Advocate was assigned to the U.S. Army Intelligence Center and Fort Huachuca.

With respect to authorized personnel strength, the year proved extremely challenging. The JAG Office had assigned only 60 percent of its enlisted personnel (i.e., legal NCOs and paralegals) from January to October. Similarly, the office unexpectedly lost 40 percent of its authorized officers by December. To cover for part of the shortfall in manpower, the JAG Office undertook an aggressive recruiting campaign to

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attract JAG Reservists to Fort Huachuca to perform their two-week active duty training. A total of 94 weeks of legal support was provided under this program by 33 JAG attorneys; 14 enlisted JAGs; 1 JAG warrant; and 3 students from the University of Arizona Law School (the Funded Legal Education Program and JAG Corps Summer Intern Program).

Additionally, the Reserve JAGs of Team 3, 75th Legal Support Organization, provided the JAG Office with many weekends of tremendous legal support and augmentation. Team 3 was led by Lt. Col. Ann Lund, a Cochise County Justice of the Peace and wife of Mr. Greg Lund, Chief, Administrative Law for the JAG Office.

On the civilian personnel side of the JAG Office, Mrs. Mary Eaton, a legal assistant, retired in August. Mrs. Eaton had served more than 35 years with the Federal Government, with more than 24 of those years at the Fort Huachuca JAG Office. Mrs. Eaton would reside in the Sierra Vista community with her husband.

The new leadership within the JAG Office placed increased emphasis on military justice actions during the year 2000. In addition to conducting 9 officer and enlisted separation boards, the Military Justice Division tried 26 courts-martial, a record high for the recent history of the installation. These included: 8 General Courts-Martial; 5 Bad Conduct Discharge Special Courts-Martial; 1 Special Court-Martial; and 12 Summary Courts-Martial. Additionally, approximately 230 civilian misdemeanor-level criminal actions were processed through the federal magistrate court system. The Military Justice Division also provided instruction throughout the installation on the military justice system, law of war, and administrative separations.

During the year, the Legal Assistance Section received the Army Chief of Staff's Award for Excellence in Legal Assistance. As a recognized center of excellence, the Legal Assistance Division served approximately 2,240 clients this year. The Division prepared and executed almost 550 wills and 1,680 powers of attorney. The JAG Office also established and operated the installation Tax Center. Nearly 3,160 federal tax and 1973 state returns were processed and filed. Using comparable fees charged by civilian tax firms, it was estimated that almost $282,000 in tax services was provided free of charge to military ID cardholders.

The Legal Assistance Division also sponsored an extensive celebration of Law Day 2000 which included a Law Day 5K Run; a Naturalization Ceremony; a luncheon; various elementary school outreach educational programs, and a voter registration drive. As part of its preventive law program, the Division also taught more than 33 classes to over 1,500 students on a wide variety of personal law topics. The Division also authored some 15 preventive law articles, which were published in the Fort Huachuca installation newspaper, *The Scout.*

The Claims Division paid $542,849 during the fiscal year for personnel claims and $41,882 for tort claims, under the Army Claims Services Program. The Recovery Branch collected a total of $128,610 in medical recoveries and $73,308 for carrier claims. Additionally, the Claims Division processed 47 real estate claims.

The Legal Assistance and Claims Divisions also taught classes in both field and classroom concerning preventive law, the law of war, Code of Conduct, ethics, tax assistance, voting registration, check writing, retirement benefits, and estate planning.

The Administrative Law Division reviewed and processed thousands of actions related to environmental law, information assurance law, ethics opinions, labor law, Government contracts and procurements, A-76 commercial outsourcing actions, interpretation of regulations, statutes, and directives, and various other civil actions.

During the year, the Administrative Law Division processed over 1,500 environmental actions and opinions. The division provided

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legal advice on important National Environmental Policy Act (NEPA) documents, to include the Master Plan Final Environmental Impact Statement and the Unmanned Aerial Vehicle (UAV) Environmental Assessment. Many of the legal opinions provided by the JAG Office involved environmental issues of first impression or had potential impact well beyond Fort Huachuca. These opinions included issues pertaining to participation in the Upper San Pedro Partnership, Las Cienegas National Conservation Area legislation, Harvard Alternative Futures Study, purchase and establishment of conservation easements on off-post lands, and a proposed Overlay Wildlife Refuge on Willcox Playa near Willcox, Arizona.

The JAG Office also vigorously defended the fort against a lawsuit by the Center for Biological Diversity challenging the U.S. Fish and Wildlife Service's non-jeopardy biological opinion as it related to the Post. The Office also took the lead in responding to the Arizona Department of Water Resources regarding a petition filed by an environmental group. The petition sought to designate the Upper San Pedro River Basin (which includes Fort Huachuca) as an Active Management Area. Last, the JAG Office continued to defend the Fort's water rights claims in the In Re Gila River, a water rights lawsuit adjudicating Federal, State and private claims.

The Labor Law Section of the Administrative Law Division defended Fort Huachuca in 34 separate civil actions before the 9th Federal Circuit Court of Appeals; the Federal District Court of Arizona in Tucson; the Equal Employment Opportunity Commission (EEOC) and EEOC Office of Federal Operations; the Office of Complaint Investigations; and the Department of Labor Merit Systems Protection Board. In addition, the Section provided instruction to installation management and leaders on a variety of EEO and labor law issues.

The Fort Huachuca JAG Office was also recognized as having one of the leading Army experts in the dynamic field of Information Assurance Law. The Administrative Law Division's expert also provided more than 45 presentations and classes of instruction on Information Assurance Law issues to agencies throughout the Department of Defense. Almost 80 legal actions on a wide variety of information assurance and information operations issues were reviewed and advise given.

The Administrative Law Division also provided legal support to the Assessing Contracts for Efficiencies (ACE) Team, which was made up of technical command representatives who assist units in preparing performance work statements for their contract requirements. The Team's work with requiring activities maximized the purchase power of the command's contract dollars.

The Division also assisted the Army Telecommunication Directorate and the U.S. Army Signal Command G-4 Contracting Cell in the competitive contracting of short-haul telecommunication requirements for Army installations CONUS-wide. The average savings accruing to the installations from the competition was over 40 percent. The Administrative Law Division further assisted the Directorate of Installation Support and the Directorate of Contracting in awarding a new omnibus support contract to perform the contracted engineering and housing maintenance function at Fort Huachuca. Legal support was also provided to these agencies in the award of a new job order contract that reduced prices for the performance of construction work on Fort Huachuca. Significantly, the Division provided detailed and comprehensive legal counsel on four commercial outsourcing actions (also referred to as "A-76 actions") conducted at the post.

Public Affairs Office

The Public Affairs Office was the principal spokesperson for the Intelligence Center regarding media policies and programs. Its Command

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Information Branch formulated and supervised the local Command Information program. The Media Relations Branch put out information relative to the installations' activities, personnel, and mission, through print and electronic media outlets. The Community Relations Branch interacted with local community and civic organizations by planning and coordinating the commitment of resources for exhibits, displays, and visual presentation, and gave post tours and briefings to visitors.

The year saw a number of milestones for Public Affairs. There were more press releases produced than ever before. The news coverage generated from these releases was good, with the average number of news articles resulting from each release was three.

Fort Huachuca's image as a conscientious protector of the environment was reinforced, as shown in a Biennial Environmental Survey by the Sierra Vista Herald newspaper which measured the perception of Cochise County residents concerning the environmental and conservation efforts of major industries in the county. Fort Huachuca was seen as the number one organization for environmental stewardship in the county.

In media relations there was an increase in local radio station support as a result of Tanja Linton's negotiations skills. She netted the command a total of two hours free airtime each week on Commonwealth Communications three local radio stations. In addition, she gained a 30-minute segment on Harold Vangelder's Morning Harold Show every other week.

The Commander's Access Channel was moved to a private broadcaster, Channel 97. COX Communications graciously expanded the coverage to include the off-post audience.

Community Relations

Lines of communication between local city officials, civic and education leaders, and community opinion leaders were strengthened during the year. The Fort Huachuca Tour 2000 was a great success. Members of the Military Affairs Committee, Sierra Vista Chamber of Commerce, City of Sierra Vista and local civic, educational leaders and media were in attendance. Major General John D. Thomas, Jr. escorted the group. Attending opinion leaders expressed amazement at the Army's concern for the environment. Support of such community activities such as the Vietnam Memorial Wall in Tombstone and July 4th activities and concert strengthened partnerships between Fort Huachuca, Tombstone and the City of Sierra Vista.

Recruiting support included an Educator Tour for the Portland, Oregon, Recruiting Battalion. Educators were thoroughly impressed with the opportunities offered recruits.

The Military Affairs Committee quarterly meetings with the post commander were re-instated. Successful lines of communication were established and broadened with the command and local opinion leaders.

To address the needs of the internal community, the first Public Affairs Stringer course was held for military and post civilians. This resulted in an improve communications flow of information to both internal and external audiences.

Command Information

One of the year's newsworthy event involved the loss of a soldier assigned to the newspaper as a military journalist. He was relieved of duty for alleged involvement in illegal drug dealings and eventually discharged from the Army.

Sergeant William Cullen James established a web page of the Internet for posting the Fort Huachuca Scout newspaper on a weekly basis. This continued routinely until October, when Sergeant James was transferred to Fort Polk, LA.

With the departure of Sergeant James, the newspaper of the Fort Huachuca Scout was reduced to one person, Ms. Angie Moncur, the editor. Replacement for Sergeant James was due

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to arrive in February 2001. A replacement for Specialist Joseph Scarfone had not been identified by the Department of the Army Enlisted Assignments Branch.

A personnel action was initiated in August to hire a civilian writer for the newspaper. In September, the Garrison Commander gave his approval, but funding for the position became a problem. There were funds available to pay for a GS-07 step five for four-tenths of a man-year. After reevaluation, it was decided in October to hire a temporary employee for this position. The recruitment action went forward to the regional Civilian Personnel Office and was announced in late October. A selection list was received in November and interviews held. Final selection was. The new employee reported for duty on the first pay period in January 2001.

In December, Mr. Frank Shirar returned to the Public Affairs Office from an assignment to Germany, having return rights to a position in the office. He was working on special assignments for the PAO and was located in the Command Information Section.

An effort to replace all of the office furniture in the Public Affairs Office came to fruition in September. The existing furniture was not intended for a commercial or business office, rather a "home computer office." After obtaining bids from three sources and from Unicor, the Federal Prisons system, which provided a required waiver to purchase from a source other than Unicor, a decision was made to purchase from a local vendor, Office Pro of Sierra Vista. Funding was available, the purchase made by the Directorate of Contracting and the new items were delivered and set up in the last week of September.

The Public Affairs Office was informed early in 2000 that the Directorate of Information Systems would no longer support the Macintosh computers used by the Command Information Section as these were the only Macintosh computers used on the installation. This decision resulted in the replacement of all computers used by the Command Information Section at a cost of $43,000.00. New computers, meeting the specifications and requirements established by the PAO, were ordered by DOIM in September. These items arrived at the PAO in November and were put into service over the Holiday Break in December.

The Fort Huachuca Scout *Newspaper*

The Fort Huachuca Scout newspaper was published for a total of 51 weeks in 2000 as a tabloid publication. The weekly circulation was 8,200 copies. The newspaper established and maintained a second section entitled "Time Out" where information and articles pertaining to entertainment and sports were published. Information received from the publishing contractor in September resulted in a decision to change the newspaper's format from a tabloid to a metro size, while retaining the two sections of the publication. *The Fort Huachuca Scout* continued to be printed as a tabloid for all of 2000, and would begin with the larger metro-sized newspaper with the first issue in 2001.

History Program

The History Program at Fort Huachuca was a unique fusion of resources, combining the traditional Historian role with the two major museums to preserve the vitality of U.S. Army traditions on this southwestern frontier. History was a tool for guiding change. During the year the history program concentrated on providing a context for Military Intelligence leaders by recording, teaching and preserving their history and values. It accomplished this in the classroom, in the museums and in its publications, both printed and electronic.

In January there were 7,906 visitors to museum facilities. The museums underwent a Physical Security Inspection on 24 January and the inspector noted in his report that there were "no deficiencies, observations, or comments."

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The Historian was part of a briefing team that spent the afternoon of 26 January with Assistant Secretary of the Army, Installations and Environment. In response to the Secretary's expressed interest in the historic Old Post, the Historian sent to him 46 historical photos in digital format on a CD.

Early in the year, the 2010 Plan, a ten-year plan for the History Program, was completed.

Following approval by the Fort Huachuca Fire Marshal, two doors in the Museum Annex were sealed in January, affording better security and energy conservation. Both the Museum and the Museum Annex were repainted during the month, clearly improving their appearance.

Two new features were added in January to the History Program's website: Huachuca Seminar, a collection of several articles on Southwestern Military history prepared in 1976 by some of the leading scholars, and Huachuca on Maps, a collection of 54 historic maps from the museum's collection. Additionally, the short (60-page) history of Fort Huachuca was revised. It was called Fort Huachuca: A Sense of Place.

The museum's visitor questionnaire program was reinstituted in January, in accordance with the instructions of the PAO, and visitors' response to museum programs and exhibits continued to be overwhelmingly positive.

In February 11,002 visitors experienced the museums' storylines. The Army Intelligence Museum hosted a tour for the Basic NCO Course on the 1 February.

Another new feature was added to the History Program's website. It was a pictorial history of Fort Huachuca done in HTML format, a quick, visual way to gain an understanding of the post's unique history.

In March there were 12,838 visitors. The Army Intelligence Museum hosted the reception for the Military Intelligence Command Sergeant Major Conference on the 6th. A few days later, on the 9th, it was the scene of the Pre- Command Course reception and an Knowlton Ceremony. On the 23d it was the site of the USAR Military Intelligence Commanders Conference Icebreaker. During the Command Sergeant Major Conference, the museum supported some Command Sergeant Majors from the field with posters on a CD.

A new and improved site map was added to the History Program's website in February. New signs were designed and put in place for the front doors of the Fort Huachuca Museums.

At a much-publicized ceremony on the 16 March, a World War II Enigma machine was loaned from the National Security Agency. Work began immediately to build custom display for the Enigma and within days the exhibit was completed.

The Museum Director attended the Army Museum Training Course from 26-31 March in Washington, D.C.

In April, 8,658 people visited Fort Huachuca's museums.

Posters were designed and printed at the request of the brigade commander to honor Pfc. Ray E. Krueger for whom a running track was being named. Krueger was one of those five soldiers who were killed when their RC-7 aircraft crashed into a Colombian mountainside while on a counternarcotic reconnaissance mission.

In May a total of 6,979 people visited the Fort Huachuca museums. The Army Intelligence Museum hosted a reception for the Pre-Command Course on 8 May.

After several months of work, the Annual Command History was completed and sent to the printer. This 250-page document was a comprehensive record of events taking place within the U.S. Army Intelligence Center.

An exhibit was designed entitled "Shared Values: Huachuca Families" which was combined with the period rooms on the second floor of the main museum. To complement the display, a brochure called "A Family Guide to the Fort Huachuca Museums" was written and printed in house.

The Fort Huachuca Museum "Teachers'

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Guide" was being revised to include a six-page insert that shows how museum themes support the Arizona Department of Education standards for kindergarten through high school.

In June 6,628 people visited the Huachuca museums. The museum hosted training visits by 24 soldiers from E Company, 309th Military Intelligence Battalion, on the 13th; by 35 soldiers from A Company, 306th Military Intelligence Battalion, on the 20th; and by 118 students from the Basic NCO Course on the 22d of June.

Culminating several months of planning and research, a display was installed in the Museum Annex in June called "Fort Huachuca at the Turn of the Century: A Study in Change." A second display was renovated in the museum Annex in July. It talked about the founding of Tombstone and how the presence of the U.S. Army fostered economic growth in the surrounding area.

The Historian conducted one interview of Mr. Ted Hans in conjunction with the Hall of Fame induction ceremony. A tour of the museums and Old Post was conducted by Conrad McCormack on the 29th for the Hall of Fame VIPs.

A presentation was given to some 80 attendees at the Initial Brigade Combat Team Conference on Sunday, 25 June, prior to a tour of the museum and field trip to Tombstone.

The Museums supported the dedication ceremony of the Krueger Running Track with a graphic poster of Specialist Krueger. One would be mounted in Eifler Sports Complex, the others would be given to visiting family members.

In July visitors numbered 5,651. The museums hosted several social functions during the month. An Icebreaker for the All-Source Analysis System Users Conference was held on 26 July and a reenlistment ceremony was held in the museum on the 11th.

As part of our oral history program, a videotaped interview was conducted on 12 July with Command Sergeant Major Sterling McCormack, Military Intelligence Corps Hall of Fame member and current honorary Command Sergeant Major of the Military Intelligence Corps.

Research was begun in June on a treatment of military intelligence in the Korean War for use in displays and publications over the next two years as the 50th anniversary of the Korean War was celebrated.

Twenty posters, the Defining Moments in Military Intelligence History series, were printed for the 205th Military Intelligence Battalion.

The museum staff welcomed a visit of key staffers from the Arizona Historical Society to talk about museum and local history issues.

New museum brochures, printed at the expense of the Huachuca Museum Society, were distributed to Chambers of Commerce and visitor's centers in the area.

A network server was ordered that would allow the museums and history program to have their own domain on the Internet and periodically update its website from the historian's office. Associated software was also purchased.

In September 4,889 people availed themselves of the museums' offerings. Both the Fort Huachuca Museum and the U.S. Army Intelligence Museum hosted one tour for the Advanced NCO Course and two tours for initial entry trainees, one of these on a Saturday morning. On two separate Sundays during the month, the Historian gave personal tours to travel writers from the Phoenix area, as arranged by the Sierra Vista Chamber of Commerce.

On 5 September the Historian prepared remarks for the commanding general who would be addressing the Sepulveda building dedication ceremony. The 30-minute presentation centered on the historical contributions and diversity of the workforce at Huachuca.

On the 19th, conferees from the Native-American Consultation Conference visited the museum and expressed their concerns about the standard American historical view of the opening of the west to Anglo immigration. In the

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afternoon, the museum director spent over two hours addressing their concerns and agreed to build a display that would talk about the two views of history, Native-American and standard American interpretation. Their side of the story would be gathered from a questionnaire sent to all of the tribal councils in Arizona. They were receptive to this approach and details would be coordinated in the coming months.

In October there were 6,541 visitors. The U.S. Army Intelligence Museum hosted an Ice-breaker for the Pre-Command Course on 19 October. The Fort Huachuca Museum and the Army Intelligence Museum opened on Saturday morning for two separate groups of IET soldiers.

The historian was TDY to the TRADOC Historians' Workshop at Fort Rucker, AL, from 2 to 6 October.

During the month, five different media presentations were developed for use on our website and at the kiosk in the Army Intelligence Museum. They were The Wisdom of MI, Military Intelligence Timeline, Fort Huachuca Timeline, Military Intelligence Crossword, and Military Intelligence Cryptogram.

In November there were 5,821 visitors. The Military Intelligence Museum hosted training for the 306th Military Intelligence Battalion on the 9th.

A collection of bronzes by Tucson Sculptor Dan Bates was placed on exhibit at the museum through November and December. Called "Cavalry Life in Bronze," it was composed of more than 20 pieces that depicted the life of a cavalryman on the frontier at the turn of the last century.

A revamping of the history program's web site began in November. It involved creating over 100 new pages.

In December visitors numbered 6,808. The museum hosted the annual Tour of Historic Homes on 3 December.

A special exhibit commemorating the anniversary of the Korean War was installed in the U.S. Army Intelligence Museum.

The Historian gave an Officer Professional Development presentation to the senior staff of the Intelligence Center on 20 December at the Girl Scout cabin in Woodcutter's Canyon. The 35-40 minute talk was about: "Fort Huachuca at the Turn of the Century: A Study in Change."

Research on the Korean War yielded another chapter in the Masters of the Intelligence Art called "Clint Tarkenton and Bob Fergusson: The Korean War G-2s."

Directorate of Public Safety

The Directorate of Public Safety took care of installation law enforcement, security, fire prevention, fire protection, and safety programs.

Law Enforcement

The K-9 Military Working Dog (MWD) section participated in the Yuma Trials. Sergeant Hagan assigned to the 18th Military Police Detachment, won second place at the competition from 21-23 July. The competition pitted the Fort Huachuca MWD program against all civilian and military law enforcement programs.

The Law Enforcement Division and 18th Military Police Detachment underwent a TRADOC technical assisted visit (TAV) from 6-8 December. The visit inspected all facets of law enforcement operations. The end results were valid and helpful hints to make the operation more efficient. The Law Enforcement Division received all passing marks on areas inspected and was moving forward to continue to improve its operation. The inspection was conducted to prepare for a more intense inspection to be done in February by the Department of the Army.

The 18th Military Police Detachment sent it's first ever team to the 58th annual Military Police Warfighter Team Challenge at Fort Leonard Wood, MO. The Team was made up of Sergeant Hannum (team leader), Private First Class Murphy and Private First Class Granellio.

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The competition lasted for three days and tested various soldier tasks from Land Navigation, MP Corps History, Police Operations, and Marksmanship. The team had a strong showing for its first ever competition.

The 18th Military Police Detachment sent a Military Heavy Team to the 53rd Annual Bataan Death March at White Sands Missile Range, New Mexico. Five soldiers carried 35-pound rucksacks 26.2 miles to commemorate the march that occurred during World War II. The team placed 20th out of 43 teams entered in their division.

The Law Enforcement Division created the Environmental Protection Officer (EPO) section in May. The section was dedicated to the conservation of Fort Huachuca's natural resources and many archeological sites. The section was made up of five Military Police Officers who patrol throughout Fort Huachuca's outlying areas.

On 27 July the 18th Military Police Detachment participated in the Battalion Change of Command (COC). The Detachment said farewell to Lt. Col. Szarenski and welcomed Lt. Col. Reyes. Shortly after the ceremony, the 18th MP Detachment was reorganized under Untied states Army Garrison.

On 15 June, the Military Police Company was reflagged the 18th MP Detachment. The unit became an MTO&E unit with a deployable mission statement. The ceremony was conducted on Brown Parade Field with the 306th Battalion Commander, The Director of Public Safety and the Garrison Commander in attendance.

The 18th MP detachment and the Law Enforcement Division were in the midst of consolidating operations into one building. The move into Alchesay Barracks was a four-phase operation. Phase One was moving all soldiers into their new barracks rooms. Phase Two was moving the 18th MP Detachment headquarters element into new office spaces. Phase Three would be consolidating all Law Enforcement Division section heads into Alchesay Barracks. The final phase, Phase Four, would be to move the Military Police Desk Operations and Detention Cell Operations into Alchesay Barracks. The move made the Military Police operations more streamlined and effective and gave the soldiers much improved living areas.

The Law Enforcement Division and 18th Military Police Detachment celebrated its 59th anniversary at Garden Canyon. The unit enjoyed a day of sports and food. The event culminated with a cake-cutting ceremony and the distribution of anniversary coffee mugs.

In May and June the 18th MP Detachment received its senior Noncommissioned Officers (NCO). The new unit First Sergeant (First Sergeant), Jeffrey Rieg and its two Platoon Sergeants (PSG), Sergeant First Class Thomas Pollmiller and Sergeant First Class Arthur Curtiss were instrumental in the unit's advancement and improvement. The soldiers now have experienced leadership on the ground to help develop them into a cohesive and effective team.

Fire Division

The new 1250-Gallon-Per-Minute (GPM) pumper arrived late November. The old 1,000-GPM pumper at Station #2 would be turned in to Defense Resource Management Office (DRMO) as soon as possible. The new 1250 GPM pumper was going through its initial turn-in phase of radio installation and equipment transfers. The addition of this pumper gave the department a new fleet of pumpers that can deliver 1250 gallons of water per minute to any structural fire. The addition of the new pumper enables us to meet DOD 6055.6 commitments to supply fire protection to installation buildings requiring 2,000 gallons or more fire flow.

End Notes

[1] Data in this paragraph is taken from Fort Huachuca Statistical Data Card, as of 30 September 1999. At the time of this writing, data was not yet available for fiscal year 2000. The Fort Huachuca Statistical Data Card is SUPPORTING DOCUMENT

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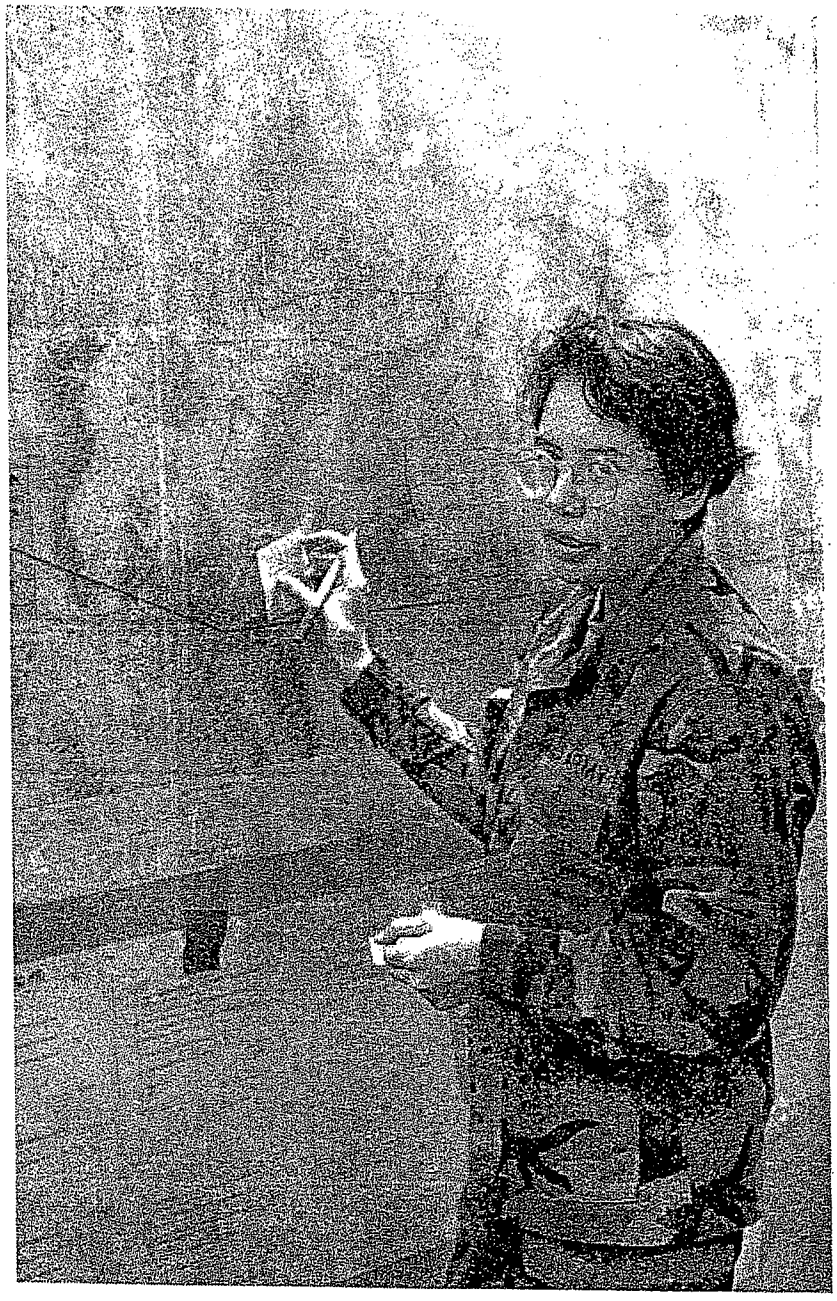
6.
[2] Information in this section is taken from *Annual Economic Impact Statement, Fiscal Year 1999, October 1, 1998 to September 30, 1999*, prepared by the Directorate of Resource Management, U.S. Army Intelligence Center and Fort Huachuca. At the time of this writing, data was not yet available for fiscal year 2000. *The Annual Economic Impact Statement* is SUPPORTING DOCUMENT 7.



A soldier assigned to the Interim Brigade Combat Team trains at Fort Huachuca.

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APPENDIX A

Chronology
1 January - 31 December

27 January. Joan M. Plourde, a supply quality assurance specialist with the Directorate of Installation Support, is chosen Fort Huachuca's Civilian of the Year.

27 January. Officials announce that Sgt. Keenda Moore-Batchelor, an Operations Clerk for the Electronic Proving Ground, is the Soldier of the Year for 1999.

27 January. Sgt. Raymond J. Edwards, an military policeman with the Military Police Company, 306th MI Battalion, is named Fort Huachuca's Noncommissioned Officer of the Year.

28 January. Fort Huachuca hosts the second annual Sierra Stampede, the All Women's Professional Rodeo, at Wren arena.

31 January. A Record of Decision is signed to approve Fort Huachuca's Environmental Impact Statement which has analyzed the impact of proposed projects on the post's environment. This allows 17 facilities projects to go forward and formalizes the post's land use management strategy and detailed in the Real Property Master Plan.

1 February. Mahlon Apgar IV, Assistant Secretary of the Army, Installations and Environment, visits Fort Huachuca and receives briefings on housing and environmental conservation efforts.

4 February. Some 20 members of the 11th Signal Brigade at Fort Huachuca deploy to Bosnia to provide tactical satellite support to the 49th Armored Division, a Texas National Guard unit that is taking its place in the rotation for Stabilization Force 7.

7 February. A Commercial Activities study begins in three organizations within the Garrison headquarters. They are the Adjutant General and the Information Management Directorates, and the Training Support Center. Garrison commander, Col. Michael T. Boardman, told employees that "there has been no decision made to contract out your work. This is a decision to compete your jobs with the civilian sector." The studies, performed with the help of consulting firms contracted for the purpose, will develop Performance Work Statement, a Quality Assurance Surveillance Plan, Management Study documents, and a Transition plan.

7 February. A week-long U.S. Army Signal Command Commander's Conference opens at Greely Hall. Commanding General of the Army Signal Command, Maj. Gen. William H. Russ, says the attendees will get "an opportunity to get to know the USASC headquarters staff

better so they receive professional, pertinent and rapid response when inquiring about information and assistance."

9 February. Attendees at the U.S. Army Signal Command Commanders' Conference participate in a staff ride and a museum tour, along with a briefing on the use of the heliograph during the Geronimo campaign.

19 February. "An Evening of Entertainment" is held at Alvarado Hall that includes a fashion how, the University of Arizona Gospel Choir, the 36th Army Band Combo, oratory and readings, all part of Fort Huachuca's celebration of Black History Month.

23 February. A Communications-Electronics Command conference opens at Fort Huachuca that discusses CECOM's ongoing effort to modernize its support of the Army Materiel Command, an overview of the Initial Brigade Combat Team, the Future Combat System, and the Defense Information Systems Network in Europe. The final day of the three-day conference is reserved for a home-on-home conference between Maj. Gen. Robert L. Nabors, CECOM commander; Maj. Gen. Peter M. Cuviello, the Army's Chief of Signal; Maj. Gen. William H. Russ, U.S. Army Signal Command commander; and Maj. Gen. John D. Thomas, Jr., the commander of the U.S. Army Intelligence Center and School. They agree on the need for Signal Corps and Intelligence cooperation to make Army initiatives work.

23 February. The Fort Huachuca Conservation Committee holds its quarterly meeting in Greely Hall to brief surrounding communities on the post's conservation initiatives. The installation commanding general, Maj. Gen. John D. Thomas, Jr., presides.

23 February. The post Directorate of Public Safety hosts a three-day class on DUI detection given by the Southeastern Arizona DUI Task Force. The task force includes the Cochise County Sheriff's Department, Arizona Department of Public Safety, the Sierra Vista, Tombstone, Huachuca City, Douglas and Wilcox Police Departments, and the Fort Huachuca Military Police.

25 February. A luncheon at the Lakeside Activity Center emphasizes the theme of this year's African-American History Month, "Heritage and Horizons—The African-American Legacy and Challenges of the 21st Century."

28 February. The Army Performance Improvement Criteria program begins a 10-day training session on APIC and Quality Training for mid-level managers and supervisors within the U.S. Army Intelligence Center and the U.S. Army Garrison. Three 3-day sessions will provide training on the fundamental concept of APIC and present practical exercises to acquaint some 180 trainees with some of the primary tools of process analysis, such as, brainstorming, consensus building, process mapping and developing charts.

28 February. The TRADOC IG assistance team visits Fort Huachuca for two days to look at Initial Entry Training, check on the installation command climate, assess Values Training, and monitor the implementation of the Human Relations Action Plan.

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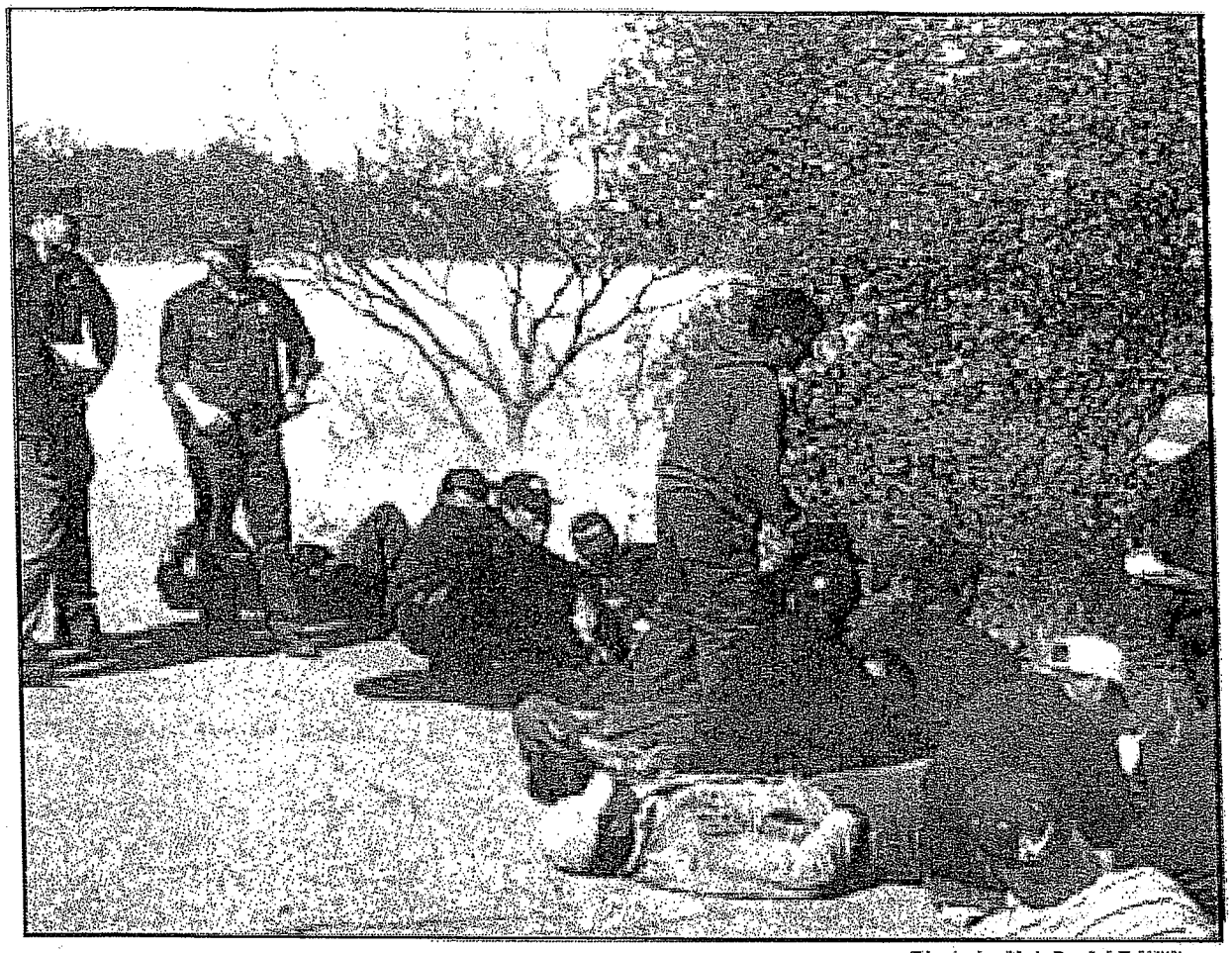

Photo by Maj. Daniel T. Williams

2 March. Post law enforcement officials note a rise of nearly 800 percent in the apprehension of undocumented immigrants in the first six weeks of 2000. From 1 October to 31 December 1999, the Military Police detained 17 UDIs. From 1 January of this year to 23 February, 146 were detained and turned over to the Border Patrol.

2 March. Sfc. Govnor Q. Weaver, Jr., a training/writer developer at the New Systems Training Office, is one of 20 students in Arizona named to the All Arizona Academic "first" team. Weaver, who is also a platoon sergeant in Company A, 306th MI Battalion, maintains a 4.0 grade point average at Cochise College.

2 March. Sharon Blakley, manager of the Apache Flats RV Park, receives a Certificate of Appreciation from Col. Michael Boardman, garrison commander, for "Outstanding Cus-

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tomer Service" and "Superior Service to Customers."

2 March. The Directorate if Installation Support names its Employee of the Year for 1999. She is Lorraine M. Burden, Administrative Assistant in the Housing Division.

6 March. In Field Exercise Cable Fusion, elements of the 504th Signal Battalion and the 40th Signal Battalion deploy to various locations around Fort Huachuca to establish a communications network and hold mission essential training.

8 March. The 2000 Fort Huachuca Army Family Action Planning Symposium opens at Murr Community Center to discuss issues affecting the total Army family.

9 March. Over 90 undocumented aliens are apprehended near Fort Huachuca's West Gate after a tip by a local rancher alerted the Border Patrol and Fort Huachuca Military Police. This brings the total number detained the first three months of the year to 253.

10 March. The Arizona State Senate passes a bill authorizing $235,000 to explore the possibility of establishing a new Veterans Cemetery on Fort Huachuca to serve veterans in the southeast counties of the state. A 130-acre site bordering Buffalo Soldier Trail has been identified by post officials.

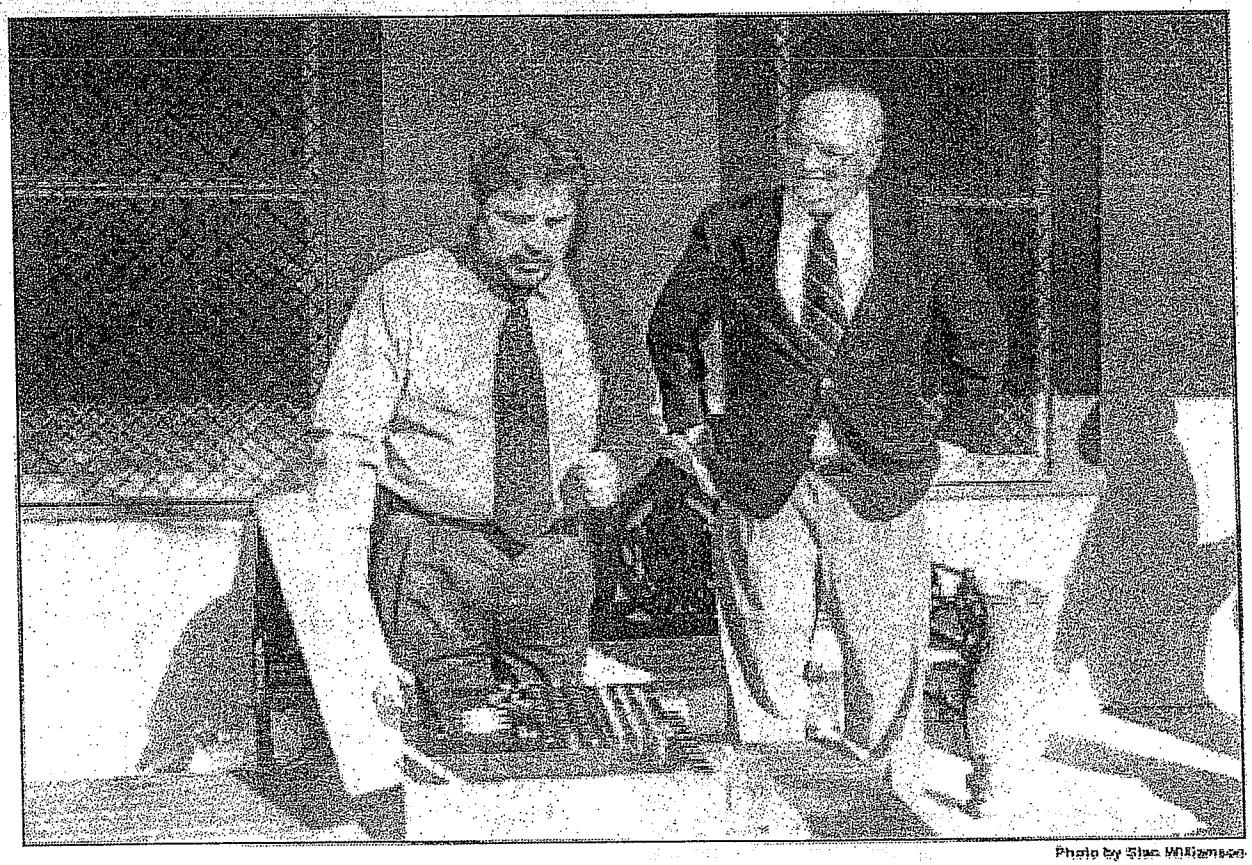

Photo by Stac Williamson

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16 March. In ceremonies at the Army Intelligence Museum, a rare World War II cipher device, the German Enigma machine, is donated to the museum by the National Cryptologic Museum at Fort George G. Meade, Md. Allied exploitation of the Enigma code played a pivotal role in the successful prosecution of the war.

22 March. At a ceremony in Fitch Auditorium in Alvarado Hall, Maj. Gen. John D. Thomas, Jr. announces the command's Distinguished Instructor of the Year. She is Staff Sgt. Judith A. Koonce of the 305th MI Battalion. Other candidates are Capt. Laura M. Ryan of the 304th MI Battalion, Sgt. 1st Class Lyle E. Watkins of the Noncommissioned Officer Academy, and Staff Sgt. Larry G. Davis of the 304th MI Battalion.

28 March. Fort Huachuca's Directorate of Information Management receives The Commissioner's Award from General Services Administration for demonstrating excellence in the information technology field.

7 April. Two days of briefings and other activities for retirees begins as part of the 26th Retiree Activity Days at Fort Huachuca. Representatives from the CHAMPUS Office, Arizona Veterans Service Commission, U.S. Army Retiree Council, and the Retirement Services Office answer questions.

9 April. National Volunteer Week begins at Fort Huachuca with the recognition of some of the outstanding volunteers in the Huachuca community.

10 April. The Joint Interoperability Test Command hosts the 10th Annual Interoperability Conference at Fort Huachuca in the Greely Hall Auditorium. The conference is the largest Department of Defense conference held annually to address Command, Control, Communications, Computers and Intelligence interoperability issues that affect unified commands, Services, and Defense Agencies.

10 April. Soldiers from the Military Intelligence Detachment, 1st Battalion, 3d Special Forces Group (Airborne), Fort Bragg, N.C., arrive at Fort Huachuca to conduct individual and team training in a desert environment to receive their certification as members of a Support Operational Team. A parachute jump into Fort Huachuca is cancelled because of weather conditions.

13 April. Law enforcement officials at Fort Huachuca announce a rise in the numbers of drug-related offenses. Analysis shows that there were 1.78 offenses for every 1,000 soldiers for the fourth quarter of 1999 and 4.94 offenses per 1,000 for the first quarter of 2000.

13 April. The Legal Assistance Office at Fort Huachuca is awarded the 1999 Army Chief of Staff Award for Excellence in Legal Assistance recognizing its quality work, preventive law efforts and the legal experience of its attorneys. During the year, the office helped 17,954 people, including clients from the Tax Center.

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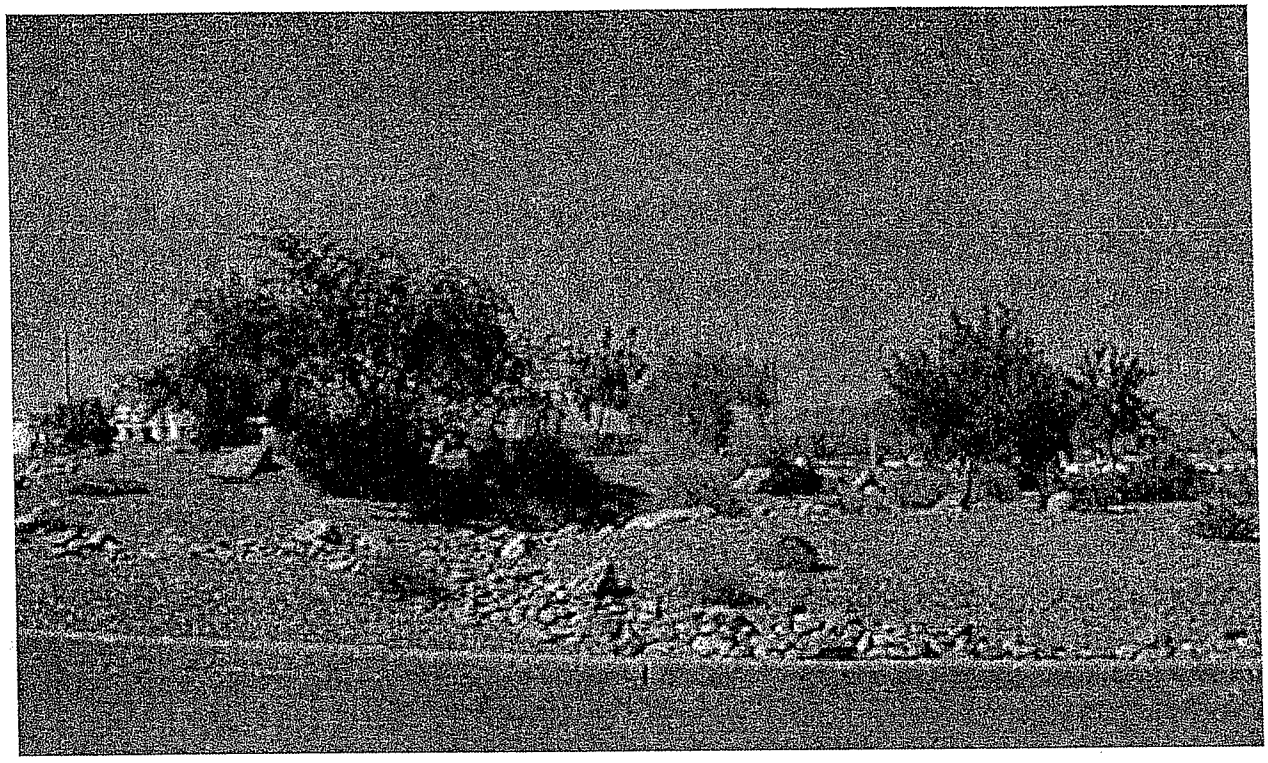

13 April. Water Awareness Week opens with a talk on water conservation and Water Wise Landscape Tours of Fort Huachuca which feature landscaping using plants native to the arid desert environment.

14 April. Al Buhl, director of Fort Huachuca's Civilian Personnel Advisory Center, and Josie Suarez, local American Federal Government Employees Union president, sign a renegotiated contract that will be in force for the next three years and gives the Fort Huachuca workforce a voice in work conditions, procedures and regulations. The union bargaining unit includes all non-supervisory and non-managerial garrison and tenant employees, including Army Signal Command, Information Systems Engineering Command, Medical Activity Command and Joint Interoperability Test Command.

18 April. Soldiers of Headquarters Company, 306th MI Battalion, participate in a three-day Field Training Exercise that tests their common task training in a wartime environment. Some 250 soldiers, mostly from the Garrison, spent at least 24-hours in the field at Site Freedom as the staffs of Garrison activities were split into thirds to allow coverage of their normal missions.

20 April. Maj. Gen. John D. Thomas, Jr., commanding general, U.S. Army Intelligence Center presents the first Fort Huachuca's Child's Champions Award recognizing local individuals for their work in making a difference for children. Sponsored by the Child and Youth Service in honor of the Month of the Military Child, the awards are given to Jackie Branning, the coach and PE teacher at Smith Middle School, and Trish Lopez, a 15-year employee of School Age Services.

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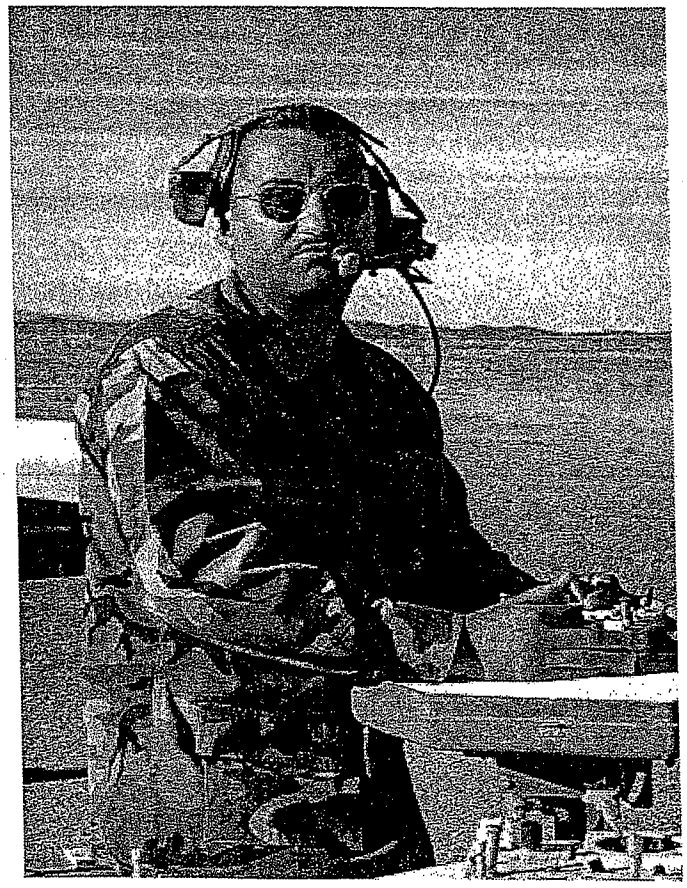
27 April. Directorate of Installation officials announce that funding has been granted for a project to renovate 30 houses on Dove and Mills Circle that were excluded during the last renovation and 80 more houses in the Bonnie Blink area. The old houses will be demolished and rebuilt beginning in April 2001, after they become vacant through attrition.

29 April. Sixteen soldiers in Fort Huachuca's Better Opportunities for Single Soldiers Program participate in a "Christmas in April" Housing Repair Program in Bisbee, providing the electrical work, painting, plumbing, roofing, yard work and other jobs for low-income elderly and disabled people with home repairs that they could not otherwise afford.

1 May. In a ceremony at the Greely Hall auditorium, Law Day is celebrated with a naturalization ceremony in which two soldiers and several civilians from Southeast Arizona are made U.S. citizens.



6 May. The Thunder Mountain Marathon, hosted by the Morale and Welfare Fund and Sierra Vista Parks and Leisure, is held on a course that travels through Sierra Vista and Fort Huachuca. Events include a full marathon, half marathon, 5K fun run, wheelchair race, and 4-member relays in male, female or coed teams. Over $3,000 is divided between winners in these categories. The overall men's winner was Phillip Nicholls from Victoria, British Columbia with a time of 2:56:36.

8 May. Maj. Larry Singer, Director of Information Management announces that Fort Huachuca's Exchange servers are back online after a computer virus attacked local computers through the e-mail system.

11 May. Improvements to the airstrip at Rugge Hamilton field are completed, allowing the resumption of UAV training at the site. E Company, 305th MI Battalion, is now able to conduct UAV training without monsoon erosion of the strip. While Rugge Hamilton was being repaired, training was held at Libby Army Airfield where the normal air traffic interfered with UAV operations.

20 May. The first annual Fort Apache Heritage Reunion is held at the White Mountain Apache Tribe's Fort Apache Historical Park. Fort Huachuca sends the Jazz Ensemble of its 36th Army Band and B Troop, 4th Cavalry (Memorial) to perform cavalry maneuvers in authentic 1880s

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Photo by Sgt. Cullen James

uniforms.

23 May. Fort Huachuca observes TRADOC's Safety Stand Down Day, devoting the day to accident prevention training activities and emphasizing risk management procedures. Random vehicle safety checks are held throughout the installation.

25 May. In Phillip A. Connelly competition at Fort Huachuca, the military cooks assigned to the 11th Signal Brigade's Thunderbird Dining Facility edge out the 111th MI Brigade's Virginia Dining Hall.

1 June. The 36th Army Band opens its Summer Concert in the Park series sponsored by Sierra Vista Parks and Leisure Services. Two additional concerts will fill out the summer series.

8 June. In a farewell ceremony on Fort Huachuca's Brown Field hosted by Maj. Gen. John D. Thomas, Jr., Lt. Gen. Claudia J. Kennedy, Deputy Chief of Staff for Intelligence, is honored. It is Kennedy's farewell to the MI Corps. She is retiring in August.

14 June. Maj. Gen. John D. Thomas, Jr. speaks to an audience of soldiers and civilians at Sierra Vista's Veterans Memorial Park in ceremonies observing the Army's 225th birthday.

15 June. The Fort Huachuca Military Police Company is reflagged as the 18th MP Detachment, enabling it to be deployable. Capt. Vincent Chambers, commander of the 18th MP Detachment, says there will be no significant impact on the mission of the detachment as the detachment will only deploy in small teams if called upon.

26 June. Fort Huachuca's Army Substance Abuse Program (ASAP) receives a MEDDAC performance improvement award in the amount of $7,000 for its efficient health care processes. Reorganization of the staff led to some $553,000 in savings over an 18-month period.

27 June. The Communications Security Logistics Agency in Fort Huachuca's Greely Hall unveils a new biometrics security system that identifies authorized personnel by their fingerprints before allowing them access to their offices. Fort Huachuca is the first site in the U.S. Army to field this new technology.

29 June. MI Hall of Fame events begin with a golf tournament at the Mountain View Golf

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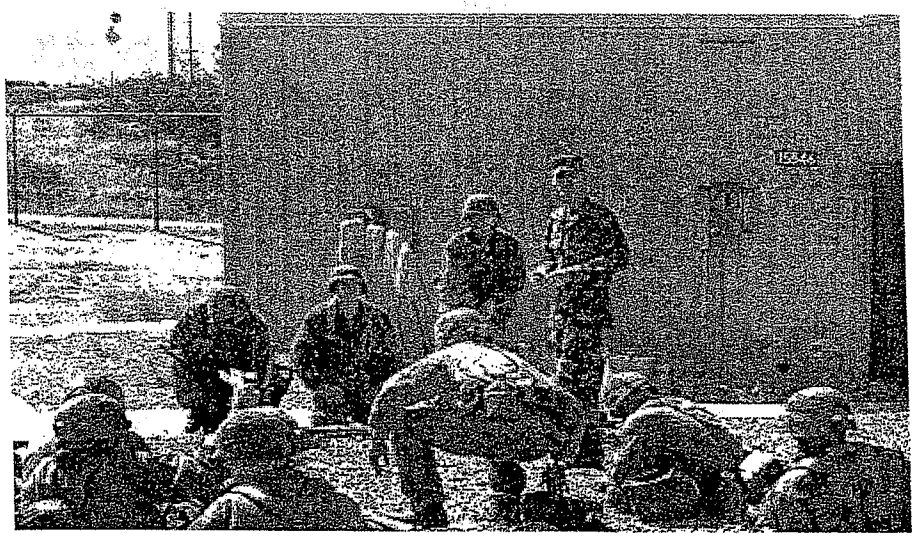
Course, a historic tour of Fort Huachuca, a post retreat ceremony by B Troop, 4th Cavalry (Memorial) at Wren Arena, and a Commanding General's Reception at the LakeSide Activity Center.

30 June. In ceremonies at Brown Parade Field, command of the 309th MI Battalion passes from Lt. Col. David B. Kneafsey to Lt. Col. Thomas M. Kelley. Kneafsey will become the Director of the Department of Military Science at Syracuse University. Kelley comes to Fort Huachuca from the 66th MI Group in Darmstadt, Germany, where he was Director of Operations.

30 June. The MI Hall of Fame inducts four new members at ceremonies at Alvarado Hall. They are Command Sgt. Maj. Sterling T. McCormick (retired), Mr. Theodor Hans, Maj. Charles McKee (deceased), and Chief Warrant Officer 3 Sherman Reagan (deceased).

30 June. Today's MI Hall of Fame events include a change-of-command ceremony at Brown Parade Field, followed by a reception at the Army Intelligence Museum, the Hall of Fame Induction Ceremony at Alvarado Hall, a luncheon at the LakeSide Activity Center, the dedication of the MI Village track in honor of Specialist Ray E. Krueger II killed in the line of duty, and the MI Ball in the evening at the LakeSide.

1 July. Pfc. John S. Johnston, Company E, 309th MI Battalion, is reported missing after failing to return from a camping excursion around Patagonia Lake near the Fort Huachuca installation. Air, land and water search operations are mounted by 28 soldiers from the 111th MI Brigade and personnel from the Santa Cruz County Sheriff's Office and the Arizona State Parks rangers. It was subsequently learned that Johnston had deserted. He would be apprehended in Utah and returned to Fort Huachuca for trial. Found guilty, he would be sentenced to a dishonorable discharge, 13 months confinement, total forfeitures of all pay and allowances and reduction in rank to private.



7 July. In a 36-hour Field Training Exercise (FTX) held at Davis Monthan Air Force Base and Area 10 at Fort Huachuca's east range, Imagery Analysts (96D) from Company A, 305th MI Battalion analyze still pictures and moving video and perform common tasks such as nuclear, biological and chemical detection and decontamination; map reading, plotting grid

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coordinates and land navigation. The FTX is the final phase of three in the 17-week Imagery Analyst course.

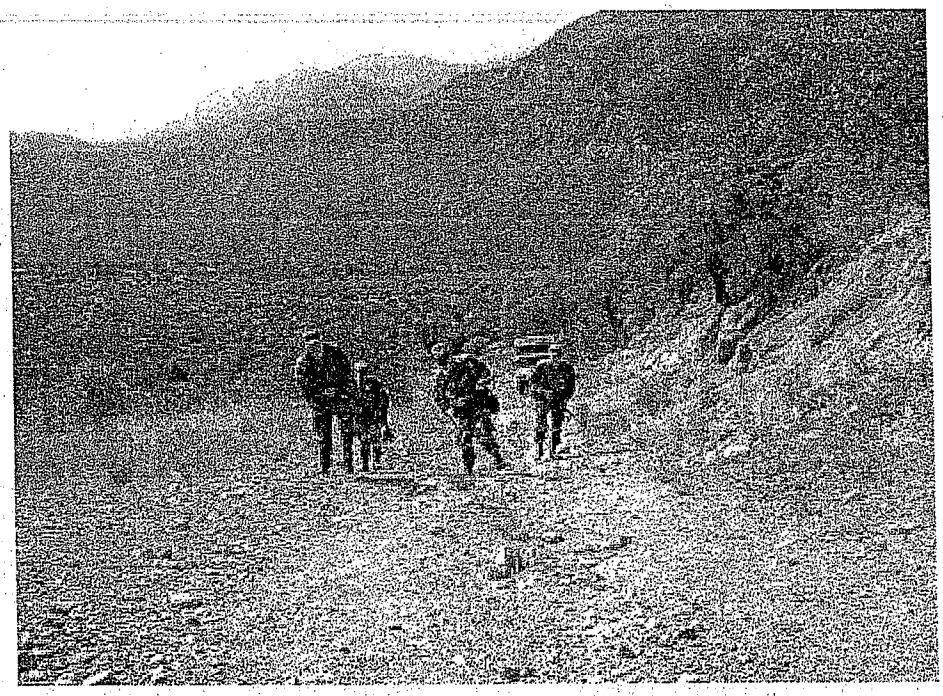
19 July. In change-of-command ceremonies on Brown Parade Field, Col. Michael J. Gaffney passes command of the 111th MI Brigade to Col. William A. Carrington. Gaffney is on his way to the Pentagon where he will serve as Chief of Force Development, Intelligence, in the office of the Deputy Chief of Staff for Operations. Carrington was most recently the deputy director of the Battle Command Battle Lab in the Intelligence Center.

19 July. The Aviation Applied Technology Directorate from Fort Eustis, Va., demonstrates on Fort Huachuca's ranges the combination of the Apache Longbow (AH-64D) helicopter and the Hunter unmanned aerial vehicle. Two one-and-one-half hour demonstrations are intended to prove that the tactical UAV can be effectively and tactically used by the Apache. The UAV controls the UAV sensors and receives the UAV's video and data..

20 July. A grass fire on Range 9 is brought under control after little more than three hours by fire units from Fort Huachuca and the U.S. Forest Service.

10 August. Col. Daniel R. Judy relinquishes command of the 11th Signal Brigade to Col. Mark S. Bowman at ceremonies on historic Brown Parade Field.

11 August. The Intelligence Center and Fort Huachuca hosts its annual Organization Day at Warrior Field for all soldiers, civilians and family members. A day-long schedule of events and food booths are available.



17 August. Two platoons of soldiers from Company B, 305th MI Battalion, take part in the first Combat Stress Lanes Exercise in which squads are required to negotiate a route with various sites along the way to evaluate soldiers utilizing their common task skills, Military Occupational Specialty skills, and their basic soldier skills. Each site is named after an Army Value. The total route is designed to mentally and physically stress and

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challenge the soldier.

5 September. A Historical Interpretation Facility in Building 22330 on Christy Avenue is dedicated in honor of Salvador Sepulveda who ran a shoe repair shop in the building in the 1920s, 30s and 40s and who was a model for the Hispanic workforce at Fort Huachuca over the years.. Members of the Sepulveda family and Maj. Gen. John D. Thomas, Jr., commanding general of the Intelligence Center, preside at the ceremony.

12 September. Company A, 305th MI Battalion undergo obstacle course training.

12 September. A Military Police patrol trees a 250-plus pound brown bear in a cottonwood tree in the front yard of the Intelligence Center's commanding general, Maj. Gen. John D. Thomas, Jr. The bear spends the day being watched by a steady flow of sightseers and after dark vacates the area.

15 September. A luncheon is held at LaHacienda Club to recognize Prisoner of War/ Missing In Action day with this year's theme being "Voices Behind the Wire."

15 September. Fort Huachuca raises its drinking age from 18 to 21 to bring the post in line with the state of Arizona. The change is expected to lead to a reduction in alcohol-related incidents and more responsible use of alcoholic beverages. According to the commanding general, Maj. Gen. John D. Thomas, Jr., "It's the unanimous view of all commanders that this is the right thing to do."

15 September. Maj. Gen. William H. Russ, commander, U.S. Army Signal Command, and Brig. Gen. Richard J. Quirk III, deputy commanding general, Intelligence Center and Fort Huachuca, preside over opening ceremonies at the 20th Annual Fun Fest, a three-day affair with rides, prize and food booths, and vendors.

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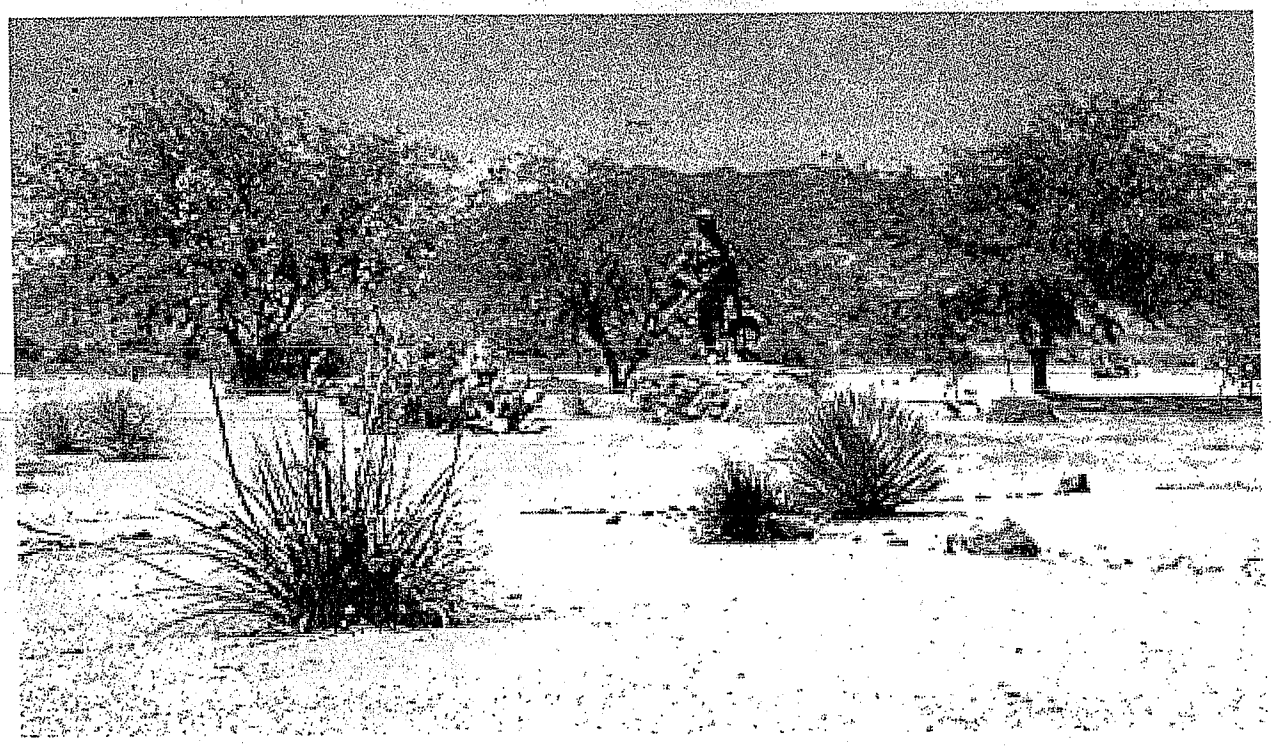
21 September. The U.S. Joint Forces Command in Norfolk, Va., selects Fort Huachuca as the site for its Joint Operations Test Bed System, a new initiative that will experiment with better ways to conduct joint and tactical levels of command. The system combines two Predator unmanned aerial vehicles, a ground station, maintenance, technical support and U.S. Joint Forces Command staff support to provide a mobile, self-contained UAV unit. Fort Huachuca was selected because of its technical testing capability, routine unmanned aerial vehicle operations, and extremely favorable airspace and weather conditions. According to Maj. Gen. John D. Thomas, Jr., commanding general, Intelligence Center and Fort Huachuca, the selection "is a tribute to the professionalism of our military and civilian workforce."



21 September. The Water Wise and Energy Smart Program develops a Self-Guided Water Wise Landscape Tour of Fort Huachuca which features plants that thrive in dry desert conditions and showcases xeriscape design principles and techniques which help conserve energy, water and money. Some of the stops on the tour are the main gate, Fire Station #1, the Uhrhane Traffic Circle, and the Thunderbird Dining Facility.

26 September. The 304th and 306th MI Battalions are realigned and redesignated the 112th MI Brigade (Provisional). The unit is staffed with people currently with the Directorate of Continuous Learning and new personnel are not contemplated. The brigade designation is expected "to optimize and economize operations at Fort Huachuca," according to Col. Susan Browning, Chief of Staff for the Intelligence Center. The commander is Col. Gary L. Parrish.

1 October. Fort Huachuca's Housing Office reorganizes to provide better, personalized service

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to soldiers and their families, assigning a personal agent for each Housing area and providing a receptionist in the Housing Office to assist with routine questions, clearing soldiers residing in the barracks as well as assisting agents.

8 October. Fire Prevention Week begins at Fort Huachuca with the time honored theme "Fire Drills: The Great Escape."

12 October. In a Department of Energy ceremony in Washington, D. C., garrison commander Col. Michael W. Boardman accepts two awards recognizing the post's energy and water conservation measures. Water usage for 2000 was reduced by 35 million gallons over 1999, natural gas use was down by seven percent, and electrical usage increased by 3.3 percent due to a greater military student load. Fiscal year 2000 electric bills totaled $6.65 million, and $1.33 million was spent for natural gas.

23 October. Five Sierra Vista residents picnicking in Lower Garden Canyon are cut off by flash floods which sweep through the washes. They are rescued by Fort Huachuca firefighters who use a 24-foot extension ladder to bridge the swollen wash.

28 October. The second annual Military Intelligence Heritage Run is held on a course which winds through the historic Old Post section of Fort Huachuca. A 10K and team race begins at 8 a.m. followed by a fun run/walk at 9 a.m. The event is sponsored by the 111th MI Brigade along with USAP&IRA, Runner's World, MVP Awards and the Military Intelligence Corps Association and is designed to highlight the

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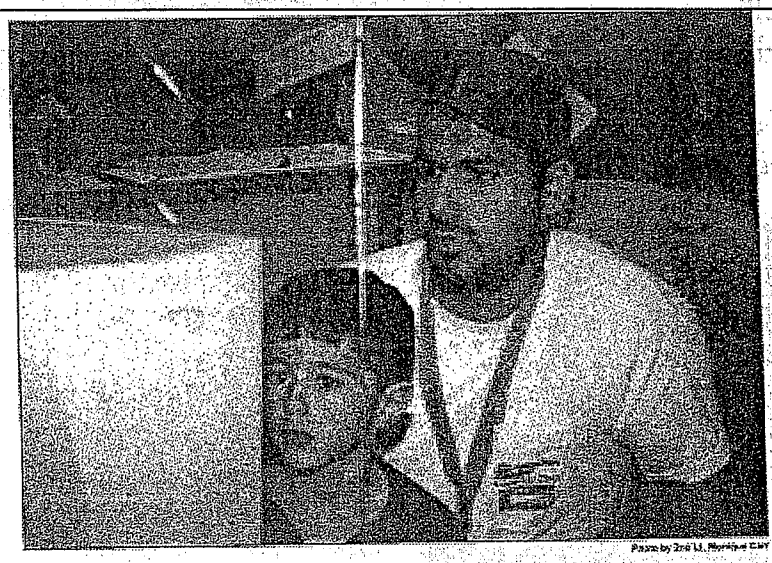
post's rich history.

7 November. A Counterintelligence/Human Intelligence Automated Tool Set is donated to the Army Intelligence Museum by the Office of the Program Manager for Intelligence Fusion at ceremonies at the LakeSide Activity Center.

15 November. National energy and water conservation awards are presented to the Environmental and Engineering Divisions of the Directorate of Installation Support by the Intelligence Center commander Maj. Gen. John D. Thomas, Jr. The Department of Army Energy Award, Presidential Energy Award, and the TRADOC Installation Environmental Award are given to Michael Shaughnessey, Craig Hansen and Gretchen Kent. In fiscal year 1999, Fort Huachuca reduced its water usage by 86 million gallons a year and was 5.4 percent below the TRADOC energy goal. In the same fiscal year, the post conserved 493,000 gallons of water and 91,254 million BTUs of electricity.

22 November. Officials announce that the Combined Federal Campaign at Fort Huachuca collected $322,016, the most ever collected for CFC.

6 December. Former Intelligence Center Commander, retired Lt. Gen. Paul E. Menoher, addresses the Military Affairs Committee about the Army's current transformation. The MAC combines leaders from Fort Huachuca and local communities.



7 December. The Internet Café opens at the Army Community Service office. It is a service designed to service family members by providing access to the internet for job searches, and communication between family members and separated soldiers. In addition to three computers, there are also digital cameras and a color printer.

7 December. The Installation Staff Chaplain's Office hosts its annual Holiday Tree Lighting Ceremony in front of the main chapel and the 36th Army Band performs its annual concert.

15 December. Six new barracks in the Thunder Mountain Village complex are officially dedicated in ceremonies presided over by Maj. Gen. John D. Thomas, Jr. Construction on the complex began in July 1998 and soldiers began occupying the barracks on 4 October. The buildings house Headquarters, Headquarters Company, 306th MI Battalion; 36th Army Band; 111th MI Brigade; HHC, U.S. Army Garrison; 504th Signal Battalion; and Medical Activity

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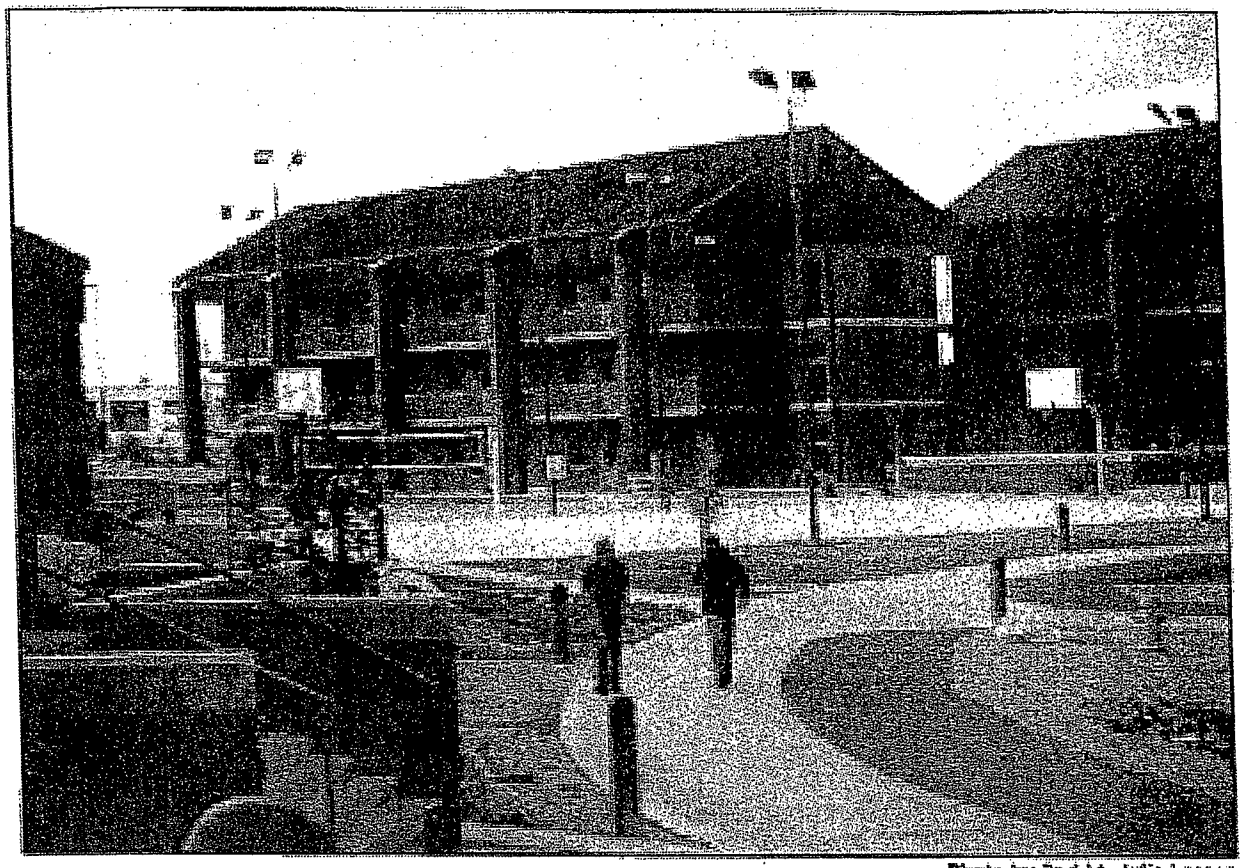

Photo by 2nd Lt. Julie Larson

Command. The buildings feature 156 suites, with 132 of these shared by two soldiers, with two private bedrooms and a shared kitchen and bathroom. A Community Center occupies a seventh building and is manned 24 hours a day. It has a full kitchen area and a laundry room with 21 energy and water saving washers and 30 dryers.

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