

**U.S. ARMY SIGNAL CORPS AND FORT GORDON**

**ANNUAL COMMAND HISTORY**

**1 JANUARY 1998 – 31 DECEMBER 1998**



**HEADQUARTERS,  
UNITED STATES ARMY SIGNAL CENTER AND FORT GORDON  
FORT GORDON, GEORGIA 30905-5000**



**U.S. ARMY SIGNAL CORPS AND FORT GORDON**

**ANNUAL COMMAND HISTORY**

**1 JANUARY 1998 – 31 DECEMBER 1998**

**Compiled and Edited**

**By**

**Mark W. Dunn**

**1 October 1999**

**COMMAND HISTORIAN OFFICE**

**OFFICE OF THE CHIEF OF STAFF**

**U.S. ARMY SIGNAL CENTER AND FORT GORDON**

**FORT GORDON, GEORGIA, GEORGIA 30905-5000**

## PREFACE

The calendar year, 1998 Signal Corps Annual Command History, was prepared in accordance with the provisions of AR 870-5, "*Military History: Responsibilities, Policies, and Procedures*." The document covers significant events and developments in the Signal Corps and Fort Gordon, Georgia. The Command Historian compiled the history from overviews by the Directors of the Installation's various activities, unit historical reports supplemented with documentation, and related records. Unless otherwise stated all material cited and used as supporting documents are maintained in the Signal Corps Archives in the Command Historian Office, Fort Gordon, Georgia.

To facilitate use, the history has been divided into ten chapters, several appendices, a table of contents, a list of tables, and a comprehensive index. These were done to maximize use by researchers within the Army, other Federal agencies, and civilians looking for topics on the Signal Corps and Fort Gordon.

Any errors noted or suggestions for improving future volumes of the Annual Command History should be sent to the USASC&FG Command Historian at: Command Historian, ATTN: ATZH-MH, Fort Gordon, Georgia 30905-5000. One can send e-mail to Mark W. Dunn at [dunnmw@emh.gordon.army.mil](mailto:dunnmw@emh.gordon.army.mil) or, if one prefers, the History Office can be reached by voice at DSN 780-5212 or commercially at (706) 791-5212. The DSN and commercial FAX numbers are 780-5777 and (706) 791-5777, respectively.

1 October 1999

MARK W. DUNN  
Command Historian

## TABLE OF CONTENTS

	Page
Title Page .....	i
Preface .....	ii
Table of Contents .....	iii
List of Tables .....	xvii

### CHAPTER I: 15th SIGNAL BRIGADE

Commander’s Perspective .....	1
Mission .....	1
Resources .....	2
<b>73rd Ordnance Battalion</b>	
Commander’s Perspective .....	2
Mission .....	2
Resources .....	2
Accomplishments .....	3
Headquarters and “A” Company .....	3
“B” Company .....	4
“C” Company .....	6
“D” Company .....	7
Summary .....	7
<b>369th Signal Battalion</b>	
Commander’s Perspective .....	7
Mission .....	8
Resources .....	8
Accomplishments .....	9
Headquarters and “A” Company .....	9
“B” Company .....	11
“C” Company .....	11
“D” Company .....	12
“E” Company .....	12
“F” Company .....	13
Summary .....	14
<b>447th Signal Battalion</b>	
Commander’s Perspective .....	14
Mission .....	15
Resources .....	15
Accomplishments .....	15
Headquarters and “A” Company .....	15
“B” Company .....	16

“C” Company .....	17
“D” Company .....	18
“E” Company .....	20
“F” Company .....	20
Summary .....	21
<b>Regimental Communications/Area Communications Department</b>	
From the Director’s Perspective .....	21
Mission .....	22
Resources .....	23
Activities and Accomplishments .....	23
Automation .....	24
Tactical Communications Systems (TCS) Division .....	25
Circuit Control Division .....	27
Switching Transmission and Microwave Systems (STMS) .....	30
Summary .....	37
<b>Regimental Communications/Transmission System Department</b>	
From the Director’s Perspective .....	37
Mission .....	37
Resource Statement .....	38
Accomplishments .....	38
New Equipment .....	39
Training .....	40
Training Development .....	43
Awards and Commendations .....	46
Summary .....	48

## CHAPTER II – REGIMENTAL ACADEMIES

<b>Regimental Officer Academy</b>	
From the Commandant’s Perspective .....	49
Mission .....	49
Resources .....	50
Activities and Accomplishments .....	50
<b>Office of Academic Instruction</b>	
Purpose .....	50
Accomplishments .....	50
Training Support Branch .....	51
<b>Leadership Development Division</b>	
<b>Professional Development Division</b>	
Combat Leadership Team (CLT) .....	54
S-6 .....	55
Network Planning Team (NPT) .....	55
Spectrum Management team (SMT) .....	57
<b>Warrant Officer Division</b>	
Training Developments .....	58

Communications Security (COMSEC) Team .....	60
Electronic Training Team .....	60
Switching Team .....	60
Transmission Team .....	61
<b>Regimental Noncommissioned Officer's Academy</b> .....	61
Director's Overview .....	61
Mission Statement .....	61
Resource Statement .....	61
Accomplishments and Activities .....	62
Summary .....	63

### CHAPTER III – COMPUTER SCIENCE SCHOOL

Director's Overview .....	64
Mission Statement .....	64
Resource Statement .....	65
Activities and Accomplishments .....	65
Summary .....	67

### CHAPTER IV – DIRECTORATE OF COMBAT DEVELOPMENTS

Director's Perspective .....	68
Accomplishments .....	68
Mission .....	68
Resources .....	68
<b>Program Management Office</b> .....	69
<b>Architecture Division</b> .....	69
Organization .....	69
Overview .....	69
Architecture Branch .....	70
Organization .....	70
Overview .....	70
Mission .....	70
Architecture Branch Activities .....	71
Signal Support Vision (Signal Corps XXI) .....	71
1DFSA – 1st Digitized Force Systems Architecture .....	72
2DFSA – 2nd Digitized Force Systems Architecture .....	72
1 <sup>st</sup> Digitized Corps System Architecture .....	73
Corps Architecture Data Model .....	74
Security Architecture .....	74
Warfighter Information Network (WIN) .....	75
CSS Support .....	76
C4RDP Branch .....	76
Major Products .....	77
Operations Facility Rules .....	77

Information Exchange Requirements (IER)	77
User Interface Requirements (UIR)	77
Major Projects	77
Major Briefings	78
Site Visits	78
<b>Concepts and Architecture Division</b>	81
Overview	81
<b>Digitized Division</b>	82
Overview	82
Organization	82
Systems	82
SINGARS-ASIP	83
EPLRS-VHSIC	83
NTDR	83
WIN-T	83
ATM/FSEN	83
HCLOS	83
SPITFIRE	83
SMART-T	84
GBS	84
ISYSCON	84
TOCS	84
DMS	84
JTRS	84
ACN	84
PCS	85
TAIS	85
MCS	85
FBCB2	85
Land Warrior	85
ABRAMS Main Battle Tank SEP	85
BRADLEY Fighting Vehicle Upgrade	85
LRAS3	86
<b>Material Requirements Division</b>	86
Mission	86
Organization	86
Accomplishments	86
Automated Systems Integration Branch	87
Overview	87
Personnel	87
Branch Activities	87
Army Key Management System	88
Common Hardware/Software	89
Combat Service Support Automated Information Systems Interface (CAISI)	90
Standardized Integrated Command Post System	91

S6/G6 Command Vehicle .....	92
WIN-T Management System .....	92
Joint Network Management System .....	92
Network Management Tool .....	95
Communications System Control Element .....	95
Integrated System Control .....	95
Army Automation Support Integrated Concept Team .....	96
Combat Communication Branch .....	96
Overview .....	97
Personnel Status .....	97
Combat Communications Branch Activities – 1998 .....	97
Tactical Internet .....	98
Global Broadcast System (GBS) .....	99
Frequency Hopping Multiplexer (FHMUX) .....	99
Communications Relay Package (CRP) .....	100
Joint Tactical Radio System (JTRS) .....	100
Near Term Digital Radio .....	100
Single Channel Ground and Airborne Radio System (SINCGARS) .....	101
SMART-T .....	101
NAVSTAR Global Positioning System (GPS) .....	101
Joint Tactical Information Distribution System (JTIDS) .....	103
Secure Enroute Communications Package-Improved (SECOMP-I) .....	103
STAR-T .....	104
Enhanced Position Location Reporting System (EPLRS) .....	104
Airborne Communications Node .....	105
FBCB2 Component of the ABCS .....	105
Switching and Networks Branch .....	105
High Capacity Line-of-Sight (HCLOS) .....	106
Network Encryption System .....	106
Tactical Secure Voice Terminal .....	106
Enhanced Switch Operations Program .....	107
Area Common User System (ACUS) Modernization Plan .....	107
WIN-T Operational Requirements Documents .....	108
<b>Threat Office</b> .....	108
Organization .....	108
Overview .....	109
Mission .....	109
Activities and Accomplishments .....	109
Summary .....	111
 <b>CHAPTER V – TRADOC SYSTEM MANAGERS</b>	
<b>TRADOC System Manager For Battlefield Computers</b> .....	112
Director’s Overview .....	112
Mission .....	113

Resources	113
Significant Events	114
Army Battle Command System Common Hardware/Software Program	114
ABCS Integration Activities	116
Other Activities	117
Summary	118
<b>TRADOC System Manager for Satellite Communications</b>	118
From the Director's Perspective	118
Mission	119
Resources	119
Resource Shortfall Impact	119
Activities and Accomplishments	120
Program Highlights	121
Summary	123
<b>TRADOC System Manager for Tactical Radios</b>	123
From the Director's Perspective	123
Mission	124
Resources	124
Major Systems Activities	124
Enhanced Position Location Reporting System	124
JTIDS/MIDS	125
Near Term Digital Radio	126
Joint Tactical Radio System	126
Single Channel Ground and Airborne Radio Systems	127
Tactical Internet	127
Summary	128
 <b>CHAPTER VI – REGIMENTAL DIRECTORATE OF TRAINING</b>	
From the Director's Perspective	129
Mission	129
Resources	129
<b>Training Support Division</b>	130
Program Management Office/Accreditation Office	130
Publications Branch	131
Staff and Faculty Development Branch	132
Total Army School System Branch	133
<b>Training Management Division</b>	134
Resident Training Management Branch (RTMB)	134
Project Improved Mobile Subscriber Equipment – Taiwan	134
Classroom XXUI and Distance Learning Classroom Upgrade	135
Signal School Training Agencies Relocation	135
Structure Manning Decision Review	136
ITRO Study Consolidation of Communications Training	136
Defense Message System (DMS) Training	136

Total Army Training System (TATS) Branch	137
Unit Training Branch (UTB)	138
Course Management Branch	138
Individual Training Branch	139
<b>Systems Integration Division</b>	143
ISYSCON	143
WIN-Management System “ISYSCON”	143
Warfighter Simulation 2000 (WARSIM 2000)	144
Single Channel Anti-Jam Manportable (SCAMP) AN/PSC-11	144
Node Switch	144
Generic Principles Training Suite	145
Global Positioning System Tactical Receivers (GTR)	145
Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T)	145
Global Broadcast Service (GBS)	146
SHF Tri-Band Advanced Range Extension Terminal (STAR-T)	146
Secure Enroute Communications Package-Improved (SECOMP-I)	146
Enhanced Manpack Ultra High Frequency Terminal AN/PSC-5 (SPITFIRE)	147
Joint Tactical Radio System (JTRS)	147
Army Key Management System (AKMS)	148
Frequency Hopping Multiplexer (FHMUX)	148
High Capacity Line-of-Sight Radio	148
Permanent Communication Services (PCS)	149
Wireless LAN	149
WIN Security System (WIN-SS)	149
Universal Modem System	150
Army Tactical DMS	150

## CHAPTER VII – GARRISON COMMAND

From the Commander’s Perspective	151
Resources	153
Mission	153
Fort Gordon Mayors	155
<b>551st Signal Battalion</b>	155
From the Commander’s Perspective	155
Mission	156
Resources	156
Training	157
Maintain	157
Quality of Life	157
Leadership	157
Caring	157
Change of Command	158
Summary	158

<b>Directorate of Community Activities</b> .....	158
Director's Overview .....	158
Mission .....	158
Resources .....	159
<b>Community Operations Division</b> .....	159
Gordon Lakes Golf Course .....	159
<b>Family and Soldier Activities Division</b> .....	159
Army Community Service .....	159
Better Opportunity for Single Service Members (BOSS) .....	162
Child Development Services (CDS) .....	163
Family Child-Care .....	164
Supplemental Programs and Services .....	164
Installation Child Care Availability Plan .....	164
School-Age Services .....	164
Youth Services .....	165
Fort Gordon Recreation Area .....	166
Fort Gordon Sportsman's Club .....	167
Sports and Fitness .....	167
<b>Signal Corps Museum</b> .....	168
Summary .....	170
<b>Directorate of Human Resources</b> .....	170
From the Director's Perspective .....	170
Mission .....	171
Resources .....	171
Civilian Personnel Advisory Center .....	171
Military Personnel Division .....	172
Alcohol and Drug Prevention and Control Program Division .....	173
Army Career and Alumni Program Division .....	174
Education and Career Development Division .....	174
Library Services .....	175
Information Management/Program Operations Office .....	176
Summary .....	176
<b>Directorate of Contracting</b> .....	177
Director's Overview .....	177
Mission .....	177
Resources .....	177
Activities and Accomplishments .....	178
Major Contracts Awarded – 1998 .....	179
Installation Support Services .....	179
Food Services .....	179
Hospital Housekeeping Services .....	179
Administrative Support Services .....	179
Refuse Collection and Disposal Services .....	179
Portable Latrines .....	180
Elevator Maintenance .....	180

Post Custodial Services	180
Post Newspaper	180
Learning Center Administration	180
Unit DOIM-General Processor	181
Installation and Integration of ATM Technology	181
Utility Monitoring Control System	181
Beverage Base/Dispenser Rental	181
Liquefied Petroleum Gas	182
Telecommunications System Equipment	182
Wideband Cassette Instrumentation Recorder/Reproducer	182
Supply and Deliver Bagged Ice	182
Doughnut Products	183
Custodial Services Child Care Centers	183
Mortuary Services	183
Hotel Accommodations for AFTB Master Trainers Conference	183
Construction Projects	184
Job Order Contract	184
Replace Roofs in Family Housing	184
Two-Story Engineering/Storage Additions – Bldg 24701	184
Conversion of Dining Facility	184
High Temperature Hot Water Distribution System, Phase II	184
Renovate Rolling Pin Barracks	185
Building Demolition and Asbestos Abatement	185
Convert Back Hal (Bldg 24701) to Direct Digital Controls	185
Remove/Replace Upgrade Feeders #9 and #21	185
Replace Fiberglass Ductwork, Areas 3 and 3, Family Housing	186
Environmental Services	186
Summary	186
<b>Directorate of Information Management</b>	186
From the Director’s Perspective	186
Mission	187
Resources	187
<b>Technical Services Division</b>	187
<b>Support Services Division</b>	188
Summary	190
<b>Directorate of Public Safety/Military Police Activity</b>	190
From the Director’s/Commander’s Perspective	190
Mission	191
Resources	191
<b>Law Enforcement Division</b>	191
<b>Security Division</b>	193
<b>Fire Prevention and Protection Division</b>	193
<b>Safety Division</b>	194
<b>Military Police Company</b>	196
Mission	196

<b>Directorate of Plans, Training, and Mobilization</b> .....	197
From the Director's Perspective .....	197
Mission .....	197
Resources .....	198
<b>Plans, Operations, and Training Division</b> .....	198
Mobilization Branch .....	199
Ceremonial Detachment .....	199
Range Control Branch .....	199
Nuclear, Biological, and Chemical Defense School .....	200
Central Tasking Branch .....	200
<b>Reserve Component Support Division</b> .....	202
<b>Training Support Center</b> .....	203
<b>The United States Army Signal Corps Band</b> .....	208
Summary .....	209
<b>Directorate of Public Works</b> .....	209
From the Director's Perspective .....	209
Mission .....	210
Resources .....	210
<b>Environmental and Natural Resources Management Office</b> .....	210
<b>Logistics Division</b> .....	213
Food Services Branch .....	214
Maintenance and Equipment Branch .....	214
Supply/Property Branch .....	215
Transportation Branch .....	216
<b>Public Works Division</b> .....	217
Engineer Plans and Services Branch .....	218
Facility Management Branch .....	218
Housing Branch .....	218
Summary .....	219
<b>Equal Employment Opportunity</b> .....	220
From the Director's Perspective .....	220
Mission .....	220
Resources .....	220
Activities and Accomplishments .....	221
Hispanic Heritage Month 1998 .....	221
National Disability Employment Awareness Month .....	221
Native American Heritage Month, 1998 .....	221
Dr. Martin Luther King, Jr Observance .....	221
African-American History Month .....	221
Women's History Month, 1998 .....	221
Asian/Pacific American Heritage Month, 1998 .....	222
Women's Equality Day .....	222
Other Events .....	222
Summary .....	222

<b>Equal Opportunity Office</b> .....	223
From the Director's Perspective .....	223
Mission .....	223
Resources .....	223
Command Programs .....	224
Other Activities .....	224
Summary .....	225

## CHAPTER VIII – COMMAND GROUP STAFF

<b>Office Chief of Signal</b> .....	226
From the Director's Perspective .....	226
Mission .....	226
<b>Regimental Division</b> .....	227
Regimental Noncommissioned Officer .....	228
<u>Army Communicator</u> .....	229
<b>Enlisted Division</b> .....	229
CMF 25, Visual Information Operations .....	230
CMF 31, Signal Operations .....	231
CMF 74, Information Operations .....	232
<b>Army Reserve Component</b> .....	233
<b>Officer Division</b> .....	233
Branch 25, Information System Operations .....	234
Functional Area 53, Information Systems Automation .....	234
Signal Corps Warrant Officer .....	236
<b>Directorate of Resource Management</b> .....	236
Director's Perspective .....	236
Mission .....	237
Resources .....	237
Resource and Fiscal Policy .....	237
Canceling Appropriations .....	237
FY98 Actual Unrecorded and Contingent Liabilities .....	237
Defense Joint Accounting System .....	238
Consolidation of Accounting Functions .....	238
Interservice Support Agreements .....	239
Army Stationing and Installation Plan .....	239
Fort Gordon Population Profile .....	239
Army Ideas for Excellence Program .....	239
Army Travel Card Program .....	239
Management Analysis, Manpower, Equipment, and Documentation .....	240
A-76 Commercial Activities Program .....	240
Manpower Program .....	240
Program and Budget .....	241
<b>Chaplain</b> .....	242
Director's Perspective .....	242

Mission	242
Resources	243
Turn-In of Religious Facilities	243
New Units and New Unit Chaplains Arrive	243
Chapel Retreats	244
Soldier and Family Outreach	244
Officer Christian Fellowship Prayer Breakfasts	244
Military Council of Catholic Women	244
Protestant Men of the Chapel	245
Youth Program	245
Religious Education	245
Unit/Community Outreach	246
Deployment and Separation Reunion Ministry	246
Farewell Prayer With Deploying Soldiers	247
Spiritual Fitness Guide	247
Soldier Retreats	247
Ceremonies, Prayer Breakfasts, Power Lunches, Spiritual Renewal	249
Chaplains as Trainers	250
Chaplains in Training	251
Chaplains Family Life Training	252
Holiday Food Program	252
Annual Events	252
Summary	253
<b>Inspector General</b>	254
From the Director's Perspective	254
Mission	254
Resources	254
Activities and Accomplishments	254
Summary	256
<b>Staff Judge Advocate</b>	256
From the Director's Perspective	256
Mission	259
Resources	260
<b>Protocol Office</b>	260
From the Protocol Officer's Perspective	260
Mission	260
Resources	261
Visitors Summary	261
Ceremonies and Conferences	261
<b>Public Affairs Office</b>	261
From the Director's Perspective	261
Mission	263
Resources	263
Activities and Accomplishments	263
Command Information Branch, Newspaper Operations	263

Radio/Television Operations .....	271
Community Relations .....	273
Media Relations .....	273
Summary .....	275
<b>Command History Office</b> .....	276
From the Director's Perspective .....	276
Mission .....	276
Resources .....	276
Activities and Accomplishments .....	276
Researching and Publishing .....	276
Speaking Engagements .....	277
Branch History Video .....	277
Army Values .....	277
SOMA Study .....	277
Archival Activities .....	277

## CHAPTER IX – NATIONAL SCIENCE CENTER – ARMY

From the Director's Perspective .....	278
Mission Statement .....	278
Resources .....	279
Exhibits and Special Programs .....	279
Portable Planetarium (STARLAB) .....	281
Mobile Discovery Center Vans .....	281
Math and Science Summer Camps .....	281
JROTC Camps .....	282
JROTC Summer Camps .....	282
JROTC In-School .....	282
Summer Teacher Workshops .....	282
TELTRAIN .....	282
NCS <u>Focus</u> Newsletter .....	283
Teacher Resource Center .....	283
Satellite TRC .....	283
Education Technology .....	283
Basic Electronics Training .....	284
<b>National Science Center Discovery Center, Inc. – The Partner</b> .....	284
Summary .....	285

## APPENDICES

Appendix A: C4RDP Branch Briefings .....	286
Appendix B: TRADOC System Manager for Tactical Radios-Significant Events .....	289
Appendix C: Distinguished Visitors – 1998 .....	290
Appendix D: Ceremonies and Conferences .....	306

<b>LIST OF KEY PERSONNEL</b>	.....	309
<b>GLOSSARY OF ABBREVIATIONS AND ACRONYMS</b>	.....	327
<b>INDEX</b>	.....	345

## LIST OF TABLES

<u>Table:</u>	<u>Page</u>
1-1: Headquarters and "A" Company Award Recipients .....	4
1-2: 369 <sup>th</sup> Signal Battalion Buildings .....	8
2-1: TRAS Products Developed in 1998 .....	50
2-2: The Leadership Development Division Mission Essential Task List for 1998 .....	51
2-3: PDD Mission Essential Task List .....	54
2-4: SMT Training Overview .....	57
2-5: The Warrant Officers Division Mission Essential Task List .....	58
4-1: Topics for Architecture Branch .....	71
4-2: C4RDP Site Visits – 1998 .....	79
4-3: C4RDP Support Systems Training .....	79
4-4: C4RDP IERS and OPFACS – 1998 .....	80
4-5: CCB Programs – 1998 .....	98
7-1: Garrison Command Organization .....	153
7-2: Garrison Command Briefings .....	154
7-3: Fort Gordon "Mayors" .....	155
7-4: Community Life Program Volunteers of the Month .....	161
7-5: Individuals Selected to All-Army Team .....	167
7-6: Museum Tours .....	168
8-1: FA 53 Officer Distribution Plan .....	235



## CHAPTER I

### 15th REGIMENTAL SIGNAL BRIGADE

#### Commander's Perspective

Throughout 1998, the challenges of producing Signal soldiers for the Army continued. We produced over 10,000 highly motivated, well-disciplined, physically fit soldiers, ready to take their places in the field supporting battlefield commanders.

In June, the brigade said goodbye to Lieutenant Colonel Mardi U. Marks, as commander of the 73rd Ordnance Battalion and welcomed Lieutenant Colonel Edward M. Sekerak, the new commander.<sup>1</sup> In July, we bid farewell to Lieutenant Colonel Joan C. Arnold as commander of the 369th Signal Battalion. Lieutenant Colonel William R. Pope replaced Lieutenant Colonel Arnold as commander.<sup>2</sup> In addition, Colonel Peter T. Farrell replaced Colonel Michael W. Karpinsky as commander of the 15th Signal Brigade on 3 August 1998.<sup>3</sup>

This year we deployed several soldiers from the brigade to various locations around the globe in support of Army operations. In December, Staff Sergeant Gary D. Hosier and Staff Sergeant Nicholas Tyson, 447th Signal Battalion, deployed to Bosnia. We executed the annual EXODUS operation, designed to facilitate the needs of thousands of soldiers taking leave for the Christmas holidays. We coordinated with airlines, local airports, and bus companies to assist in processing over 4,000 soldiers out of Fort Gordon and on their way home.

The Brigade's first Strategic Planning Conference was conducted on 3-5 November 1998, at Fort Discovery. During this conference, leaders at all levels within the Brigade began the development of a Strategic Plan for the 15th Regimental Signal Brigade, correlating with those of the Signal Regiment. This continuously developing plan will guide the technical and soldierization training of information technology personnel for the full spectrum force.<sup>4</sup>

We continued our support of community activities such as Army Emergency Relief (AER), the Combined Federal Campaign (CFC), the Signal Corps Regimental Association's (SCRA) Annual 10K run, the Adopt-A-School program, the Association of the United States Army (AUSA) Bowl-A-Thon, the Augusta Exchange Club, and the Boy Scouts. Brigade personnel also supported the annual Signal Symposium, working with the Armed Forces Communications Electronics Association (AFCEA), to organize and coordinate activities. These included selecting guest speakers, working on the AFCEA President's Dinner, and organizing the vendor display area.

#### Mission

To provide and manage seamless, protected, survivable, integrated and dynamic information services; acquire and integrate relevant information technologies and related doctrine into the force; and to provide highly trained soldiers, leaders and organizations to achieve information superiority for the full-spectrum force.

---

<sup>1</sup> Memorandum, 25 June 1998, LTC Edward M. Sekerak to Distr., subj: Assumption of Command.

<sup>2</sup> Memorandum, 7 July 1998, LTC William R. Pope to Distr., subj: Assumption of Command.

<sup>3</sup> Memorandum, 3 Aug 1998, COL Peter T. Farrell to Distr., subj: Assumption of Command [Karpinsky to Farrell].

<sup>4</sup> 15th Signal Brigade Strategic Plan, 15 Dec 1998

## **Resources**

The brigade used approximately \$180,000 in funds to support its mission.

## **73rd ORDNANCE BATTALION**

### **Commander's Perspective**

The 73rd Ordnance Battalion continued to graduate highly motivated, technically and tactically competent, and values driven soldiers in eight military occupational specialties (MOS), one additional skill identifier (ASI), and two functional courses.

1998 was a high tempo operationally for the battalion with the continued multiple shifts in the 35E Radio/Comsec Repair Course and Basic Electronic Training (BET) for the Ordnance Corps and the Signal Corps at Fort Gordon. To maintain the battalion's standard of excellence, all leaders continued to be resource stewards – seeking efficiency in all areas. Moreover, a concerted effort by all leaders in “doing it right the first time,” train to standard, and develop each unit's training plan- ensured that both student and permanent party cadre received required training.

The 73rd Ordnance Battalion's resilience speaks loudly and clearly. Not only did the battalion train soldiers, it supported numerous taskings to Saudi Arabia. The professionalism of the military and civilian instructors and cadre guaranteed the highest standard of education.

1998 was a transitional year for the 73rd Ordnance Battalion, with the departure of the Battalion Commander, Lieutenant Mardi Mark in June and Major Leonard Rodgers, the Executive Officer, in July. Lieutenant Colonel Edward M. Sekerak assumed command of the battalion in June 1998, while the battalion's new Executive Officer Major Michele L. Goddette arrived in July.

The battalion was active in our communities and civic responsibilities. A few examples are Adopt-A-School; the Fort Gordon Christmas House, Habitat for Humanity, CFC, AER, and several other noteworthy community events.

Esprit de corps was high in the 73rd Ordnance Battalion as demonstrated by the monthly Ordnance Corps Luncheons, and various sponsored events. There are currently 65 members.

### **Mission**

The 73rd Ordnance Battalion's mission was to provide technically trained, combat ready, values driven soldiers to the U.S. Armed Forces and associated support for soldiers and their families. This mission was accomplished by training the unit Mission Essential Task List (METL) which was: to provide soldierization and physical fitness; provide technical training; sustain soldiers and family support systems; and provide administrative, logistical, and family support.

### **Resources**

The battalion averaged 165-200 permanent party soldiers and between 400-500 student soldiers throughout the year. To support these soldiers, the battalion was allocated \$10,000 for the General Services Administration (GSA) budget and approximately \$2,000 for the Morale, Welfare, and Recreation (MWR) funds.

## **Accomplishments**

### **Headquarters and "A" Company**

Throughout 1998, Headquarters and "A" Company (HQ&A) Company set standards of excellence and professionalism. It continued to accomplish its twofold mission of training the finest Ordnance Soldiers in the world and providing support to the soldiers and the families of the 73rd Ordnance Battalion. During the course of the year, the company, in conjunction with the Ordnance Electronic Maintenance Training Department (OEMTD), trained more than 977 soldiers, NCOs, and Warrant Officers to repair and maintain the Army's communications and electronic systems.

In addition to accomplishing its mission of training and supporting, the company never failed to excel at other tasks and challenges. Between May and December the instructors moved their classrooms from Cobb Hall and Brant Hall to Allison Hall, Hazen Hall, Stansell Hall, and Fisher Hall. They moved tons of sensitive electronic equipment with little assistance and no cost to Uncle Sam. They accomplished this while ensuring training continued, uninterrupted.

Headquarters and "A" Company excelled in the area of sports competition. The Company took first place in the 73rd Ordnance Battalion Commander's Cup Competition, held in January, and 1st place again during the Battalion Organizational Day in October. The company also fielded intramural volleyball, softball, basketball, and football teams. In January, the basketball team finished an impressive 13-1 season by capturing the post championship. The softball team had an equally impressive record and finished 2nd during the post championships. Members of the company also played on the 73rd Ordnance Battalion softball and basketball teams. Their efforts helped to secure post championships for each of those teams as well.

In addition to crushing its competition on the athletic field, the company also found time to support the Fort Gordon and Augusta Communities. HQ&A Co and OEMTD raised more than \$8,000 during the annual Combined Federal Campaign in November. The company also raised over \$500 for the Fort Gordon Christmas House in December. Company personnel continued to support the Fort Gordon Adopt-a-School program by working with students at the Jamestown Elementary School. Staff Sergeant Shankle served as the company's representative at the school. Shankle's efforts helped the unit provide positive mentoring and tutoring to a great bunch of kids. First Sergeant Bruce James continued a company tradition by organizing the donation of two bicycles to deserving students at the school for Christmas.

In addition to its normal activities, HQ&A Co took time out for relaxation, professional development, and team building. In May, the company held its annual Organizational Day. The soldiers used the occasion to bid farewell to the Battalion Commander, LTC Mark and the Executive Officer, MAJ Rodgers. In June, the Company welcomed the new Battalion Commander, LTC Sekerak. In October, several members of the company participated in the 14th Annual Army Ten-Mile Run in Washington, D.C. Participants included Major Goddette, Captain Mark O'Connor, Staff Sergeant Roger Craig, Staff Sergeant Thomas McIntyre, and Joseph Krob. Although the course record was not broken everyone had a good time. The participants had the opportunity to attend the annual AUSA Convention held in Washington. In December, five NCOs took part in an NCO DP trip to Redstone Arsenal, Alabama. Members of the group toured the NCO Academy and other training departments in the Ordnance Missile & Munitions Center and School (OMMCS). The two-day trip enabled them to view new training techniques and provided the opportunity to build esprit de corps as well as a closer affiliation

with the Ordnance community. Sergeant First Class Darryl Brown, SGM Robert Bledsoe, and SGM Steve Edmonston (59th Ordnance Brigade) coordinated the trip.

In addition to collective achievements, many of the company's soldiers excelled as individuals. Table 1-1 shows the soldiers and their achievements.

**Table 1-1**

**Headquarters and Alpha Company Award Recipients - 1998**

**OEMTD Instructor of the Quarter**

1st quarter: SSG Willie Gary

2nd quarter: SSG Donovan Brent

3rd quarter: SSG Daniel Vidis

4th quarter: SSG Reko Dixon

**OEMTD Instructor of the Year**

SSG Willie Gary

**73rd Ordnance Battalion NCO of the Month**

FEB 98: SSG Lamar Williams

MAR 98: SSG Fred Sweeney

APR 98: SGT David Lee

MAY 98: SGT Cassandra McCoy

DEC 98: SGT Darren Outler

**73rd Ordnance Battalion Soldier of the Month**

MAY 98: PVT Julie Adom

AUG 98: PVT Yvette Rodriguez

**Fort Gordon Soldier of the Month**

MAY 98: PVT Julie Adom

**SGT Audie Murphy Club Inductee**

SSG Tony Winston

Source: 73rd Ordnance Battalion ACH Input for 1998, Feb 1999

In addition to these achievements five NCOs from HQ&A Company were selected as warrant officer candidates: SFC William Christman, SFC Louis Watkins, SSG Al Mendoza, SSG Pierre Polk, and SSG Jeffrey White. Of the 20 warrant officer candidates chosen in 1998 from across the US Army, five were from HQ&A. This is a testament to the caliber of NCOs and soldiers in HQ&A Company.

**“B” Company**

Captain Richard D. Jones assumed command of Bravo Company, 73rd Ordnance Battalion, on 10 December 1997. Since that time, the cadre and soldiers have accomplished a myriad of tasks including relocating the training and operations sections, winning the Fort Gordon Drill Sergeant of the Year competition for the second consecutive year, and winning the Battalion Soldier of the Month Board for six consecutive months.

Sergeant Major of the Army Robert E. Hall visited the Battalion in January and had breakfast with the soldiers. Specialist Diop and Private Moony represented the company. Senior Drill Sergeant (SDS) Shortt attended the Master Fitness Training course at Fort Benning, Georgia, while SSG Sanders attended the Income Tax course. First Sergeant Johnson and 2nd Lieutenant Moore attended the Martin Luther King, Jr. luncheon at the NCO Club and the second quarter QTB was briefed in OEMTD at the end of the month.

On 1 February 1998, Drill Sergeant Tanya Coleman, was promoted to the rank of Sergeant First Class. Captain Jones and SSG Himes attended a Cadre Training Course (CTC) at the NCO Club taught by the 15th Regimental Signal Brigade (RSB). Shortly after the course, a new baby girl was born to Captain and Mrs. Jones on 11 February. Second Lieutenant Moore, the acting Commander, attended the National Prayer Breakfast with SDS Shortt.

Master Sergeant Richard D. Ruby, formerly the Battalion S-3, was appointed as the First Sergeant on 2 March 1998. Senior Drill Sergeant Shortt won the Battalion Drill Sergeant of the Year competition. The TRADOC Inspector General (IG) Inspection team inspected the soldierization process and training records of the company. During this month, 2nd Lieutenant Moore attended a 3-day conference at Red Stone Arsenal that covered the health and growth of the Ordnance Corps while First Sergeant Ruby attended the 3-day Senior Leader Equal Opportunity (EO) course.

In April, Senior Drill Sergeant Shortt won the Fort Gordon Drill Sergeant of the Year competition. He was scheduled to attend the AUSA Conference in Washington, D.C., in June. Second Lieutenant Moore was the OIC for the Battalion Confidence/Obstacle course during which 116 soldiers trained from the Battalion. Mrs. Moore was recognized for her volunteer work at the Christmas House during the holiday season.

On 18 May, SSG Greer was assigned to Bravo Company from HQ&A Company as the Training NCO. A farewell luncheon was held for Drill Sergeant Leonard. He received a Meritorious Service Medal for having successfully served as a Drill Sergeant. The Battalion Soldier of the Month Board resumed and PV2 Douglas Chavez won the competition for Bravo Company.

During June, Senior Drill Sergeant Shortt traveled to Fort Monroe, Virginia, to compete in the TRADOC Drill Sergeant of the Year competition. PV2 Joseph Fralic won the next Battalion Soldier of the Month Board for Bravo Company. 1LT Moore and 1SG Ruby attended the Military Personnel Survey and CPT Jones and 1LT Moore attended the Brigade Hail and Farewell.

During the first week of July LTC Sekerak walked through the Company area for the first time as the Battalion Commander. During the 4th of July weekend air conditioning pipes burst inside the barracks forcing an evacuation of the building. The cadre moved to another area of operation and the students moved into the Delta Company barracks. Private First Class Alfred J. Kopp, Jr., won the Battalion Soldier of the Month Board, making it three consecutive months a Company soldier was selected.

In August, there were two brigade level changes of command. Colonel Peter T. Farrell took command of the 15th Regimental Signal Brigade and Colonel Taylor took command of the 59th Regimental Ordnance Brigade (ROB), headquartered at Redstone Arsenal, Alabama. Lieutenant General Bolt, the TRADOC Chief of Staff, visited Fort Gordon during 1-3 September. Once again a Bravo Company soldier, PVT Daniel Reyna, won the Battalion Soldier of the Month Board.

In September, Bravo Company held a company organizational day at Mirror Lake. First Lieutenant Moore was scheduled to depart on a permanent change of station (PCS) and was presented an award at a farewell dinner held for him. The incoming Executive Officer, 1LT Joel Dingle, arrived the day 1LT Moore departed. The Battalion conducted a Command Inspection late in the month and several soldiers from the company attended a Single Soldiers' Retreat. PV2 Jose A. Cirineo won the Battalion Soldier of the Month Board.

During October 1SG Ruby attended the First Sergeant's Course and SDS Shortt was the acting First Sergeant. Captain Jones attended the Change of Command ceremony at Aberdeen

Proving Ground, Maryland, where Major General Jackson assumed command as the Chief of Ordnance. The 15th RSB and the 59th ROB conducted a combined Command Inspection Program (CIP) for the 73rd Ordnance Battalion. Bravo Company received all satisfactory ratings and several commendable ratings. During the CIP, Colonel Taylor, the Commander of the 59th ROB, and CSM Ayers the Command Sergeant Major, visited the 73rd Ordnance Battalion and were escorted by 1LT Dingle. Drill Sergeant Williams raised \$4,104 as the Combined Federal Campaign representative for the company and he received a brigade coin from CSM Ayers for his efforts and contributions. Drill Sergeant Williams also coordinated a car wash that raised \$400 for the Christmas House fund. A Battalion Soldier of the Month Board was not held in December.

In November, Drill Sergeant Millward coordinated a Battalion Golf Tournament that raised \$200 for the Christmas House fund. The company participated in the Battalion Confidence/Obstacle Course. First Lieutenant Dingle and SSG Greer attended the NBC Course and 1SG Ruby graduated from the First Sergeant's Course. The Battalion Soldier of the Month Board resumed this month and PV2 Isabel K. Cantu won. Bravo Company has won six consecutive "Soldier of the Month" honors.

In December 1LT Dingle and SSG Greer escorted Major General Jackson, the Chief of Ordnance, during his visit. The company donated a total of \$600 to the Christmas House fund. Drill Sergeant Millward was the only Battalion representative that attended dinner at the Commanding General's quarters as an acknowledgement of his efforts and contributions Christmas House. Exodus 1998 was very successful due to the outstanding support of the entire cadre.

### **"C" Company**

In November 1998 the company held a car wash and raised \$635 for the Christmas House. In December, 70 soldiers from the company donate blood during the post blood drive. Drill Sergeant Lockhart won the Battalion Drill Sergeant of the Year competition for 1998. He later competed in the Post Drill Sergeant of the Year competition where he took second place. In August, the company sent 35 soldiers to Gracewood Hospital and School to assist in the friend program. Charlie Company won second place in the Battalion Organization Day during the summer. The Company raised \$6,000 for the AER Drive and \$4,000 for the Combined Federal Campaign. In May, First Lieutenant Michael Cheung received an Army Achievement Medal for the work he did with the income tax preparations. In early August 1LT Cheung departed the company and was replaced by 2LT Julie Burmeister.

Charlie Company participated in five parades in 1998: the Signal Birthday Parade, Ordnance Birthday Parade, the Battalion Change of Command, and Brigade Changes of Command for the 15th Signal and 59th Ordnance Brigades. Charlie Company was designated as the Holding Company for Christmas EXODUS, and was responsible for all the soldiers in the 15th Signal Brigade. In November, the Company held a car wash and raised \$400 for the company Christmas Party.

The Company implemented its Consideration of Others Training. The first three sessions went very well and was useful in helping to identify some of the areas that needed to be worked on.

In October, the Battalion underwent a Brigade Command Inspection in which Charlie Company received commendable and satisfactory ratings in all area. Staff Sergeant Lowery and SSG Petersen received Certificates of Achievement and coins, for the areas that they were responsible for during the inspection.

## **“D” Company**

At the beginning of 1998, Delta Company started the New Year by participating in and placing Second after HQ&A Company in the Battalion Commander’s Cup Competition in January. Delta Company won the Battalion Soldier of the Month competition for both January and February 1998.

On 11 February 1998, 1SG Keith Nakatani departed the Company to become the Battalion S-3. The Delta Dawgs welcome First Sergeant Leon C. Harpe, from the Training Management Office, OEMTD, as the new First Sergeant.

Delta Company held a Company Spring Barbecue on 1 May 1998, in the Company picnic area for the soldiers. On 12 May 1998, 2LT Casey Yoder was promoted to First Lieutenant. Senior Drill Sergeant Pegram and the training NCO, SSG Jefferson, departed the Company at the end of May. An “Up and Away” party was held to recognize Lieutenant Yoder’s promotion and the departure of SDS Pegram and SSG Jefferson.

During June, Delta Company received a new senior drill sergeant, SFC Ronald Garcia, and a new training NCO, SSG Christopher Jones. On 10 June 1998, the company cadre held it’s first quarterly CO2 training session as part of the Army’s new program to improve interaction and productivity in the workplace.

On 1 July 1998, with student strength being at its lowest, the Delta Dawgs moved to a temporary new home in the “B” Company billets as part of an effort to conserve energy and resources for the summer months. The move was short-lived due to excessive maintenance problems in the “B” Company billets. Delta and Bravo Companies later moved back into the “D” Company billets in August.

First Lieutenant Yoder departed the company at the end of July and her replacement, 2LT Jeffrey James, arrived in September to take over as the Company Executive Officer.

Delta Company underwent its annual PRE-CIP, 6-8 October 1998, and the 59th/15th BDE CIP from 26-30 October 1998. The company received five commendable ratings during the CIP. Staff Sergeant Jones was promoted to SFC on 2 November 1998 and Staff Sergeant Adams was promoted to SFC on 1 December.

The Delta Dawgs contributed to many charity fund-raisers in 1998 including \$1,110 to AER in March, \$2,344 to CFC in November, and \$437.35 to Christmas House in November.

## **Summary**

The 73rd Ordnance Battalion had an active and successful year. Battalion cadre through hard work, dedication, and selfless service ensured that the training mission was accomplished. Over 1,600 tactically and technically trained, values-driven soldiers graduated and became contributing members of the Ordnance Corps.

## **369th SIGNAL BATTALION**

### **Commander’s Perspective**

This year was a productive and busy one for personnel of the 369th Signal Battalion. We continued to graduate trained and highly motivated soldiers, preparing them for their initial

assignments. Our training mission includes several Military Occupational Specialties (MOS): 31U, Tactical Signal Systems Support Specialist; 31F, Network Switching Systems Operator-Maintainer; 31P, Microwave Systems Operator-Maintainer; and 74G, Telecommunications Computer Operator-Maintainer.

In 1998, the battalion was authorized 312 permanent party military personnel and had an average daily assigned strength of 312 and three civilians. Our average daily assigned student strength was approximately 1,300 students with a peak of over 2,000 in January and a low of 900 in September. Drill Sergeant authorizations remained the same, at 32, with a monthly average of 28 available.

On 7 July we welcomed Lieutenant Colonel William R. Pope as the new Battalion Commander. Earlier the battalion hosted a farewell dinner and said goodbye to the outgoing commander, Lieutenant Colonel Arnold, and her dogs Sam and Kodiak.

### **Mission**

The mission of the 369th Signal Battalion is to graduate highly motivated and disciplined signal soldiers who embody the army values, are physically fit, tactically and technically proficient, and fully prepared for their first duty assignments.

### **Resources**

Monetary resources continued to be an issue with a yearly budget of \$59,500. Primary expenditures are barracks and office supplies. Shortfalls were experienced during the peak student load and during the activation of the two new companies. The battalion initiated new purchasing procedures in which the IMPAC credit card is used for all purchases in lieu of GSA and Class II/IV accounts. In late September 1998, end-of-year funds were made available. This helped the battalion enormously. Additional barracks and cleaning supplies, three top end computers, and office furniture were purchased.

The battalion barracks and orderly rooms are located on Barnes Avenue. The various facilities can be found in table 1-2, below.

**Table 1-2**

#### **369th Signal Battalion Buildings**

<b>Unit</b>	<b>Building Number</b>
Battalion Headquarters and S1	29602
S3 and S4	29714
A Co Orderly Room	29706
A Co Barracks	29707
B Co Orderly Room	29706
B Co Barracks	29705
C Co Orderly Room	29714
C Co Barracks	29715
D Co Orderly Room	29714

**Table 1-2 continued**

D Co Barracks	29721
E Co Orderly Room	29714
E Co Barracks	29720
F Co Orderly Room	29708
F Co Barracks	29708

Source: 369th Signal Battalion ACH Input for 1998.

## **Accomplishments**

One of the most significant events for the battalion was the reorganization, which started in May. The battalion planned and organized the activation of two new companies as part of the brigade plan to improve the quality of life for the soldiers and cadre of the 15th Regimental Signal Brigade. Echo and Foxtrot companies were activated to improve the command and control within the battalion and to provide a safe and secure environment for the soldiers to train, work, and live.

The annual Battalion Organization Day was held in July, on Barton Field behind the battalion area. Dining Facility 4 cooked and provided the food and shuttled it out to the field where the battalion's soldiers served it. Aside from some minor difficulties in getting everyone fed, organization day was a resounding success. Soldiers participated in volleyball, basketball, softball, tug of war and numerous track events. Delta Company won the Commander's Trophy.

On 11 May battalion personnel participated in the post change of command ceremony in which Major General Michael W Ackerman relinquished command to Major General Peter M Cuvielo. In August, the battalion said farewell to 15th Signal Brigade Commander Colonel Michael W. Karpinsky when he relinquished his command to Colonel Peter T. Farrell.

Battalion personnel supported numerous charitable organizations during the year, volunteering time to assist the local community and Fort Gordon. Organizations included the Boys and Girls Club of Augusta, Friendship Community Center, Golden Harvest Food Bank, the Augusta Shelter for Abused Children, the Fort Gordon Army Community Service (ACS) Christmas House, Combined Federal Campaign, Army Emergency Relief, the Sergeants Majors Association, and the Blood Donor Program. The 369th Signal Battalion boasts having the most students donate blood out of all the training units on post as well as the unit with highest contributions to CFC. Companies continued their support of the Adopt-a-School program with tutoring and incentive awards.

With the holidays came the preparation for two major events for the battalion, the annual Signal Symposium and EXODUS. On 17 December the battalion out-processed 1,234 soldiers going on EXODUS leave or departing PCS. Approximately 64 soldiers elected not to take leave and were assigned to the Holding Company, "C" Company, 73rd Ordinance Battalion.

## **Headquarters and "A" Company**

1998 was a very eventful year for HQ&A. Captain Michael C. Wise served as Company Commander during the entire year. The Company Executive Officer, First Lieutenant Margo Kenirey, left the Army and was replaced by 1LT Heath Boner. First Sergeant (P) Patricia Keit, coming from Korea, replaced 1SG Steven Hadley as First Sergeant of HQ&A Company.

HQ&A Company expertly, took on and accomplished some difficult missions in 1998. Most importantly, the Battalion Reorganization welcomed some new challenges and personnel changes. Originally, the Company was comprised mainly of Instructors assigned to the Area Communications Department. As of July 1998, the Company received all of the non-initial entry training (Non-IET) soldiers for the 15th Signal Brigade. This increased the HQ&A Company mission of preparing Signal and Ordnance soldiers for the 21st Century. With this restructuring, the Company gained its sole Drill Sergeant, SFC Figueroa from Delta Company 369th. Sergeant First Class Figueroa did an outstanding job with the Non-IET soldiers. Additionally, the Company assumed the responsibility for housing all of the 15th Signal Brigade's Non-IET soldiers. This bettered the relationship between the 73rd Ordnance Battalion, the 447th Signal Battalion, and the 369th Signal Battalion, as there is much more coordination on a daily basis to ensure that our Non-IET soldiers are held to one standard.

The Army introduced a Values Training System which has, and will, teach our soldiers to be better soldiers and Americans.

In June 1998, First Lieutenant Heath Boner represented the 15th Signal Brigade at Fort Knox, Kentucky, for a training event and received laudatory comments.

First Sergeant (P) Patricia A. Keit came into the Company and made great strides in developing senior NCOs and mentoring our soldiers. Keit has, in the short time she has been here, motivated four soldiers to become Audie Murphy selectees and has prepared numerous soldiers for NCO of the Month boards at all levels on Fort Gordon. Most importantly, she was selected for Sergeant Major and is scheduled to attend the United States Army Sergeant Majors Academy this summer.

The Company said goodbye to several personnel in late 1998. Staff Sergeant Maurice Calhoun, Operations NCO, completed his final tour after over 20 years of service. Staff Sergeant Ernest Holman, Training NCO, departed for Korea.

Besides saying goodbye to these personnel the Company welcomed others to Fort Gordon. We welcomed SSG Dana Crump as Training NCO and SSG Humphrey Williams as Operations NCO. Sergeant Jermaine Knight assumed duties as the Assistant Company Operations NCO. Staff Sergeant Miguel Vasquez assumed duties as the Non-IET Training NCO.

Throughout the year, the Company sent soldiers to support missions in some very exotic places around the world, including Kuwait, Bosnia, Belgium, Germany, Hungary, Egypt and others. Company personnel also supported and augmented many Continental United States (CONUS) requirements.

In June 1998, Captain Mike Wise was chosen by The All Army Triathlon Team to represent the 15th Signal Brigade and the Signal Corps in the Armed Forces Triathlon Championships, hosted by the Navy at Point Magu, California. Captain Wise also completed his first Ironman Distance Triathlon at the Great Floridian Triathlon in Clermont Florida.

In early 1998, the HQ&A Company Family Support Group took company personnel and their families to see the Harlem Globetrotters. The turnout was incredible as over 130 soldiers and family members were in attendance.

The HQ&A Company Family Support Group had four cookouts throughout the summer and welcomed many new participants and members. The Company had a Night Out for soldiers and their families at the Funsville Amusement Park, which proved to be one of the favorite FSG events of the year. Thirty-five personnel and their family members participated in the night out. The FSG supported three Augusta Green Jackets Games, with mass participation from the

soldiers and families of the company. Lynette Snell and Kathi Pope took charge of the HQ&A Company Family Support Group and raised over \$500 to donate to the Christmas House.

Overall, in 1998, the Company continued to Command and Control and Train the best Instructors and the best Communicators in the United States Army. The Company continues to excel in taking care of soldiers and their families.

### **“B” Company**

Some drastic changes resulted in the Company as a result of the battalion’s reorganization in 1998. The company started the year with 662 soldiers, in four platoons, housed in barracks building 29705 and building 29708. The Company trained three MOSs: 31P, Microwave Systems Operator-Maintainer; 74G, Telecommunications Computer Operator; 31U, Systems Support Specialist. The company consisted of IET and Non-IET soldiers. After the battalion reorganization, the company decreased from four to three platoons and housed them in building 29705, only. The Company obtained a secondary mission to train 31U soldiers only when Charlie and Foxtrot reached their fill of approximately 300 soldiers each. At the end of 1998, the company had 198 soldiers. The fact that the good order, discipline and training improved in the company after the battalion’s reorganization was directly related to the fact that the unit’s strength decreased and, as a result, drill sergeants were able to give more individual attention to their soldiers. Reorganization was good for Bravo. Bravo Company graduated approximately 800 soldiers during calendar year 1998.

Exodus 1998, was the year’s major training event. The Company sent 193 soldiers home during the EXODUS Movement Phase. We planned and executed this mission flawlessly.

### **“C” Company**

In 1998, Charlie Company was lead by Captain David B. Funk and First Sergeant Ronald Moultrie. In March 1998, 1LT Dan Biancuzzo replaced 1LT Levy as Company Executive Officer, 1LT Levy. Lieutenant Levy was the first of what will be a series of company executive officers in advanced individual training (AIT) due to a recent initiative by TRADOC. Lieutenant Levy departed Charlie Company in May, 1998, for assignment as a platoon leader in “B” Company, 63 Signal Battalion. Lieutenant Levy served as the executive officer for approximately 14 months.

First Lieutenant Biancuzzo continued 1LT Levy’s hard work by supervising the day to day operations of the company. Lieutenant Biancuzzo managed the graduation of 63 classes consisting of over 1,260 soldiers. Included in these numbers were some soldiers who, unfortunately, had to be separated from the army for various reasons; Charlie Company processed 93 soldiers for separation. This resulted in the company having graduation rate of approximately 93 percent. While this is a good graduation rate, the unit will continue to improve on it in the future. Soldiers were separated for various reasons including failure to adapt to military life, inability to pass the Army Physical Fitness Test, being absent without leave, and being medically disqualified from military service.

Charlie Company’s Non-Commissioned Officers continued the unit’s tradition of success in many ways. First Sergeant Moultrie had several distinguished guests visit the units barracks and received laudatory comments. These visitors included the TRADOC Inspector General, Fort Gordon’s Commanding General and Deputy Commanding General, and Fort Jackson’s

Commanding General. On several visits the Drill Sergeants and soldiers received coins of excellence. Charlie Company maintained its "commitment to excellence" in the last quarter of the year by having two drill sergeants (DS), Roy Williams and Anderson Freeman, inducted into the prestigious Sergeant Audie Murphy Club. DS Freeman was also selected as the brigade NCO of the Year and graduated as the honor graduate from his class at Drill Sergeant School.

Charlie Company ended its year on a high note with the successful execution of the annual Christmas EXODUS departure. Over 300 Charlie Company soldiers went home for the Christmas holiday. All of them returned, with no soldier being absent without leave. This EXODUS was said to be the best EXODUS the brigade has conducted in as many years as anyone could remember.

In conclusion, Captain Funk and First Sergeant Moultrie teamed up to run a very successful company. The unit's successes were evident in such ways as receiving a total of 17 separate commendable ratings over two command inspections conducted by both battalion and brigade, having its drill sergeants excel, and receiving gracious comments from everyone who was involved with the company. Charlie Company had a great year and will look forward to continuing on its success in the year to come.

### **"D" Company**

Delta Company had an extremely eventful 1998, bringing the year to close with almost an entire new chain of command. In February, Captain Richard L. Adams replaced Captain Frobeiter as commander. With a new command came changes and those began with the Non-IET soldiers moving to Alpha company and Sergeant First Class Williams assuming the duties of Senior Drill Sergeant. In April, we had a new Battalion Commander and in turn came the CIP that took place. Delta Company averaged approximately 600 soldiers from January-June 1998. In June, Delta Company splits and Echo Company is created, using one of our buildings. With the newly formed MOS 31F company and changes taking place in the entire Battalion, "D" Company, 369th Signal Battalion, saw new cadre that helped form the new Delta company. First Lieutenant Larry McDaniel became "D" Company Executive Officer in May 1998, and Sergeant First Class Davis became Senior Drill Sergeant. With Captain Adams departure in February, 1LT McDaniel assumed temporary command of the company and did an outstanding job making sure the company ran smoothly. In October, Delta showed off by receiving a commendable rating in many areas during the Brigade CIP. In October Captain Jackie G. Farmer assumed command of Delta Company. In December, Exodus started smoothly with all the soldiers leaving safely. Delta company teams took 2nd place in the post volleyball, basketball, and softball. The trophies are displayed in the company trophy case in the barracks. Staff Sergeants Grissett and Shetzline received an impact AAM for outstanding performance from the Battalion Commander. This year of change and high performance leads us into 1999 with both strength and pride.

### **"E" Company**

1998 proved to be a successful and exciting year for Echo Company. First Lieutenant Bruce L. Townley and First Sergeant David Simon served as Commander and First Sergeant, respectively. Senior Drill Sergeant Carmen Carpenter and Drill Sergeants Manuel Stokes, Alvin A. Terrell, Emil Soto-Cuevas, and Michael Rhodes, Operations Sergeant, SSG Jose Lugo, and

Training Sergeant, SSG Dennis Callender lead the way as the new Company started out on a positive path.

The company was activated on 17 July 1998 with much enthusiasm. Echo Company brought on the challenge of 210 soldiers in MOS 31F, Network Switching Systems Operator-Maintainer. Civilian GTE employed instructors trained the 31F' personnel on operating and maintaining the Mobile Subscriber Equipment (MSE) shelters.

In September 1998 First Sergeant David Simon attended the First Sergeant's course at Fort Bliss, Texas, where he received all excellent bullet comments and was among the top of his class. In September Echo Company welcomed 2LT William Platte; he was promoted to First Lieutenant on 18 October. Lieutenant Platte came to Echo Company from Korea, where he was the Platoon leader at TANGO Bunker. Drill Sergeant DePape arrived in November to replace Drill Sergeant Soto who was scheduled to depart in January 1999

Soldiers unselfishly contributed both time and money to many charities. Company soldiers contributed over \$3,000 to Combined Federal Campaign, \$2,300 to the Army Emergency Relief, and \$250 to Christmas House.

Echo Company soldiers were actively involved in community activities of which Terrace Manor Elementary Adopt a School Program was the biggest. An average of 25 soldiers and two cadre members attended classes with elementary students at Terrace Manor monthly, where they helped students with assignments, read to them, led physical training during Physical Education class, decorated classrooms, and mentored students.

In November, the company flag football team took 2nd place in the Fort Gordon football playoff. They were coached by Drill Sergeant Soto and supported by all the cadre members. All soldiers did an outstanding job and we are looking forward to a challenge next year. We finally found some down time at the end of November and took one afternoon to have a Company party. It started off as a low-key event, with hamburgers and hot dogs, and turned into Drill Sergeants, the First Sergeant, and the Commander getting pies in the face

Echo Company closed out 1998 by sending 168 soldiers on Christmas Exodus: nine soldiers departed on PCS and 159 left on leave. Cadre personnel included: Commander 1LT Townley; Executive Officer 1LT Platte; 1SG Simon; 5th platoon, Senior Drill Sergeant Carpenter; 1st platoon, Drill Sergeant DePape; 2nd platoon, Drill Sergeant Stokes; 3rd platoon, Drill Sergeant Rhodes; 4th platoon, Drill Sergeant Terrell; Operations Sergeant, Staff Sergeant Lugo; and Training Sergeant, Staff Sergeant Callender. All were tired, working all night getting soldiers to their final destination. Lieutenant Townley kept everyone awake with magic tricks and juggling acts. Townley and 1LT Platte gave free spade lessons to the soldiers through the night and gladly accepted any challenges. The EXODUS movement and return was flawless. We started off as a new company in July, and within the short period of time working together the Cadre became a close knit team.

### **"F" Company**

Activated on 24 August 1998, the last few months of the year proved to be a fast-paced and exciting period for one of the Signal Corps newest companies. First Lieutenant Jennifer Purcell become Foxtrot Company's first Commander when she received the company guidon from LTC William R. Pope. Lieutenant Purcell and her cadre overcame a myriad of obstacles and took an empty barracks and within 14 days converted it into a fully functioning orderly room and barracks for the 31U soldiers of the battalion's newest company.

The cadre consisted of 1SG Richardson, Operations NCO, SSG Richards, Training NCO, SSG Crumb, DS Robillos, DS Russell, DS Lindsey, and DS Clemons. Early in September, "F" Company received its first 85 soldiers, and by December Company strength grew to over 300 personnel. Drill Sergeant Nance joined the ranks in September, 1LT Wayne Posner became the Company's first Executive Officer in November, and, in December, Drill Sergeant Winnfield became Foxtrot Company's sixth Drill Sergeant.

Foxtrot Company successfully processed 302 soldiers for Christmas Exodus leave. The company prepared to graduate its first 52 soldiers on 27 January 1999, with newly trained, highly motivated 31U soldiers ready to join the ranks of the Regular Army to serve their nation to the best of their ability. Eleven of these soldiers were Airborne follow-ons ready to take on the challenge of becoming Paratroopers

### **Summary**

The 369th Signal Battalion graduated over 3,000 highly trained and motivated signal soldiers who were proud and ready to take their places in the Army. We are proud of our soldiers and their accomplishments.

## **447th SIGNAL BATTALION**

### **Commander's Perspective**

During 1998, the 447th Signal Battalion experienced many changes while continuing to accomplish its mission of producing well trained, highly motivated, disciplined, physically fit Advanced Individual Training graduate soldiers who are competent and confident in basic soldiering and Military Occupational Specialty Skills. During the year, hundreds of AIT soldiers graduated and were awarded a signal MOS.

The 447th Signal Battalion continued to provide its soldiers with a safe and productive environment in which to live, train and work. Changes within the battalion due the Brigade reorganization brought a new company to the battalion, Foxtrot Company. Throughout the year, five companies changed commanders. The battalion supported missions in Bosnia and special assignments to Washington D.C.

We demonstrated our physical fitness by winning numerous sports awards: Unit-level Post Volleyball Championship, Unit-Level Post Softball Championship, Track and Field Championship for the second year in a row, and was the Regimental Softball Championship runner-up. In the 7th Annual AFCEA/SCRA 10K Run, Private First Class Scott Jenson was the overall winner and set a course record time of 32:13

We exhibited our social and morale strengths in our involvement in post and community activities. We continued to support the Adopt-A-School Program by supporting the Barton Chapel Road School, Tobacco Road Elementary School, Windsor Springs Elementary School, and the Berry Children's Center. The local Boy Scout Troop 99 saw construction of four picnic sites at the Hepzibah Community Center consisting of picnic tables and barbecue pits.

## **Mission**

Lieutenant Colonel Steven W. Shively and Command Sergeant Major James Nicholson lead the 447th Signal Battalion. The battalion's stated mission is to produce well trained, highly motivated, disciplined, physically fit AIT graduate soldiers who are competent and confident in basic soldiering and MOS skills. We provide instruction and support for eight MOSs: 31C, Single Channel Radio Operator; 31L, Wire Systems Installer; 31R, Multichannel Transmission Systems Operator-Maintainer; 31S, Satellite Communications Systems Operator-Maintainer; 74B, Information Systems Operator-Analyst; 74C, Telecommunications Center Operator; and 74G, Telecommunications Computer Operator-Maintainer. The 447th Signal Battalion provides instruction and support for the following Additional Skill Identifiers (ASIs): 1C, Satellite Systems-Network Coordinator; F113, Satellite Communications Operator; Q7, Satellite Communications Terminal Operator-Maintainer; Z2, Automatic Message Switching Center Operator; F2, Antenna Installer; and F6, Cable Splicer.

In addition to training quality signal soldiers during the past year, the battalion was also active in planning, coordinating, programming, scheduling and executing common task training, common military subjects training, Army physical fitness training/testing and officer/noncommissioned officers professional development. The 447th Signal Battalion took its responsibility of ensuring permanent party soldiers were deployment ready at all times seriously, as any of them could be called to serve in military operations worldwide.

## **Resources:**

Monetary resources for FY 98 totaled \$59,151.78. This was an increase of \$16,278.98 from FY 97. The increase brought some much-needed automation and office furniture to the battalion. This increase provided funds for the start up of "F" Company.

## **Accomplishments:**

1998 was a year of accomplishments for the 447th Signal Battalion. Each company had significant achievements and newsworthy events within their organizations. The company histories and accompanying news articles will attest to the successful year of each commander.

### **Headquarters and "A" Company**

The year 1998 was a busy one for HQ&A Company. The addition of Foxtrot Company to the 447th Signal Battalion necessitated the relocation of the Company. This relocation took place over during June, July, and August. On 30 July 1998, Captain Lisa Tyree relinquished command of HQ&A Company to take command of Foxtrot Company. First Lieutenant Jeffrey Nerone replaced Lieutenant Tyree as commander of HQ&A Company, and First Sergeant Mark Garcia came on board 17 August 1998.

HQ&A Company encompassed a wide scope of soldiers that make up the company, which as of the end of 1998 is 308 soldiers. These soldiers are formed from the Battalion staff, the Regimental Transmission Department staff and instructors, and all of the 447th, Non-IET soldiers with various MOS's. The company is also responsible for the 1C and Z2 additional skill identifier and the Enhanced Position Location Reporting System (EPLRS) Course.

The company's goal for 1998 is best expressed from its mission statement that states, "Provide motivated, physically fit, technically and tactically competent non-commissioned officers as instructors for the 31L, 31S and 31C courses in support of training soldiers for worldwide assignments. Graduate highly motivated, physically fit, non-initial entry training soldiers who are competent and confident in basic soldering and their new Military Occupational Specialty skills at the apprentice level."

The achievement of these goals was expressed daily by the motivated, highly skilled, professional soldiers of HQ&A Company. Staff Sergeant James Pontius, an instructor in the 31S course, and Sergeant Rebecca White, an instructor in the 31C, Enhanced Position Location Reporting System course, each won instructor of the quarter for the post this past year. Specialist Lampkin-Jones, a 71L in TSD Operations, won the 447th Signal Battalion's soldier of the quarter in November. All the Company's permanent party soldiers worked diligently and with great skill, to ensure that the mission was accomplished, and that quality Non-IET soldiers graduated.

Permanent party soldiers of HQ&A Company not only worked hard at Fort Gordon this past year, but they worked hard on temporary duty (TDY) assignments in Bosnia and areas here in the United States. Staff Sergeant Gary Hosier and SSG Nicholas Tyson went TDY to Bosnia. Staff Sergeant Roger Petit went on special assignment to Washington, D.C. at the end of 1998.

However, the company could not survive on all work and no play. In the company level softball tournament organized by MWR, HQ&A Company won the East Division with an outstanding record of twenty wins and four losses. The team took second place in the Regimental Week Tournament this past summer. Lastly, HQ&A Company demonstrated their athletic superiority by winning the Commander's Cup in the Battalion's nineteen ninety-eight Organizational Day.

1998 was a challenging year with the reorganization of the company, instructor reorganization, TDY assignments, and many other missions that come down the pipeline. However, through it all the company was successful and is carrying those successful standards into nineteen ninety-nine.

### **"B" Company**

Bravo Company opened 1998 with over 350 soldiers assigned and Captain James Lopez, the Company Commander, and First Sergeant Gerald Ryans, the Company First Sergeant. In April, Captain Therman Farley replaced Captain Lopez as commander. In July, First Sergeant Beverly Pilgrim became First Sergeant. Another addition to the company leadership was 1LT Skye Duncan who filled the previously vacant Executive Officer slot.

Several drill sergeants were added to the list of Bulldog trainers this year. These were DS Mickey Pletcher, DS William Hadden, DS Edward Modlin; and for a short while, Drill Sergeants Edward Clayton, Nathaniel Jett, and Ashton Davis. During the June 1998 Battalion reorganization, DS Davis, DS Jett, DS Clayton, and DS Dwayne Barnes were transferred to other companies. Drill Sergeants who completed their time on the trail throughout 1998 included DS Ewing Fisher, DS Francis Gonzales, DS David Jones, DS Mark Pechonik, and DS John White. Sergeant First Class Ray Keefer, the Bulldog Operations Sergeant, took a PCS to Germany after a full year of giving all he had in his day-to-day running of the most intricate details in the company. Three Bravo Company Drill Sergeants were inducted into the Sergeant Audie Murphy

Club in 1998. These included SFC Francis Gonzales, SSG David Jones, and SSG Shirley McDaniel. This is a very prestigious award earned only by the top NCO's on Fort Gordon.

Bravo Company is responsible for MOS 31S, Satellite Communications Systems Operator-Maintainer, and strives to provide those soldiers with the best training and living atmosphere possible. The soldiers train in three shifts (days, swings, mids) and are here for 34 weeks; the third longest MOS in the military. The company also supports a well-rounded sports program for the soldiers. The company participated in several events throughout the year to include football, soccer, softball, boxing, and basketball. Bravo company also ran the Battalion Organizational day for 1997 at which they won the tug-of-war through stiff competition.

Several of the classes graduating from Company B were "pipelined" straight into the 1C, Satellite Controller Course, immediately after completing AIT. For this course, they are transferred to "A" Company but trained in the same building as the students they previously lived with. These soldiers go on to Army Space Command and end up talking to some of their class mates on the other end of the satellite during real-world missions. For the soldiers who graduate from AIT and go directly to their first duty assignments, they have gone to Korea, Panama, all throughout the U.S. and even to Kuwait, Belgium, and Germany.

Bravo Company continued to support Windsor Springs Elementary School; and the Bulldog Family Support Group, led by Mrs. Janet Farley, was extremely active in the Fort Gordon community throughout the year. They supported "B" Company soldiers with food drives and snacks at Vincent Hall and at graduations, they made homemade deserts for a bake sale, filled stockings for all the 15th Signal Brigade Exodus holdover soldiers, and baked homemade cookies for the troops waiting to deploy home on Exodus.

Overall, "B" Company had a very busy year. Many soldiers graduated and went on to their first duty stations throughout the world. Many Drill Sergeants finished their two years "on the trail" and went on to bigger and better things, often with one more rank on their shoulder.

### **"C" Company**

During 1998, Charlie Company faced a year of accomplishment, led by the professionalism and dedication to duty of the cadre and student trainees. On 10 July 1998, Captain Earl A. Freeman assumed command of "C" Company from Captain Augustine Varela Jr. In addition, "C" Company had a change of First Sergeants on 20 May 1998, as First Sergeant Lee A. Davis replaced First Sergeant Ronnie Jamar. In August, the Company's first Executive Officer, 1LT Raymond Casher, departed to assume a Platoon Leader position in the "B" Company, 67th Signal Battalion, 93rd Signal Brigade. First Lieutenant Daniel J. Weber assumed the duties as the company's second Executive Officer on 11 September 1998. The company mission is to graduate well-trained, highly-motivated, disciplined, physically fit, 31R10 (Multi-channel Transmission Systems Operator-Maintainer) soldiers who are competent and confident in basic soldiering and their MOS skills at the apprentice level. The company successfully graduated over 860 soldiers this year.

Charlie Company supported various intramural sports activities throughout the year. During the Battalion Organizational Day in October, the company was victorious in the volleyball competition. During the post company-level intramural play, the Mids/Swings teams captured both the volleyball and softball post championships. In November, 45 soldiers participated in the Non-Commissioned Officer's Academy 10k run.

In September, soldiers of "C" Company provided support to the Fort Gordon Directorate of Public Works (DPW) fence post replacement project. The soldiers repaired all of the deteriorating wooden fencing along the Avenue of the States during a one-day period. The soldiers received praise from the Commanding General for their efforts to improve the appearance of Fort Gordon.

Throughout the year, "C" Company provided support to Boy Scout Troop 99. To assist in an Eagle Scout project, eight soldiers from the company helped construct picnic sites at the Hepzibah Community Center on 14 November. The soldiers' efforts resulted in the construction of 4 picnic sites, each consisting of picnic tables and barbecue pits, for the use of the families of the community of Hepzibah.

Company personnel continued to provide support to the post's blood bank. Charlie Company soldiers provided support whenever called upon, including the donation of 65 units of blood during the December Post Blood Drive.

Charlie Company provided generous support for the Post Christmas House Program. Through chili sales, hot dog sales, and various other fund-raisers, "C" Company was able to donate \$500 to the program.

During the Brigade Command Inspection in August, "C" Company received commendable ratings in the areas of Equal Opportunity, Alcohol and Drug Abuse Prevention and Control Program, Property Accountability, Energy Conservation, and Repair and Upgrade. The commendable rating in the area of Equal Opportunity was the fourth straight Commendable rating for Drill Sergeant SFC John Petereit, the Company Equal Opportunity Representative.

Finishing off the year, Charlie Company successfully deployed 293 soldiers during EXODUS.

The success of "C" Company during 1998 is best summarized by student trainee PFC Ulysses Otero, who said, "I leaned that to be a professional soldier, I must adhere to a higher standard and always strive to do my best, no matter the task or mission. My days are filled with various challenges but it is the seven core 'Army Values' which were instilled in me by my drill sergeants, that allow me to face my challenges with confidence. I wear my uniform with pride knowing that thousands of soldiers gave their lives to protect the principles of freedom that is the fabric of our nation. The principles of freedom that I swore to protect."<sup>5</sup>

### **"D" Company**

A new face arrived in "D" Company on 7 November 1997. Captain Stephanie Allen relinquished command to Captain Maurice Stewart, a native of Ozark, Alabama. He arrived at the company from an overseas tour as the Communication and Electronic Officer with the Engineer Brigade at Camp Howze, Korea. Later this same month, D Company sends a relay team to the Fall Classic 10K Road Race and finishes in second place.

Delta Company did much more in December. Drill Sergeant Allen was awarded the Profession of Arms Leadership Award for the Advanced NCO Course (ANCOC). The Company, under the supervision of the command group, raised \$400 for the Christmas House. Delta Company lent support to the 1998 Signal Symposium by manning the Signal Corps Regimental Association booth with two soldiers, PV1 Jeb Albright and PV2 Theodore Koller. The two soldiers performed so well they were asked to work in Signal Towers while in a holdover status.

---

<sup>5</sup> 447th Sig Bn ACH Input for 1998.

The year culminated in a successful Exodus in which all soldiers leave and come back without incident.

January and February 1998 bear witness to a couple of significant events. Delta successfully executed a Battalion run and company personnel attended classes such as safety, check writing, and weight control. Twenty soldiers marched in a parade supporting the African-American Heritage Festival.

March bears witness to the arrival of a new company executive officer, Second Lieutenant Adrienne Polus, on 20 March 1998. Lieutenant Polus underwent training by the outgoing Executive Officer, 2LT Kolber. Delta successfully planned and ran the Confidence Obstacle Course for the Battalion on 21 March. Additionally, "D" Company conducted a barbecue and softball game that same day. Finally, the soldiers participated in a Brigade Fit to Fight Run.

The April and May times frame are highly eventful. The Parcourse Fitness Trail is canceled due to inclement weather on 18 April 1998. During the week of 20- 24 April, both Lieutenants Kolber and Polus were promoted to the rank of First Lieutenant. Lieutenant Kolber departed on 24 April, and reported to the 63rd Signal Battalion. On the 22 April, the TRADOC Safety Team inspected the barracks. On 23 April the United Armed Forces Association gave a Financial Management class. The first weeks of May observe parade practice for the Commanding General's change of command and to the post commander's farewell run. Delta picked up Red Cycle Duties. On 9 May, the officers attended Major General Ackerman's farewell dinner and company personnel attended the change of command ceremony on 11 May. Drown proofing classes for company personnel were conducted on 12 May. Drill Sergeant candidate Wingfield graduated from Drill Sergeant School on 13 May. And, on 15 May, the Commander and Executive Officer attended officers' call with Brigadier General Peter M. CuvIELLO, the new Commanding General and Chief of Signal.

In June, there was a softball and volleyball tournament that the soldiers are involved in. On 11 July, a drill sergeant recertification class took place. On 11 August, the Brigade Commander walked through of the barracks. From 17-21 August, the Company stood a Brigade Command Inspection. Delta did well and came out as one of the best companies in the battalion. Eight soldiers were selected to receive Brigade coins for the appearance of their uniforms. Additionally, Delta was selected from all the companies in the Brigade by the Brigade Sergeant Major to be walk through barracks for Lieutenant General Bolt, Deputy TRADOC Commander, on 25-26 August. Lieutenant General Bolt walked through the barracks to observe the implementation of gender separation. He went on to comment that the hard work and effort by the Company showed in the appearance of the facilities. Delta Company went from holding both 31R and 31C MOS soldiers, to purely those with MOS 31R. This entailed transition of approximately fifty, 31C soldiers to Foxtrot Company, a process handled easily.

October 1998 saw the arrival of a new executive officer. Second Lieutenant Mark Henderson arrived from Korea on the 18th and began transitioning in while 2LT Polus transitioned out to a new position in Brigade Headquarters. The month successfully completed several certifications on busses and five-ton vehicles. This was essential to the smooth operation of company business and safe movement of soldiers. Between 17-23 October, Delta Company won the football tournament and trophy. On the 25th, several soldiers participated in the boxing smoker; seven of nine soldiers win their bouts and receive gold medals. Soon thereafter, soldiers in "D" Company received classes on Army Safety Programs Day. On the 6 November, the company completed a challenging run led by the new Brigade Commander. On 13 November personnel received flu shots. During the week of the 14-20 November, Delta contributed more than

\$750 to the Christmas House. November 20 marked the promotion of Mark Henderson to First Lieutenant.

December of 1998 was the final event filled month. On the seventh, forty-nine soldiers in the company donated blood in a Brigade drive. This mass support leads to the 447th being recognized for its participation. On 8 December, both the Commander and the Executive Officer attended the AUSA meeting with the French Chief of Signal as a guest speaker. Numerous Exodus briefings were conducted and culminated in the actual event, 16-17 December. The Exodus of 1998 was well planned and was developed over months and was executed smartly.

### **“E” Company**

During 1998, Echo Company faced many changes as the company experienced a serious turnover of all but two of its cadre members throughout the year. On 15 January, James T. Skinner assumed command of the company. In March the soldiers of Echo Company won the intramural Track and Field Championship for the second consecutive year. First Lieutenant Brandon Purcell replaced 2LT Eugene Day as Executive Officer.

In June, the company displayed an immense amount of support for the 7th annual SCRA 10k run, with over 100 participants. Private First Class Scott Jensen was the overall winner and set a course record with a time of 32:13. In June, Drill Sergeant Sylvia Swinson represented the 15th Signal Brigade at the Reserve Officer Training Corp basic camp at Fort Knox, Kentucky. At the same time, the company underwent a major restructuring of Drill Sergeants. Five drill sergeants were moved to other companies to realign MOS's throughout the Battalion.

In the 5th annual autumn classic 10k run in November, PFC Joshua Black placed second overall for the males, PFC Samantha Harmon placed second overall in her age group for women, and 1SG Dennis Cornell placed second in his age group. In November, SSG Mason received a \$500 AFCEA scholarship.

It was a very generous year for the Company. Echo Company soldiers set the standard for the 15th Signal Brigade and Fort Gordon by contributing \$10,760 to the Combined Federal Campaign.

Throughout the year, Echo Company saw its overall numbers reach as high as 404 and drop as low as 127, while maintaining the same number of Drill Sergeants. The company graduated 156, 31R's, 631, 74B's and 498, 74C's.

Overall, Echo Company had an active and successful year. Both student soldiers and members of the cadre were involved in community activities and post intramural sports programs. Competent leadership, at all levels, ensured that the training mission was accomplished. The result was over 1,385 tactically and technically competent soldiers. Echo company went from having 74B, 74C, and 31R MOS's in January to only MOS 74B in December.

### **“F” Company**

On 15 July 1998, by order of Colonel Michael W. Karpinsky, Foxtrot Company was organized and designated at Fort Gordon. The Company mission statement stated the Company was to, “successfully train Advanced Individual Training soldiers and reclassifying soldiers in

the MOS designated by the U.S. Army and reinforce the basic soldiering skills taught during Basic Combat Training.”<sup>6</sup>

Foxtrot Company averaged 250 soldiers and 13 permanent party personnel and was responsible for the health, welfare, morale, discipline, soldierization, and administrative control of IET soldiers who are assigned to Fort Gordon attending the MOS courses 31C, Radio Operator/Maintainer and 31L, Cable Systems Installer/Maintainer. These courses, nine and seven weeks in duration, respectively, train and prepare soldiers to be assigned to signal units around the world in support of Commander-in Chiefs and other warfighters on the battlefield.

On 30 July 1998, Captain Lisa A. Tyree assumed command of Company “F”, becoming its first commander. First Sergeant Melanee Crawford was Company “F” first, First Sergeant and seven cadre personnel (five Drill Sergeants and two Operations NCO’s) were assigned. The Company had an initial strength of 126 students.

Some notable events have occurred in the first few months following the company’s creation. On 19 November 1998, SFC Leon Green, Jr., was inducted into the Sergeant Audie Murphy Club. In October and November, “F”: Company participated in many battalion and company level fund raisers to raise money for Fort Gordon’s Christmas House. Students and permanent party raised over \$2,200. In the Autumn of 1998, Captain Tyree and First Sergeant Crawford acted as battalion representatives for the Combined Federal Campaign. Students and permanent party from Company “F” raised over \$4,688 for the campaign.

## **Summary**

The 447th Signal Battalion graduated over 3,500 well trained, highly motivated, disciplined, physically fit AIT graduate soldiers who are competent and confident in basic soldiering and Military Occupational Specialty Skills. Both students and cadre were trained in the mental, physical, social, and ethical aspects of being professionals in today’s army. Our soldiers excelled in all areas of training and stand ready to support the army units on the battlefield of the 21st Century.

## **REGIMENTAL COMMUNICATIONS/AREA COMMUNICATIONS DEPARTMENT**

### **From the Director's Perspective**

Major program goals for the Regimental Communications/Area Communications Department (RC/ACD) in 1998 were to leverage technology to implement cost efficiencies throughout the department; to develop, implement and conduct Enhanced Switching Operational Program (ESOP) training for the 31F Military Occupational Specialty to develop a strategy in MOS 31F, 31P, 31R and 31U to reflect Division Advanced Warfighting Experiments (DAWE) and Warfighter Information Network initiatives; to implement strategies to convert MOS courses to the Total Army Training System in concert with Distance Learning (DL) initiatives; implement Team Gordon/Consideration of Others Program within the department; and to resolve funding issues with Security Assistance Training Field Activity (SATFA) on training international military students.

---

<sup>6</sup> 447th Signal Battalion ACH Input for 1998.

These goals were divided into two categories: those that the department could accomplish internally and those that required funding and support from outside agencies or higher headquarters. The workforce and department were organized and structured in the most efficient way to accomplish these goals. Most of the goals were met; however, due to resource and other fiscal constraints, some were not accomplished.

Personnel within the department demonstrated technological innovation and a distance learning capability by providing soldiers access to 31U training materials from the 31U barracks study halls. The trend to use technology as a tool did not lose momentum as innovators within the department developed and implemented automated mid and end-of-course critiques. These automated critiques are currently in use by organizations throughout the installation. Training developers likewise developed several computer-based training products in support of classroom training and the distance learning program.

Department managers and training developers met on several occasions with the contractor, Advanced Development Group (ADG), to orchestrate and manage the development of the contractor produced version of the TATS POI for MOS 31P and 31U.

In an effort to fully capture the costs associated with training other services (Air Force and Marines) on Secure Mobile Antijam Reliable Tactical-Terminal (SMART-T) and Additional Skill Identifier Z4 training conducted at Fort Gordon, the department prepared a request for an Interservice Training Review Organization Study.<sup>7</sup>

Continuing with training as the primary focus, department personnel initiated the action and coordinated the effort that resulted in the Army's decision to include the Reserve Component in the ESOP upgrade.

The department was also successful in synchronizing and coordinating a common position between SATFA, Training and Doctrine Command and Directorate of Resource Management (DRM), United States Army Signal Center and Fort Gordon (USASC&FG) concerning the adequacy of funding civilian personnel positions in the International Military Training Detachment (IMTD).

One of the department's young soldiers, SPC(P) Christopher Hamilton was selected as the 15th Regimental Signal Brigade Soldier of the Year. Specialist Hamilton stated that his main reason for competing for this honor was to distinguish himself and gain knowledge to help other soldiers. He was assigned to a position where he had subordinate soldiers and needed to know information that would benefit them.<sup>8</sup>

Based on command guidance and a concern for employees, the department implemented Team Gordon/Consideration of Others Program (CO2). This program was initiated with a survey of employees to obtain feedback for improving the workplace. At a minimum, employee sessions were conducted quarterly to discuss problems/issues and develop solutions for implementation. Initial feedback from the workforce indicates this is a beneficial forum to improve the workplace.<sup>9</sup>

## **Mission**

In 1998, RC/ACD was the proponent for training five MOS, one associated ASI and three functional courses. The MOS producing courses included 101-31P10, Microwave Systems

---

<sup>7</sup> Memorandum, 19 Oct 1998, Samuel Hagood to Director, RDOT, subj: Request for ITRO Studies.

<sup>8</sup> Sharon McBride, "Army Values-Soldiers Honored for Striving to Be Best," *The Signal*, 16 Oct 98.

<sup>9</sup> Consideration of Others (CO2) Program Briefing for Headquarters and Support Division, ca. 20 July 1998; Consideration of Others (CO2) Organization Climate Survey, Unit Scoring Sheet, and Organization Scoring Sheet.

Operator-Maintainer, 101-31U10, Signal Support Systems Specialist; and 150-74G10, Telecommunications Computer Multichannel Transmission Systems Operator-Maintainer. Several TRAS documents were initiated to prepare for the deletion of the 74G MOS, expected to occur at the end of fiscal year (FY) 01.<sup>10</sup> The other two MOS courses, 202-31R10 Contractor Trained (CT), Multichannel Transmission Systems Operator-Maintainer and 260-31F10 (CT), Network Switching Systems Operator-Maintainer, were taught by the contractor, General Telephone and Electronics (GTE). Department personnel instructed a one-week systems training exercise in support of these two courses. The ASI course was 260-ASIZ2, Automatic Message Switching Center Operations AN/TYC-39(V). The three functional courses were 260-F2(OS), AN/TTC-39A(V)4 Operator (USAF); 150-F13(OS), AN/TTC-39A(V)4 O/I Maintenance (USAF); and 101-F35(OS)3, Satellite Wideband Microwave, Phase 3.

## Resources

The 0298 Table of Distribution and Allowance (TDA) authorized 323 personnel: 67 civilians and 256 military. The 0199 TDA authorized 319 personnel: 64 civilians and 255 military. The decrease in civilian positions was attributed to the loss of three instructor positions and one staff military position. The department budget also dwindled. In FY98, the budget was \$2,833,000 and, in FY99, the budget totaled \$2,579,000, a decline of \$254,000.

## Activities and Accomplishments

The department reorganized in an effort to provide greater efficiencies. The International Military Training Detachment was moved from the department to the organizational control of the 15th Signal Brigade and became the International Military Student Office (IMSO). Another major change within the department was the consolidation of two divisions: Circuit Control Division and Nodal Switching Systems Division.<sup>11</sup>

Staff training is a priority within the department and 1998 supported this philosophy. A total of 93 personnel attended training on Microsoft applications, while 11 personnel attended training on the software and systems to aid in the development of computer-based training. Six administrators completed courses on local area network concepts and configuration and 21 training developers attended training on the Automated Systems Approach to Training (ASAT). To assist with the implementation of the Team Gordon/Consideration of Others Program, 13 personnel attended the Facilitator's Course. A large number of personnel attended Equal Opportunity and Prevention of Sexual Harassment (EO/POSH) training.<sup>12</sup>

---

<sup>10</sup> Memorandum, 28 May 98, COL Peter T. Farrell to Director, RDOT, subj: Request for Draft Documents to Support AR 611-1 Action w/2 endorsements: (1) Memo, RDOT to Director, RC.ACD, 8 Jun 98, subj: Request for Draft Documents to Support AR 611-1 Action and, (2) Memo, n.d., RC/ACD, subj: Request for Draft Documents to Support AR 611-1 Action.

<sup>11</sup> Action Summary, 26 Jan 1998, Sally Bufford, subj: Reassignment of the International Military Training Detachment (IMTD).

<sup>12</sup> E-mail, Connie Atterton to Annice W. Meeler, "Courses," 8 Feb 1999.

## Automation

Change was the rule for the Automation Section, starting with a complete changeover of personnel. Sergeant First Class Frank Martin assumed responsibility for the section as the Noncommissioned Officer in Charge (NCOIC) and brought fresh ideas and innovation. Mr. David Hopkins was assigned as a Training Specialist, and SSG Vernon Lasquete and SGT Robert Litke rounded out the team.

Major hardware and software upgrades for the five department Windows NT servers provided administrators and end users with increased ability to better manage and use these resources. Software purchases included upgrades from Windows NT Server 3.51 to Windows NT Server 4.0, as well as upgrades and new purchases to bring the total NT 4.0 client licenses to 500. Hardware upgrades included three Pentium, 400 Mhz servers and a dual Pentium Multimedia Extension (MMX) 200 Mhz server, as well as larger Ultra-Wide Small Computer Systems Interface (SCSI) hard drives.

An increase in domain collisions across the department network was the impetus to procure additional 100 megabit switches and hubs to further segment the physical networks in Moran, Burkhardt and Allen Halls. The merger of two divisions and their physical consolidation into Allen Hall also drove the purchases. Automation personnel planned and executed the movement of automation resources from Moran Hall to Allen Hall without any detrimental impact on operation of the division.

As always, dwindling funds prevented the purchase of much needed upgrades for end users within the department. Seven computers (Gateway P233s) were purchased for ITRO classrooms within Allen Hall and five for administrative use throughout the department. Likewise, the fielding of AIMS-R hardware/software purchases and upgrades provided seven V2 Pentium 400 Mhz computers and eight upgrades of existing systems to P200s.

Sergeant First Class Martin led the design and development team in constructing an automated mid and end-of-course critique (EOCC). This application was thoroughly tested and briefed to the Deputy Commanding General and other organizations on the installation and is in use in the department and being considered for implementation in the majority of courses on Post.<sup>13</sup> SFC Martin further used his data base programming skills to develop a centralized Credit Card Procurement Data Base for use by all credit card holders within the department, as well as department supervisors and managers. This application provides an instantaneous graphic, as well as numeric display, of obligated and reconciled purchases by division.

Mr. Dave Hopkins was designated as the trainee to attend AIMS-R initial training in September 1998 and was to return to the department to train end users of the fielded AIMS-R module. He conducted end user training at the Directorate of Information Management (DOIM) shortly thereafter. By staying on the cutting edge, personnel within the Automation Section are continuously learning and honing new skills to better use technology as a tool for increased efficiencies.<sup>14</sup>

---

<sup>13</sup> Briefing for End-of-Course Critique, prepared by SFC Martin, n.d.

<sup>14</sup> E-mail, Lois Sheppard to David A. Hopkins, "AIMS-R Follow-on Training Implementation Plan," w/atch: AIMS-R Implementation Plan.

## TACTICAL COMMUNICATIONS SYSTEMS (TCS) DIVISION

Tactical Communications Systems (TCS) Division was proponent for analysis, design, development and implementation of the MOS 31U10 Signal Support Systems Specialist Course and related exportable training materials. MOS 31U is a high density MOS that supports non-signal units throughout the world. TCS Division conducted a 17-week resident course that trained over 2000 enlisted personnel to install, troubleshoot, and maintain battlefield manual and automated signal support systems and terminal equipment. The course also trained these soldiers to deploy and maintain dedicated retransmission stations and to provide signal support to maneuver units in implementing information systems.

The 101-31U Signal Support Systems Specialist Course was selected for conversion to a TATS Course in 1997. By definition, a TATS Course is designed to train the same MOS within the Total Army, both Active and Reserve Component personnel. The course ensures standardization by requiring that every soldier regardless of unit or training be trained to the same performance standard for each critical task. Prosoft Corporation completed the analysis and design for the TATS conversion in 1997. ADG, a subsidiary of Logicon, was awarded the contract to do the development and digitization of course materials for the 31U Reclassification Course. This endeavor was completed in October of this year.

In the interim, 31U10 Course personnel sought to improve the present resident course. Radio Branch sent two representatives, SGT Figueroa and Mr. Smith, to attend the AN/PSC-5 Training Conference. The training provided information needed to understand the Demand Assigned Multiple Access (DAMA) portion of the AN/PSC-5 terminal. The conference also provided an AN/PSC-5 Training Course Outline to use for development of a contractor conducted training course or an on-the-job-training (OJT) handbook. Radio Branch personnel developed lesson material to incorporate the AN/PSC-5 into the present resident course.

Training Development (TD) personnel continue to be a vital part of the division. Mr. Squires joined the division, arriving from Fort Knox, Kentucky, in March, as the Instructional Systems Specialist. He attended the 31U10 Course as a member of Class 34-98. His observations to the Division Chief and Division NCOIC laid the groundwork for improvement in methods of instruction throughout the course. Mr. Squires developed an instructional monitoring checklist to be used by individuals of the division when they monitor classes.<sup>15</sup> Mr. Carr, the division's Training Specialist, continued the development of computer based training (CBT) lessons to be utilized in the resident and reserve courses. Between January and June 1998, Mr. Carr developed three new lessons and updated two lessons previously developed. Other training development personnel have attended training on such subjects as Force XX1 Battle Command Brigade and Below (FBCB2).

Personnel in the 31U10 course attended numerous training demonstrations. From 26-30 January, SSGs Hickman and Jones attended a Single Channel Antijam Manportable Logistics Demonstration. From 1 February-1 March, SFCs Wiley and Timpson attended the Security Assistance Team Training Orientation Course held in Kuwait.<sup>16</sup> The purpose was to train the Kuwaiti forces on organic American communications equipment. From 23-27 February, SSGs Kilgore and Scott attended training on the Multipurpose Integrated Chemical Agent Alarm

<sup>15</sup> Instructional Monitoring Checklist, "Instructional Assurance Inspection Worksheet Identification Data."

<sup>16</sup> Memorandum, 113 Mar 98, SFC Robert Wiley to Cmdr, 15<sup>th</sup> Sig Bde, subj: Trip Report of SFC Wiley to Kuwait; Memorandum, 16 Mar 98, SSG Clifford Timpson to Cmdr, 15<sup>th</sup> Sig Bde, subj: Trip Report of SSG Clifford Timpson to Kuwait City.

(MICAD).<sup>17</sup> The purpose of the training was to train soldiers on operator and unit level maintenance training on the MICAD Alarm Monitor Group XM27 equipment. From 13 April–22 May, SSG Jenkins attended Nuclear, Biological, and Chemical (NBC) Training. The purpose of the training was to observe the modification of MICAD equipment placed on the NBC FOX-93 vehicle.

The 31U10 Course played host to numerous visitors during this time period. From 30 March to 3 April, the course hosted reporters from Public Affairs Office (PAO) at Training Area 9 (TA-9). The reporters filmed the Standardized Integrated Command Post System (SICPS) and several tactical operations centers (TOCs), as well as interviewed students and instructors. On 6 May, the course played host to Colonels Gaskins and Ciccariella, Senior Reserve Component (RC) & National Guard (NG) representatives at Fort Gordon, who were briefed by personnel of the 31U10 Course. The focus of the briefing was on the ability of the 31U10 Course to deliver distance learning and the additional resources the course would need to institutionalize DL on a regular basis. On 24 June, the course again played host to five Bulgarian officers (four Colonels and a Major). The focus of the briefing at TA-9 included the type of and the purpose of training conducted at TA-9.

Division personnel also attended various VTTs and VTCs. Mr. Carr attended a Teletraining Network (TNET) Swapshop on 27 May. Information was provided on the Common Core Project. The Common Core training support packages are available on several web sites and a file transfer protocol (FTP) site. Mr. Carr and Mr. Squires attended the Warrior XXI VTC, conducted on 2 June. Brian Altman discussed Designer's Edge training opportunities with the next class on Designer's Edge scheduled for 10-14 August in Salt Lake City. The next IMI class at Army Training Support Center was scheduled for 18 September 1998. This class provided the "basics" for development of Interactive Multimedia Instruction (IMI) using Toolbook and related software. Mr. Altman provided the address for a couple of websites that address multimedia instructional and technical support policy, standards, guidance, and technical assistance. For IMI technical support the web address provided was <http://155.217.33.168/specs.htm> and for the Navy Office of Technical Support, <http://www.ott.navy.mil>. Dr. Melton collected data from the schools on the number of developers at each installation that require training or have been trained on Toolbook and Designer's Edge. Planned IMI training conducted by each school was also discussed. Barbara Walton announced a Designer's Edge class to be conducted at Fort Gordon by Staff and Faculty, 23-25 June. She asked each department to provide one primary and one alternate person to attend. ATSC has agreed to provide a facilitator for that class.

As TATS conversion was nearing completion, 31U10 Course personnel sought to improve the present resident course. Radio Branch sent a representative, Mr. Driggers, to attend the Interactive Multimedia Instruction Development Workshop.<sup>18</sup> The purpose of the workshop was to introduce training developers to the automated tools used in developing multimedia instruction. By the end of the year, Mr. Driggers was in the initial stages of developing CBT.

Tactical Computer (TACCOM) Branch personnel updated the commercial-off-the-shelf (COTS) computer annex. The branch developed instructional materials for the Introduction to Windows 95, which is in the validation stage. During this quarter, staff members of the 31U10

---

<sup>17</sup> Memorandum, 3 Mar 98, SSGs Jimmy L. Kilgore and Travis M. Scott to Cmdr, 15<sup>th</sup> Sign Bde, subj: Trip Report for SSG Kilgore and SSG Scott on Training Received at Aberdeen Proving Grounds (Edgewood Area) for the Multipurpose Integrated Chemical Alarm (MICAD).

<sup>18</sup> Memorandum, 10 Nov 98, Bernice E. Driggers, Jr. to Cdr, 15<sup>th</sup> Sig Bde, subj: Trip Report of Bernice E. Driggers, Jr. to Ft Eustis, VA

Course, Ms Hall, Mr. Shively, and Mr. Squires attended the Corps Warfighter Exercise conducted by the 35th Signal Brigade of the XVIII Airborne Corps held at Fort Bragg, North Carolina.<sup>19</sup> Their observations and interactions with soldiers holding the 31U10 MOS were the impetus for initiating several refinements to the resident course. SGT Figueroa observed training held at Fort Bragg, NC. SFC Brown and Mr. Driggers attended training in Los Angeles, CA on the Global Broadcasting System.<sup>20</sup> SFC Wiley conducted training on 31U equipment to units deployed in Kuwait.

Mr. Carr, the division's Training Specialist, continued the development of CBT lessons to be utilized in the resident and reserve courses. Between August and December 1998, Mr. Carr reviewed/refined CBT lessons previously developed. Other training development personnel attended training on such subjects as FBCB2 and CO2 Program. Personnel in the Training Development Branch have undertaken the task of developing/reviewing the 31U Reclassification Course, which was spearheaded by Mr. Carr. Several members of the Training Development Branch assisted individual units stationed throughout the world with computer upgrades and training on equipment used by 31Us.

31U10 Course personnel attended numerous training demonstrations and conferences. In August, SSG Smart attended a Staff Users Course on the ABCs of Network Training. During the August to September time period, SFC Davis and SSGs Evans and Santiago assisted units at Fort McPherson, Atlanta, with computer upgrades. In December, Mr. Carr participated in the Army Reserve National Guard Audio Conference. The conference focused on distance learning technologies used by the Reserves and National Guard units.

In August, Mr. Carr attended the initial meeting of the IMI Standards Committee, which reviewed IMI products produced by Mr. Carr to ensure that they meet TRADOC, Army and Department of Defense standards. Issues discussed included copyrights, instructional design, validation and authoring system. Everyone concurred that the IMI products were instructionally sound, but that we need to insure that all the bases are covered as far as copyright and validation are concerned. It was determined that materials and authoring systems used for these products would be maintained in the TCS Division. It was also suggested that Mr. Carr maintain a folder with copyright notices for release of the materials used.

## **CIRCUIT CONTROL (CC) DIVISION**

During the first quarter, training development personnel diligently worked to complete and validate training material in support of the ITRO Program of Instruction.<sup>21</sup> The 31P10, Microwave Systems Operator-Maintainer Course started training under the ITRO POI on 1 October. Additionally, during February and March, course personnel conducted three iterations of the revised examination for Annex C07-LP1, Digital Signal Communications. Validation results indicate that the course met their learning objective. During February, March and April, course personnel conducted three iterations of the revised examination for Annex D03-LP1, Maintain Multiplexer Set AN/FCC-98. In June 1998, developers again conducted one, iteration of Annex

---

<sup>19</sup> Memorandum, 20 Nov 98, Jerry Shively, Debra Hall, and Paul Squires to Cmdr, 15<sup>th</sup> Sig Bde, TDY to Fort Bragg.

<sup>20</sup> Memorandum, 20 Nov 98, Bernice E. Driggers, Jr. to Cdr, 15<sup>th</sup> Sig Bde, subj: Trip Report of Bernice E. Driggers, Jr. to Los Angeles, CA

<sup>21</sup> Memorandum, 8 Oct 97, Susan Cheney to TRADOC (ATOM-P) et al., subj: Program of Instruction (POI) for 101-31P10-ITRO, Microwave Systems Operator-Maintainer ITRO (Version 5); Memorandum, 6 Nov 1997, Gayle A. Olszyk to RDOT, subj: POI for 101-31P10-ITRO, Microwave.

F02-LP1 Examination for Integrated Communications Training Systems (ICTS). Validation results indicated the course learning objectives were not met.<sup>22</sup>

In March 1998, the 31P10, Microwave Systems Operator-Maintainer Course gained a new Chief, Mr. Clasper Smith. Mr. Smith succeeded Mr. Russell Bury who retired in September 1997.<sup>23</sup>

Training developers eagerly worked with the contractor, ADG, to redesign the 31P10 Microwave Systems Operator-Maintainer Course to support the TATS. They participated in joint working groups with ADG to develop and finalize the 31P10 Course Learning Objective Matrices,<sup>24</sup> Course Examination Matrix<sup>25</sup>, and Final Report MOS31P10/30/40 Total Army Training System-Course Analysis & Redesign (TATS-CA&R).<sup>26</sup> Training for the new redesigned course will begin in the fourth quarter, FY99.

In May and June 1998, the division hosted in process reviews (IPRs) to review and make corrections to training support packages. Participants included personnel from the 31P10, Microwave Systems Operator-Maintainer Course, Regimental Noncommissioned Officer Academy, Regimental Directorate of Training, and ADG.<sup>27</sup>

Division personnel participated in joint working groups with ADG to develop and finalize the 31P10 TATS Program of Instruction and Course Management Plan.<sup>28</sup>

In April, SSG Ivery Torbert, Instructor/Writer, 31P10, Microwave Systems Operator-Maintainer Course traveled to Korea to participate in Reception Staging Onward Movement and Integration. The temporary duty lasted from 10 April through 2 May 1998.

In June 1998, SSG Parker Castle, 31P10 Course Instructor/Writer, traveled to Fort Bragg to conduct a needs assessment survey to identify training deficiencies and to determine if a requirement existed for resident training on the AN/TRC-170 (V) Tropospheric Scatter Radio. SSG Castle surveyed and interviewed MOS 31P personnel assigned to the 50th Signal Battalion, 514th Signal Company. The soldiers stated that they did not receive any training on the equipment during Advanced Individual Training or in the unit. As a result of the survey, SSG Castle recommended that the Signal Center add one week of AN/TRC-170 (V) training to the 31P10 Course. Tentatively, implementation date is scheduled for the fourth quarter of FY1999.<sup>29</sup>

Staff Sergeant Rodney J. Dufrin, Instructor/Writer, 31P10, Microwave Systems Operator-Maintainer Course, traveled to Korea to participate in the ULCHI FOCUS LENS for Field Exercise FY98, from 14 August through 13 September 1998.

In June 1998, SSG Sandra Stokes, Instructor/Writer, 31P10 Microwave Systems Operator-Maintainer Course took the initiative to develop a briefing presentation in support of classroom

---

<sup>22</sup> Validation Results from C07-LP1, 101-331P10-ITRO, administered 9 Feb 98 and 13 Mar 98; Validation Results from D03-LP1, 101-31P10-ITRO, administered 20 Feb, 11 Mar, and 30 Apr 1998; Validation Results from F02-LP1, 101-31P10-ITRO, administered 4 June 1998.

<sup>23</sup> Email, 17 Mar 98, Janice E. Mousseau, subj: Congratulations

<sup>24</sup> Final Report, MOS 31P10/30/40 Total Army Training System-Course Analyses & Redesign (TATS-CA&R), 4 Mar 1998.

<sup>25</sup> Course Examination Matrix for 31P10/30/40 TATS-CA&R, 11 Feb 98, prepared by ADG.

<sup>26</sup> Final Report, MOS 31P10/30/40 Total Army Training System - Course Analysis & Redesign (TATS-CA&R), 26 Mar 98, prepared by ADG.

<sup>27</sup> Memo, 21 May 98, SFC Billerman to Chief, CC Div, subj: TATS Update; Memo, 30 June 98, SFC Billerman to Chief, CC Div, subj: 31P TATS IPR.

<sup>28</sup> TATS Program of Instruction, 101-31P10 (supersedes 101-31P10 dated 19 Feb 97) undated; Course Management Plan, 101-31P10, undated.

<sup>29</sup> Memo, SSG Parker Castle for Div Chief, Circuit Control Division, 11 Jun 98, subj: AN/TRC-170(V)(TROPO) Survey for 50<sup>th</sup> Sig Bn, 514<sup>th</sup> Sig Co.

multimedia equipment. The purpose of the briefing was to illustrate current commercial products that met Classroom XXI objectives and to provide a cost analysis of the products. Staff Sergeant Stokes presented the briefing to Mr. Samuel Hagood, Director, RC/ACD; Mr. Clasper Smith, Chief, Circuit Control Division, RC/ACD; and Mr. Jack London, Chief, Nodal Switching Systems Division, RC/ACD. Mr. Hagood sent the briefing presentation slides to Brigadier General Jerry W. McElwee, Deputy Commanding General, United States Army Signal Center and Fort Gordon for study and review. As a result of the briefing, the 31P10 Course received six multimedia video systems in support of ITRO.<sup>30</sup>

During July through September, training developers worked diligently with the Institute for Job and Occupational Analysis (IJOA), a contractor for the Army Research Institute (ARI), to develop and finalize the Occupational Data, Analysis Requirements and Structure (ODARS) Survey for Military Occupational Specialty 31P, Microwave Systems Operator-Maintainer. The survey measured task performance and obtained NCO recommendations concerning initial training site, AIT, Basic Noncommissioned Officer's Course (BNCOC) and Advanced Noncommissioned Officer's Course training emphasis, and task learning difficulty.

The division hosted a meeting to review and validate the draft ODARS Survey. Personnel from the 31P10 level course, BNCOC, ANCOC, and the Office Chief of Signal (OCOS) at Fort Gordon and representatives from ARI attended the review meeting. Fort Gordon personnel recommended that ARI incorporate several changes into the ODARS survey.<sup>31</sup>

On October 6, 1998, ARI forwarded the final version of the survey to Fort Gordon for review and final comments.<sup>32</sup> Personnel from the 31P10 level course, BNCOC, and OCOS attended the meeting.<sup>33</sup> Participants at this meeting recommended last minute changes and approved the survey for distribution to field units.

As always, the division continued efforts to keep pace with the ever-changing world of communications and technology. In July 1998, course instructors installed the I-2000 Controller software upgrade for the Digital Patch Access System (DPAS). The software upgrade allowed implementation of the new training material approved in October 1997.<sup>34</sup> Additionally, the software upgrade gave students the ability to monitor and troubleshoot DPAS circuits with minimal instructor intervention. It brought the training closer in line with global communications.

From July through September, 31P10 instructor/writer personnel exhibited creativity, initiative, and excellence in training and soldiering. SSG Ivery Torbert, Jr. won the United States Army Signal Center and Fort Gordon Instructor of the Quarter for 4th Quarter FY98. Additionally, in September 1998, SSG Marcellus A. Wynn won distinguished graduate for USASC & FG Area NBC Defense School.<sup>35</sup>

A continuation of Circuit Control Division's fourth quarter events was consolidated with those of Switching Transmission and Microwave Systems (STMS) Division. Circuit Control Division and Nodal Switching Systems Division merged in the fourth quarter of the calendar year to form the new division, STMS.

---

<sup>30</sup> Briefing, "Force 21 Training, Visions of the Future," ca. June 1998.

<sup>31</sup> Attendee List, MOS 31P ODARS Survey Preview Meeting (Allen Hall), 21 Sep 1998.

<sup>32</sup> Box Contents List, prepared by Susan German, IJOA, n.d.

<sup>33</sup> Attendee List, MOS 31P ODARS Survey Final Review Meeting, 14 Oct 98.

<sup>34</sup> 101-31P10/G01-LP1, Digital Access Cross-Connect System II (DACS II), ca. Oct 97; 101-31P10/G01-LP2, I-2000 Controller Terminal, ca. Oct 97; 101-31P/G02-LP1, Perform Unit Level Maintenance on the Digital Patch and Access Set (DPAS), AN/FSC-112 (V)1.

<sup>35</sup> E-mail, James A. Mercer to SSG Usef Simmons, 17 Aug 98, "Instructor of the Quarter Winner; Distinguished Graduate Certificate awarded to SGT Marcellus A. Wynn, Class 09-98.

## SWITCHING TRANSMISSION AND MICROWAVE SYSTEMS (STMS) DIVISION

Prior to merging with CC Division, Nodal Switching Systems (NSS) Division was the proponent for analysis, design, development, and implementation of the 150-74G10, Telecommunications Computer Operator-Maintainer Course and 260-ASIZ2, Automatic Message Switching Center Operations AN/TYC-39(A) Course. The division also managed the contractor-taught (CT) courses 202-31R10 (CT), Multichannel Transmission Systems Operator-Maintainer, and 260-31F10 (CT), Network Switching Systems Operator-Maintainer. To carry out the training mission, the division had a team of personnel working in training development and three branches. The fourth quarter started with the Nodal Switching Systems (NSS) Division and the Circuit Control Division officially becoming one division titled, Switching Transmission and Microwave Systems (STMS) Division. This merger groups several MOS-producing courses (31P, 31R, 31F, 74G), as well as ASI-Z2, under one division.

The 202-31R10 (CT) and 260-31F10 (CT) Courses trained 1574 students and 1198 students, respectively. The 150-74G10 Course trained 94 students and the 260-ASIZ2 provided training for 46 students. The 101-31P10 Course trained 195 students during the calendar year.

The future integration of the SMART-T training into the division provided much activity for managers, developers and instructors in 1998. Actual training on this item of equipment is scheduled to begin in the 31F10 (CT) Course in October 1999. Mr. Jack London, Division Chief and Mr. Tom Thigpen, Point of Contact (POC) for the 31F10 (CT) Course, made several trips to Marlborough, Massachusetts during the year to support SMART-T development. They both traveled to Marlborough on 25-27 February to attend the SMART-T Training System Critical Implementation Review (CIR). Mr. London traveled to Fort Monmouth, New Jersey, on 17-19 June 1998, to attend the SMART-T Training System Test Meeting. He returned to Marlborough on 28-30 July to attend the Test Plan Review Conference and again on 19-21 October to attend the SMART-T Program Management Review.

Two staff instructors, SFC Pomerleau and SSG Bradford, participated in the photo shoot for the SMART-T CBT in Sudbury, Massachusetts, 31 August-7 October. Staff Sergeant Paradis and SSG Bradford were TDY to Boston from January-April 1998 to attend a SMART-T Logistics and Maintenance Demonstration provided by Raytheon. They both returned early from TDY due to test failure of the logistics demonstration, but returned again from 23 March-11 April.

Ms Sullivan and U.S. Air Force Staff Sergeant (SSgt) Earl attended the SMART-T instructor/key personnel (IKP) operator/maintainer training at Raytheon Corporation in Sudbury, MA. Ms Sullivan attended the CBT test questions review. Ms Sullivan and SSgt Earl developed the milestone and slug numbers for the SMART-T, as well as task titles and summaries and identified direct support maintenance tasks for development in the ASAT format. They reviewed the contractor's new equipment materials and provided recommended changes. They also evaluated the SMART-T training locations and researched the satellite communications and Milstar data to enhance the development of the SMART-T training material. Mr. Tom Thigpen reviewed the SMART-T storybook at the 20, 40, 60, 80 and 100 percent completion stages. Later in the year, Ms Sue Sullivan replaced Mr. Thigpen as the POC for SMART-T; Mr. Thigpen was promoted and reassigned.

The mission of the Computer Maintenance Branch (CMB) was to manage the training of the 74G10 Course. Its curriculum included the operation and maintenance of the Network Planning Terminal (NPT), COMSEC, the Automatic Central Message Switching System AN/TYC-39A, the

Communications System Control Element (CSCE), and systems training. In addition, CMB managed the training of the ASI Z2 that included the operation of the AN/TYC-39A switch.

At the onset of 1998, Computer Maintenance Branch personnel implemented the merging of ITRO courses into the existing 150-74G10 and 260-ASIZ2 training plans. The 150-F14 (OS) 2 and 260-F1 (OS) 2 Air Force courses ended and their student load was transferred into the revised Army training classes. Air Force personnel were integrated into the active instructor force to accommodate the additional student load.

CMB took the lead to logically plan and coordinate reallocation of floor space within Moran Hall necessitated by the advent of Secure Mobile Anti-Jam Reliable Tactical – Terminal. Branch personnel coordinated movement of two Air Force classrooms, a Johnson Control's Maintenance Shop, six offices and four storage rooms. This action not only freed a 1500-foot training classroom for SMART-T training but also proved to be the most cost effective and actually improved the workspaces of all involved activities. It vacated seven classroom areas and compressed training space to convert the seven rooms into offices now occupied by DRM and Directorate of Combat Developments (DCD). Branch personnel scheduled, coordinated, organized and moved all assets to new locations without lost training or lost material. The branch also coordinated with all outside agencies involved in the move (Directorate of Public Works, United States Army Information Systems Command (USAISC), Regimental Directorate of Training, etc.) and improved workspace flexibility by having a doorway installed to connect two rooms.

CMB personnel raised maintenance issues to the Directorate of Public Works and Communications-Electronics Command (CECOM) regarding the poor state of maintenance in the AN/UYK-100 classroom. The routine condition of the classroom throughout the year was that approximately four of the eight student training positions were partially inoperable due to unavailability of necessary repair parts. To correct the deficiency, branch personnel controlled and upgraded the priority of work orders as the situation warranted. This action expedited delivery of repair parts which Johnson Controls had on order for as long as two years. The branch engineered an exchange program with Tobyhanna Army Depot for direct exchange (DX) of affected systems that will commence in FY99. This DX program was not initiated earlier since it was predicated on the anticipated turn in of other AN/UYK-100 systems from field units as soon as the replacement laptop UYK-100 was fielded. CMB coordinated two maintenance trips for technicians from Tobyhanna Army Depot to service the AN/UYK-100 classroom and scheduled Annual Depot Level Maintenance of four AN/TYC-39A Message Switches with Tobyhanna without cost to the Signal Center.

Mr. Ronald Schumpf, Chief of CMB, initiated the Army Driver Improvement Program (ADIP) training for department civilians. He received training and coordinated with the Post Safety Office to implement the training for two classes during the year. After obtaining permission from Post Safety, Mr. Schumpf broadened the audience by including dependents of department personnel. He received many positive comments from veteran instructors following the classes.

CMB also selected four student graduates, E-5s, to remain on station as instructors to alleviate instructor shortages that the 74G10 course was incurring.

CMB successfully disposed of assets from two AN/TYQ-30/31 classrooms after the CSCE annex was removed from the 74G10 POI. Branch personnel actively sought out outside agencies that had an interest in obtaining the property rather than just processing it all to the Property Disposal Office. From these assets, excess furnishings and equipment were provided to other divisions within the department, the Childcare Center, the South Carolina National Guard, 93rd Signal Brigade and CECOM. A prime example of this was that four serviceable facsimile

machines were transferred to TCS Division so that unserviceable systems could be turned-in in their place. This saved TCS Division the \$87,888 expense of purchasing replacements.

The primary mission of the Electronic Switching Branch was to provide one week of systems training for automatic switches, Mobile Subscriber Equipment (MSE) and echelons above corps (EAC) to support MOSs 31F and 31R resident training programs. They provided subject matter experts for MSE assistance and technical support for the Air Force, Army, National Guard and reserve units.

In January, Systems Engineer James M. Kennedy conducted a physical inspection of the AN/TTC-39D switching shelter. This inspection was conducted in preparation for ESOP Retrofit Kit modifications scheduled for construction and installation in August. Branch personnel completed the retrofit set-up on two AN/TTC-39D switches on 10 through 14 August. GTE provided 40 hours of training on Enhanced Switching Operational Program (ESOP) with a network of two AN/TTC-39D switches and three AN/TTC-47 Node Center switches for 30 personnel throughout the division from 18 through 24 August. Again on 10-18 August, the branch provided support for modification and retrofit of the Line Termination Unit (LTU) CV-4180V2. On 20 August, GTE provided training for all senior personnel throughout the division on Network Management Training.

ESB provided support to the Lincom Corporation as they trained the Milstar Communications Planning Training Course during 6-17 July. ESB provided training to 18 students on the AN/VRC-90D SINCGARS from 15-16 July. Instructors performed set-up tests on the AN/TTC-39D switches in support of the ESOP retrofit scheduled from 4-14 August. Preparation for the ESOP upgrade continued throughout the month of July.

The completion of the T1/E1 Retrofit of the CV-4180 LTU enabled training to occur on 21-25 September. A Contingency Training Plan was developed and implemented in Electronic Switching Branch during the August timeframe. This plan was developed to support additional training for ESOP for 32 groups of 31F10 students. This group of students included two training developers, SSG Smith and SGT Patrick. This plan, to continue from September 1998 through March 1999, enabled ESB to exceed established goals with limited resources.

From 6 October-1 November, Electronic Switching Branch implemented a cross-training program for its 31F/31R staff instructors on Effective Networking Procedures to support the recent equipment upgrades. This excellent and very effective method of training our staff instructors provided an excellent opportunity for them to maximize their skills. In addition to shaping their skills, our staff instructors completed IKP training in order to train CECOM students and selected 31F staff instructors on Operations and Systems Planner Course. One civilian instructor attended four weeks of training in Taunton, Massachusetts, on variable and validation of the Operator Unit Level Maintainer Course.

The Electronic Switching Branch ended the year with the months of November and December being the best months for training and exceeding branch objectives. The branch was instrumental in the success of 63rd Signal Battalion's support mission in South America, by providing equipment support for the training of the Network Small Extension Node (AN/TTC-48) with the Central Office Automatic Telephone (AN/TTC-39D) to provide commercial facsimile services. Cross training classes were conducted for staff instructors on SINCGARS and Automated Net Control Device (ANCD) on 29-30 December.

The System Support Branch (SSB) provided live MSE support to the 31U10 Course and provided MSE subject matter expert assistance and technical support to Active Army, National Guard, and Reserve units in the introduction of new MSE and peripheral equipment in the

communications environment. SSB also supported the Officer Basic Course (OBC), Warrant Officer Basic Course (WOBC), the Computer Science School (CSS) and provided briefings overviews and required equipment training to foreign dignitaries as situations dictated.

SFC Williams, SSG's Lamons and Abdul-Haqq assisted the Regimental Officer Academy (ROA) in reinstalling one Small Extension Node (SEN) at Salzman Hall. Services provided were cable/J-box routing and installation and data base programming and verification. Few difficulties were experienced and all three were commended.

SFC Ferebee, SSB, went TDY to San Diego, 8-20 June, to attend Milstar Satellite training. She received an overview on the Milstar communications system and a detailed breakdown on how the satellite operates. She also attended the Automated Communications Management System (ACMS) Course. It explained how to build a constellation, deploy and manage satellite assets above the Corps level. Emphasis was placed on how the SMART-T and SCAMP interface with Milstar.

SSB personnel attended the Enhanced Switching Operational Program Unit Level Operator/Maintainer Course given at Fort Gordon in August. This training was conducted by GTE at Moran Hall's Quad Area. It was designed to instruct users on the software and hardware upgrades affecting the large electronic switching systems. The training was conducted via classroom instruction and through practical exercises allowing the student to operate the node center by making changes to the database, performing maintenance, troubleshooting and e-mail functions. SSG Lamons and SSG Paradis attended the LTU/T1/E1 class in September. This instruction was on the hardware upgrade affecting the Line Termination Unit utilized in large electronic switching systems. The students were allowed to install the LTU T1/E1 in each of the two operational modes. The training was well conducted and of benefit to the attendees.

SSB was also instrumental in the fielding of the Integrated System Control (ISYSCON). ISYSCON is being developed by GTE to replace the System Control Center currently in use with MSE. SSG King was highly involved in ISYSCON training. In January he attended the Integrated System Control class at Fort Hood and was later sent to critique the class and fielding of the equipment. He attended a two-week class with Fort Hood soldiers and subsequently accompanied them through the fielding of equipment. His primary purpose was to evaluate the classes given by GTE and then determine if they were effective enough for soldiers to learn the system and integrate it into their communication systems. He was also to evaluate the ISYSCON equipment during fielding to determine if it was ready to be integrated into the Army. This test was unsuccessful. He was deployed to Fort Hood in August to begin testing again. This time the test was successful with only a few suggestions being made to improve the system.

SFC McGriff, SSB, went to Fort Hood in July to attend the ISYSCON verification and validation for network planners and staff users. Sergeant First Class McGriff was the MOS 31W, ISYSCON maintainer representative at the test. He identified the need for various materials to be made available to adequately develop the training material required for ISYSCON instruction. He was subsequently awarded a certificate of achievement for his involvement.

In 1998, SSB went through several equipment upgrades and retrofits. All of the AN-GRC 226 radios in the line of sight (LOS) V-1 and V-3 were retrofitted. The retrofit was to correct high temperature deficiencies identified and implement corrective actions. At year's end, this was still a pending issue. All SSB Node Center Switches received the SUN Workstations On-line Operational Program (SWOLOP) upgrade version 1.6.0. The primary reason for the upgrade was to provide the workstation with a new mux driver due to a mux board manufacturer change. It also provided fixes for a Year 2000 problem in the e-mail header and contained an upgrade to the

Network/ISYSCON interface software. The upgrade was seamless and no loss to training was experienced. Also, all AN/TYC-19 Gateway Processors received the Border Gateway Protocol Upgrade and Network Management Center (NMC) enhancements. The T/20 Gateway and NMC were upgraded to support border Gateway Protocol Four (BG- 4), Point to Point Protocol (PPP), and the configuration of the static and default routes. These changes allowed for compatibility with the Defense Information System Network (DISN) and enhanced the ability of the tactical packet network (TPN) to support localized router-based host groups with independent network identification (IDs) and allow the downloading of global routing information to the independent routes.

All SSB Node Center Switches received the Circuit Switch On-Line Operational Program (CSOLOP) RD281942 and SWOLOP 1.9.0 upgrade. This upgrade provided the Year 2000 patches for the Solaris operating system, a printer enhancement, the automatic 64 kbps packet switch link assignment enhancement and corrections that resolved Engineering Action Report (EAR) for the ESOP workstation platform. The software also included a variety of security oriented software changes, which addressed eleven problems found during MSE security vulnerability testing.

Many changes were made to our three primary sites during the year. After careful evaluation of the situation, the 30-meter antenna located in the Moran Hall Quad was found to be a safety hazard to the students and instructors and was thus removed from the system. SFC Williams coordinated with the Regimental Officers Academy for a very important acquisition of a Radio Access Unit (RAU). The section will be able to provide enhanced coverage for Mobile Subscriber Radio Terminal (MSRT) users with 100 percent backup. The Node Center at TA-9 was dismantled from the vehicles. This enabled the section to provide uninterrupted communications to the site while ensuring the vehicles were not late for scheduled maintenance.

SSG Lee, SSB's Senior 31F, participated in numerous TDY trips throughout the year. He assisted GTE with the tedious process of validating technical manuals being developed for Switching Multiplexer Units, Asynchronous Transfer Mode and the Army's new Prescribed Load List (PLL) shelter; this was performed in Taunton. Both SSG Lee and Mrs. Donna Woodard attended Division Slice training validation at Taunton from 4-31 October. Staff Sergeant Lee then went to the Laguan Indian Reservation in Albuquerque, New Mexico, to help red line the technical manuals for the Army's new PLL shelter.

In December, SSG Paradis assisted in the training of 25 Chaplains and Chaplain Assistants on the use of the AN/CYZ-10 and on the proper installation and use of the Single Channel Ground and Airborne Radio Systems (AN-VRC 90D). Staff Sergeant Paradis assisted SSG Foster with the AN/CYZ-10 instruction given to resident GTE instructors. The class covered programming and operation and included loading techniques with the Single Channel Ground and Airborne Radio System (SINCGARS) Radio. The students appreciated the instruction and commented on its usefulness.

All upgrades and maintenance was performed with virtually no break in communications support to the Signal Support Systems Specialist Course (MOS 31U). SSB has provided a 99 percent effective operational readiness rate throughout the year.

In Training Development Branch, MOS's 31F, 31R and 74G all finalized new Individual Training Plans. There were minor changes made to them during the individual IPRs and they were forwarded for staffing.

TD Branch began the process of inserting lesson material into the ASAT database. The TD Branch as a whole ensured that the 31R and 31F materials were properly input. This was a process

that took several months of this quarter and the next due to the fact that personnel had to complete end-user training.

Throughout calendar year (CY) 1998, TD Branch personnel worked on many projects that continued on into the next calendar year. The 31F training development team conducted evaluations of the contracted training materials and instructors on a continual basis. On numerous occasions, changes were as simple as pen and ink changes to the lessons and/or training presentations. The great assistance of the shift supervisors and curriculum coordination supervisor indeed enhanced the training programs. The 31F TD team validated and verified the resident ESOP training materials which included the POI, lesson plans, practical exercises, tests, handouts, slides and student guides. The team continued to update the 31F TATS training materials. The entire TD team saved the government over \$400,000 in the development of the 31F/31R TATS training materials. The team converted TATS training material into the ASAT format minus the slides, which are still being analyzed for conversion. The TD team performed the exception test of the Communications Network Simulator 1 (CNS1) Plus in the 31F resident course. The 31F TD team performed network switching systems operations SINCGARS evaluations. After thorough analysis of the requests for waivers from the Reserve and National Guard, the 31F team approved over 20 training waivers and disapproved ten others. The 31F training team also reviewed the SMART-T technical manuals.

The 31R team continued to update the 31R TATS training materials. The entire TD team saved the government over \$400,000 in the development of the 31R/31F TATS training materials. The team converted TATS training material into the ASAT format minus the slides, which are still being analyzed for conversion. After thorough analysis of the requests for waivers from the Reserve and National Guard, the 31R team approved four training waivers and disapproved one. The team also completed five Army Correspondence Course Programs (ACCPs) for CY98.

During April and May, SFC Porter, 31F TD NCOIC, attended the Master Communicators Course at Fort Hood.<sup>36</sup> Analysis was done on the High Speed Multiplexer (HSMUX), Cisco routers and Asynchronous Transfer Mode (ATM) for future input in the 31F resident and TATS courses. He continued onward in Texas to perform a survey/analysis of the 31F soldiers assigned to the Air Defense Artillery (ADA) units at Fort Bliss, Texas.<sup>37</sup> It was noted that there was a great training deficit for the 31F soldiers assigned to the ADA units.

After thorough analysis, SFC Porter, 31F TD Branch NCOIC, recommended the removal of the System Control Center (SCC) training from the 10 level resident course and that it be added to BNCOC and ANCOG. The rationale for the 30 and 40 level soldiers receiving the course was that only SSG and above are assigned to the SSC and Integrated System Control equipment as operator/maintainer. Soldiers trained at the 10 level course will not work the equipment for four to eight years. Numerous meetings between RC/ACD, RDOT, OCOS, Regimental Noncommissioned Officer's Academy (RNCOA) and the Command Group were conducted between January and June. SCC will be removed from the 10 level course and made a functional course in the coming year.

---

<sup>36</sup> Memo, 15 May 1998, SFC John M. Porter to Cmdr, 15<sup>th</sup> Regimental Sig Bde, subj: Trip Report of SFC John M. Porter 10 124<sup>th</sup> Signal Battalion, Master Communication Course, Fort Hood, TX.

<sup>37</sup> Memo, 26 May 98, SFC John M. Porter to Dir, ACD et al., subj: Trip Report of SFC John M. Porter to Air Defense Artillery, Fort Bliss, TX.

Sergeant First Class Francois-Coleman attended FY98 Joint Readiness Training Center (JRTC) Rotation Program at Fort Polk, Louisiana.<sup>38</sup> She attended the 98-05 rotation for the purpose of evaluating the MOS 31F and 31R soldiers on their ability to perform critical tasks taught at the Signal School in a tactical environment.

In June, Mr. Vardell Hunt traveled to Fort Bragg to survey 31R10 soldiers and identify any training problems that the Signal School could provide assistance with. Those interviewed indicated a need for TROPO training and technical manuals and a lack of experienced 31P10 maintainers.<sup>39</sup>

SFC Gaither attended the TROPO Course AN/TRC-170 from 18 August–25 September 1998 at Fort Gordon. The course covered the installation and operation of all equipment. The experience gained by SFC Gaither will be invaluable in writing the course material for Army-wide training in the 31R MOS.

In November, Ms. Harpe, Mr. McMillan, Mr. Peters and Mr. Griffin went to Fort Bragg on a fact-finding mission to identify training deficiencies, and to explore the possibilities of improving the training posture of the Signal School and the unit for MOS's 31R, 31F, 31P, and 74G. Additionally, they observed soldiers performing tasks in a field environment, as part of a Corps warfighter exercise.<sup>40</sup>

To round out the year in TD, SFC Francois-Coleman and SFC Morales conducted a job survey of a group of Fort Bragg soldiers.<sup>41</sup> Data was collected from soldiers in the MOS 31R/31F to assist the Training Development Branch in providing feedback to increase training in those MOS's in the resident school. This survey was administered to 31R10 and 31F10, 20, 30 and 40 level soldiers. The 20 level and below completed a written survey to determine if the training provided to them at the Signal School prepared them to perform their jobs in a tactical environment. The 30 level and above were allowed to ask training development personnel questions pertaining to any training their current and future soldiers may receive at the resident course here at Fort Gordon.

Throughout the year, division personnel attended various training classes at Fort Gordon to improve the operational status of the division. Sergeant First Class Ferebee attended the Leadership Education and Development (LEAD) Course, which is one week in duration and found it to be both informative and applicable to the work efforts of the leaders in the section. Ms. Sullivan and Ms. Harpe were trained as facilitators for the CO2 Program. Following training, they immediately conducted sensing sessions within STMS Division. Staff Sergeant King also attended the CO2 Facilitator's Training in May. This training is designed to instruct personnel in the art of monitoring and guiding personnel through group sensing sessions. It has proved invaluable in allowing personnel to express their feelings and thoughts on work related issues. Staff Sergeant King conducted the first CO2 training, which consisted of a survey to gauge the attitude or morale within the Division and to recognize issues that need to be discussed in future meetings.

---

<sup>38</sup> Memo, 18 Mar 98, SFC Francois-Coleman to Cdr, 15<sup>th</sup> Regimental Signal Brigade, subj: Trip Report of Veronica Francois-Coleman to Joint Readiness Training Center (JRTC), Fort Polk, LA.

<sup>39</sup> Memo, 10 Jun 98, Mr. Vardell Hunt, subj: Survey of MOS 31R10 Multichannel Transmission Systems Operator-Maintainer at 514<sup>th</sup> Signal Co., 50<sup>th</sup> Signal Brigade, Fort Bragg, NC.

<sup>40</sup> Memo, ca. Nov 98, Ms Deborah Harpe, Mr. Charles McMillan, and Mr. Wayne Peters to Dir, RC/ACD, subj: Trip Report; Memo, 25 Nov 98, Mr. William E. Griffin to Cmdr, 15<sup>th</sup> Reg Sig Bde, subj: Trip Report of William E. Griffin to Fort Bragg.

<sup>41</sup> Memo, ca. Dec 98, SFC Veronica Francois to Dir, RC/ACD, subj: AAR Survey for Fort Bragg Soldiers.

## **Summary**

In 1998, the evolution of technology was forefront in driving major changes in the form of equipment hardware and software upgrades, both on the training and administrative fronts. Automated systems continue to improve and evolve into usable tools for developing training material for the future and the realization of Task Force XXI. As funds continue to decrease, this department will strive to find innovative ways of preparing our classrooms and training our soldiers to meet the challenges that lie ahead.

## **REGIMENTAL COMMUNICATIONS/TRANSMISSION SYSTEMS DEPARTMENT**

### **From the Director's Perspective**

The year 1998 witnessed Regimental Communications/Transmission Systems Department's ability, imagination, and tenacity to meet its major goals despite the ever-present specter of downsizing. Douglas A. Wilson, Director of RC/TSD, proudly cited the department's goals and subsequent successes. Mr. Wilson reflected:

Our main goal was to train the student load TRADOC gave us to standard and we met that goal. We also wanted to maximize the use of multimedia, distance learning and the support of the Total Army Training System (TATS), and we accomplished those goals. Strategies used to meet those goals were training instructors and training developers in automation and multimedia as best we could—maximizing use of our personnel. We brought on-line new equipment to make our equipment more efficient—more real-world. We trained around the clock where needed and adjusted our summer training to give students relief from extreme heat and maximize the use of daylight hours. Lastly, we maximized the use of our credit returns to further training support and follow our five-year automation plan.<sup>42</sup>

When asked in what areas were the goals achieved Mr. Wilson stated:

We accomplished our goals. Approximately \$250,000 of equipment was credited as turn-ins. With this, we made needed structural improvements and bought automated equipment. We got the Generic Principles Training Suite (GPTS) on line and planned for major hardware, software, and Y2K upgrades in the GPTS. We put this plan into effect to be fulfilled in calendar year 1999.<sup>43</sup>

### **Mission**

The Regimental Communications/Transmission Systems Department conducted resident training for students attending the Radio Operator-Maintainer (31C10) Course, the Cable Systems Installer-Maintainer (31L10) Course, and the Satellite Communications Systems Operator-Maintainer (31S10) Course, along with twenty-five other related functional and

---

<sup>42</sup> RC/TSD ACH Input for 1998.

<sup>43</sup> Ibid.

Additional Skill Identifier courses. The department's overall mission was to plan, design, develop, and approve individual training programs to meet Army-wide and multi-service training requirements for both active and Reserve Components. To support this mission, RC/TSD developed, verified, and validated training support materials, soldier training products, and doctrinal literature.

The department developed, revised and approved the initial resourcing of the Training Requirements Analysis System documentation. RC/TSD provided support for the introduction of new equipment, course hardware, and mobile training teams. In addition, the department personnel performed internal control, logistical management and unit level management of equipment and trainers.

### **Resource Statement**

According to Ms. Mary Jane Huffman, Directorate of Resource Management, RC/TSD, expended a total of \$3,333,000 for its FY 1998 programs. This included pay, contracts, supply and equipment.

As of 31 December 1998, RC/TSD's workforce consisted of 49 civilians and 164 military. The 0399 Table of Distribution and Allowances for the department reflected 213 personnel assigned and 336 personnel required.

### **Accomplishments**

The RC/TSD orchestrated several significant accomplishments in 1998. One of the first, in January, was training the first class of the 102-F117, MAFTRS<sup>44</sup> Organizational Maintenance An/FRC-184-L. Another was the implementation of training on the Generic Principles Training Suite and addressing the problems with its hardware and software throughout the year.

A third accomplishment was the relocation of the Radio Operator-Maintainer (31C10) Course from Saltzman Hall to Vincent Hall, the headquarters of RC/TSD. The move was facilitated by a concerted group effort of department personnel. The move of 31C Division from Saltzman Hall consolidated the department at Vincent Hall.

Another milestone for RC/TSD was the development of the CBT, Enhanced Position Location Reporting System Radio Set, training package in May 1998. In June 1998, the EPLRS CBT training package was fielded to Fort Stewart, Georgia, and to Fort Hood. Copies were sent to the United States Marine Corps at Twenty-nine Palms, California. RC/TSD received positive feedback from these units on how well CBT trains the soldiers on the radio set tasks.

The Department experienced the retirement of three division chiefs and their subsequent replacements. On 31 March 1998, Mr. Arnold Threatt, Chief of Single Channel Radio Division, retired. Later, the Single Channel Radio Division was combined with the Cable Installer-Maintainer Division and became known as the Cable and Radio Division. On 31 July 1998 Mr. Albert McTier, Chief of the Cable and Radio Division, retired and, on 28 August 1998, Mr. Ronald Klementowski, Chief of the SATCOM Division, retired.

On 27 September 1998, Mrs. Charlotte Clark and Mr. Edwin Sanchez were promoted as Chiefs of the Cable and Radio Division and Chief of the SATCOM Division, respectively.

---

<sup>44</sup> MAFTRS: Military Strategic and Tactical relay Satellite (MILSTAR) Air Force Terminal Remoting System.

## New Equipment

Installing, testing, and Instructor and Key Personnel Training on new equipment were ongoing processes throughout the year. The Satellite Communications Systems Operator-Maintainer (31S10) Course and the Radio Operator-Maintainer (31C10) Course were at the forefront of this process.

On 2 February 1998 the Generic Principles Trainer Suite in the 31S10 Course was in full operation. The GPTS, which replaced the obsolete 8H9 analog trainer, was a digital computerized trainer providing students with a solid foundation of Satellite Communication (SATCOM) fundamentals. It provided the students with prerequisite training before they proceeded to communications base-band and earth terminal systems training. It also provided training on DISA concepts of operations, general operation, maintenance, and troubleshooting skills of multiplexers, modems, earth terminal equipment and Test, Measurement and Diagnostic Equipment.

Training was done on computers using interactive courseware. All students experienced fidelity touch screen computer based training on personal computer workstations and interactive simulation using 3D trainers and full system simulators. As of 31 December 1998, the system was operational with current upgrades in progress.

Another notable landmark of 1998 was the completion of 31S New Equipment Training on the Switch Multiplexer Unit (SMU-96). The SMU-96 was received in October 1998 to leave the 31S Course with one complete Standard Tactical Entry Point system. New equipment training on the SMU-96 was three weeks for E5-E7 personnel with SATCOM communications background. Course personnel indicated after their training that a minimum of 80 additional hours would be required to produce a minimally qualified student.<sup>45</sup>

In March, the SATCOM Division implemented training on MILSTAR. MILSTAR, was a new satellite constellation that provided EHF low data rate and medium data rate at 2.4 kilobits per second, using the Single Channel Anti-Jam Manportable Terminal, AN/TSC-11, and 1.5444 megabits per second multichannel communications using the SMART-T for range extensions for echelons corps and below.

Crosslinks between the MILSTAR satellites will permit worldwide communications without the use of a ground station, which will be helpful in a jamming scenario. The MILSTAR will be an integral part of the satellite transport resources of the future Warfighter Information Network.

MILSTAR became part of the 201-F10 (Other Services) (OS) MILSTAR Command Post Terminal Operator (USAF) Course, a 31S functional course. This Inter-service Training Review Organization collocated course trains active Air Force and other Department of Defense (DOD) enlisted personnel to operate the AN/ARC-208 (V)2 MILSTAR Airborne Command Post Terminal and associated equipment. Training on MILSTAR in the 201-F10 (OS) Course began second quarter of 1998.

In October 1998, the SATCOM Division received the MCL (Model Number) 21044, High Voltage Resistive Load Test Fixture. This device is a simulator used to set up, test, troubleshoot and burn in the high voltage power supply of a High Powered Amplifier (HPA) system. The MCL 21044 has a significant advantage over conventional laboratory high voltage loads in that it is a small, lightweight unit with self-contained forced-air cooling and is fully enclosed for safety.

---

<sup>45</sup> Memorandum, 30 Oct 1998, Suzanne M. Danna to Cmdr, USASC&FG (ATZH-TB-TSD) et al., subj: "Acceptance Test (AT) results for the Switch Multiplexer Unit (SMU) at Fort Gordon, GA."

The year saw the completion of the Enhanced Position Location Reporting System CBT Program in the Radio Operator-Maintainer (31C10) Course. The CBT replaces that portion of the paper based Training Support Package that encompassed the Enhanced User Readout Simulator (EUROS). The EUROS was fielded to Training Support Centers where the EPLRS Radio Sets were fielded, without repair parts to sustain them. The CBT will replace the fielded EUROS.

The 31C10 Course readied itself for the proposed Joint Tactical Radio System which will be introduced into the MOS 31C10 Course in April of 2002. The JTRS will provide military commanders with the ability to command, control and communicate with their forces via voice, video, and data media forms. The software will be reprogrammable, networkable, and provide simultaneous voice, data, and video communications. The JTRS will operate in existing shelters, vehicles, ships, submarines, aircraft, and buildings, in the field with applicable service requirements. Finally, the proposed JTRS will be capable of being operated and monitored while unattended, and remotely controlled.

RC/TSD also concentrated on the WIN training strategy. The Warfighter Information Network is the Army's proposed operational concept for integrating foxhole to sustaining base communications and information services that support Force XXI requirements well into the 21<sup>st</sup> century. During 1998, the department worked on the integration system of the following SATCOM systems which affects the WIN strategy: Standard Tactical Entry Point AN/TSC-156(V3)(V4) Satellite Communications System (STAR-T), Global Broadcasting System, Systems Planning Computers, Universal Modem, and Multiplexer Integration and Digital Communications Satellite Subsystem.<sup>46</sup>

## **Training**

Training continued throughout 1998. Department instructors trained approximately 2,000 students in its three resident MOS courses and twenty-five functional and Additional Skill Identifier Courses.<sup>47</sup>

In addition to resident training, the department provided training support for Reserve units in 1998. The following units trained periodically throughout the year in the 31C10 and 31L10 Courses: 3/100th Infantry Division, the 4/84th United States Army Reserve (USAR) Unit, and the 3/108th Reserve unit.

RC/TSD provided training facilities and equipment for the Student Officer Basic Course. Approximately 250 student officers trained in field construction cable techniques in the Cable Systems Installer-Maintainer (31L10) Course throughout 1998.

Training support, course hardware modifications and new equipment training kept department personnel active throughout 1998.

The first training of the new year was Ms. Donna Miller's 6 January 1998 TDY assignment to Fort Monmouth, New Jersey, as a subject matter expert for the Enhanced Position Location Reporting System computer based training development. Ms. Miller, an instructor/writer in the Cable and Radio Division, reviewed material for the CBT. This was one of several trips she made throughout the year on the EPLRS CBT program.

---

<sup>46</sup> STAR-T: Super High Frequency (SHF) Tri-band Advanced Range Extension Terminal; MIDAS: Multiplexer Integration and Digital Communications Sub-system (DCSS) Automation System.

<sup>47</sup> SPC Sharon McBride, "Satellite Training Critical for Future," *The Signal*, 18 Oct 1998, p.1

On 27 January 1998, Mr. Douglas Wilson, Director of RC/TSD, was on permissive TDY for eighteen days to Fort Lesly J. McNair, Washington D. C., where he served as a Seminar Leader/Exercise Controller for the Reserve Components' National Security Course (RCNSC).

On 12 February 1998, Mr. Thomas H. Vanderhoof, Jr., a training specialist in the Cable/Radio Division, attended the Interactive Multimedia Instructional Workshop at Newport News, Virginia. On 17 February 1998, Ms. Donna N. Miller of the Cable and Radio Division attended the Training Development Middle Managers Course in Hampton, Virginia. The purpose of the CP32 training was to train individuals who are responsible for development of training products.

On 9 March 1998, Mr. Robert Finnegan, a branch chief in the SATCOM Division was TDY to Fort Monmouth, where he attended the Program Management Review of the Defense Satellite Communication System Operations Center Systems Support Services (DOCS3) as Fort Gordon's Contracting Officer Representative. The PMR provided him of changes or special concerns impacting the DOCS3 contract at Fort Gordon.

On 17 March 1998, SSG Norman L. Wash and SSG Ronald E. Dollar, instructors/writers in the Radio and Cable Division, were TDY to Eatontown, New Jersey, to support the development of the Net Control Station (V4) EPLRS Operator/Maintainer Program of Instruction (POI) and outline of course software.

On 25 March 1998, Donna Miller went TDY to Eatontown, where she reviewed technical material for Computer Based Training and the program itself. On 30 March 1998, Thomas Vanderhoof attended the Distance Learning Conference and Designers Edge Course in Hampton, Virginia. These courses enhanced Mr. Vanderhoof's training as a multimedia specialist. He develops computer-based training for the 31C and 31L courses.

On 13 April 1998, SFC Willis O. Lewis, an instructor/writer in the Cable and Radio Division was TDY to the Fiscal Year 98 Final CTC Review Program Schedule in Fort Polk, Louisiana. SFC Lewis observed communication equipment and the use of 31C/31L MOS personnel during a scheduled Joint Readiness Training Center Rotation from 13-22 April 1998.

On 15 April 1998, SFC Dennis E. Wilson, a senior instructor in the Satellite Communications Division was TDY to Orlando, Florida, where he participated in the Multiplexer Integration and DCSS Automation System (MIDAS) software review. SSG Wilson reviewed software and provided necessary input and identified possible software problems with MIDAS prior to installation.

On 19 April 1998, Ms. Mae Ann B. Perez, Chief of the Operations Branch, Training Support Division, was TDY to Army Management Staff College (AMSC), Fort Belvoir, Virginia, where she attended the Personnel Management for Executives II-98 course from 22 September-16 December 1998.

On 23 April 1998, Ms. Maureen I. Peters, Thomas Vanderhoof, Mr. Johnny Neal, and Mr. John R. Plocinski, SATCOM Division, went to Atlanta, where they attended a seminar on "Online Learning: Creating, Delivering and Managing Training Over the Internet." The seminar taught first-hand how to create and manage courses for the internet, Local Area Network (LAN), and Compact Disk-Read Only Memory (CD-ROM).

On 3 May 1998, Mr. Plocinski was TDY for seven days to Newport News, Virginia, where he attended the Interactive Multimedia Instructor Development Workshop. On 4 May 1998, Donna Miller, was TDY to Eatontown, where she reviewed and validated Computer Based Training on EPLRS.

On 26 May 1998, SSG Edgar Slaughter, Jr., an instructor/training developer in the Cable and Radio Division, was TDY for eight days to Aberdeen Proving Ground, Maryland, where he participated in Heavy Assault Bridge Live Fire, Test and Evaluation. On 25 June 1998, 26 July 1998, 25 August 1998, and 14 September 1998, SSG Slaughter participated in this exercise again.

On 6 July 1998, Ms. Shirley L. Markle, an instructional systems specialist in Regimental Communications/Transmission Systems Department, attended a twelve-day training seminar on Organizational Leadership for Executives in Kansas City, Missouri. The purpose of this seminar was for career enhancement.

On 20 July 1998 SFC Dale A. Sleeper, subject matter expert in the SATCOM Division, was TDY four days to Fort Monmouth where he attended a meeting on the Universal Modem. SFC Sleeper's purpose was to ensure that the Signal School received enough trainers to train the Universal Modem properly. On 21 July 1998, Ms. Mae Ann B. Perez, Regimental Communications/Transmission Systems Department, took a permissive TDY for five days to Washington, D. C., where she attended the Federally Employed Women (FEW) national training program. This training was to enable her to enhance supervisory skills to effectively manage a workload with fewer employees.

From 15-30 August 1998, SSG Blair U. Snyder and Electronic Technician First Class (Navy) ET1 David N. Marshall, instructors/writers in the SATCOM Division, attended Individual Key Personnel Training on the DCSS Switch Multiplexer Unit (SMU-96) in Fort Monmouth.

From 13-18 September 1998, Ms. Maureen Peters, Cable and Radio Division, attended an Interactive Multimedia Instruction Development workshop in Fort Eustis, Virginia. From 21 September 1998-18 December 1998, Ms. Mae Ann Perez attended the Army Management Staff College Class 98-3 in Fort Belvoir. She also attended Sustaining Base Leadership and Management Course at AMSC, Fort Belvoir.

From 21-25 September 1998, SGT Rebecca K. White, an instructor/writer in the Cable and Radio Division, was TDY to Eatontown, New Jersey, where she reviewed and validated Computer Based Training to support the Enhanced Position Location Reporting System, AN/TSQ-158V4 Development Program. Sergeant White discussed source documentation, outline content, equipment requirements and assisted with data collection for the Virtual Reality Program to be used in the field.

Mr. Robert Finnegan, SATCOM Division, attended the DSCS Logistics Management Panel meeting in Reston, Virginia, from 28 September-1 October 1998. The purpose of the panel meeting was to gather information and provide input concerning issues impacting our training courses and logistic support.

On 29 September 1998, SGT Rebecca White attended a meeting in Fort Wayne, Indiana, to provide subject matter expert support for the designing of the new EPLRS User Readout (URO).

On 22 October 1998, six personnel from RC/TSD attended the Office 2000 Team Web Tour Seminar in Atlanta, Georgia. The attendees were PFC Andrea Ponserella, SFC Milton Jefferies, SSG Edgar Slaughter, Mr. John C. Williams, Mr. Johnny D. Neal, Mr. John R. Plocinski, and Mr. Marvin Brumberg. The RC/TSD personnel viewed a demonstration of the Microsoft Office 2000 software.

From 16-18 November 1998, Mrs. Charlotte C. Clark, Cable and Radio Division Chief, and Mr. Tom Vanderhoof, were TDY to Fort Bragg, North Carolina, with personnel from the Regimental Communications/Area Communications System. The purpose of the trip was to visit the Warfighter Exercise and interface with soldiers in a field environment for analysis.

On 17 November 1998, SFC Roderick L. Mack, an instructor/writer in SATCOM Division, attended an Objective Department of Defense Satellite Communication Systems Operations Center (ODOC) hardware meeting in Colorado Springs, Colorado. SFC Mack's input was essential since ODOC will significantly change the hardware architecture in the DSCS arena.

In December 1998, Donna Miller was TDY to Fort Wayne to attend a meeting on the development of the User Readout for the EPLRS Radio Set. Ms. Miller provided guidance on the development of the User Readout for the EPLRS Radio Set.

## **Training Development**

The Transmission Systems Department's training development encompassed approximately fifty man-years of work in 1998. The department developed a prodigious number of documents to include Course Administrative Data, POIs, Training Support Packages, ITPs, lesson plans, Joint Optical Information Network (JOIN) Films, and Soldier Training Products.

On 13 February 1998, RC/TSD personnel submitted a POI for staffing on the 150-F27, EPLRS Net Control Station Repair Course. This five-week POI was submitted to implement the EPLRS AN/TSQ-158 (version 2/3) downsize maintenance training. The training start date of the new course was 6 July 1998.

The POI for 4C-F19/102-ASI1C (2), Satellite Systems/Network Coordinator was endorsed by TRADOC on 26 March 1998. The sixteen-week course was for FY 98 and out. The instructor contact hours were reduced from 2612 to 2607.

RC/TSD completed the 31L Total Army Training System POI and related training material in April 1998. The 31L10 TATS POI was validated, finalized, digitized and approved by the Department Director, RC/TSD, on 29 April 1998. The POI Course Management Plan and associated training material was forwarded to the Regimental Directorate of Training for distribution to ATSC on 1 May 1998. The material, excluding the tests, was made available on the Internet 2 July 1998. The National Guard Bureau and Reserve Command concurred with the TATS POI for 621-31L10(F) (Phases 1 and 2), TATS Cable System Installer-Maintainer Course on 11 August 1998.<sup>48</sup>

On 29 April 1998, the RC/TSD submitted the following 31S CADs for staffing and Interservice Training Review Organization coordination: 102-31S10, SATCOM Systems Operator-Maintainer; 102-F39, Strategic Super High Frequency SATCOM Systems Operator-Maintenance; and 102-F107 Universal Modem System OM-83.

The purpose of the 31S10 CAD was to implement new equipment training on the SHF Tri-Band Advanced Range Extension Terminal AN/TSC-156 (V) Tactical Satellite Communications system and the spread spectrum Universal Modem System OM-83. Four weeks were eliminated on old equipment training on the ITRO consolidated AN/TSC-85 (V) and AN/TSC-93 (V) Tactical Satellite Communications systems. The 31S10 revised CAD is for fiscal year 2001, and out.<sup>49</sup>

The CAD submission for the 102-F39 course eliminated five weeks of old equipment training on the AN/USC-28 (V) and the AN/GSC-63 network control system. It implemented two

---

<sup>48</sup> Memorandum, 30 Apr 1998, Douglas A. Wilson to Ms. [Susan] Mesner, RDOT, subj: "Total Army Training System (TATS) Training Package for Cable Systems Installer-Maintainer, MOS 31L10; Memorandum, 30 Apr 1998, Wilson to SCF [Michelle] Gibbs, RDOT, subj: Comments from Review of Program of Instruction (POI) for 621-31L10, TATS for Cable Systems Installer-Maintainer.

<sup>49</sup> Memorandum, 29 Apr 1998, Wilson to SFC Gibbs, subj: Course Administration Data (CAD) for 1022-31S10, Version 010, SATCOM Systems Operator-Maintainer.

weeks of Operational Risk Management training as directed by the Chief of Naval Education and Training and Navy Unique Maintenance Material and Management Training.<sup>50</sup>

The F107 CAD decreased the maximum/optimum/minimum class size to 4/4/1, increased the class frequency to one class each six weeks, increased the estimated instructor contact hours to 333 and increased the weekly academic hours to forty hours.<sup>51</sup> All of the above revised CADs were submitted to meet a training start date for Fiscal Year 2001, and out.

On 6 May 1998, RC/TSD submitted the following POIs for initial staffing: 102-31S10, Version 901, SATCOM Systems Operator-Maintainer; 102-F39, Version 901, Strategic SHF SATCOM Systems Maintenance; 102-F40, Version 901, Digital Communications Satellite Subsystems; and 102-F43 (OS), Version 901, SATCOM Operator, Navy. The purpose of these POIs was to eliminate training on old equipment and implement new equipment training on the Multiplexer Integration and DCSS Automation System (MIDAS). The training start date for the revised courses was scheduled for January 1999.<sup>52</sup>

On 6 May 1998, a POI for 102-F60, Version 901, Satellite Communications Set AN/USC-28 (V) was forwarded for initial staffing. This POI was submitted to make administrative adjustment to training time in lesson plans, which resulted in decreasing instructor contact hours from 720 to 674. These changes were made based on the validation of Annexes F & G in the 102-31S10 POI which is the exact same as the 102-F60 course.<sup>53</sup>

On 12 May 1998, a CAD for 4C-F19/102-ASI1C, Satellite Systems/Network Coordinator, Version 010, was submitted for initial staffing. This CAD superseded the 19-week, 4-day CAD endorsed by TRADOC 22 October 1997 and eliminated training on the Replacement Satellite Configuration Control Element (RSCCE). The revised CAD added two weeks of training to the current 16-week course in order to train the Control Communications Systems, System Planning Computers, and AN/GSQ-256 and the Modem Group, Satellite Communications Universal Modem (UM) System. The training for this new course will begin fiscal year 2002 due to the changes of fielding dates of new equipment.<sup>54</sup>

On 24 June 1998 TRADOC electronically endorsed the POI for 201-31C10(F) and 113-31C10, TATS Radio Operator-Maintainer. The 201-31C10(F) course was a nine-week, four-day course slated for FY 99 and out. The 113-31C10 (F) Phase 1, TATS Radio Operator-Maintainer Course was a three-week, four-day course for FY 99, and out.<sup>55</sup>

---

<sup>50</sup> Memorandum, 29 Apr 1998, Wilson to SFC Gibbs, subj: CAD for 102-F39, Version 010, Strategic SHF SATCOM Systems Maintenance.

<sup>51</sup> Memorandum, 29 Apr 1998, Wilson to Gibbs, subj: CAD for 102-F107, Version 010, Universal Modem System OM0-83

<sup>52</sup> Memorandum, 6 May 1998, Wilson to Gibbs, subj: POI for 102-31S10, Version 901, SATCOM Systems Operator-Maintainer; Memorandum, 6 May 1998, Wilson to Gibbs, subj: POI for 102-F39, Version 901, Strategic SHF SATCOM System Maintenance; Memorandum, 6 May 1998, Wilson to Gibbs, subj: POI for 102-F40, Version 901, Digital Communications Satellite Sub-systems; Memorandum, 6 May 1998, Wilson to Gibbs, subj: POI for 102-F43 (OS), Version 901, SATCOM Operator, Navy.

<sup>53</sup> Memorandum, 6 May 1998, Wilson to Gibbs, subj: POI for 102-F60, Version 901, Satellite Communications Set, AN/USC-28 (V).

<sup>54</sup> Memorandum, 12 May 1998, Wilson to Gibbs, subj: CAD for 4C-F19/102-ASI1C, Satellite Systems/Network Coordinator, Version 010.

<sup>55</sup> E-mail, Shirley L. Markle, "FW: Program of Instruction (POI) for 210-31C10(F) and 113-31C10, TATS Radio Operator-Maintainer, 16 June 1998; Memorandum, 29 June 1998, Wilson to Major Lewig, RDOT, subj: TATS Training Package for Radio Operator-Maintainer, MOS 31C10; Memorandum, 29 June 1998, Wilson to Gibbs, subj: POI for 201-31C10 (F), Version 3, Radio-Operator-Maintainer.

On 29 June 1998, RC/TSD submitted the TATS Training Package for the Radio Operator-Maintainer (31C10) Course to RDOT for submission to ATSC. The package included the 201-31C10/TATS Course, Version 3, POI, course management plan, course lesson plans, slides, practical exercise sheets, distance learning study guides, information sheets, student workbooks, criterion test instructions, examinations and CD ROM containing digitized data of whole packet. TRADOC endorsed the nine-week, four-day course on 2 September 1998.<sup>56</sup>

On 21 July 1998, the following POIs were forwarded for final staffing and ITRO coordination: 102-31S10, Satellite Communications Systems Operator/Maintainer; 102-F40(2), Digital Communications Satellite Subsystems; 102-F39(OS), Strategic SHF SATCOM Systems Maintenance.<sup>57</sup>

On 23 July 1998 the following CADs were forwarded for final staffing and ITRO coordination: 102-31S10, Version 010, SATCOM Systems Operator-Maintainer; 4C-F19/102-ASIIC, Satellite Systems/Network Coordinator; and 102-F39(OS), Strategic SHF Satellite Communications System Maintenance.<sup>58</sup>

On 11 August 1998, the POI for 210-ASIT1, Enhanced Position Location Reporting System (EPLRS) Net Control Station (NCS) Operator/Repair was submitted to TRADOC. The reason for submission was to train MOS 31C to operate the EPLRS NCS; AN/TSQ-158(V)2/3. Additionally, the POI added 148 hours for unit and direct support level of maintenance. This training was added to support maintenance into MOS 31C due to the planned deletion of the current EPLRS NCS maintainer, MOS 74G.<sup>59</sup>

On 24 August 1998 the following 31S POIs were electronically endorsed by TRADOC: 102-31S10, Satellite Communications Systems Operator/Maintainer; 102-F39(OS), Strategic SHF SATCOM Systems Maintenance; 102-F40(2), Digital Communications Satellite Subsystems; 102-F43(OS), SATCOM Operator, Navy; and 102-F60(2), Satellite Communications Set AN/USC-28.<sup>60</sup>

On 31 August 1998, the following 31S functional courses were deleted from the Army Training Requirement and Resources Systems effective FY 1999: 102-F114, AN/WSC-6 (V) SHF Satellite Communications Maintenance (USN) and 202-F8, AN/WSC-(V) SHF SATCOM

---

<sup>56</sup> E-mail, SFC Michelle L. Gibbs, "POI for 201-31C10 (F)/113-31C10, TATS Radio Operator-Maintainer, 2 Sep 1998.

<sup>57</sup> Memorandum, 21 July 1998, Foncele B. Powell to SFC Gibbs, subj: Comments from Review of POI for 102-31S10, Satellite Communications (SATCOM) System Operator-Maintainer; Memorandum, 21 July 1998, Opowell to Gibbs, subj: Comments From Review of POI for 102-F40 (2), Digital Communications Satellite Sub-systems; Memorandum, 21 July 1998, Powell to Gibbs, subj: Comments from Review of POI for 102-F39 (OS), Strategic SHF Satellite Communications (SATCOM) System Maintenance; Memorandum, 23 July 1998, Powell to Gibbs, subj: Comments from Review of CAD for 1102-F39 (OS), Strategic SHF Satellite Communications (SATCOM) System Maintenance.

<sup>58</sup> E-mail, SFC Gibbs, "CAD for 102-31S10, Satellite Communications (SATCOM) Systems Operator-Maintainer, 25 Aug 1998; e-mail, Gibbs, "CAD for 4C-F19/102-ASIIC, Satellite Systems/Network Coordinators, 25 Aug 1998; e-mail, Gibbs, "CAD for 102-F39 (OS), Strategic SHF Satellite Communications (SATCOM) Systems Maintenance, 25 Aug 1998.

<sup>59</sup> Memorandum, 11 Aug 1998, Wilson to Gibbs, subj: Comments from Review of POI for 210-ASIT1,, Enhanced Position Location reporting System (EPLRS) Net Control Station (NCS) Operator-Repair.

<sup>60</sup> E-mail, SFC Michelle Gibbs, "POI for 102-31S10, Satellite Communications (SATCOM) Systems Operator-Maintainer, 25 Aug 1998; e-mail, Gibbs, "POI for 102-F39 (OS), Strategic SHF Satellite Communications Satellite System Maintenance, 25 Aug 1998; e-mail, Gibbs, "POI for 102-F40 (2), Digital Communications Satellite Sub-systems,25 Aug 1998; e-mail, Gibbs, "POI for 1102-F43 (OS), Satellite Communications (SATCOM) Operator, Navy, 25 Aug 1998; e-mail, Gibbs, "POI for 1102-F60 (2), Satellite Communications Set, AN/USC-28.

Operator and 102-F115, Survivable Secure Communications Network Satellite Communications Terminal.

On 2 September 1998, the following CADs were electronically endorsed by TRADOC: 102-31S10, SATCOM Systems Operator/Maintainer; 4C-F19/102-ASI1C, Satellite Systems/Network Coordinator; 102-F39(OS), Strategic SHF Satellite Communications Systems Maintenance; and 102-F107, Universal Modem System OM-83.<sup>61</sup>

On 4 November 1998, RC/TSD submitted CADs for J3ABR2E3632-006, Communications Cable Systems Apprentice and for J3ABR2E631-002, Communications Antenna Systems Apprentice. These CADs were submitted to update the ATTRS for scheduling of Army students and course number changes.<sup>62</sup>

RC/TSD personnel were active in preparing lesson material for the World Wide Web (www) in calendar year 1998. Mr. Thomas Vanderhoof, a multimedia developer in the 31C10 Course, delivered nine each CD-ROMs of course material for the 31L10 and 31C10 courses to the Total Army School System office. The CD-ROMs contained the course training material to include lesson plans, POIs, and Course Management Plans. The CD-ROMS will allow the TASS Battalions to review lesson material and prepare for their training needs in Fiscal Year 2000.

RC/TSD personnel also developed a 31S Soldiers Manual for skill levels 1-4, in 1998. The Soldiers Manual was submitted for internal and external staffing. Once approved, it will be placed on the World Wide Web.

### **Awards and Commendations**

Regimental Communications/Transmission Systems Department personnel distinguished themselves with a variety of awards in 1998. Leading the list of awardees was Ms. Sarah P. Mundy, an instructor in the Satellite Communications Systems Operator-Maintainer (31S10) Course. On 7 May 1998, the American Red Cross presented Mrs. Mundy with the "Eight Year Tab" for dedicated service. The American Red Cross's Recognition and Award Ceremony was held at Quarters 4, Boardman Lake.

Ms. Flora R. Poore, Support Services Supervisor (Office/ Automation), Administrative Branch, Training Support Division, was featured in the Commendations Section of the Augusta Chronicle on 28 May 1998. Ms. Poore was lauded for professionalism in her career and voluntary work in the community.<sup>63</sup>

On 3 June 1998, Mr. Douglas Wilson presented Mr. Charles Mongold and Mr. Herman Rodgers with the Superior Civilian Service Award. Mr. Mongold is the Chief of the Supply Section in RC/TSD and Mr. Rodgers served as the department's information manager before his retirement in 1998. Electronic Technician First Class (ETC) William Moye, SATCOM Division, was selected as Sailor of the Quarter for third quarter of 1998 for the Naval Supply Corps School (NSCS) in Athens, Georgia. Staff Sergeant Jeffrey Williams, an instructor in the 31C10, Radio

---

<sup>61</sup> E-mail, Gibbs, "CAD for 102-31S10, Satellite Communications (SATCOM) Systems Operator-Maintainer, 25 Aug 1998; e-mail, Gibbs, "CAD for 4C-F19/1102-ASI1C, Satellite System/network Coordinator, 25 Aug 1998; e-mail, Gibbs, "CAD for 102-F39 (OS), Strategic SHF SATCOM Systems Maintenance, 25 Aug 1998; e-mail, Gibbs, "CAD for 102-F107, Universal Modem System OM-83, 25 Aug 1998.

<sup>62</sup> Memorandum, 5 Nov 1998, Douglas A. Wilson to SFC Hogg, RDOT, subj: Comments from Review of CAD for J3ABR2631-0002, Communications Antenna System Apprentice; Memorandum, 4 Nov 1998, Wilson to Hogg, subj: CAD for J3ABR2E632-006, Communications Cable System Apprentice.

<sup>63</sup> Willie Malpass, "Commendations – Flora R. Poore," *Augusta Chronicle*, 28 May 1998, Richmond County Section, p.2.

Operator-Maintainer Course, was selected as RC/TSD's Instructor of the Quarter for fourth quarter 1998.<sup>64</sup>

On 25 June 1998, Ms. Shirley Markle, an Instructional Systems Specialist in Operations Branch, Training Support Division, RC/TSD, was honored as the Fort Gordon Civilian of the Month. In a ceremony in Conrad Hall, Colonel Robert C. Zelazny, Chief of Staff, presented Mrs. Markle with a Certificate of Achievement as well as other awards from the local community.

On 29 July 1998, Ms. Foncile Powell, Chief, Training Support Division, was presented a DA Achievement Medal for Civilian Service by Colonel Michael Karpinsky, 15th Regimental Signal Brigade Commander, and Mr. Douglas Wilson, Director, RC/TSD.

On 30 July 1998, Mr. Albert McTier, Chief, Cable/Radio Division, was presented the Superior Civilian Service Award by Mr. Wilson. Mr. McTier retired 31 July 1998.

Staff Sergeant Jonathan B. Murphy, an instructor/writer in the 31C10, Radio Operator-Maintainer Course was featured in the Commendations Section of the 9 August 1998 edition of the Augusta Chronicle. SSG Murphy was commended for his professional expertise and his military achievements which include being NCO of the Year for the 39th Signal Battalion in 1998, winning the U. S. Army's Maintenance Management Award and attending U. S. Army Recruiter School.

On 25 August 1998, Ms. Donna Miller, an instructor in the 31C10, Radio Operator-Maintainer Course, was presented the Commander's Award by Colonel (P) Velma L. Richardson, Deputy Commander.

On 28 August 1998, Mr. Ron Klementowski, Chief, SATCOM Division was presented the Superior Civilian Service Award and his retirement certificate during a ceremony in Vincent Hall. Mr. Klementowski retired 31 August 1998.

On 27 September 1998, Mr. Edwin Sanchez and Mrs. Charlotte Clark were promoted to GS-12 as the new Satellite Communications Division Chief and as the new Chief of Cable/Radio Division, respectively. Mr. Sanchez and Mrs. Clark were respective former Supervisory Training Instructors in the SATCOM and Cable/Radio Divisions.

On 28 September 1998, SGT Rebecca K. White, an instructor in the 31C10, Radio Operator-Maintainer Course, was selected as RC/TSD's Instructor of the Quarter for FY 99. In December 1998, SGT White was notified that she was selected as Post Instructor of the Quarter for FY 99.<sup>65</sup>

Mr. Charles Mongold, Chief, RC/TSD Supply Division, was selected as the Post Civilian of the Month for November 1998. Ms. Flora Poore, Ms. Linda Herron, and Ms. Judy Miller, RC/TSD, received Achievement Medals for Civilian Service signed by COL Peter Farrell, 15th Signal Brigade Commander, on 5 November 1998.

SFC Mark A. McIntire, an instructor in the 31S10, Satellite Communications Systems Operator-Maintainer Course, was awarded the Bronze Order of Mercury on 20 November 1998. Specialist Felicia Lampkin-Jones, an administrative specialist in RC/TSD, was selected as Soldier of the Month for December 1998.

On 7 December 1998, Mr. Ben Donaldson, United Way, presented Ms. Shirley Markle, Satellite Communications Division, with the Combined Federal Campaign Award for her work as the department's representative for the Combined Federal Campaign.

---

<sup>64</sup> Paper, 30 June 1998, MCPO J. W. Colpaert to Commanding Officer, Navy Supply Corps School, Athens, subj: First Quarter Enlisted Quarter Nomination in the Case of Electronics Technician First Class William T. Moye, USN.

<sup>65</sup> Memorandum, 12 Nov 1998, James A. Mercer, Chief, Staff and Faculty Development Branch, RDOT to Public Affairs, subj: Instructor of the Quarter (IOC) Winner; "Five Receive Awards," *Augusta Chronicle*, 21 Feb 1998, Columbia County Neighbors section, p. 15.

## Summary

Calendar year 1998 tested Regimental Communications/Transmission Systems Department's ability and tenacity to meet major goals despite the ever present specter of downsizing. The most important goal was to train the mandated TRADOC student load to standard and the department met that goal. Instructors trained around the clock where needed and summer training was adjusted to protect the students from the extreme heat.

RC/TSD personnel maximized the use of multimedia, distance learning, and the support of the TATS. Both instructors and training developers were trained on automation and multimedia equipment. Instructors developed training products for use by resident course and field units.

RC/TSD developed a prodigious amount of training material to include training support packages, CADs, POIs, resident training material, and Soldiers Training Products.

The Total Army Training System was finalized in the Radio Operator-Maintainer (31C10) and the Cable Systems Installer-Maintainer (31L10) Courses. The training packages and subsequent validations were a success—ensuring the soldiers in all components are trained to the same performance standard.

New equipment was brought on line such as the Generic Principles Training Suite in the 31S10, Satellite Communications Systems Operator-Maintainer. The interactive training allowed students to experience fidelity touch screen computer based training on personal computer workstations.

The SATCOM Division also implemented training on the Military Strategic and Tactical Relay Satellite. MILSTAR became part of the 201-F10 (OS) MILSTAR Command Post Terminal Operator (USAF) Course, a 31S functional course.

During the year Department personnel completed the Enhanced Position Location Reporting System (EPLRS) Computer-Based Training Program in the Radio Operator-Maintainer (31C10) Course. The CBT replaced that portion of the paper based Training Support Package that encompassed the Enhanced User Readout Simulator.

A final major accomplishment was the successful relocation of the 31C10 Course from Saltzman Hall to Vincent Hall, the headquarters of RC/TSD. This move was facilitated by a concerted group effort of department personnel.

Overall, 1998 was a productive year for RC/TSD. Civilian and military personnel joined together to maintain high standards of training and develop excellent training products despite reduced resources and personnel.

## CHAPTER II

### USASC&FG REGIMENTAL ACADEMIES AND 442nd SIGNAL BATTALION

#### REGIMENTAL OFFICER ACADEMY

##### **From the Commandant's Perspective**

Calendar year 1998 was an extremely busy and productive year for the Regimental Officer Academy (ROA). The year was highlighted by a consolidation of classrooms located in five widely separated academic instructional buildings into two co-located buildings. This relocation has proved to be extremely efficient for supervisors and instructors in conducting the training and beneficial for student officers receiving the instruction.

A thorough review of all instructions conducted in the Signal Officer Basic Course (SOBC) was completed this year. The review was conducted with the goal of balancing the demands of information technology explosion balancing critical wartime tasks. All these are necessary to master assignments as a Platoon Leader or an S6 Staff Officer in a non-Signal unit. We completed the review, revised the program of instruction and are currently teaching the revised program of instruction. The highlight of the course is a culminating field training exercise (FTX) testing the ability of the student officer to apply his leadership skills and technical abilities in a field environment. This revised course will produce a highly competent tactical and technical Signal Officer.

The Signal Captains Career Course (SCCC), formally the Signal Officer Advance Course (SOAC), began in October. This course was created as a result of the Captains Professional Military Education (CPT PME) Program. The program combined the old SOAC and Combined Staff (CAS3) into a two-phased SCCC course. One phase conducted at the Signal Center and the second phase conducted at Fort Leavenworth Kansas. The student officer then returns to the Signal Center for graduation and further reassignment.

Other noteworthy accomplishments included graduating 1,318 officers, warrant officers, and senior noncommissioned officers from 24 courses. We are continuing to upgrade the automation capabilities for students, staff, and faculty.

Finally, ROA and the 442nd organized and coordinated the 26th Annual Signal Symposium, held from 30 November-4 December 1998. The theme was "*Revolution in Communications - Information Exchange Solutions for the 21st Century*". This Signal Regimental Symposium had 1,850 participants, the largest in its 26-year history.

##### **Mission**

The mission of ROA is: to design, develop, and conduct resident professional training for active and reserve component officers, warrant officers, and designated senior noncommissioned officers; to develop extension training publications and materials; to serve as proponent for Doctrine and Tactics Training (DTT) in support of new equipment fielding and evolving operational concepts; to provide subject matter experts to assist in writing/developing Signal doctrine and literature.

## Resources

The Table of Distribution and Allowance (TDA) 0399 authorized 144 personnel, 98 military and 46 civilians. Ten of the authorized civilian positions were not funded. The Academy's budget for 1998 was \$2,407,400.

## OFFICE OF ACADEMIC INSTRUCTION

### Purpose

The Office of Academic Instruction (OAI) serves as the overarching tasking agency, providing administrative, logistical and operational support, and directing the training divisions. OAI staffs for review and approves projects such as Course Administrative Data (CAD), Programs of Instruction (POI), Letters of Transmittal, Instructor Contact Hour Worksheets and various other related materials. OAI oversees the milestones for the development of performance measures for the AOC 25C in support of Automated System Approach to Training (ASAT) and Automated Instructional Management System-Redesigned (AIMS-R); coordinates with the training divisions to reengineer their respective courses into a Total Army Training System (TATS) and university design. OAI tracks all distance learning, multimedia and Classroom XXI implementation milestones for ROA courses and coordinates use of all academy lab and classroom facilities.

**Accomplishments:** Since January 1998, OAI and the Training Support Branch (TSB) has reviewed and staffed six Training Requirements Analysis System (TRAS) products for initial and final submission to Regimental Directorate of Training (RDOT) and TRADOC. Table 2-1 shows TRAS products developed in 1998.

**Table 2-1**  
**TRAS Products Developed in 1998**

**Programs of Instructions (POIs):**

Tactical Automated Network Technician - WOBC - Mar 98  
Tactical Automated Network Technician - WOAC - Mar 98  
TATS COMSEC Custodian Course - Apr 98  
Electronic Switching System Technical Manager - May 98

**Course Administrative Data (CADs):**

Defense Message System (DMS) Certification Authority Workstation (CAW) - Mar 98  
System Administrator/Information System Security Officer  
(SA/ISSO) - Apr 98  
Information Systems Operations Leveler (ISOL) Course - Sep 98

Source: ROA Annual History Input for 1998.

OAI directed the Leadership Development Division (LDD) to develop performance measures for the AOC 25C. The information will be keyed into the ASAT terminals during FY 99. Training Support Branch maintained the task lists for the academy and tracked all distance learning, multimedia and Classroom XXI implementation milestones for the academy.

The training divisions are tasked to produce an individual TATS standard digitized training package for the SCCC and the Warrant Officer Advanced Course (WOAC). The packages will be made available to the Reserve Component Total Army School System (TASS) brigades and battalions when units are equipped.

Personnel attended the professional development course Hyper Text Mark-up Language (HTML), and attended Video Tele-training, conferences on Army Training XXI and Warrior Training XXI initiatives such as Total Army Training System course development, distance learning (DL), and ASAT.

### **Training Support Branch**

Training Support Branch personnel planned, coordinated, and managed programs and projects common to all training divisions and were responsible for developing, coordinating, and managing the following projects: Preparation of the TRADOC Status Report; Monthly Training Status Report; Training Development Workload Planner for the entire academy; instructor evaluations; Training Requirements Analysis System, coordination of TATS conversion for SCCC and Warrant Officer Advanced Course; coordination of Distance Learning Program, coordination of the Advanced Communications Electives (ACE) Training; maintained class schedules changes/corrections; managed Army Training Requirements Resources Systems (ATTRRS) Course schedules; coordinated Structure Manning Decision Review (SMDR); coordinated Reserve Officer Training Course (ROTC) and U.S. Military Academy (USMA) graduates and failure reports; coordinated mobilization; participated in various Integrated Concept Teams (ITC) and Video Telecommunications Conferences (VTC); coordinated the staff and faculty training program; the Table of Distribution and Allowance; coordinated distribution of all TRADOC Common Core Tasks and the development of three training support packages for the TRADOC Common Core Tasks.

### **LEADERSHIP DEVELOPMENT DIVISION**

The Leadership Development Division began 1998 under the leadership of Ms. Judy W. Quattlebaum. The division consisted of four academic teams: Advanced Technology Team (ATT), Logistics Team (LOGT), Senior Leadership Team (SLT), and the Small Group Leader Team (SGLT). Table 2-2 shows the LDD Mission Essential Task List (METL) for 1998.

**Table 2-2**  
**The LDD Mission Essential Task List for 1998**

- Develop and conduct resident and exportable Signal Captains Career Course training
- Develop IDT and ADT training material, and conduct ADT training, for Signal Officer Advanced Course - Reserve Component training
- Develop and conduct active and reserve Signal Officer Pre-Command training
- Develop and conduct Tactical Signal S-3 training
- Develop and conduct Information Management training
- Develop and conduct the MSE and DGM classes for the Advanced Communications Elective of the Command and General Staff Officer Course
- Develop and conduct Logistics, Maintenance, and Supply subjects for all ROA courses

Source: ROA Annual History Input for 1998.

There were several changes to team leadership in 1998. In February, Major Velma Gordon replaced Major Anita McCarthy-McGee as the ATT Chief. In September Major Gordon passed the baton to Captain Horace Carney, Jr.

The SGLT started out under the leadership of Major Rebecca Carter. In July, Major Carlos Walker took over team leadership. Upon the departure of Major Walker on a 179-day detail to SWA,<sup>66</sup> Major Robert Casper assumed the role of the Senior Small Group Leader.

Responsibilities of the ATT are to instruct and conduct training development of Electronic Fundamentals for the SOBC; conduct and facilitate Information Systems Engineering Officer Course (ISEOC) instruction; and conduct training and training development of Network Synchronization and Timing classes for the Joint Task Force Systems Course.

The LOGT members were to instruct and conduct training development for all ROA courses requiring Supply, Maintenance and/or Logistics training. The SLT team facilitates instruction and conducts training development for the Signal Pre-Command Course (PCC), Directorate of Information Management (DOIM) Course, and the Tactical S-3 Course. And, the SGLT members instruct and conduct training development for the Active and Reserve Component Signal Captains Career Course, the Advanced Communications Elective for the Command and General Staff Officer Course (CGSOC), and present instructions to the Tactical S-3 Course.

The Division relocated the ATT offices and classrooms from Cobb Hall to Greely Hall in July. In March, the LOGT offices were relocated from the first floor to the second floor of Greely Hall.

The Advanced Technology Team graduated two, ISEOC, 25E classes during the calendar year. Class 01-98 graduated on 21 May and class 02-98 graduated on 11 December. Both classes leased pre-recorded video taped instruction from the Center for Advanced Training in Engineering and Computer Science, University of Colorado, Boulder, at a cost of less than \$20,000 for 19 students; however, graduate credit was not included.

In July, LDD was notified that the Officer Personnel Management System (OPMS) for the 21st Century (OPMS XXI) was approved for implementation FY 2000. The ATT personnel are charged with developing a 10-week, Information Systems Operations Leveler Course for non-Signal Officers that are designated for Career Field (CF) 24 or 53. Additionally, AOC 25E will essentially become FA24A, Telecommunications Systems Engineer. The 20 weeks currently used for 25E will be converted to 24A instruction. There is a possibility that the 24A instruction will include some core subjects that will be shared and trained with the new 24B, Information Systems Engineer. FA24 courses will be at the graduate level and a Signal Corps goal is to offer these classes with graduate credit. ROA anticipates the first 24A course to be implemented in March 2000.

The Regimental Officer Academy developed a Letter of Instruction (LOI) for the Signal PCC that defines the roles and responsibilities all local Fort Gordon activities have in presenting briefings. This LOI was signed by the Chief of Staff in September. At the same time, the Signal PCC training re-sequenced.

The Captains Professional Military Education had a major impact on the Signal Officer Advance Course. The course title was changed to the Signal Phase of the Captains Career Course and the total course length was extended to 24 weeks. These changes became effective on 1 October 1998. The new course length provided two weeks of TRADOC Common Core, 16 weeks of Signal Branch Specific subjects, and six weeks of Staff Process (formerly known as CAS3

---

<sup>66</sup> SWA: Southwest Asia

training.) Students attending the Signal Captains Career Course arrived at Fort. Gordon on a 24-week permanent change-of-station (PCS) move of which the first 18 weeks (Common Core and Signal Specific) are trained at the Signal School. For the remaining six weeks, SCCC students travel on temporary duty (TDY) to Fort Leavenworth for Staff Process training. Upon completion of Staff Process training, students return to Fort Gordon for graduation and out-processing.

The Total Army Training Systems had a dramatic impact, not only on SCCC and Signal Officer Advanced Course-Reserve Component (SOAC-RC), but also on the military and civilian personnel charged with making this concept work; TRADOC pushed for full-scale implementation of this concept. Advanced Development Group (ADG) was awarded the contract with the understanding that the SCCC TATS training support package (less distance learning/multimedia) be ready by 30 September. Numerous snags were encountered during the redesign because the subject matter experts (SME) had full-time obligations to in-house SCCC classes, LDD experienced the loss of three key SMEs during the midst of the redesign, and guidance from TRADOC and RDOT was not consistent. Additionally, the contractor was experiencing difficulty understanding the technical content SCCC. The contract was extended, first to 30 November 1998, and again to 31 March 1999.

## **PROFESSIONAL DEVELOPMENT DIVISION**

The Division Chief for Professional Development Division (PDD) in 1998 was Mr. John R. Turns. PDD's teams were the Combat Leadership Team (CLT), Echelons Brigade and Below (EBB) Team, Network Planning Team (NPT), and the Spectrum Management Team (SMT). The EBB Team was renamed the S-6 Team.

PDD was responsible for the management of the Signal Officer Basic Course, the Signal Officer Branch Qualification Course (SOBQ), the Joint Battlefield Spectrum Management (JBSM) Course; the Joint Revised Battlefield Electronic CEOI/SOI Systems (JRBECS) Course; and the Joint Task Force Systems Course (JTFSC).

PDD trained 690 students in the combined five courses in 1998. These students attended courses conducted in equipment labs and classrooms in Greely Hall, Stansell Hall, Cobb Hall, Saltzman Hall, Fisher Hall, and Alexander Hall. The students participated in capability exercises (CAPEX) and field training exercises. Students and instructors participated in academic, physical, and community-related activities throughout the year, which complemented their leadership skills training.

Changes in equipment, technology, and training development procedures contributed to extensive course material and training product revisions. In the area of training development, PDD has applied the new TATS to our training products. New and revised lesson plans and Training Support Packages (TSPs) were revised to reflect this change, thus increasing hands on lab time and increasing the number of practical exercises. Joint awareness training was increased in all courses to reflect real-time warfare interaction and strategy. An extensive revamp of the SOBQ (and consequently, the SOBQ) POI's took place at the direction of the former Deputy Commanding General, Brigadier General Jerry W. McElwee. These changes were necessary to increase automation training, enhance S-6 training and awareness (hence the new team name), and incorporate the new common core training support packages.

This was a year of major changes in PDD. Resource reduction and personnel turnover continued to challenge mission and training quality. PDD operations lost Sergeant Michael Crowe to the Special Forces Qualification School at Fort Bragg, North Carolina, in April 1998. Master

Sergeant Willie Booker arrived from Korea in July, and immediately took the position of Operations NCO and Training Schedule Coordinator. During the past year, PDD lost over twice as many instructors than were gained. The greatest impact seemed to be on the Spectrum Management Team, which experienced a 50 percent loss of personnel. Overall, the Division suffered a personnel strength reduction from 42 to 35 at the end of the year. The PDD METL is shown in table 2-3, below.

**Table 2-3**  
**PDD Mission Essential Task List**

- Provide technical training for the Signal Officer Basic, Signal Officer Branch Qualification, Joint Task Force Systems, Battlefield Spectrum Management, and Joint RBECS Courses of Instruction.
- Incorporate joint training into all PDD courses.
- Develop extension training for all PDD courses, as applicable.
- Convert all courses to TATS standards.
- Support doctrine and tactics training (DTT) as may be required for Force XXI initiatives.
- Support other Signal School activities.

Source: ROA Annual Command History Input for 1998.

### **Combat Leadership Team (CLT)**

The Combat Leadership Team continued to train the SOBC, SCCC, WOAC, and the Warrant Officer Basic Course (WOBC), in common core instruction. The Combat Leader Team provided support for the Signal FTX by preparing the Lieutenants for the leadership challenges they will face as Signal platoon leaders. Additionally, the CLT continued its support mission as OPFOR for the FTX creating more threat scenarios to challenge the soldiers during real world missions. During the latter part of the year, CLT restructured the FTX to be more challenging and meet the commandant's guidance of making the "officers think on their feet".

The CLT has spearheaded the development of the Kilbourne Award monument and brick section of Freedom Park. This is a program that provided for the presentation and locating of a brick commemorating all Kilbourne Award winners in both SOBC and SCCC. (The dedication ceremony will be conducted in February 1999).

The CLT continued to support the Trainer/Advisor/Counselors program of the Signal Officer Basic Course for SOBC classes 01-98, 02-98, 03-98, 05-98, and 01-99, by providing Officers and NCOs to operate as TAC Officers and TAC NCOS.

In November 1998, Major Hobson and Mrs. Northcott contacted the library to ask if they would be interested in setting up a file containing essays written by SCCC students on situations they experienced that would be of interest to lieutenants in SOBC. The library was interested and suggested putting them on their Web page. This is an on-going program.

Numerous personnel changes occurred in 1998. Major Davis was assigned to Fort Stewart, Georgia. Sergeant First Class Christy retired in February. And, Master Sergeant Rolle was reassigned to the 93rd Signal Brigade. Major Joseph Haack (AR) arrived in June and became CLT

Team Chief. Chaplain (MAJ) Bryan Williams, served as ROA Chaplain throughout the year as well as, an instructor/writer for CLT. Sergeant First Class Adams was assigned to the team as instructor/writer. Other team members were Captain Williams (AR), Captain Gutting (FA), Major Hobson (IN), MSG Martin, Mrs. Northcott, and Mr. Nieves.

The team continued to update and improve its program of instruction and commitment to the training focus of the Regimental Officer Academy. The new changes reflect the refinement in the POI mandated by TRADOC. Throughout all training the team continued its efforts to enhance the learning capabilities of all students and soldiers that receive instruction from the Combat Leadership Team.

## **S-6**

The Echelon Brigade and Below Team was redesignated the Signal Staff Officer (S6) Team. The S6 Team provided training for SOBC, SCCC, SOBQ, WOBC, WOAC, and SOAC-RC on user owned equipment at brigade and below. Among the classes taught were the Single Channel Ground and Airborne Radio System (SINCGARS) System Improvement Plan (SIP) with use of the AN/CYZ-10. Students received instruction on the Improved High Frequency Radio (IHFR), the Mobile Subscriber Radio Telephone Terminal (MSRT), Precise Lightweight GPS Receiver (PLGR), Mobile Subscriber Equipment (MSE) User Terminal (UGC-144), and Tactical Satellite (TACSAT). And, other classes included Tactical Antennas, Combat Net Radio Overview, Field Wire and Cable, and BCT/BTF Communications Systems. One Team member was also responsible for the instruction of common core Military History blocks for SOBC and SCCC.

During the 2nd quarter of FY98, the team began laying the groundwork for several issues later in the year. A restructured POI would cause the implementation of new classes and two fieldings. One would be for SINCGARS (SIP) and the other for the first DAMA compatible TACSAT. Simultaneously, the team planned for attending its New Equipment Training (NET) and yet another move.

During the 3rd, and 4th quarters FY98, the team completed the fielding for both the SINCGARS (SIP) and SPITFIRE radio systems. The team completed a move and reorganization into Saltzman Hall completing the consolidation of PDD to areas closer to Greely Hall.

The team lost Sergeant First Class Cruz and SFC Lewis this year. Two additions included Captain Christopher Lorei who became the S6 Team as Chief and SOBQ TAC and SFC Beverly Timmons who was an instructor for only a short time before her PCS to Korea.

## **Network Planning Team (NPT)**

Major Jon Raynal replaced Captain Julie K. Rhen as Network Planning Team Team Chief on 1 August 1998. Captain Rhen became Secretary General Staff for the HQ, U.S. Army Signal Center & Fort Gordon, in July 1998.

Network Planning Team instructors provided valuable information assisting with the restructuring of SOBC POI. There were problem areas concerning personnel shortage and equipment-to-student ration for some classes. Because of the influx of newly assigned personnel, Major Raynal directed that these persons be afforded the opportunity to receive additional training from qualified NPT instructors to ensure that all instructors were able to teach students effectively.

## **NPT Section**

The NPT Section provided technical training for SOBC, SOBQ, SCCC, and WOBC. This training encompassed MSE management/operations instruction and practical exercises using the Network Planning Terminal (NPT). Our instructors continuously checked all NPTs in the lab to ensure that all terminals operated properly prior to any classroom instruction. Instructors in the NPT Section provided technical and administrative assistance to Advanced NCO Course (ANCOC) instructors throughout the year whenever they used the NPT lab to train ANCOC students.

Due to NMT fielding being delayed until 1999, there is a requirement to continue NPT training for the foreseeable future. The instructors perform all maintenance on the equipment. As IIT Research has no spare parts for commercial models, we can expect to encounter challenges keeping NPTs operational.

## **The Joint Task Force Systems Course Section**

The Joint Task Force Systems Course section is a nine-week course providing detailed knowledge that joint planners and managers need in order to plan and manage joint communications/information networks. There were five JTFSCs scheduled for 1998. Classes for JTFSC 01-98 and JTFSC 03-98 were canceled due to low student enrollment. Instructors trained a total of 42 students from different branches of services to include DA civilians. Chief Warrant Officer 4 Jack Stoner, U.S. Marine Corps, is the OIC and MSG Douglas is the NCOIC. Mr. Henry Crittenden is the Course Administrator.

CWO4 Stoner, Master Sergeant Douglas, and Mr Crittenden, coordinated and implemented training visits to the 513th MI Brigade, which provided a command brief and static display of Military Intelligence communications systems. The 5th Combat Communications Group, Robins AFB, Georgia, provided a command brief and field briefing. We continued to conduct field trips to SOCOM at Fort Bragg and to the 224th Air National Guard Squadron, JCSE, Brunswick, Georgia, for the JTFSC classes. CWO4 Stoner, MSG Douglas and Mr. Crittenden attended the Tactical Network Analysis Planning System Plus (TNAPS+), for one week, at the U.S. Air Force Base, Gadsden, Alabama. They also attended the FCC-100/IXNX Training Course, given by SPAWAR System Center, for one week at Fort Gordon. This type of training assures us that both the instructors and students receive the most current information on JTF operational issues.

The requirement to teach the Communications System Control Element (CSCE) was discontinued this year. Mr. Crittenden was the primary administrator for the CSCE laboratory and assisted in the turn-in of the CSCE assemblage and all peripheral equipment. The additional CSCE peripheral equipment was transferred to the NCO Academy.

CW3 Wellington developed 32 hours of joint data network classes for the JTFSC, WOAC, and F53 courses.

Master Sergeant Allen was assigned as NCOIC of the Signal Symposium from 15 July-31 December 1998. She supervised the coordination of requests for personnel and equipment from TRADOC, Forces Command (FORSCOM), and reserve component, U. S. Army Signal Center, and local civic organizations that supported the Signal Symposium.

Sergeant First Class Larry E. Ferebee supported U.S. Forces, Korea, J6, during CFC Exercise Foal Eagle in Seoul, Korea, 20 October-7 November 1998. He performed the duties of the transmission/switching system watch officer.

Mr. Crittenden supported the Integrated System Control (ISYSCON) Operational Test at Fort Hood, Texas, from 31 July-14 September 1998. He verified and validated the authenticity of all training material associated with ISYSCON. As a result of his outstanding support of Phases I and II, ISYSCON IOT&E, Major General Peter M. Cuviallo, Chief of Signal and Commander of Fort Gordon, presented Crittenden with a Certificate of Appreciation.

During July-September, the officers, NCO's and civilians, supported the move of all equipment and training material from Cobb and Fisher Halls to Greely and Saltzman Halls, respectively. They coordinated the procurement of military vehicles to move all equipment and training material. Team members coordinated with each other: organized and transported all material and equipment to the designated locations. This was expeditiously and systematically accomplished in a relatively short time and included de-installing and installing student workstations in conference and MAPEX Classrooms; transporting furniture; organizing the classrooms at the new locations; and training materials.

### **Spectrum Management Team (SMT)**

SMT's primary mission remained the same for 1998: proponent for the Battlefield Spectrum Management Course (BSMC) and the Joint Revised Battlefield Electronic CEOI/SOI Systems course. In addition, the team had the responsibility of providing Revised Battlefield Electronic CEOI System (RBECS), Radio Wave Propagation and Radio Spectrum Management training overviews to the courses. These overviews are shown in table 2-4.

**Table 2-4**  
**SMT Training Overviews**

Signal Officer Basic Course  
Signal Officer (Branch Qualification) Course  
Signal Officer Advanced Course  
Tactical Signal S3 (EAC/ECB) Course  
Joint Tactical Automated Switching Network Course  
Joint Task Force Systems Course  
Pre-Command Course

Source: ROA Annual Command History Input for 1998.

The constant turmoil of instructors created by PCS moves and temporary assignments in support of Bosnia presented many challenges for the Spectrum Management. Instructor shortages continued to plague the team, as the figure fell from six to four in 1998. At the same time the workload continued to grow. Sergeant First Class Benjamin and SFC Green both won Fort Gordon's Instructor of the Quarter award. SFC Benjamin competed for the Post Instructor of the Year and attained 2nd place. SFC Green was unable to compete because of his PCS to Fort Sill, Oklahoma.

The Battlefield Spectrum Management Course graduated 48 Spectrum Managers; while, the Joint Revised Battlefield Electronic CEOI/SOI Systems course had 101 graduates.

The BSM and JRBECS course content remained essentially the same during 1998. A vast majority of the BSM course's instruction were converted to Power Point presentations and a large number of lesson plans were converted to the ASAT format.

The new equipment arena for SMT consisted of a new 8-Ghz Dual Hard Drive Server and 10 user terminals with Windows-NT software to teach Spectrum XXI in FY99. Mr. DeClue and Sergeant First Class Benjamin attended two conferences and training sessions for Spectrum XXI at the Joint Spectrum Center in Annapolis, Maryland, in preparation of this training.

## **WARRANT OFFICER DIVISION**

Many major changes occurred in the Warrant Officer Division (WOD) during 1998. The Division was responsible for training highly technical subject matter to warrant officers, commissioned officers, and other DOD personnel as required. In the June time frame, the division lost proponency for the Military Occupational Specialty (MOS) 251A to the Computer Science School. Additionally, an official MOS change occurred with the deletion of MOS 250A and 250B and the transfer of all duties, functions, positions, and personnel to the newly established MOS 250N, Network Management Technician. The Additional Skill Identifier (ASI) 3E (Satellite Communications System Repair Technician) transferred to MOS 250N. In addition to the advanced and basic course, the Warrant Officer Division was responsible for the Joint Tactical Automated Network Supervisor's Course, Electronic Switching Systems Technical Manager's Course; and the TATS Standardized Communications Security (COMSEC) Custodian Course. Under a team concept, which was instituted within ROA, WOD instructor staff also supported all other courses within ROA as well as eleven satellite SCCC courses, worldwide. Two new courses, the Defense Message System (DMS) Certification Authority Workstation (CAW) and the CAW System Administrator/Information System Security Officer (ISSO) were developed. Implementation was scheduled for January 1999. The Warrant Officer Division Mission Essential Task List is shown in table 2-5, below.

**Table 2-5**  
**The Warrant Officer Division METL**

- Provide technical training for Warrant Officer Advanced Course, Warrant Officer Basic Course, Signal Officer Advanced Course and Signal Officer Basic Course
- Develop Distance Learning training for all Warrant Officer courses
- Support other Signal School activities

Source: ROA Annual Command History Input for 1998.

## **Training Development**

Beginning in January 1998, the first structured Program of Instruction was implemented for the Warrant Officer Advanced Course, Automated Tactical Network Technician.

The Warrant Officer Division implemented the Total Army Training System Course Analysis & Redesign (TATS-CA&R) process for the MOS 250B Tactical Automated Network Technician. The TATS-CA&R process provides training developers with a methodology for

identifying, analyzing, and aligning training requirements. Implementation of the TATS-CA&R facilitates the redesign and subsequent development of courses that train Active and Reserve Component (AC/RC) soldiers to a single, Total Army standard. TATS-CA&R implementation involves a comprehensive analysis of training requirements, the results of which are used to redesign courses into a TATS configuration. Although TRADOC was willing to finance a training development contractor \$230,000 in support of this requirement, the division decided to conduct the process in house. The implementation of the TATS-CA&R process for MOS 250B, began in January 1998, and involved the following steps:

- Identification and verification of current MOS 250B WOAC training requirements to include MOS-specific critical tasks and supporting skill and knowledge subjects to establish the MOS 250B WOAC TATS task baseline.
- Development and modification of MOS 250B WOAC terminal learning objectives (TLOs) and enabling learning objectives (ELOs) into TLOs/ELOs that effectively train both AC and RC soldiers the critical tasks to the same standard.
- An analysis of current media, method, and time for each block of instruction by reviewing the TLOs/ELOs.
- Development of a short and long term course map identifying the sequence of instruction for delivery in the Active and Reserve Component training environments.
- Development of a final report outlining the short and long-term training implementation strategy. The final report is provided.

The TATS instructional redesign of the Warrant Officer Advanced Course was to be effective January 2000. The resident course length will be 14 weeks. The TRADOC common core and 23.5 hours of MOS related instructions would be provided via distance learning either through print or Internet.

The distance learning phase of the course will be 95.5 hours consisting of 72 hours of TRADOC mandated common core subjects and 23.5 hours of track subjects. The Action Officer Development Course (ST7000) has replaced the prerequisite Army Course Correspondence Program study requirement. The ST 7000 is available on the Internet through Army Training Support Center.

Training Requirements Analysis System documents submitted in 1998 included the MOS 250N Individual Training Plan (ITP), in August 1998. Course Administrative Data included the Defense Message System CAW in March and the System Administrator/Information System Security Officer in April 1998. Program of Instructions for the Warrant Officer Division included the Tactical Automated Network Technician - WOBC, and the Tactical Automated Network Technician – WOAC, both in March 1998. The Custodian Course was given April; the Electronic Switching System Technical Manager, the DMS Certification Authority Workstation and the System Administrator/Information System Security Officer (SA/ISSO), all in May 1998; and the Network Management Technician, WOAC, in December 1998.

During 1998, Sergeant First Class Johnson Lawrence was promoted to Master Sergeant and was selected as the ROA Instructor of the Quarter for FY98.

## **Communications Security (COMSEC) Team**

The branch chief, CW3 Hammond, was TDY to Fort Hood in support of ISYSCON for the Digitized Division Exercises. There was quite a bit of instructor turnover during 1998 in COMSEC, which currently has only four instructors. SFC Christian was promoted to MSG early in the year. One of the Instructors, SFC Blackmon retired. Two of the instructors, SFC Christian and SSG(P) Norat were actively involved in COMSEC training during 1998. Three new instructors, SFC Gregory, SSG Forrest and SSG Pratt are additions and spent three months of 1998 in school preparing for her instructional duties. The COMSEC team is responsible for conducting the Standardized COMSEC Custodian Course and for providing approved training material to eleven satellite locations around the world. The team trained students during the year. It also conducted several Mobile Training Teams (MTT), an eight-hour block of instruction for the SOBC and SOBQ, and forty hours of instruction for WOBC MOS 250B.

## **Electronic Training Team**

CW4 Shanks continues as the Chief, Ordnance Electronic Training Division, Ordnance Electronic Maintenance Training Department. CW4 Kohn, CW3 Wade, CW3 LaStrape and Chief Shanks conducted 918B training for the basic and advanced courses. During the year, a change to the Military Occupational Classification Structure (MOCS) affected Ordnance Warrant Officer Areas of Concentration 912, 916, 917 and 918. This change was staffed and approved by HQDA. This change consolidated all four Ordnance Electronic Maintenance Warrant Officer AOC and five Warrant Officer MOS into one AOC and three MOS. There were new training strategies and POIs developed for MOS 918B Warrant Officer Basic and Warrant Officer Advanced courses. All the Ordnance common core subjects will be taught at Redstone Arsenal, Alabama, while the technical MOS 918B training will be conducted at Fort Gordon. CW4 Shanks and the other instructors performed duties as Academic Counselor/Evaluator for WOBC/WOAC classes during the year and conducted a two week concentrated 918B technical training course for a combined USA Reserve/National Guard class.

## **Switching Team**

CW4 Floyd continued as the Chief of the Switching Team. His team performed an extensive review of all lesson plans and POIs in an effort to update and improve training in the switching arena. An initiative was instituted by Chief Floyd to cross train all instructors because of a severe shortage of authorized 31Ws. Subject matter experts attended contractor training and professional development courses provided by Chief Floyd in an effort to keep abreast of emerging technologies, new systems and training devices and joint requirements. The team was responsible for instructing the 250B, WOAC and WOBC; 250B (T), and the Joint Tactical Automated Switching Network Supervisor Course. The team provided training for a total of 13 classes during 1998. The Switching Team trained the entire Joint Task Force Course, the Signal Basic Officer Basic and Advanced Courses, and the Signal Officer Branch Qualification course, in part, during 1998. The Switching Team trained two special classes for the Reserve Component students and coordinated a special classroom with the 63rd Signal Battalion to train the Tactical Internet. The Switching Team trained more than 600 students during 1998.

## **Transmission Team**

CW4 Woodward continued as the Chief for the Transmission Team. This team was responsible for transmission systems blocks of instruction for MOS 250B (WOAC and WOBC), 250B (T), and the Joint Tactical Automated Switching Network Supervisor Course. The team trained a total of 13 classes during 1998. The Transmission Systems Team supported the entire Joint Task Force Systems Course, the Signal Officer Basic and Advanced Courses, and the Signal Officer Branch Qualification Course during the year. The Transmission Team also taught two special classes for Reserve Component students. The Transmission Team trained more than 600 students during 1998.

## **THE REGIMENTAL NONCOMMISSIONED OFFICER ACADEMY**

### **Director's Overview**

The leadership goals of the Regimental Noncommissioned Officer Academy (RNCOA) were many fold. Training must be relevant to the soldier in the field and must support the warfighter. And the RNCOA wanted to keep training current with the latest in equipment developments by seeking to introduce the cutting edge of technology into the Advanced NCO Course (ANCOC) and Basic NCO Course (BNCOC). All tasks were aimed at supporting current training and supporting Force XXI. Coordination was made with other training departments to obtain resources needed to accomplish the Academy's goals.

The move to consolidate the RNCOA with the Officers' Department was not realized and the feeling was that the Academy should be allowed to operate as a stand-alone organization.

### **Mission Statement**

Informally stated, the mission of the RNCOA was to provide the best training possible to all active Army and Reserve or National Guard students coming to Fort Gordon for ANCOC or BNCOC by providing the necessary administrative, operational, and logistical support and by designing, developing, and evaluating course material. Formally stated the Academy's mission was to, "Develop professional attributes and promote leadership skills that ensure the necessary self-confidence and sense of responsibility required of a Noncommissioned Officer. Increase the confidence of the students and inspire them to willingly assume and carry out their responsibilities as leaders and trainers."<sup>67</sup>

### **Resource Statement**

A trend of downward spiraling resources, which began years ago, continued in 1998. One of the more easily comprehensible examples was the drop in Non-Appropriated Funds (NAF) from \$3,365 in fiscal year FY97 to \$1,667 in FY98. Over the past five years, the yearly allocation has dropped from \$6,750 in FY94 to what it was in 1998, a 75 percent decrease in NAF funding. As a result, some purchases such as periodicals and Organization Day, were cut back. Other purchases

---

<sup>67</sup> Briefing Slides, "Signal Corps Regimental NCO Academy," ca. May-Dec 1998

such as reenlistment awards and monetary soldier recognition program awards, were discontinued entirely. Non-Appropriated funds are specifically dedicated to improvement of the soldiers' school life.<sup>68</sup>

Appropriated funding also took a cut, but with less visible training consequences. For example, the march to replace institutional training with read-at-home assignments continued, as did the move to shorten courses and replace more TDY with electronic communications. Spaces within buildings were consolidated causing some branches to relocate.<sup>69</sup>

### **Accomplishments/Activities**

The year began with a search for classroom and training development space. The RNCOA moved so that another organization could have the space it currently occupied. Some of the milestone dates were slipped, but the entire process of moving was completed during 1998.<sup>70</sup>

Course revisions were a normal part of the year. With the end of the cold war some years ago, there was a lot of deployment of U.S. Forces in joint ventures. In order to prepare Signal NCOs for these assignments, more specialized training was incorporated into all NCOES courses. One of the changes was to implement in the Telecommunications Operations Chief course, 31W ANCOC, the Network Management Tool (NMT) which included software for preplanning missions and Plans Management, Network Engineering and Wide Area Network (WAN) Management. The NMT provided services to Mobile Subscriber Equipment signal brigades and area signal battalions. Another program developed was the ISYSCOM, which provided automated management and synchronization of multiple tactical communications and Command/Control systems.

The RNCOA participated in a survey to ensure that all the Lightweight Computer Units (LCUs) in the Academy were properly configured for future modification and easy adaptation for use with the Army Key Management System (AKMS) Workstation, AN/GYK-33B. This system provided integrated workstations, which generated, loaded, and distributed data, automated crypto net planning, and Generation and Key Management functions. Following the completion of the operational test and approval of the Basis of Issue Plans (BOIP), it was anticipated that the fielding of the system would begin in FY99.

The RNCOA supported the Army Leadership Assessment and Leader Development Doctrine and policies by using FM 22-100 (Military Leadership Assessment), a guide to implement a standard leadership assessment process that evaluated ANCOC and BNCOC student leadership skills, knowledge, and behavior. The information obtained from the process was to be the basis for course leader grades and the academic evaluation report (AER). The program requirements consisted of student assessments and counseling that included identification of strengths, weaknesses and other developmental needs that determined specific courses of action needed to improve and enhance student performance.

BNCOC Career Management Field (CMF) 35 classes were moved from the Academy at Fort Gordon to Redstone Arsenal, Alabama; however, Advanced Individual Training (AIT)

---

<sup>68</sup> Memorandum, 15 Oct 1998, Mildred H. Hazelrigs, Chief, Financial Management Division to Commandant, NCO Academy, subj: FY98 Unit Budget Fund.

<sup>69</sup> Briefing Slides, "Regimental NCO Academy", ca. April 1998.

<sup>70</sup> Ibid.

courses remained at Fort Gordon. The instructors lost as a result of the move did not have any adverse affect on the Academy's ability to perform its mission.<sup>71</sup>

A continuing integral part of ANCOC and BNCOC was the requirement for each class to participate in at least two community projects. This strengthened the ties between Fort Gordon and the surrounding community.<sup>72</sup>

Many man-hours were spent resisting a proposal by the Officer's department to combine the Officer's Department, the Warrant Officer Department, and the NCO Academy onto one training department, The Leadership Department. With regulatory guidance from the Army and TRADOC in conflict with the suggested reorganization, the consolidation was put on hold until a future date. Many claims for cost savings were questioned by the RNCOA.<sup>73</sup>

In 1998 three NCO's were selected for the Sergeant Audie Murphy Club. Although selected in 1998, SSG Tonya Cornelia Torbert and SFC Gray's induction ceremony will not be until February 1999.

## Summary

Resources presented a significant challenge in accomplishing missions and objectives; however, the mission of effective and efficient training remained. The objective was often met by replacing resident training with an alternative, which usually put demands on developers to come up with training delivered via electronic media.

New equipment was introduced into the courses, and the Command Group recommended that the Signal School be fielded with new equipment before FORSCOM units.

The constant reshuffling and consolidating took some adjustments. The cadre took these changes in stride, albeit a strained stride. As the moves to new quarters took place space was made for contractors.

With a new commandant, the Academy looked forward to the coming year when the facility would be visited by an accreditation team from the Sergeants' Major Academy.

---

<sup>71</sup> Briefing, subj: Proposed BNCOC Action, ca. March 1998.

<sup>72</sup> Paper, "Signal Regimental NCO Academy Community Activities for Jan-Dec 1998.

<sup>73</sup> Memorandum, 3 Nov 1998, Subj: ROA/RNCOA Realignment Action Summary.

## CHAPTER III

### COMPUTER SCIENCE SCHOOL

#### Director's Overview

1998 was another busy year for the Computer Science School (CSS). We continued to improve the instruction for the training we assumed responsibility for in 1997. All automation training done in the Signal School is now done within the Computer Science School with the exception of 31U10 automation training.

It is a challenge to keep up with the continual change in the technology and incorporate that into the training. The field quickly changes the way they do business to take advantage of technology, so it is important that we keep the training current in order for commanders to get the best trained soldier we can provide.

We are finding it difficult to get the numbers of instructors required to do the instruction. It is also difficult to keep the workforce current because of the changing technology. The numbers issue is being worked at the Office Chief of Signal (OCOS), Regimental Directorate of Training (RDOT), and Department of Army levels.

During 1998, the Computer Science School consolidated its training into Dixon and Cobb Halls that are co-located. The headquarters moved from Room 220 in Dixon Hall to Room 114 in Cobb Hall.

The new Commanding General, Major General Peter M. CuvIELLO, made it known that the Signal Regiment is bigger than the Signal Corps and that Functional Area (FA) 53 is an important part of the Signal Regiment. This is a much-needed improvement and should help give FA53 some of the attention it has needed.

We continued to receive outstanding support from the Command Group. They understand the importance of automation training and realize that the Computer Science School adds value to the Army.

The U.S. Army Computer Science School is a valuable Army asset. As the force is modernized, its mission will grow.

#### Mission Statement

The Computer Science School was responsible for Army-wide training requirements for officer Functional Area 53 (Systems Automation Management), basic and advanced warrant officer MOS 251A (Data Processing Technician), and enlisted AIT MOSs 74B10 (Information Systems Operator-Analyst) and 74C10 (Telecommunications Center Operator). The school developed and conducted these resident training programs and developed nonresident training products and soldier training products. The Computer Science School also developed and conducted training for seven automation functional courses and provided administrative assistance to Sytex, the contractor who conducted the two Directorate of Information Systems for Command, Control, Communications and Computers (DISC4) security courses. The school continued the additional mission it assumed in 1997 of developing and conducting all automation training done at the Signal Center with the exception of 31U10 Signal Support Systems Specialist automation training. This mission included automation tracks for seven Signal officer courses, four warrant officer courses, four Advanced Noncommissioned Officer Courses (ANCOC), and seventeen

Basic Noncommissioned Officer Courses (BNCOC). The school also continued to provide monthly office automation classes for USASC&FG staff, faculty, and base operations (BASOPS) personnel.

### **Resource Statement**

The Computer Science School's personnel authorizations on the FY 0199 TDA were seven officers, five warrant officers, 107 enlisted, 34 civilians, and two DA interns for a total of 155 authorized personnel. On 31 December 1998, there were 140 personnel assigned: four officers, four warrant officers, 105 enlisted, 25 civilians, and two DA interns.

The FY98 budget totaled \$1,776,900 and included \$1,302,300 for civilian pay, \$3,600 for travel, \$1,900 for contracts, \$433,300 for supplies and equipment, and \$35,800 for miscellaneous.

### **Activities and Accomplishments**

During 1998, a totally revised 7E-53A Systems Automation Course was implemented. As the course was taught, we continued to revise instruction by incorporating newer technology and adjusting the amount of time and hands-on training devoted to each block of instruction. Visual Basic replaced Ada as the programming tool, and a software-engineering project was added. A class project was also added to give each class a "real world" automation problem to solve. Windows 95, Windows 98, Windows NT, and Solaris operating systems replaced MS-DOS, BTOS, and UNIX operating systems, and Access replaced Dbase III for database applications. More meaningful hands-on time was added to network training and topics related to networks so that Functional Area 53 officers would better understand how to design, implement, and manage networks when they arrived at their assignments. Cisco router training was improved, and web page design was added. Network and systems security training was also added in response to the growing awareness throughout DOD that computer security measures were lacking and could no longer be ignored. All of these subject and timing adjustments were made throughout the year without changing the overall length of the course. During December 1998, CSS personnel initially prepared a Course Administrative Data (CAD) for submission to TRADOC to obtain adequate instructor resources to conduct this course.<sup>74</sup>

At various times during 1998, the Computer Science School began conducting five new functional courses which had been designed to parallel blocks of instruction in the basic Systems Automation Course. The school conducted the first Webmaster class during February, the first Systems Administration COE Solaris class during April, and the first Systems Administration COE NT and Network Manager (IP Networks) classes during May. A New Technology class was not conducted because of a lack of people. These functional courses underwent the same fine-tuning and adjustments that the Systems Automation Course underwent.<sup>75</sup>

During the fall of 1998, the decision was made that we should teach a functional course on Cisco routers to meet immediate field needs. Because the normal funding cycle is three years out, we decided to eliminate the Local Area Networks Administration and Management functional course (7E-F54/150-F25) and replace it with the Introduction to Routers functional course. During November 1998, we prepared a CAD for submission to TRADOC to implement this much-needed

---

<sup>74</sup>Memorandum, ca. 22 Jan 1999, COL Larry L. Turgeon, Regimental Dir. of Tng to TRADOC/ATOM-P, subj: Course Administrative Data (CAD) for 7E-53A, Systems Automation.

<sup>75</sup>CSS Reports on class dates and lengths for Oct 1997-Sep 1998.

functional course on routers in May 1999. During December 1998, CSS personnel prepared a Program of Instruction (POPI) to support the course and will submit it to TRADOC as soon as they validate the CAD.<sup>76</sup>

The two security functional courses that DISC4 agreed to fund from FY98 through FY00 were implemented during May 1998.<sup>77</sup> A civilian contractor, Sytex, was hired to conduct the training. These two courses also underwent constant revision during 1998 to incorporate proper training in response to security issues and needs. DISC4 provided the guidance and funds to furnish and equip two more classrooms for security training, and during December 1998 the labs were installed in Rooms 213A and 213B of Cobb Hall.

Defense Message System (DMS) training which was originally scheduled to start in 1998 had to be postponed until 1999 because of a lack of equipment and software problems.<sup>78</sup> The DMS-Army Program Manager worked with the Computer Science School and the contractor, Lockheed Martin Federal Systems, to correct these deficiencies so that training for the selected target audience could start by January 1999. Class start dates for the four DMS functional courses with a total length of 22 days were entered into the Army Training Requirements and Resources System (ATRRS). Plans were made to conduct ten days of DMS instruction for 74B AIT and 17 days for 74B BNCOC, 74G Transition BNCOC, 74 ANCOC, and 251A Warrant Officer Advanced Course.<sup>79</sup>

One of the biggest impacts on the Computer Science School in 1998 was updating and improving the automation portions of the officer, warrant officer, ANCOC, and BNCOC courses that we assumed responsibility for in 1997. Because of the command attention that Signal officer courses received, the automation training for the Signal Officer Basic Course (SOBC), the Signal Officer Branch Qualification course (SOBQ), and the Signal Captain's Career Course (SCCC) grew substantially commensurate with the importance of automation tasks and new technology. It was decided that these officers should receive more hands-on in-depth training in areas such as Windows NT, networking, local area network (LAN) troubleshooting, web authoring, routers, Exchange server, Army Battle Command System, and network and system security. By the end of 1998, Computer Science School and Regimental Officer Academy personnel had decided that SOBC and SOBQ students would get 22 days of automation training and SCCC students would get 20 days.<sup>80</sup> The two training departments had also begun to work together to enter these updated programs of instruction into Program of Instruction Management Module (POIMM) format.

During October 1998, information technology computer based training (CBT) which DISC4 purchased from CBT Systems for the Army became available to us. Our Technology Integration Division technicians downloaded the courseware consisting of over 750 courses to a server for staff and faculty use.<sup>81</sup> We began using these CBTs as self-development tools, and instructors also began to review them as media to possibly augment our resident training.

During this same time, the Computer Science School web page was taken off line, updated, and totally reconstructed.

---

<sup>76</sup>Memorandum, ca. Nov 1998, COL Turgeon to TRADOC/ATOM-P, subj: CAD for 113-TBD-01, Instruction to Routers.

<sup>77</sup>CSS Reports on Class Dates and Lengths, Apr-Sep 1998.

<sup>78</sup>Memorandum, nd, COL Turgeon to TRADOC/ATOM-P, subj: DMS Training Capacity.

<sup>79</sup>E-mail, 29 Dec 1998, David A. Kintner to COL Michael W. Lemons et al., subj: New DMS Functional Course Class Dates

<sup>80</sup>e-mail, 14 Jan 1999, Maj Bruce D. Caulkins to Angela Owens-Campbell etc., subj: SOBC POI.

<sup>81</sup>E-mail, 5 Nov 1998, SSG Chrostopher T. Rimmer (csshelps) to CSS, subj: CCBT Courses.

The Computer Science School continued in 1998 to conduct monthly office automation classes for USASC&FG staff, faculty, and BASOPS personnel. Monthly class schedules were announced via e-mail.

Because of our close involvement with DISC4 concerning computer security issues and training, Computer Science School personnel continued to serve as members of C2 Protect working groups and Colonel Lemons continued to serve on the C2 Protect Council of Colonels.

Throughout 1998, the staff and faculty of the Computer Science School carried out the Signal School relocations directed by the Chief of Signal, Colonel Robert C. Zelazny. The Signal School Moves plan called for all Computer Science School classrooms and offices to be housed in two buildings adjacent to each other, Dixon Hall and Cobb Hall.<sup>82</sup>

In order to meet the milestones established for the post-wide relocations, the Technology Integration Division of the Computer Science School moved from Dixon Hall to the first floor of Cobb Hall during May 1998. The job of the technicians in the division was to prepare classrooms and offices with the appropriate network connections and telephone hookups. The Computer Science School plan called for the Enlisted Training Division to occupy Dixon Hall, for Headquarters, the Warrant Officer/ANCOC Training Branch, and the Technology Integration Division to occupy the first floor of Cobb Hall, and for the Officer Training Division to occupy the second floor of Cobb Hall. These relocations required the installation of cable and network connections for twenty-four offices, classrooms, and communications closets. In all, 14 hubs, 10,000 feet of cable, 823 connectors, and three Class C sub-nets were installed, and 49 telephone hookups were coordinated. From June through December, the staff and faculty moved offices and classrooms as space became available and rooms were made ready.

The Computer Science School continued to support military events on Fort Gordon. In October, we provided personnel and equipment for five stations for the Partners in Freedom Day event at Freedom Park. In December, we operated four information centers for Fort Gordon's 1998 Signal Symposium.

## **Summary**

Major accomplishments in 1998 included completing the relocation directed by the Chief of Signal and improving the content of our courses and automation blocks of instruction. With the resources that were available, we made every effort to incorporate the newest technology into our training and to keep the instructor workforce trained up on that technology. We discovered several years ago that in our world of automation, technology changed more rapidly than the current funding system allowed for.

---

<sup>82</sup>CSS Briefing Slides for COL Velma L. Richardson, Deputy Commander, 16 Sep 1998, subj: Signal School Moves Brief.

## CHAPTER IV

### DIRECTORATE OF COMBAT DEVELOPMENTS

#### Director's Persepective

The Directorate of Combat Developments (DCD) continued to accomplish its primary Combat Developments (CD) mission requirements within a resource-constrained environment. There were 122 personnel authorized for 1998 but, because of a lack of funding, DCD had a year end strength of 99 personnel: 67 military and 32 civilians. Increased funding support from the Department of the Army (DA) allowed the directorate to increase the contractor work force to 87 personnel. Video teleconferencing, in conjunction with extensive temporary duty (TDY) travel, played a significant role in accomplishing the Directorate's CD responsibilities throughout the TRADOC, DA, and Joint community.

#### Accomplishments

During 1998, Colonel William S. (Scott) Rodakowski's participated in the US/UK Combat Developments talks with the Royal School of Signals Commandant and staff. Directorate personnel were involved in and supported the 26th Regimental Signal Symposium with briefings and workshops. The Directorate sponsored the Council of Colonels (COC) and the Commanding General's Brigade, Battalion, TRADOC System Managers (TSMs), and Program Managers Breakfast. Topics covered by the COC were: Warrior Information Network-Terrestrial (WIN-T); the Army Common User System (ACUS); Warfighter Rapid Acquisition Program (WRAP) candidates for fiscal year 2000; Defense Message System (DMS); Army Experimental Campaign Plan (AECPP) Doctrine Update; Force Structure Issues (G-6, S-6); and Total Army Analysis (TAA-07), which is a means to determine the overall impact to the Signal Corps.<sup>83</sup>

#### Mission

The Directorate of Combat Developments, the TSMs, and the Battle Command Battle Laboratory (BCBL) at Fort Gordon make up the Signal Corps Combat Developments team. The directorate had responsibility for development of the signal support concepts, organizations, material requirements, System Architecture, and Signal Doctrine to support the Warfighter. The directorate was responsible for ensuring that proponent as well as non-proponent organizational assessments are properly supported. Directorate personnel provided Signal support assistance to all the TRADOC schools, the Army, joint services, and allied services. Colonel Rodakowski served as a member of the Army and Defense Science Boards.

#### Resources

Reductions in funding continued to impact on the DCD workforce. Civilian authorizations increased from 38 to 40. Military authorized strength was 82. This gave DCD a total of 122

---

<sup>83</sup>Council of Colonel Agenda and Briefings Slides, 1 Dec 1998; Workshop Agendas and Briefing Slides, 2 Dec 1998.

authorized personnel, up from 109. The actual year-end strength was 67 military and 32 civilians assigned.<sup>84</sup>

The directorate reorganized to make better use of its resources. Directorate personnel provided briefings to all levels of the Army Command structure and, as a result, were able to procure an additional three hundred and thirty million-dollar increase in funding for the WIN-T program from Congress. The funds were to be used to accelerate the fielding of the system.

The directorate was allocated \$7,834,000 for FY98 operations and contracts. The directorate was able to secure \$1,589,000 from other sources for contract support and TDY travel. The directorate spent 100 percent of its programmed budget during FY98 with the majority of it applied to four major categories: civilian pay (28%), contract services (60%), travel (5%), and equipment and supplies (6%).

### **PROGRAM MANAGEMENT OFFICE**

The Program Management Office (PMO) provided day-to-day operational guidance and support to the other divisions as well as the TSMs, BCBL, and other users of the Signal Towers Local Area Network (LAN). The LAN was upgraded to Microsoft Office, allowing for the maximum use of the networking capabilities of the equipment in Signal Towers. The PMO was responsible for scheduling all of the training for the directorate's personnel as well as insuring that sufficient supplies and services are available for the directorate's personnel to accomplish its mission. The PMO was also responsible for coordination with other centers and schools and joint services on projects that affect Signal Support. Automation capabilities were upgraded to allow for TELNET interaction with the Total Asset Visibility (TAV) Program. The upgrade allowed automated Qualitative and Quantitative Personnel Requirements Information/Basis of Issue Plan (QQPRI/BOIP) feeder data to be downloaded faster.

### **ARCHITECTURE DIVISION**

#### **Organization**

The division was authorized two personnel: one Division Chief and one administrative support/secretary. Lieutenant Colonel Jeffrey G. Smith, Jr. replaced LTC Joseph S. Yavorski as Division Chief.

#### **Overview**

The Concepts and Architecture (C&A) Division supervised and managed the overall activities of subordinate branches, resolved personnel management problems, provided guidance for project management, submitted annual division budget and training requirements, provided secretarial support, and monitored, managed, and coordinated TDY travel for all division personnel. The division had responsibility for the present and future signal structure/architecture for the Signal Corps.

---

<sup>84</sup>DCD Slides, ca. Dec 1998, subj: DCD Authorizations.

## **ARCHITECTURE BRANCH**

### **Organization**

At year's end the Architecture Branch had 26 individuals assigned: four officers, one civilian, and 21 contractors. Key personnel included Major Brian Hamilton, Branch Chief, since 10 July 1998.

### **Overview**

The Architecture Branch was formerly under Concepts and Studies Division (CSD), from January-August 1994. After reorganization within the Directorate of Combat Developments, Architecture became a branch under the Concepts and Architecture Division in August 1995. Through a later reorganization of the Directorate, Architecture Division was formed and consisted of the Architecture Branch, Modeling and Simulations Branch, Command, Control, Communications and Computers Requirements Definition Branch (C4RDP) Branch, and Force Integration Branch (FIB).

### **Mission**

In January 1997 the Architecture Branch became the executive agent for the Director, Information Systems Command, Control, Communications, and Computers (DISC4), for the development of Conceptual Systems Architectures. The Branch served as the Signal Center's Combat Development Architect for communications and information systems from the sustaining base through the tactical level. Branch personnel evaluated the operational requirements of the warfighter and proposed integrated, requirements-based solutions that improve connectivity, and interoperability from foxhole to sustaining base (Army), the joint services, and coalition allies. The Branch developed communications and information systems architectures to support the First Digitized force and the Second Digitized Force. The focus of the Architecture Branch was to develop networked communications throughout the strategic, operational, and tactical area of operations.

Architecture Branch personnel identify the command, control, communications, computers, and intelligence (C4I) operational requirements for the warfighter and develop communication architectures to provide a responsive and reliable network for the flow and transfer of information. Branch personnel recommend network protocol and data standards and identify deficiencies in information and communications architectural designs. This included sustaining base and installation requirements. The Branch identified and recommended new and existing technologies and system developments for integration into information and communication architectures for future battlefields.

Branch personnel participated in and supported the development of information and communications architectures for Battlefield Functional Areas (BFAs) and provide Signal expertise to identify C4I requirements and capabilities needed to implement BFA architectures such as fire support, air defense, and intelligence.

The Branch provided signal expertise and support to designated signal and non-signal TRADOC system managers on information and communications architecture issues and problems relevant to their areas of responsibility. Personnel reviewed non-proponent information and

communications architectural concepts, doctrine, publications, and briefings and provided comments and recommendations as appropriate.

Architecture Branch personnel conducted and participated in Signal Center, TRADOC, Army, and joint services action officer working groups, special work groups, conferences, In-Progress Reviews (IPRs), process action teams (PATs), and video teleconferences (VTCs) relevant to Signal Center interests and responsibilities for information and communications architecture initiatives, programs, and developments. They identified and recommended studies, analysis, and concept initiatives to support information and communications architecture requirements.

Finally, the Branch provided proponent expertise and representation at HQDA, MACOM and joint service forums on information and communications and C4I architectural objectives and programs as required. Personnel provided representation to allied and foreign programs and forums for information and communications architectures as appropriate.

### **Architecture Branch Activities**

The Architecture Branch was involved in several areas of the Signal field, as shown in the mission statement above. However, many of these activities were more task specific as shown in table 4-1 and will be discussed below.

**Table 4-1  
Topics for Architecture Branch–1998**

Signal Support Vision, Signal Corps XXI  
Conceptual Systems Architecture (First Digitized Force 1DFSAs)  
Conceptual Systems Architecture (Second Digitized Force 2DFSAs)  
1st Digitized Armored Cavalry Regiment (1DACR)  
1st Digitized Corps Systems Architecture (1DCSA)  
Joint Contingency Force  
Strike Force  
Air Defense Artillery  
PATRIOT C4I Upgrade  
Combat Service Support (CSS)  
Warfighter Information Network (WIN)  
Warfighter Information Network Master Plan

Source: CDC Annual Command History Input for 1998

### **Signal Support Vision (Signal Corps XXI)**

The proliferation of independently developed information systems across the battlefield resulted in substantial interoperability problems for the warfighter. Information readily available on one information system cannot be used by another information system without direct human intervention. This situation caused many of the functions performed by an information system to be replicated in other systems. Additionally, numerous translators and "black boxes" have been developed to allow communications between various systems. The cost to the Army was substantial.

The Information Age dawned on the world at large and the Army Leadership recognized the potential that integrated information systems would have on the battlefield. As with any new capability provided there was a price to be paid for any information architecture developed. Resources were required to support the services desired by the warfighter and included soldiers, funding, training, organizational restructuring, doctrinal and leadership development.

The requirement to move the Army of the 21st century into the Information Age defined a new battlefield mission: Information Services/Management. To successfully accomplish this mission, a proponent had to be established and the Signal Corps was best suited to accomplish this mission. The Signal Corps had the communications infrastructure necessary to provide information services and signal soldiers were assigned through the Army in such a manner as to be in place to readily support information services.

The Signal Center developed a strategy to redefine Signal Support on the battlefield. This support will include both communications support and information services/management. The strategy defined Signal doctrine, training, leadership development, organization, materiel solutions, and soldiers for the next century.

Technologies and their impact were evaluated for their ability to support Force XXI and the digitized Army. Emerging technologies included, but were not limited to, distributed and shared databases, distributed processing, and dynamic bandwidth allocation.

### **1DFSA - 1st Digitized Force Systems Architecture**

The 1st Digitized Force Systems Architecture (1DFSA) was based on the TRADOC Conservative Heavy Division (CHD) Design for the Year 2000. It was targeted against the 4th Infantry Division at Fort Hood, Texas, and was a component of III Corps, the 1st Digitized Corps. The 1DFSA was a two-brigade force consisting of two armor brigades and a division cavalry squadron. This architecture uses High Speed Multiplexers and ATM embedded Mobile Subscriber Equipment (MSE) switches and node centers for the near-term architecture, and a Tactical Internet (TI) with SINCGARS ASIP/EPLRS mix for brigade and below communications. The division command post structure included a Tactical (TAC) Command Post (CP) made up of ADA ABMOC and MI BOC cells, a command group CP, and a division main (DMAIN) CP, made up of three distinct cells: Sustainment, Information/Intelligence, and mobility. The force also used Army Aairspace Command and Control (A2C2S) for airborne Command and Control of the force.

### **2DFSA - 2nd Digitized Force Systems Architecture**

Based on the TRADOC Conservative Heavy Division Design for the Year 2002. It was targeted against the 1st Cavalry Division at Fort Hood and was a component of the 1st Digitized Corps. The 2DFSA was a three-brigade force consisting of two armor brigades, one mechanized brigade, and a division cavalry squadron. It used High Speed Multiplexers and ATM embedded MSE switches and node centers for the near-term architecture as defined in the WIN-T ORD. It also and used the Tactical Internet with EPLRS for brigade and below communications updated according to the TF Limited User Test (LUT) and technical discussions with Hughes Corporation. Near term Digital Radio (NTDR) was used for Tactical Operations Center (TOC) to TOC communications to support Army Battlefield Command System (ABCS) traffic. Defense Message Service architecture was employed down to brigade level as well as Battlefield VTC and whiteboard capability down to battalion level. Combat Service Support (CSS) automation was

shown using inline network encryptors (INEs) to allow them to tunnel through the MSE network and the Tactical Internet as their means of communications. Embedded Battle Command was present on selected ABCS workstations in the TOCs. The Aviation Brigade included IDM modems hosting embedded battle command software for integration of airborne situational understanding data with the ground platforms and TOCs. The division command post structure was patterned on the 1DFSA. The architecture included A2C2S for airborne C2 and a “slew-to-cue” architecture for the ADA Avengers/Linebackers and Sentinel Sensors.

### **1st Digitized Corps System Architecture**

The 1st Digitized Corps System Architecture (1DCSA) is based on the TRADOC Conservative Heavy Corps Design for the Year 2004. It is targeted against the III Corps at Fort Hood. The 1DCSA is made up of the 1st Digitized Force System Architecture, 4th Infantry Division, and the 2DFSA, 1st Cavalry Division. The 1DCSA will also include the 3rd Armored Cavalry Regiment (1DACR). The 1DCSA will only include separate commands, brigades, and battalions that are in the direct chain of command of the Corps commander. It uses WIN-T switches and node centers for the communications architecture as defined in the WIN-T ORD and uses the TI with EPLRS for brigade and below. Joint Tactical Radio System (JTRS) is used for TOC to TOC communications to support Army Battlefield Command System. traffic. Battlefield VTC and whiteboard capability are deployed down to battalion level. Global Combat Service Support-Army (GCSS-A) systems will be used throughout the 1DCSA replacing legacy CSS stovepipe systems to support new and emerging logistical concepts and needs.

Personnel from the 1DCSA development team worked closely with Systems Architecture personnel from the TRADOC Schools and Proponent Centers to ensure that future doctrine changes and emerging concepts were captured and represented in the 1DCSA products. Products for the 1DCSA include conceptual systems architecture for the following elements of the Conservative Heavy Corps:

- HHC, Corps
- Corps Support Command
- Corps Signal Brigade
- Corps Aviation Brigade
- Corps Engineer Brigade
- Corps Field Artillery Brigade
- Corps Military Intelligence Brigade
- Corps military Police Brigade
- Corps Air Defense Artillery Brigade
- Corps Civil Affairs Brigade
- Corps Chemical Brigade
- Corps Medical Command
- Corps Psychological Operations Battalion

Personnel from the 1DCSA development team also updated the 3rd Armored Cavalry Regiment Systems Architecture Conceptual (1DACR) product to ensure equipment, doctrine, and concept changes were included in the ACR product.

FLASH OF LIGHT FROM CANNON AND BAYONETS IN THE DISTANCE. IT WAS McDOWELL'S MAIN ATTACK MARCHING ACROSS BULL RUN AT SUDLEY SPRINGS AROUND THE CONFEDERATE LEFT FLANK AND INTO THEIR REAR. HE IMMEDIATELY SENT A MESSAGE TO COLONEL EVANS COMMANDING THE LEFT FLANK "LOOK OUT FOR YOUR LEFT, YOU ARE TURNED." EVANS RECEIVED THIS MESSAGE AND A CONFIRMING MESSAGE FROM A CAVALRY PICKET AT ABOUT THE SAME TIME. HE IMMEDIATELY REDEPLOYED HIS FORCES IN A POSITION TO MEET THIS THREAT THUS PROVIDING TIME FOR THE REDEPLOYMENT OF OTHER FORCES BY BEAUREGARD AND JOHNSTON. THE CONFEDERATES WON THE BATTLE AND ALEXANDER AND HIS NEW SIGNAL SYSTEM HAD PLAYED A SIGNIFICANT ROLE IN THE VICTORY.<sup>9</sup> ON SUNDAY MORNING JULY 21ST 1996 I UNVEILED A MONUMENT COMMEMORATING THIS "FIRST SIGNAL MESSAGE SENT ON A BATTLEFIELD" ON SIGNAL HILL IN SIGNAL HILL PARK IN MANASSAS PARK, VA.

ON JULY 22ND ALEXANDER WAS MADE CHIEF OF ORDNANCE OF BEAUREGARD'S COMMAND AND SEVERAL DAYS LATER OF JOHNSTON'S ENTIRE ARMY. HE WAS RESPONSIBLE FOR THE DISTRIBUTION OF ALL ARMS AND AMMUNITION AND FOR THE REPAIR OF WEAPONS. HERE HIS ORGANIZATIONAL AND MANAGEMENT SKILLS AND LEADERSHIP WERE PUT TO A CRITICAL TEST. THERE WAS NO ORGANIZATION, NO SYSTEM AND NO CAPABILITIES. HE STARTED FROM SCRATCH - A REAL CHALLENGE FOR A 26 YEAR OLD CAPTAIN. HE ORGANIZED HIS DEPARTMENT WITH AN ORDNANCE OFFICER OR SERGEANT IN EVERY REGIMENT AND BATTERY WHO WAS RESPONSIBLE FOR PROVIDING WEEKLY REPORTS OF THE STATUS OF WEAPONS AND AMMUNITION. HE ORGANIZED A DEPOT OF ORDNANCE SUPPLIES AT THE RAILHEAD AND SAW THAT EACH MAJOR UNIT HAD AN AMMUNITION TRAIN LARGE ENOUGH TO MEET THE REQUIREMENTS OF ONE BATTLE. FOR EMERGENCIES UNDER HIS OWN CONTROL HE SET UP A

---

<sup>9</sup> Alexander, *Fighting*, pp.49-51; Klein, *Alexander*, pp.33-35. See also J. Willard Brown, *The Signal Corps, US Army in the War of the Rebellion* (Boston, US Veteran Signal Corps Association, 1896; John E. Hoover, "The Signal Corps in the Civil War," *Supplement to the Official Records of the Union and Confederate Armies*, Part I Reports, Volume 10 (Wilmington, Broadfoot Publishing Co.,1995).

RESERVE AMMUNITION AND REPAIR TRAIN WHICH EVENTUALLY WOULD INCLUDE OVER ONE HUNDRED WAGONS.<sup>10</sup>

ALEXANDER ALSO REMAINED IN CHARGE OF THE SIGNAL SERVICE. HE CONTINUED TO TRAIN SIGNAL SOLDIERS AND DISPATCH THEM TO OTHER ARMIES TO TRAIN MEN AND INTRODUCE THE SYSTEM. IN THE FALL A NEW SIGNALS DEPARTMENT WAS CREATED IN THE WAR DEPARTMENT AND ALEXANDER WAS OFFERED THE POSITION AS SIGNAL OFFICER WITH PROMOTION TO COLONEL. HE TURNED IT DOWN TO STAY IN THE FIELD.<sup>11</sup> IN MY OPINION AS A CONSEQUENCE THE CONFEDERATE SIGNAL CORPS NEVER REACHED ITS FULL POTENTIAL.

RECOGNIZING THE WIDESPREAD DEFICIENCIES IN CONFEDERATE ARMS AND AMMUNITION, ALEXANDER ATTACKED THE PROBLEM WITH CHARACTERISTIC ENERGY. HE DEVELOPED A SYSTEM FOR COLLECTING ABANDONED FEDERAL ARMS. HE INITIATED AN EFFORT TO CONVERT SPORTING RIFLES TO MILITARY USE. HE TRIED TO DEVELOP A ROCKET BATTERY BUT THE MISSILES WERE TOO UNCERTAIN. HE TESTED THE ARTILLERY AMMUNITION AND FOUND IT ALMOST WORTHLESS. HE DEvised SOME REMEDIES AND GOT RICHMOND TO DO A BETTER JOB, BUT CONFEDERATE ARTILLERY AMMUNITION WAS ALWAYS INFERIOR.<sup>12</sup>

AS IF HE DID NOT HAVE ENOUGH TO DO ALEXANDER WAS ALSO BECOMING THE ARMY'S SECRET SERVICE OFFICER. AS THE CONFEDERATE FORCES MOVED CLOSER TO WASHINGTON HE DEVISED A PLAN TO SEND ONE OF HIS SIGNAL OFFICERS INTO THE CITY TO RENT A ROOM AND FROM THERE TO RELAY MESSAGES FROM SPIES HE HAD HIRED IN THE CITY. UNFORTUNATELY GENERAL JOHNSTON DECIDED TO WITHDRAW FROM HIS EXPOSED POSITION BEFORE THE PLAN COULD BE IMPLEMENTED. HOWEVER THE SIGNAL OFFICER PROCEEDED TO ESTABLISH A SIGNAL LINE ACROSS THE POTOMAC INTO SOUTHERN MARYLAND. THIS LINE, AMONG

<sup>10</sup> E. Porter Alexander, Military Memoirs of a Confederate (New York, Charles Scribner's Sons, 1907) pp. 52-53; Klein, Alexander, p. 37; Alexander, Fighting, p. 60.

<sup>11</sup> Klein, Alexander, p. 36; Alexander, Fighting, p. 61; Alexander, Memoirs, p. 52.

<sup>12</sup> Alexander, Fighting, pp. 61-62; Klein, Alexander, p. 37.

## **Warrant Officer Section**

The Officer Division's Warrant Officer Section sent a warrant officer on recruiting trips to Fort Huachuca, Arizona, Fort Hood, Texas, and Fort Bragg, North Carolina, to brief and encourage NCOs to apply for the warrant officer program. A warrant officer began briefing each BNCOC and ANCOC class at the Signal Center on the opportunities and procedures to become a warrant officer.

The Warrant Officer Section conducted the technical review of 36 warrant officer applications from the RC. Five of five were qualified for MOS 250N, Network Management Technician, and 19 of 31 were determined qualified for MOS 251A, Data Processing Technician. From the AC, 62 applications were reviewed for MOS 250N, of which 44 were determined qualified. For MOS 251A, 35 applications were reviewed, of which 28 were determined qualified.

Four of the U.S. Army Recruiting Command warrant officer selection boards considered AC Signal warrant officer applications. Thirty-five applicants were selected for MOS 250N, and 21 were selected for MOS 251A.

The Warrant Officer Section recommended a change to the Military Occupational Classification Structure affecting MOS 251A and MOS 250N under the provision of AR 611-112, 30 September 1997. The change was required to bring Signal Branch warrant officer structure into compliance with regulatory guidance. The revision changes existing spaces and standards of grade for both MOSs and will align grade structure documentation with current inventory. Changes will be reflected in a future NOFC.

The Warrant Officer Section recommended, and the Chief of Signal established, the office of RCWO 2 December 1999. The RCWO will serve as advisor to Chief of Signal on all warrant officer matters, just as the Regimental Command Sergeant Major represents enlisted and NCO issues. As mentioned above, CW5 Pete Hewitt filled the position.

The Warrant Officer Section coordinated the 27th Signal Regimental Symposium's Warrant Officer Conference, which began 30 November 1999. This two-day conference was attended by 70 warrant officers. MG Peter M. Cuvillo, Chief of Signal, opened the conference. Presentations were provided by CW5 Tom Fiems, chairman of the Warrant Officer Leader Development Council; CW5 Andy Barr, Deputy Chief of Staff for Personnel warrant officer policy integrator; CW4 Mary Wells, PERSCOM's warrant officer assignment manager; CW5 Bruce Gardner, Signal member of the FY99 Warrant Officer Promotion Selection Board; CW4 Westley Woodward, Regimental Officers Academy (ROA) Warrant Officer Division; CW5 Robert McCampbell, Computer Science School; and CW5 Pete Hewitt, Signal warrant officer proponent manager. The conference concluded with a Council of CW5s (Barr, Coombe, Gardner, Hewitt, Hilliard, Jikaku, McCampbell, Pace, Rougeou), which focused and discussed issues affecting Signal warrants.

## **DIRECTORATE OF RESOURCE MANAGEMENT**

### **Director's Perspective**

Our major goal for 1999 was to allocate funds according to TRADOC's established priority of training the load, while at the same time acknowledging the needs of the Signal

Center. To meet that objective, we had to fix operations by reprogramming about \$1.3M from BASOPS into training accounts and funding another recurring training support contract (\$.2M) with tactical maintenance dollars. Again this year, dollars are not sufficient to fund training accounts up to civilian TDA authorizations.

We continued to meet the challenges brought about by downsizing and resource reductions but are no longer able to do "more with less." Now we do "less with less."

The FY00 budget, submitted in July 1999, was approximately \$116M. FY00 will present numerous new challenges as its budget represents an approximate \$5 million decrease to fund the post's basic operational costs, i.e., civilian pay, contracts, utilities, etc.

FY99 was the second year of consolidated accounting at the Defense Finance and Accounting Service (DFAS) Operating Location (OPLOC) in Lexington, Kentucky. The Resource and Fiscal Policy Office continued to assume responsibility for residual accounting functions, developing and coordinating solutions to problems which arose between the OPLOC and installation activities, and for all aspects of liaison between installation and tenant activities and the OPLOC and DFAS.

In 1999, eight interservice support agreements (ISAs), supporting 1,432 military and civilian personnel, were updated. Installation Standard Level of Service (SLOS) standards for 39 service categories were completed and approved for use in determining reimbursable services for customers. Under these standards, all customers must reimburse for services above our standard level of support.

During the 4th Quarter, Commercial Activities Proposed Action Summaries (CPAS) were submitted for TRADOC-wide A-76 Commercial Activity (CA) studies to be conducted for the Directorate of Information Management (DOIM), the Training Support Center (TSC), and AG MILPO. The TRADOC timeline for completing the CA studies was 24-months, from December 1998-December 2000.) These studies, along with resolicitations for our existing contracted activities, represent a significant workload for our already downsized staff.

Resources are being managed as effectively and efficiently as possible. We have basically allocated funding for training to fulfill the primary mission. This is not to say everything gets done or to the quality and standard desired. In essence, this mode of operation greatly affects the quality of training, quality of life, and quality of services our soldiers receive.

## **Mission**

Our mission is to develop, execute, and analyze the budget, document manpower and equipment requirements, formulate and implement managerial accounting, and conduct management analysis.

## **Resources**

As of 30 September 1999, there were 57 civilians authorized and 50 civilians assigned. There was one military personnel authorized and one assigned. The 51 personnel assigned represented 88 percent of the authorized strength. Personnel costs (including salary, benefits, overtime, voluntary separation incentive pay, and awards) amounted to \$2,667,498.

## Resource and Fiscal Policy

**Canceling Appropriations.** All outstanding obligations remaining against canceling FY93 and FY 94 funds were researched, settled, and properly liquidated by 30 September 1999. Total obligations reviewed and liquidated for FY93 and FY94 TRADOC and FORSCOM funds were \$247,200; FY93: Research, Development, Test, and Evaluation, Army (RDTE), \$21,900; FY94: Operations and Maintenance, Army (OMA), \$210,000K, International Military Education and Training (IMET), \$7,600, and Army Family Housing (AFH), \$7,700. These actions precluded the potential requirement to use a future year's appropriations to settle unresolved open items. A major challenge this year was in resolving billing and accounting discrepancies with GSA. This GSA contract involved multiple funding documents and task orders and closing it required a complete reconciliation of all billings and payments against each order. This task represents a major workload and is indicative of the continuing problem with obtaining cooperation and support from the activities and agencies to which these open items relate.

**FY99 Actual Unrecorded and Contingent Liabilities.** FY 99 was the ninth year the Army prepared financial statements under the Chief Financial Officer's (CFO) Act of 1990, as amended by the Government Management Reform Act (GMRA) of 1994. To comply with accounting and reporting standards issued by the Office of Management and Budget (OMB) and to improve the accuracy and reliability of the statements, Army had to capture all liabilities that existed on 30 September 1999. Fort Gordon's report identified two contingent liabilities and three actual unrecorded liabilities on 30 September for preparation of the annual financial statement.

**Accounting Functions.** This is the second year of consolidated accounting at the Defense Finance and Accounting Service (DFAS) Operating Location (OPLOC) in Lexington, Kentucky. The Resource and Fiscal Policy Office (RFPO) continued to assume responsibility for residual accounting functions, developing and coordinating solutions to problems which arose between the OPLOC and installation activities, and for all aspects of liaison between installation and tenant activities and the OPLOC and DFAS. There was an on-going liaison to resolve consolidation issues, coordinate solutions to problems encountered, and help train inexperienced OPLOC personnel.

The RFPO also issued guidance to all commanders and directors involved in the official travel process outlining specific requirements for review of travel settlement vouchers and worked with Lexington to establish installation procedures to expedite the travel payment process. The office continued systems administration for databased Commitment Accounting System (dbCAS) and Standard Finance System (STANFINS) Redesign (SRD-1), which migrated to the installation after consolidation. Systems administration for SRD-1 ensured installation procedures for depositing cash and recording it in the system were appropriate, maintained proper systems functions and resolved problems with Centralized Disbursing at Indianapolis.

Systems administration for dbCAS coordinated with budget analysts, installation activities, DFAS, Centralized DOIM and OPLOC personnel in order to ensure proper systems functions. Coordinated between OPLOC Vendor Pay and EAMC Resource Management Office and Supply Division to determine causes of late payments to the hospital's Prime Vendor contractors and establish procedures to prevent this problem from recurring. Assisted Lexington to process backlog of hazardous waste Interfund bills dating back to FY98. Continued to resolve

consolidation issues, coordinate solutions to problems encountered, and help train inexperienced OPLOC personnel. A major area of concern was proliferation of interest charges for late payments. Continued to work with Lexington OPLOC on streamlining the payment process, to preclude delinquent payments, and coordinated with installation activities and vendors to resolve vendor pay problems at OPLOC. Worked with budget analysts, installation activities, vendors, DFAS, Centralized Disbursing at Indianapolis and OPLOC personnel in order to ensure proper procedures, accounting and processing. Identified problems and coordinated with OPLOC and DPW Transportation seeking resolution for problems with payment of Government Travel System (GTS) centrally billed accounts. Worked with DPW and Budget on procedures, which will streamline obligation and payment process, and speed payment on future billings. Reconciled the FY 99 year-end reports to ensure accuracy before certification, coordinated tenant certifications also.

**Financial System Interface with Supply Management, Army (SMA).** Conducted a TRADOC-sponsored SMA training workshop for the Logistics Business Managers at TRADOC installations. The workshop covered the Standard Army Financial Inventory Accounting and Reporting System - Modernization (STARFIARS-MOD) processing of SMA transactions and also provided a forum to discuss the pending requirement to implement SMA bypass authority for local purchase. Representatives from OPLOC, San Antonio (MEDCOM) and Computer Sciences Corporation (DFAS contractor that supports STARFIARS-MOD deployments) also participated. Gordon trained OPLOC personnel in STARFIARS-MOD processing and related Army Working Capital Fund (AWCF) (formerly Stock Fund) cash management procedures.

Fiscal year 1999 AWCF price changes were not passed on to OMA customers in STANFINS. Fort Gordon developed a solution using the interface between Standard Army Retail Supply System (SARSS) and STARFIARS-MOD to create adjusting transactions to record the price changes in STANFINS at the detail level for both our installation and tenant OMA customers. After successful testing, DFAS exported the process and instructions Gordon developed to all SARSS/MOD installations. The DRM sent an expert to Fort Stewart to serve as a TRADOC representative participating in the on-going Software Acceptance Test of FORSCOM conversion to STARFIARS-MOD. Testing was to verify software changes to interfaces between financial and supply systems.

**Civilian Pay.** Provided management oversight of Defense Civilian Pay System (DCPS) processing and related Customer Service Representative (CSR) functions. The CSR disseminated information about mailing dates for 1999 civilian W-2s, and provided support in resolving late W-2 problems. Issued notice that mandatory electronic disbursement of federal civilian pay is rescinded. Use of electronic funds transfer (EFT) for civilian pay is encouraged, not mandatory. Disseminated information about procedures to obtain correction of problems with pay and related personnel data that affects pay. Worked with Director of Pensacola Center for Defense Civilian Payroll System (DCPS) to obtain information on causes of problems that arise when pay changes, such as with-in grade increases and annual cost of living adjustments, are processed by personnel and the DCPS payroll office. Implemented and successfully executed DFAS civilian pay contingency processing plan for Year 2000.

The DFAS changed its systems to accommodate Y2K and developed a contingency plan for civilian pay processing to allow them to continue paying civilians even if one or more of the activities involved in the process were unable to execute their function due to system or

telecommunication failure. The plan allowed for simultaneous contingency (in an alternate location) and regular system processing for the last pay period beginning in 1999 and the first pay period in the Year 2000. It also allowed DFAS to record and process personnel and time and attendance (T&A) transactions correctly. To do so, we had to complete pay period processing earlier than normal, requiring early input of T&A for pay periods ending 18 December 1999, 1 January 2000, and 15 January 2000. This acceleration was necessary in order to perform contingency processing for pay periods ending 1 and 15 January 2000 before 30 December 1999.

Contingency processing for these two pay periods then allowed DFAS to create EFT and check print files that were ready for use if the need arose. The CSR forwarded DFAS instructions for contingency processing to the DHR Personnel Office (CPAC) and coordinated related actions and responsibilities with CPAC. Provided instructions and processing schedule to installation and serviced tenant timekeepers and DCPS input personnel and to installation and serviced tenant commanders and directors. Advised them of the requirements for contingency processing and need to ensure their (and/or appropriate alternates) availability on the required processing days. The CSR monitored input and resolved any systems problems to ensure successful completion of special processing. All Gordon T&A input and processing were accomplished on time and without exception.

**Government Travel Card Program** Number of active cardholders at close of 1999 was 2,104, up 59 percent from the 1998 base of 1,320. Average cardholder delinquency rate was 3.35 percent compared to TRADOC overall rate of 4.28 percent. Average dollar delinquency rate was 25.6 percent compared to TRADOC rate 36.12 percent. Increase emphasis was placed on close monitoring of cardholder accounts to identify potential delinquencies, transfer of accounts to new installations for personnel transferring from Fort Gordon, and close coordination with both cardholders and supervisory personnel for prompt payment of expenses.

Public Law 105-26, Travel and Transportation Reform Act of 1998 was implemented by the General Services Administration (GSA). This law mandates use of the Government Travel Card to pay for most travel related expenses. Exemptions on card use and for payment of certain types of travel expenses were published in the Federal Travel Register. Full implementation of the public law is effective 29 February 2000.

Although Bank of America worked diligently to improve operational capabilities of the Electronic Account Government Ledger System (EAGLS), full system operability has not been achieved, especially in Reports Management operations. We continued to provide situation reports to Bank of America on EAGLS systemic problem areas.

**Interservice Support Agreements** During 1999, we updated 8 Interservice Support Agreements supporting 1,432 military and civilian personnel. Pro-rata projected costs to provide required base support services totaled \$2,900,000. Two new support agreements were developed for Smart-T Interservice Training. One support agreement was negotiated with Fort Gordon as the Receiver for support of units at Fort Meade.

Finalized Installation Standard Level of Service (SLOS) standards for 39 service categories were completed and approved for use in determining reimbursable services for customers. six draft standards have been coordinated with the installation staff for future use. Project is 87 percent completed. These standards are subject to change each fiscal year due to resource fluctuations and constraints. All customers must reimburse for services above our standard level of support.

**Army Stationing and Installation Plan (ASIP)** As of 26 June 1998, the Army Stationing and Installation Plan for fiscal year 1999 personnel authorizations were: military, 10,739, and civilian, 4,209, for a total of 14,948 personnel.

**Fort Gordon Population Profile** For fiscal year 1999, the average assigned strength on Fort Gordon was 11,087 military, 4,729 civilians and 2,218 on-post family members, for a total of 18,034 personnel. Other groups serviced by Fort Gordon were the 9,107 family members living off-post, 11,882 retired military, 18,961 family members of retired personnel, and 4,693 family members of civilian personnel. This represented a total population of 62,677.

**Army Ideas for Excellence Program** Only 20 suggestions were received in 1999, compared with 41 in 1998 and 114 in 1997. Adoption rate is 26 percent, compared with eight percent in 1998 and 15 percent in 1997. Savings per dollar award for tangible and intangible ideas are \$419.41.

The number of suggestions received continues to decrease. This reduction reflects the reduced man-hours applied to the program due to resource constraints and downsizing.

Seven suggestions were adopted (two from military personnel and five from civilians). Six of the seven adopted were intangible with \$1,200.00 paid to five civilians and \$25.00 to one enlisted soldier.

One adopted suggestion resulted in tangible benefits of \$513,771.93. The saving was derived from an idea to use educational pricing discounts for computer hardware and software purchases in lieu of retail or GSA purchases for the Dwight David Eisenhower Army Medical Center.

## **Management Analysis, Manpower, Equipment and Documentation**

### **A-76 Commercial Activities Program**

A CA provides a product or service that can be obtained from a commercial source. OMB Circular A-76 establishes Federal policy regarding performance of CA. The Department of Defense (DOD) is examining its infrastructure and support activities to determine where we can lower cost and improve performance. DOD believes introducing more competition from the private sector will generate efficiencies and cost savings, resulting in renewed emphasis in the CA Program.

Three TRADOC A-76 Command-wide studies were announced to Congress during the first quarter of FY99. The announced studies included our installation DOIM, AG MILPO, and TSC organizations. We proceeded with monthly update briefings to the workforce and union from December 1998–February 1999. At that time all three CA studies were put on hold, due to nonavailability of DA funds to procure a contractor consultant to conduct the studies. In September 1999, DA released funds to restart the studies. TRADOC procured the contractor KPMG to perform the DOIM and AG MILPO studies; Management Analysis Incorporated (MAI) was procured for the TSC study.

The goal of the CA studies is to obtain the most cost effective commercial services through fair and open competition. A cost comparison will be conducted between the government in-house bid and the contractor cost proposal. The most cost-effective mode of

performance will be selected between the in-house VS the contractor alternatives. Decision implementation is projected to occur no later than October 2001.

### **Manpower Program**

Fort Gordon implemented the FY00-01 TRADOC Manpower Guidance (TMG) and documented all civilian/military manpower adjustments on the 0400/0101 Tables of Distribution and Allowances (TDAs). The update was submitted to TRADOC on 3 March 1999. The most controversial transaction to be documented was the HQDA FY00-05 Civilian Affordability Reduction. No dollar decrements were connected to the reduction of civilian manpower authorizations, projected as follows: FY00 – 120 positions; FY02 – 58 positions; FY03 – 25 positions; FY04 – 52 positions; FY05 – 78 positions. The FY00 reductions were documented on the TDA; distribution of reductions for FY01 and out were for planning and programming purposes only. The objective was to reduce authorizations to a level that matched funding ability.

### **Program and Budget**

During the FY99 year-end process, approximately \$1.5M in OMA funding was applied toward engineering projects with an additional \$2.0M applied to non-engineering projects. Projects funded with TRADOC and Installation resources during the year-end process included:

- purchase of automated data processing equipment (\$878,000)
- DFAC equipment/decorum (\$596,000)
- pay judgment fund for cancelled appropriation settlement (\$570,000)
- payment of environmental fine and SEP projects (\$300,000)
- purchase of audio visual equipment (\$273,000)
- repair storm sewers (\$160,000)
- STAR-T site prep (\$110,000)
- purchase tractors (\$90,000)
- SMART-T site prep (\$86,700)
- purchase supplies (\$72,900)
- 31U classroom furniture (\$37,000)
- fire extinguishers (\$39,000)
- Alexander Hall carpet (\$34,800)
- Chapel lights (17,000)
- Barnes Ave. Lights (\$20,000)
- Theater seats (\$74,000)
- Stand-up DOI (\$12,600)
- Purchase copy machine (\$15,000)

Fort Gordon received FY 00 Command Operating Budget (COB) on 24 June 1999. After adjusting for increases and decreases, the COB was approximately \$116,000,000 and was submitted to HQ TRADOC on 21 July 1999, along with Fort Gordon Commander's Statement.<sup>144</sup>

<sup>144</sup> FY 00 TRADOC Command Operating Budget (COB) Fort Gordon Commander's Statement, 21 Jul 99.

## CHAPLAIN

### Director's Overview

The hallmark of 1999 was the development and execution of programs designed to reach young soldiers and their families. The leadership vision was to match a values-based program to outreach programs. Encouraging and strengthening faith, building strong relationships and making good decisions summarize the focus of programs to reach that vision.

Programming included "*7 Habits of Successful Leaders*," "*7 Habits of Successful Families*," Ethical Decision Making with Vietnam veteran Dave Roeber, a highly successful Generation X Christian Concert, and continued emphasis on suicide prevention and prevention of sexual harassment.

Training and professional development of ministry team members was a high priority. Record numbers of officers and enlisted were enrolled in degree producing programs. Monthly professional military training encompassed both tactical and pastoral skills designed to produce effective ministry teams now and in the future.

Fiscal constraints continue to make ministry difficult. Calendar year 1999 ended with additional appropriated fund demands caused by the elevation of the Catholic Pastor to the Post Chaplain position. The acute shortage of Catholic priests means Fort Gordon will not get a Catholic Chaplain and will have to contract much of that responsibility. On the positive side, the Post Theater used by our largest Protestant congregation (Gospel service) was a priority for new seats and renovation. That project was completed in 1999 as was new lighting fixtures for Barnes Avenue Chapel and Good Shepherd Chapel. Combined with a steady increase in chapel offerings, the fiscal constraints are a problem but not a show stopper level problem – yet.

Manpower constraints, particularly the CSA plan to reduce TDA slots to fill the 10 divisions will cause significant disruption in future ministry. Plans began in 1999 to manage the impact of fewer officers and enlisted assigned to Fort Gordon.

The greatest ongoing need on Fort Gordon is to build a 500-600 seat Main Post Chapel complex to handle religious programs that simply cannot fit into existing structures. Growth of programs and services to the targeted population are hindered by the shortsighted decisions of 25 years ago. The history lesson for 1999 is to learn from that mistake going into the next century and millennium.

### Mission

The mission of the Fort Gordon Chaplain's Offices was to develop, coordinate and execute a comprehensive Command Master Religious Program. This program supported the commanders and the total Army community at Fort Gordon.

The FY 99 Command Master Religious Program was funded at \$515,122.08.<sup>145</sup> Appropriated fund expenditures were \$225,000, and included: Civilian Pay (\$126,000); Travel (\$12,000); rents and supplies (\$29,000); and Contracts (\$58,000). Non-Appropriated Funds (regular and designated offerings, donations, grants and interest) totaled \$290,122.08.<sup>146</sup>

---

<sup>145</sup>FY1999 Command Master Religious Program, 24 Sep 1998.

<sup>146</sup>E-mail, 9 Dec 1999, CPT Robert F. Land to Judith Creer, subj: Info for Historical Report.

At the beginning of 1999, the Unit Ministry Team had 20 chaplains authorized and 20 assigned. There were 21 chaplain assistants authorized with 18 assigned and two civilians authorized with two assigned. By the end of 1999 there were 21 chaplains authorized and 20 assigned and 21 chaplain assistants authorized and 20 assigned. Two civilians were authorized and two assigned by year's end.<sup>147</sup> The position of Catholic Religious Education Coordinator was filled on a Non-Appropriated Fund contract. Mrs. Frances Simpson filled the position.

### **Last World War II Era Chapel Demolished**

Soldier's Chapel, Building 19160, 19th Street, was turned over to the Director of Public Works (DPW) Section on 5 May 1999 for demolition. This was the last of the Chaplain's World War II-Era wooden buildings to be decommissioned and taken down. SFC David Bowen, Chaplain Section NCOIC, oversaw the removal of property and turn-in of the building.<sup>148</sup>

### **New ADP Equipment**

Seven new computer systems were purchased in September with end-of-year funds. The procurement included: three Hewlett Packard Vectra 500 MHz Pentium III Computers with 17-inch Daewoo Monitors at \$1,699.00 each; four Hewlett Packard Vectra 450 MHz Pentium III Computers with 15" Daewoo Monitors at \$1,140.29 each. The total cost of the new systems was \$9,658.16. SSG Robert T. Stewart, Fund Manager and Information Assurance and Security Officer, was in charge of technical assistance in obtaining and installing the new equipment.<sup>149</sup>

### **New Lights for Chapels**

Poor lighting was a long-term, ongoing problem in the two older chapels on Post: Good Shepherd Chapel, Bldg. 29608, and Barnes Avenue Friendship Chapel, Bldg. 25603. Using a work order request from February, 1996, the installation funded and began work on the lights in December, 1999. New fixtures were purchased and the lights were lowered about ten feet in both the Barnes Avenue and the Good Shepherd Chapel Sanctuaries. Also light fixtures were added at the rear of the chapels, enabling previously dark, unusable space to be utilized. The DPW Facilities Engineers installed the new lighting systems. Chaplain (CPT) Robert Land, Resource Manager, was the project officer for completion of the work.

### **Special Services**

On February 3, 1999, a Memorial Service was conducted to honor the four chaplains who gave their lives during the sinking of the *U.S.S. Dorchester* in 1943. The special service was a joint venture by the Installation Chaplain's Office and the Augusta American Legion. Chaplain (MAJ) John W. Ellis, III, was the project officer for Installation Chaplain, and Mrs. Sandra Masterson was the project officer for the American Legion. The service was conducted at 1500 hours at Barnes Avenue Friendship Chapel. Chaplain (COL) Richard H. Grice was the guest

<sup>147</sup>USASC&FG Chaplain's Office Personnel Roster, effective 30 July 1999

<sup>148</sup>E-mail, 5 May 1999, SFC David B. Bowen to Abraham Laws et al., subj: Soldiers Chapel Closure.

<sup>149</sup>Memo, 15 Sep 1999, Barbara Poole, Acting Director Information management to Contacting (DOC), subj: Procurement of ADP, w/atch DA Form 3953.

speaker. Mr. and Mrs. Daniel O'Keefe from Sebring, Florida, were present to represent the survivors of the *U.S.S. Dorchester*; Mr. O'Keefe was a survivor from the sinking. The service ended with refreshments provided by the American Legion. It was well attended by military and civilian personnel at Fort Gordon as well as American Legion members.<sup>150</sup>

### **Dave Roever and "Living The Army Values"**

On 25 March, the 513th MI Brigade held its "Living the Army Values" Day hosting Rev. David Roever as its guest speaker. The day's activities consisted of three events --- an inspirational breakfast, a motivational values class, and a soldiers' outreach service. The breakfast was held at the Network Club, 0630-0800, with Rev. Roever as the speaker. The meal was attended by various Fort Gordon and local dignitaries, such as Augusta Mayor Bob Young, as well as over 300 soldiers from the 513th and other post units. The Values Class was held in Alexander Hall at 1000 hours for brigade soldiers. Reverend Roever used personal and life experiences to teach and reinforce Army values. The class was enthusiastically received, and over 500 soldiers attended. The Soldiers' Outreach Service was held at Barnes Avenue Friendship Chapel at 1900 hours for brigade and post-wide soldier participation. Almost 100 soldiers and family members attended. Reverend Roever led a service emphasizing Christian conversion and commitment. Various chaplains and others participated in the service and as counselors. Project officers were Chaplain (LTC) Hershel D. Yancey, Brigade Chaplain, and Chaplain (CPT) Kenneth Hancock, 201st MI Battalion.<sup>151</sup>

### **Chaplain's Crisis Ministry Golf Tournament**

The Chaplains' Crisis Ministry Account was the beneficiary of the proceeds from a golf tournament headed by the USPA & IRA and supported by other local businesses. The tournament was held 14 October from 1300-1900 at the Gordon Lakes Golf Course. Entry fees were \$45 for E-7s and above and \$40 for E-6's and below. The fee included green fees, cart and a buffet dinner following the tournament. Format was four-person scramble (select shot) men/women/mixed. Trophies and prizes were given for first, second and third place with a special prize of \$10,000 sponsored by USPA for a hole-in-one on the 13th hole, (half to golfer and half to Chaplains Fund). No one was fortunate enough to claim that prize. Over \$1,600 was raised for Fort Gordon soldiers and families with emergency needs. A major success, another tournament was scheduled for the year 2000. The project officer was Chaplain (LTC) Frank J. Bruning, Operations & Support Chaplain.<sup>152</sup>

### **"Generation X" Christian Rock Concert**

A Christian Rock Concert, the first of its kind sponsored by the Chaplain's Office focusing on "Generation X" soldiers, was held 29 October at Alexander Hall. Tickets were distributed free of charge to Fort Gordon military and civilian personnel, youth groups and parishioners, although the actual cost of \$10.00 per ticket was borne by the Consolidated Chaplains' Fund. The headliner band was "Small Town Poets," along with "The Straw Theory,"

<sup>150</sup>Program, "Four Chaplains Memorial Services," 3 Feb 1999.

<sup>151</sup>Program, "Living the Army Values Day Inspirational Breakfast," 25 March 1999.

<sup>152</sup>Brochure, "First Annual Golf Tournament," c. 20 Sep 1999.

and a local, popular group called "The Skadaddles." Chaplain (COL) Richard Hartsell, Installation Chaplain, said, "We are trying to meet young people where they are in terms of their needs and dreams, and we believe music is a unique and effective means in touching the heart and soul of a soldier." The audience of over four hundred was enthusiastic, and many stayed afterward to greet band members and purchase their albums. Chaplain (CPT) Thomas Helms, 73rd Ordnance Battalion, was the project officer of the event.<sup>153</sup>

### ROA Photo Directory

Chaplain (MAJ) Bryan Walker organized a unit photo directory for the Regimental Officer Academy (ROA) during April. Much like a yearbook, the photo directory included the pictures of most soldiers and DA civilians who worked in ROA. The directories were free for those who had their pictures taken by Lifetouch (United Church Directories). Chaplain Walker is the Ethics Instructor/Writer for the ROA.<sup>154</sup>

### Religious Education

The 1999 "BI&BLE Railroad" (vacation church school) was presented from 0900 to 1200 on Tuesdays and Thursdays for two consecutive weeks, 15, 17, 22, and 24 June. This ecumenical (Catholic and Protestant) school featured fourteen graded classes for children three years of age through those completing 6th grade. Adults, along with teens completing 7th grade and above, served as faculty and support staff. Training and orientation for the faculty was held on 3 June, with make-up sessions on 8 June. This year's theme was "The Parables of Jesus" and focused on four significant stories Jesus used in His teaching: The Lost Sheep, The Good Samaritan, The Prodigal Son, and You Are the Light of the World. The curriculum featured Bible stories, and a variety of teaching/learning activities including games, work sheets and crafts. One exciting aspect of this year's school is that participants (students and faculty/staff) came from all chapels on post and from many churches and parishes off post. The accumulative total attendance for the six days was 854 (502 children plus 352 adult and teenage faculty and staff). The daily average was 214 (126 children plus 88 faculty and staff). Mr. Randall Dillard, Religious Education Director, was in charge of the program.<sup>155</sup>

From 12 October through 16 November, the Religious Education Center offered a five-session teacher training course called, "How to Teach." The course was based on material produced by the National Teacher Education Program (NTEP), which was dedicated to bringing educationally sound teaching techniques to teachers in the religious education classroom. The course covered the following topics: Choosing Key Concepts, Objectives for Teaching, Selecting a Strategy, Classroom Interaction, and Media for Teaching. Five volunteer teachers from various religious education and chapel programs participated in the training. Mr. Dillard was in charge of the program.<sup>156</sup>

---

<sup>153</sup>Flyer, "Generation X Christian Rock Concert," for 29 Oct 1999.

<sup>154</sup>ROA Photo Directory, n.d.

<sup>155</sup>Flyer, "B.I. & B.L.E. Railroad," c. June 1999.

<sup>156</sup>Flyer, "How to Teach," c. Oct 1999.

## **Soldier and Family Outreach**

The third annual Soldier and Family Outreach was held on Saturday, 25 September. This housing area visitation was sponsored by the Religious Education Office and the Post-wide Protestant Sunday School and conducted by Chaplain Section personnel and chapel program volunteers. The specific purposes were (1) to distribute information on religious education, worship, other chapel programs, and chaplain services and (2) to invite and encourage soldiers and family members to participate in these programs and services. Three teams were accompanied by Military Police who provided an escort with sirens blaring and lights flashing. Ice cream and balloons were given to all children and adults who came out to meet the "parade." At the same time, a fourth team distributed information packets (small litter-bags with brochures, flyers, a magnetic calendar, and a pen) to the doors of every set of quarters in Fort Gordon family housing. Approximately 51 volunteers, chaplains, and chaplain assistants distributed 870 packets, 550 balloons and 790 pieces of ice cream. Both the distribution of packets and the give-away of ice cream and balloons provided opportunity to speak with residents, answer their questions about programs, and extend personal invitations to take advantage of the programs offered by the chapels and the Religious Education Center. Following the distribution of information and "goodies" described above, most participants returned to the Religious Education Center for a light lunch, fellowship, and a final prayer for God to use this event to draw families into the on-post religious programs. Randall L. Dillard was in charge of the project.<sup>157</sup>

## **Catholic Youth Conference**

From 18-21 November, one adult chaperone and two teen members of the Catholic Youth Ministry group attended the National Catholic Youth Conference (NCYC) in St. Louis, Missouri. The NCYC is the single largest sanctioned organization for Catholic youth (ages 13-22) from all over the United States. The four-day event commenced with a rally at the TWA Dome with renowned Christian singer and emcee Jesse Manibusan. On Friday and Saturday there were various general sessions with excellent keynote speakers such as Michael Pritchard and Suzie McConnel-Serio and numerous smaller workshops of interest to youth and adults. The highlight of each day was the celebration of the Eucharist either by diocese or ultimately, the entire group.

The cost per participant was \$600.00, and included round trip airfare from Atlanta to St. Louis, lodging at the Marriott Hotel, and two banquet meals. The intangible benefit of this event was the fostering of new friendships, innovative ideas for youth and their adult leaders to promote social justice, Christian living, and overcoming adversity. The next conference is scheduled for fall 2001 in Kansas. The funds used to send delegates were from end-of-year surplus monies. This was an outstanding investment in our Catholic youth and it would be beneficial to have a financial grant request submitted to allow more students to experience this unique conference. Project officer for the event was CYM Youth Minister, Jo-Ann R. Capozzoli.<sup>158</sup>

---

<sup>157</sup>"Service Member Family Outreach," *The Signal*, 17 Sep 1999, p.10A.

<sup>158</sup>Memorandum, c. Nov 1999, Robert J. McCarty, Executive Director, National Federation for Catholic Youth Ministry, Inc., to Superintendent, et al. subj: Student Attendance at the National Catholic Youth Conference, Nov 18-21 1999.

## Unit Activities

### Soldier Retreats

The Catholic Parish at Good Shepherd Chapel hosted the forty-first Troops Encounter Christ (TEC) Retreat 19-21 March at Aquinas High School, Augusta, Georgia. Seventy-one soldiers, five chaplains, and two hundred sixty-three chapel volunteers participated in some aspect of the weekend retreat. TEC is a spiritually intense weekend designed to educate and imbue participants with an experience of community, fellowship, and Christian values. Chaplain (LTC) David Arnoldt, Installation Catholic Chaplain, was the spiritual director and project officer for the program.<sup>159</sup>

On Saturday, 31 July, the 447th Battalion Unit Ministry Team (UMT) conducted the third of three summer Spiritual Training and Recreation (STAR) retreats in Summer, 1999. The retreat was held at the Fort Gordon Recreation Center on Thurmond Lake. One hundred and three soldiers participated in the event, which began at the chapel at 0800 with a block of instruction on *Spiritual Fitness*. After a safety briefing conducted by the drill sergeant, prepared lunches were given out and soldiers were loaded onto two buses. Once at the site, soldiers were given another safety briefing and an orientation of the facilities, then dismissed to swim, play volleyball, hike, or go boating. (*Required safety classes were given to those going boating.*) Soldiers returned to the canopied picnic area for lunch at 1200. After a group time of prayer, soldiers were able to supplement their prepared lunches with sub sandwiches, cold drinks and other refreshments, which they seemed to thoroughly enjoy. Moreover, they really seemed to enjoy the freedom of being away from the post and the available fellowship with other soldiers. In the afternoon, they were able to engage in several more hours of recreation before an accountability formation at 1600. After a time of group prayer, the soldiers boarded the buses and headed back to Fort Gordon. As they boarded the bus, many took the time to thank their chaplain and chaplain assistant for the chance to spend the day at the lake. Soldiers were well supervised. There were no serious incidents or accidents, and all returned on time to the Post as planned. This was a thoroughly successful event that boasted high morale and, hopefully, encouraged soldiers spiritually as well. Project officer was Chaplain (CPT) Otto Mazzoni, 447th Signal Battalion Chaplain.<sup>160</sup>

The 513th MI Brigade Unit Ministry Team sponsored a retreat for the soldiers of the brigade from 27-29 August. The retreat consisted of three parts: White Water Rafting, a ROPES Course, and a Life Planning Class. The retreat was held at the Ocoee High Adventure Camp in Ducktown, Tennessee. The group rafted the Ocoee River on Friday afternoon. On Saturday morning, the group participated in a High ROPES Course. On Saturday afternoon, the chaplains led a life-planning retreat using Laurie Beth Jones' book, *The Path*. Sunday morning worship was held at the Ocoee High Adventure Camp's outdoor chapel. Chaplain (CPT) Dennis Hysom, 202nd MI Battalion Chaplain, was the project officer for the event.<sup>161</sup>

Chaplain (CPT) Garry Kerr, 551st Battalion Chaplain, conducted a Marriage Enrichment Retreat for battalion soldiers and their spouses on 24-26 September with ten couples attending.

<sup>159</sup>Memo, 10 Mar 1999, MG Peter M. Cuvillo, subj: Religious Retreats and Programs.

<sup>160</sup>Flyer, "Attend the S.T.A.R. Retreat," c. July 1999.

<sup>161</sup>Flyer for a Life Planning Retreat "The Path: Creating Your Mission Statement for Life," c. Aug 1999.

The retreat was held at Epworth-by-the-Sea on St. Simon's Island, Georgia, and consisted of lectures with group discussions. A TRADOC Grant paid for this retreat.<sup>162</sup>

On 15-17 October, the 447th Battalion Unit Ministry Team joined other battalion UMTs in conducting a "Soldiers' Retreat" for members of the 0930 Soldiers' Service which meets Sundays at Barnes Avenue Friendship Chapel. The retreat was held at the Padgett's Retreat Center in Waynesboro, Georgia, over a beautiful, fall weekend. Thirty soldiers attended the retreat, which had spiritual fitness and the formation of a congregational advisory council as its primary goals. The theme of the retreat was, "God's People on Mission." The theme was developed through four teaching sessions based on biblical concepts and study lessons. These teaching sessions were designed to instruct soldiers on the different aspects of a Christian's Spiritual journey, including a heavy emphasis on the corporate dimension, as well as to develop the vision and mission of the newly formulated advisory council. Chaplain Mazzoni, Senior Pastor, and Associate Pastors, Chaplains Thomas Helms and L. Paul Burns, led the teaching sessions. Their teaching was made all the more interesting through a series of video clips, which the soldiers seemed to particularly enjoy. In addition to good food and a host of recreational activities, the soldiers had the opportunity for good Christian fellowship. The highlight of the retreat was the Sunday morning 0930 worship service held in the main clubhouse. Led by Chaplains Mazzoni and Burns, three newly formed ministry groups participated in the service: the "Puppeteers," the Drama Team, and the Praise Team. The service ended on a high note as Chaplain Mazzoni extended an invitation for decisions after a meaningful communion service. Nearly everyone responded to the invitation, expressing various spiritual decisions of one sort or another. The retreat ended at mid-day on Sunday, after a time of group feedback, recognition of faithful workers and prayer. Participants left with an obvious sense of excitement over an enjoyable and meaningful weekend together, and an awareness that the purposes of the retreat were met.<sup>163</sup>

### **Soldier Training**

Chaplain Helms conducted battlefield values training for AIT soldiers from the 73rd Ordnance Battalion on 20 February. The training was held in the battalion classroom and at the "Battle of Aiken" in Aiken, South Carolina. The purpose of the training was to teach army values using military history and battlefields. The battlefield visit was part of the Command Master Religious Program and was the first of three visits. The training began with a briefing to the AIT students on values and the battlefield, using video clips from the movie, "Gettysburg." Chaplain Helms then took the students to the Battle of Aiken Site in South Carolina for a battlefield reenactment. Upon arrival at the battlefield the soldiers were able to see the tools, costumes, and weapons of the time. They were allowed to go directly into the battlefield campsites and speak to the re-enactors. The re-enactors were wonderful and taught them about the civil war attire and life. There were also cavalry, artillery, and infantry demonstrations to watch. The main battle event was from 1400-1500, where hundreds of re-enactors gathered in a

---

<sup>162</sup>Memorandum, 4 Oct 1999, Chaplain (CPT) Garry P. Kerr to Installation Chaplain, subj: AAR-551st Signal Battalion Marriage Enrichment Retreat (Grant).

<sup>163</sup>Memorandum, 7 Oct 1999, Chaplain (CPT) Otto A. Mazzoni to Soldiers Attending Retreat, subj: General Information about the Retreat.

big field and played out a battle. It was a great day to show the soldiers how military history can teach Army values.<sup>164</sup>

The 513th MI Brigade conducted a "7 Habits of Highly Effective Families" Workshop, 20-21 May. The workshop was held in Alexander Hall and was sponsored by the Brigade UMT, Army Community Service, and the Staff Chaplain's Office. Approximately 300 soldiers and family members attended all or part of the two-day event. Dr. John Covey was contracted as the resource speaker. The workshop consisted of four sessions: (1) a keynote session on the "7 Habits of Highly Effective Families, (2) Balancing Work and Family, (3) Improving Family Relationships and, (4) Unifying Families Through Developing a Family Mission Statement. For people who could not attend all sessions on one day, these were reversed in order on the second day. The workshop was very well received, and a repeat workshop will be planned for the future.<sup>165</sup>

### **Prayer Breakfasts/Prayer Luncheons**

The 551st Battalion UMT conducted a Prayer Breakfast on 14 January at Shoney's on Gordon Highway. The purpose was to allow the permanent party members of the battalion to focus on personal priorities with respect to their leadership responsibilities, from a spiritual perspective. The Prayer Breakfast was very successful. The support of the command was outstanding.<sup>166</sup>

The 201st MI Battalion Chaplain's Noontime Enrichment Classes were held monthly for battalion soldiers and family members in the battalion conference room on various subjects for family enrichment skills, communications, etc. Average attendance was fifteen. Lunch was provided by the Battalion UMT using Chaplain Non-Appropriated Funds. Soldiers and family members were very appreciative of the programs.<sup>167</sup>

On 12 May the 67th Signal Battalion Unit Ministry Team conducted a battalion prayer breakfast. The breakfast was held in the 67th Battalion Classroom with the meal provided by the Brigade Dining Facility. Chaplain Hartsell, Installation Staff Chaplain, brought the message to the seventy-four battalion personnel attending and was warmly received. The UMT sponsoring the event was Chaplain (CPT) Paul Burns and SPC Darrell Huffman, 67th Signal Battalion.<sup>168</sup>

Chaplain (CPT) James May from the 93rd Signal Brigade conducted a "Chaplain's Run and Prayer Breakfast" on 17 December. It received tremendous support from the battalion and positive feedback received from soldiers. The day began with a 2.5 mile run to Mirror Lake. The purpose of the run was to provide camaraderie and to entice some of the soldiers who might not normally attend a prayer breakfast. Both the battalion and brigade commanders took part in the run. The prayer breakfast was held in the clubhouse at Mirror Lake.

The night before the Signal Corps Band had had a function there and so, with prior coordination, the brigade was able to make use of many of their decorations making for excellent ambiance. Scott Brown, a Chaplain Candidate and former Apache Helicopter Pilot, provided the

<sup>164</sup>Flyer, "Battle of Aiken," c. Feb 1999.

<sup>165</sup>Memorandum, 16 Jul 1999, Chaplain (CPT) Kenneth J. Hancock to 513<sup>th</sup> MI Bde Chaplain, subj: After Action Report, "& Habits of Highly Effective Families" Workshop.

<sup>166</sup>Memorandum, 19 Jan 1999, Chaplain Kerr to Cmdr, 551st Signal Battalion, subj: 551st Leadership Breakfast.

<sup>167</sup>Flyer, "Can Man and Women Just Be Friends," c. March 1999; Flyer, "Boundaries," c. June 1999; Flyer, "The Five Love Languages of Children," c. July 1999.

<sup>168</sup>Order of Service, 67<sup>th</sup> Sig Bn Prayer Breakfast, 12 May 1999.

special music and Chaplain May led the devotional. The theme was, "Let us run with patience the race that is set before us." More than 100 of the unit attended.<sup>169</sup>

### **Chaplains/Chaplain Assistants in Training**

Chaplain Training Manager, LTC David Roberts, planned many, varied training programs for chaplains and chaplain assistants on the second Wednesday of each month. In February Army Community Service and Family Advocacy staffers briefed the UMTs on ACS services to soldiers. The topics, Battle Books, Gender Integrated Training, and Marketing Ministry were presented in March. The April training addressed Religious Accommodation, Providing Pastoral Care to Victims of Violence, and a briefing by the Military Personnel Office on Administrative Personnel Actions. Motivation and Teambuilding was taught by Chaplain Hartsell, and Chaplain Roberts taught Counseling Skills in June. July training topics included Psychological Autopsies, Creationism and Evolution, and Public Prayer and Scripture Reading. In August, training needs assessments were done to prepare a long-range training plan for FY00. The September training piggy-backed on Eisenhower Medical Center's training on Ethics in Research, Ethical Issues in Dying, and the Chaplain as a Hospital Ethics Consultant. In October Chaplain Ellis presented the "7 Habits" training. November training included Virtual Volunteer Training and Command Master Religious Program 2001 planning. Chaplain Hartsell presented his motivational "Chaplain Kitbag" in December.<sup>170</sup>

### **Holiday Food Program**

Chaplain Robert F. Land coordinated the Holiday Food Program in November. A total of 564 vouchers, \$25.00 each, were distributed to needy soldier families. Army Community Service distributed Christmas Food Vouchers to needy soldiers and the Chaplain's Office, through designated offerings, gave ACS \$5,828.74 toward this Christmas House project.<sup>171</sup>

### **Annual Events**

Fort Gordon's National Prayer Breakfast was held on 18 February at the Network Club. The speaker for the 385 persons in attendance was the TRADOC Chaplain (COL) Calvin Sydnor.<sup>172</sup> The Triumphant Entry (Palm Sunday March) was held on 28 March using members of the "The Living Last Supper" cast. Sunday School classes participated in the march. The "Living Last Supper" was performed on 29 March and 4 April at Maranatha Christian Center with 152 attending and at the Bicentennial Chapel on 31 March and 1 April with 240 attending.<sup>173</sup>

The Easter Sunrise Service was held 4 April at Freedom Park. Chaplain Richard Hartsell spoke to the approximately 513 in attendance.<sup>174</sup> The Chaplain Anniversary was celebrated on 30 July from 1100-1330 hours at Mirror Lake. Approximately 280 chaplains, chaplain

<sup>169</sup>Flyer, "67<sup>th</sup> Signal Bn Chaplain's Run and Quarterly Prayer Breakfast," c. Dec 1999.

<sup>170</sup>Memorandum, 5 May 1999, Chaplain (COL) Richard M. Hartsell to UMTs, subj: May Mandatory Training.

<sup>171</sup>Memorandum, 12 Oct 1999, Chaplain Hartsell to Chaplain, CCRA et al., subj: Memorandum of Instruction: Support for Thanksgiving Food Voucher Program.

<sup>172</sup>Program for the National Prayer Breakfast, 18 Feb 1999.

<sup>173</sup>Program, "Interfaith Worship Service Barnes Ave. Friendship Chapel," 21 March 1999.

<sup>174</sup>Program, "Fort Gordon Easter Sunrise Service," 4 April 1999.

assistants, family members, and civilian members of the Fort Gordon community enjoyed a picnic at the lake.<sup>175</sup> Seventy-five attended the Post-wide Interfaith Thanksgiving Service held 24 November at the Barnes Avenue Friendship Chapel. Chaplain Hartsell was speaker.<sup>176</sup> The Protestant Post-wide Christmas Eve Candlelight Service was held at Bicentennial Chapel on 24 December. Catholic Masses were conducted Christmas Eve and Christmas Day by Chaplain (LTC) Richard Minch at Good Shepherd Chapel in which a total of 483 parishioners attended.<sup>177</sup>

## Summary

Soldiers' Chapel, the last wooden cantonment chapel from the World War II era on Fort Gordon, was decommissioned and torn down in 1999. Seven new computer systems were purchased to upgrade automation at the Religious Information Center, the Family Life Center, Bicentennial and Good Shepherd Chapels. New light fixtures were purchased and lowered by ten feet at Barnes Avenue Friendship Chapel and Good Shepherd Chapel to solve long-term problems of inadequate lighting. Other highlights of 1999: A special Four Chaplains' Memorial Service, co-sponsored by the Augusta American Legion, to honor the chaplains who gave up their lifejackets on the *U.S.S. Dorchester* in 1943; a golf tournament benefiting the Crisis Ministry Fund; a Generation X Christian Rock Concert; a three-day "Living the Army Values" Program by Reverend Dave Roever, Vietnam hero and evangelist; and a two-day workshop for soldiers and family members by Dr. John Covey on the "7 Habits of Highly Effective Families." Dr. Covey was contracted jointly by Army Community Service, the 513th MI Brigade and the Installation Chaplain's Office. Unit Ministry Team members were treated to a rich variety of training topics during monthly training sessions, and chaplains continued to provide valuable training to soldiers, civilians, and family members on leadership, Army values, religious accommodation, marriage enrichment and parenting.

## INSPECTOR GENERAL

### From the Director's Perspective

The mission and functions of the USASC&FG Inspector General (IG) did not change in 1999. The compliance/systemic methodology of inspections continued as the standard procedure.

The Inspector General staff processed a substantial amount of Inspector General Action Requests (IGAR) for assistance/inquiry during the year. No formal investigations were conducted. The IGAR system provided data for quarterly trends and analysis relating to soldiers' problems. This data was provided to commanders for their use in implementing proactive measures to reduce IGAR visits to the IG.

The IG focused efforts on teaching and training that educated leaders on ways of taking care of soldiers. This education was primarily provided by "Role of the IG" briefings.

---

<sup>175</sup>Memorandum, 3 Aug 1999, Chaplain (CPT) Dennis E. Hyson to Installation Chaplain, subj: After Action Report on the Chaplain Anniversary Celebration.

<sup>176</sup>Program, "Post-wide Interfaith Thanksgiving Worship Service," 24 Nov 1999.

<sup>177</sup>Schedule of 1999 Holiday Services, c. Dec 1999.

## **Mission**

The IG represented the commanding general on matters affecting mission performance and the state of economy, efficiency, discipline, morale, training, and readiness of the command. In accordance with the guidance contained in AR 20-1, Inspector General Activities and Procedures, the IG provided the Commanding General (CG) with a continuing assessment of the operational readiness of the command.

## **Resources**

The Table of Distribution Assets authorized two officers, two civilians, and five noncommissioned officers for the IG office. The approved budget for 1999 was \$105,000. Budgetary resources and authorized military and civilian positions were adequate to accomplish the mission requirements for the IG.

## **Activities and Accomplishments**

As the USASC&FG proponent for broad inspection policy, the Inspections Branch conducted three special, three quick-look, and four follow-up inspections during 1999. The inspection topics consisted of the Organizational Inspection Program, Casualty Reporting System, Deployable/Nondeployable Soldiers, Child Development and Youth Services, and the Consideration of Others Program. The 1999 inspection plan was developed from an analysis of IGARs, audits, previous inspection reports, impact from command and staff, and Department of the Army (DA) topics of special interest. The compliance and systemic methodology of inspecting was carried forward from 1998 as the standard procedure. The CG approved the biennial inspection plan on 28 September 1998.

The IG staff conducted one climate of command assessment for an AIT/IET signal company during 1999. Beginning October 1999, the Inspector General Office instituted a system of conducting a climate of command assessment for one AIT/IET company per quarter. The assessments provide assigned battalion commanders reliable, representative command climate information and feedback to the chain of command on soldiers' perceptions of conditions of their units. The methodology used in the program includes a combination of sensing sessions, written questionnaires, and complaint periods.

The IG office hosted the Training and Doctrine Command IG Assistance Visit to the USASC&FG, 19-21 July 1999. The objectives of the visit were to assess perceptions about the execution of training for Initial Entry Training; the value, effectiveness, and standards of training; the effectiveness of the drill sergeants program as it relates to Advanced Individual Training; training device support; adequacy and success of performance-oriented training during AIT; and determine if quality reinforcement/remedial training is being conducted. The Fort Gordon IG staff provided coordination and planning for the TRADOC IG team. The assistance team assessed the Fort Gordon IG inspection and assistance policies and documentation.

The IG staff conducted 125 training classes during 1999. Of these, seven classes on mission and functions of the IG and the commander's role in the organizational inspection program were provided to senior signal officers attending the pre-command and senior leaders courses. Briefings on the role of the IG were conducted for forty advanced individual training (AIT) courses; thirteen

signal officers advanced and basic courses; fifty-two Regimental Noncommissioned Officers Academy classes; nine cadre training courses, and four unit equal opportunity (EO) advisors course.

The IG office conducted office calls with newly arrived commanders and department chiefs to inform them of the many services the IG office provides. Briefings were also presented to other command staff personnel and visiting dignitaries to Fort Gordon.

One important function of the IG mission is to provide assistance, report injustices affecting individuals, and eliminate conditions detrimental to the efficiency or reputation of the Army. The Assistance and Investigations Branch processed 149 IGARs in 1999--this included three DAIG inquiries. No formal IG investigations were conducted during this period. IGAR cases decreased from 340 in 1998 to 149 in 1999. The requests for assistance required that IG personnel screen and evaluate each request and make a determination as to what agency or commander should address the client's request. A follow-up action on each referred case was made to ensure that the client received the appropriate assistance. The recurring trend and analysis determined that the most prevalent problems were in personal conduct, personnel management-military, finance and accounting, command management of organizations, and transportation of household goods.

To support the proactive approach to reducing the IGARs, the IG provided a quarterly trends and analysis report to the Commanding General and the Regimental Command Sergeant Major. The report proved useful in identifying soldiers' problems that could be resolved or alleviated at the unit level. The IG maintained the IG's "Company Commanders and First Sergeants Information Handbook". This handbook contains advice to commanders and their staffs on the resolution of soldiers' problems. The handbook can be downloaded from the Fort Gordon Inspector General website.

The forecast of IG goals and objectives for fiscal year 2000 include plans to conduct three special inspections, three quick-look inspections, and four follow-up inspections. The IG will conduct inspections to produce stable and continuous solutions to systemic problems and issues, and continue to improve on the planning and analysis process to ensure the IG identifies "high payoff" inspections. Inspector General personnel will continue to develop, implement, and present classes on IG activities to the USASC&FG Senior Signal Officers Pre-Command Course, the Signal Officers Advanced and Basic Course, Noncommissioned Officer Academy, Warrant Officers Candidate Course, AIT students orientation course, new company commanders and first sergeants course, and the newly assigned drill sergeants course. The IG will give presentations during the quarterly training of unit EO advisors and to units during NCODP when requested. The IG will also continue to keep the Commanding General, the command group and staff, and unit commanders informed through briefings, training classes, correspondence, staff meetings, and office calls.

## Summary

The IG accomplished its mission as required in AR 20-1, *Inspector General Activities and Procedures* and in AR 1-201, *Army Inspection Policy*. Resources were considered adequate to conduct the tasks required in 1999.

The goals for 1999 are to perform inspections approved in the biennial inspection plan and to continue to provide assistance to soldiers, family members, and civilians. The IG information booklet will continue to be available to all commanders and first sergeants. IGARs will be processed for IG assistance and, when required, the IG will conduct inquiries and investigations. The IG staff will continue the "teach and train" function for leaders and soldiers in the art of taking care of soldiers and themselves.

## OFFICE OF STAFF JUDGE ADVOCATE

### From the Director's Perspective:

In 1999 the Office of the Staff Judge (OSJA) Advocate continued to provide the best in legal services, providing the full range of legal and non-legal support with excellence and distinction. This was due in great part to our total soldier-civilian team effort, who while working in one of the best physical facilities in the Army, developed cutting edge initiatives for providing legal service. Some of these initiatives, such as our OSJA web-site and our Operational Law (OPLAW) Attorney Training program, are now being copied Army wide.

In March, our new office was officially dedicated as Winship Hall by The Judge Advocate General of the Army and by the Commanding General of Fort Gordon and the U.S. Army Signal Center. It was a fitting dedication for a son of Georgia who went on to both tactical and legal greatness in the Army.

In an effort to improve customer service, be proactive, and take legal guidance to the "customer" the office developed a web site in the second half of 1999. What is unique about our web site is that it offers more than just pictures and links. The legal assistance section has both preventive law articles and will work sheets for downloading. The claims section also has its forms ready for downloading. On the command side of the house, commanders have immediate access to the "commander's handbook." Army installations from around the world have contacted Fort Gordon for permission to copy the format of portions of our website.

In October, the whole office participated in a staff ride to the Martin Luther King, Jr. National Historic site in Atlanta. The foresight and perseverance of this great champion of civil rights affected everyone who attended.

### Mission

The OSJA provided legal advice across the military and civil law spectrum to all commanders, staff directors, and other key leaders on Fort Gordon. This involved administrative law, environmental law, contract law, labor law, criminal law, tort and claims law, and a wide range of personal legal assistance to active duty and retired military personnel and their family members.

### Resources

The Office of the Staff Judge Advocate was staffed by eight military and seven civilian attorney's, one warrant officer, 16 enlisted legal NCOs and specialists, and six civilian legal support personnel.

### Military Justice

Fort Gordon had a steady year in the area of military justice. In 1999, the OSJA prosecuted: 11 General Courts Martial and six Special Courts Martial empowered to adjudge a Bad Conduct Discharge. There were 16 convictions and one acquittal. Fourteen additional cases resulted in Chapter 10s. Despite the busy docket, trial counsels were responsible for training the command by teaching several classes on a monthly basis, as well as teaching the Commander's Training Course and the Signal Officer's Officer Basic Course. The Chief, Military Justice

continued the weekly Trial Counsel Training Program which involves the training of all company grade attorneys in OSJA.

In April, the first-ever 2nd Judicial Circuit Regional Military Justice workshop was organized and held at Fort Gordon. Trial counsel from Fort Stewart, Georgia, Fort Jackson, South Carolina, and Fort McPherson, Georgia, and Fort Gordon, attended and received excellent instruction in military justice and prosecution skills. This year also saw the first use of the OSJA Century XXI courtroom. Trial Counsel used power point in courts martial and the video teleconferencing (VTC) capabilities in show cause boards and Article 32 hearings.

In the continuing development of the relationship between Fort Gordon and the U.S. Attorney's Office for the Southern District of Georgia, the Federal Litigation Division was created in August. The division consists of one attorney, a civilian legal administrator and one legal specialist. The litigation division is responsible for prosecuting civilians who commit felony crimes on post, as well, as processing tickets for minor traffic offenses committed by military personnel. This year the division processed over 700 tickets using the Magistrate Program and assisted the U.S. Attorney's Office in the prosecution of two felony trials.

### **Operational Law**

In November 1999, Captain Tad Lawson, Administrative and Operational Law Attorney developed an OPLAW Attorney Training Program, a first for any TRADOC installation. The training objective is to prepare Fort Gordon judge advocates for future assignments, deployments, and OPLAW positions. The program expands upon the existing OSJA Leader Development Program to include soldier, legal, and OPLAW skills training. The program will ensure judge advocates at Fort Gordon know how to shoot, move, and communicate on the battlefield and possess the OPLAW skills necessary to support military operations. The initiative has already received praise from the Center for Law and Military Operations and has been added to the Army's JAG Corps' Leadership and Training web page by The Assistant Judge Advocate General.

### **Procurement, Ethics, Fiscal Law, and other Installation Issues**

The Administrative Law division of the OSJA handles all installation legal matters to include: procurement, standards of conduct, fiscal law, and the Freedom of Information Act. The office provided contracting support to the Fort Gordon Directorate of Contracting, the U.S. Army Medical Command regional contract office located at Fort Gordon, and the Fort Jackson MEDDAC Contracting Officer.

In 1999, the Division Chief, Mr. Terence Cleary served as principal advisor to the committees considering the contracting out of portions of three directorates on Fort Gordon. One of the important issues is the effect of the Procurement Integrity Act on personnel who have a role in developing the statements of work and the most efficient organization plans. In the Ethics arena, Mr. Cleary provided instruction for senior leaders in February and June and gave desk-side briefs to the DCG, and the new Garrison Commander. Mr. Cleary and Colonel Frederick Borch, the SJA, team taught ethics sessions at the Computer Science School in April and at a Colonels brown bag lunch in September. During December Mr. Cleary handled the annual OGE 450 filings and taught three classes for those required to file the OGE 450 forms. As

## **CORE Architecture Data Model**

Version 2.0, Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Core Architecture Data Model (CADM), is intended to be used by C4ISR architecture planners as the basic set of standardized entities that should be used in building C4ISR architectures in conformance with the *C4ISR Architecture Framework Version 2.0*. It provides data requirement specifications, in the form of a conceptual data model, for the essential elements of information contained in DOD C4ISR architectures. The goal is to improve the potential for exchange of such information among architectures and specifically between architecture development tools.

Branch personnel attended working group meetings for the Core Architecture Data Model from February-October 1998, to represent the Signal Center's interests in development of version 2.0 of this model which depicts all data necessary to implement the DOD Architecture Framework Document. Further, branch personnel led the way to develop and Army Systems Architecture Data Model, based upon the CADM, to use for their systems architecture work. During November and December 1998, branch personnel initiated the transition of our existing database to the CADM compliant Army Systems Architecture Data Model. Efforts to migrate the existing user interface to the new model were continuing at the end of the calendar year

## **Security Architecture**

The goal of the security architecture was to ensure sensitive information and assets were protected throughout the battlefield. A viable, battlefield network security architecture must be concerned with availability, authentication, confidentiality, and integrity. The security architecture strove to accomplish these objectives through protecting the information whether it was processing, being storage, or was transmitted over a communications system.

The Military Information Infrastructure (MII) was increasingly connected to the Global Information Infrastructure (GII) due to the Army's use of the public satellite and communications networks. With enhanced communications come enhanced risks; and the latter were multifaceted in nature. These risks come from a variety of sources ranging from an accidental intrusion to a deliberate military attack and the adversaries include insiders, hackers, terrorists, and hostile nations. Attacks against Army communications networks will range from traditional, like jamming and destruction, to new technologies, such as non-nuclear electro-magnetic pulse bombs.

The security architecture strove to enhance the survivability of the Army's tactical networks by using Multi-Level System Security Initiative (MISSI) products that remain current with evolving security requirements and technologies. Product categories include workstation security products, crypto-ready applications, system/enclave security products, secure computing products, networks security management products, intrusion detection products and anti-virus products. Some of these products were available through the Army Computer Emergency Response Team (ACERT) and the Land Information Warfare Agency (LIWA). The Signal Center constantly improved the tactical security architecture to protect the data and information the warfighter so desperately needs.

## Warfighter Information Network

In 1997 a task force was formed to develop the Warfighter Information Network architecture. The WIN will be an overarching architecture that will incorporate the current programs and eliminate the need for program new starts. This will streamline the procurement of communications equipment.

The task force defined the WIN as the method to provide the warfighters with the ability to transfer information (Voice, Data and Imagery) in a timely and secure manner through the Area of Operations, into the Global Grid, and to the installation. Communications required:

- Customer Connectivity: Access to the network.
- Network Capacity: Network capacity to handle the flow of information in all forms in a timely and secure manner.
- Network Interoperability: Information must flow unimpeded both in theater and to the sustaining base.

Given the POM and known requirements at that time, the overall assessment was amber. There were many improvements needed and steps were taken to resolve shortfalls. Responsibility between functional areas, information systems developers, and the Signal community must be shared. New information systems and services cannot treat communications bandwidth as an unlimited free resource.

Major concerns were MLS, DMS, installation C4I capability, transition to commercial standards, and ultra high frequency (UHF) Defense Assignment Multiple Access (DAMA) implementation. The Branch was making headway but WIN will be costly. Communications availability depended on factors beyond control of the Signal Corps. The Signal community will provide the best communications support possible but when shortfalls exist, the commander must still prioritize communications assets.

In April 1998, the 2008 WIN section was established in the Systems Architecture Branch. The section's mission is to develop a 2008 WIN architecture that will support division, corps, and theater operations. The first task was to determine those Operational Requirements Documents (ORD) that are identified as parts of the proposed 2008 WIN architecture such as WIN-T, super high frequency (SHF) Tri-band Advanced Range Extension Terminal (STAR-T), and Secure, Multi-Channel, Anti-Jam Reliable Tactical Terminal (SMART-T.) The section then developed an exercise model, which tasks the proposed new equipment by its ORD requirements: distribution, capabilities, connectivity requirements, and proposed operation. The section then built the model using netViz®, an information mapping tool, and Network Planning Tool (NPT) software to evaluate system port configurations to ensure the ORD identifies the correct number of interfaces and proposed system layout to support user TOCs. The section evaluated the following ORDs:

- Warfighter Information Network-Terrestrial: The section modeled the WIN-T system over a European terrain to support two Force XXI divisions and a TAA-05 Corps.
- Enhanced Secure Mobile Anti-Jam Reliable Tactical Terminal: By 2008, SMART-T will have major enhancements that require architecture evaluation. It will have an increased throughput capability of up to 8 Mbps and a dynamic bandwidth allocation system (DAMA.) The SMART-T system was added to the same European model in support of two Force XXI division.

- Super High Frequency Tri-Band Advanced Range Extension terminal: The STAR-T system will be fielded by 2008 and required evaluation to determine the interoperability with the WIN-T system. The STAR-T system was added to the European model in support of TAA 05 Corps. Plans are to evaluate the STAR-T in a Theater once the model is completed by FY99.

The 2008 WIN section provided the SA Branch with the following additional support during 1998:

- Tech Insertion: The S Branch was tasked to evaluate a proposed change in the First Digitized Corps (FDC) by fielding a system called the Tech Insertion. The sections used the European model designed for WIN-T and provided an evaluation model of the proposed Tech Insertion system.
- Reevaluated the distribution of Single Channel Anti-Jam Manportable Terminal (SCAMP) and Spitfire satellite radios.

### **CSS Support**

Architecture Branch worked closely with the Combined Arms Support Command (CASCOM), Fort Lee, Virginia, as they redesigned force structure and concepts of operations to support Force XXI. Emphasis was placed on Battlefield Distribution, an effort to project logistics support forward with less reliance on pre-positioned stocks, large inventories, and multiple handling of supplies. There were several ongoing initiatives that will help the logisticians to accomplish velocity management.

Total Asset Visibility was the capability to display the location, status, and availability of any item, whether in storage, in repair, or in transit. Much of this technology existed and was used commercially but must be adapted to military use. To do this, several technologies must be developed and fielded, to include Global Combat Support System-Army, a redesign of today's Standard Army Management Information System (STAMIS.) Automated Identification Technology (AIT) will use Barcode Scanners, RF Tags and a series of Interrogators to identify shipments and track commodities. In-Transient Visibility (ITV) is the capability to track these commodities while enroute. Split-based operations in support of today's projected forces demanded this level of logistics management. In addition there were automation actions taking place in the area of personnel management, Prisoner of War control, Tele-maintenance, and Tele-medicine.

These initiatives will certainly impact the communications support provided to the CSS community. The ongoing Warfighter Information Network initiative will address these requirements and provide the necessary communications interface, bandwidth, and speed of service in support of the Warfighter.

### **C4RDP BRANCH**

The C4RDP Branch serves as TRADOC's executive agent and communications architect for the entire C4RDP program. The C4RDP documents the Army's C4 requirements, information exchanges and associated equipment. This one program integrates the functionality of three previously separate programs: Operational Facility (OPFAC), Army Battlefield Interface Concept (ABIC), and the Communications Database (CDB). As one fully integrated program, C4RDP

supports the Army Enterprise Strategy by placing C4 equipment on Active, National Guard, and Reserve Component Tables of Organization and Equipment (TOE). It ensures that a common baseline of C4 equipment requirements and information exchange requirements are available to support the Army's Operational and Systems Architecture development.<sup>85</sup>

The C4RDP is fully automated with the C4RDP Support System (SS), which is maintained by the Signal Center. The C4RDPSS, used by proponents to develop their Operational Architecture/User Interface Requirements (UIR), OPFAC, and associated information exchange requirements, depicts Army information architectures such as the Army Battle Command System and Standard Army Management Information System (STAMIS) in database and graphic form.

The C4RDP presents a coordinated, consistent picture of C4 operational requirements. The system, its inputs and products affect many organizations and agencies within DOD and the Army.

### Major Products

**Operation Facility Rules:** The rules were used to place valid C4 requirements on Tables of Organization and Equipment (TOE) and to change Basis of Issue Plans (BOIP).

**Information Exchange Requirements (IER):** These requirements were used as a basis to develop voice and data traffic for modeling and simulation. The rules were also used as a tool to analyze systems requirements/development and performance parameters for testing and analysis.

**User Interface Requirements (UIR):** User interface requirements were used to describe the interface requirements between interfacing data systems.

**Message Standards:** Used to develop and approve USMTF, VMF, TADIL, ACCS and IEWCOMCAT messages. C4RDP Branch provides the TRADOC voting member to the Army Configuration Control Board.

### Major Projects

HQ TRADOC approved the December 1997 OPFAC Rule Book on 27 February 1998 and was distributed by the Signal Center. The December board resulted in a \$131.2M cost avoidance.<sup>86</sup>

The 1998 Council of Colonels Architecture Validation/OPFAC Board was conducted at the Signal Center, 1-3 September 1998. The September board resulted in a \$90M cost avoidance. Preparation for the board began in May 1998 and terminated with an update of the new C4RDP OPFAC Rule book in November 1998. Proponents submitted a total of 2,083 OPFAC issues for the board. Of this total, 794 were FORCE XXI unique, 819 were Army of Excellence (AOE) issues, and 470 were administrative issues. The OPFAC Rule Book was mailed to HQ TRADOC

---

<sup>85</sup>Executive Summary by MG Michael W. Ackerman, 1996.

<sup>86</sup>Memorandum, 18 Dec 1997, COL Stephen R. Baribeau, OPFAC Board President to COL Bessler et al., subj: 1997 Operational facility (OPFAC) Board; OPFAC Rule Book, 11 Dec 1997.

on 12 November for approval. Upon approval, the rulebook will be distributed by the Signal Center.<sup>87</sup>

The C4RDP Branch completed development of the prototype support software initially developed under an AR 5-5 Study for the DUSA OR. The software development included a Beta test, and final system which is client-server based. The system clients were fielded and training was provided to fourteen TRADOC Schools and Centers. A User's Manual was also produced and distributed with the software.<sup>88</sup>

The C4RDP Branch developed and received approval and funding to conduct an AR 5-5 Study to develop courses of action for fielding JTRS to the Army. This study will develop an architecture for the JTRS and courses of action for fielding the system.<sup>89</sup> The C4RDP Branch granted interim approval of 192 OPFAC Rules for the following schools and centers:

Aviation Center	25 Feb	25 Rules
Armor Center	25 Feb	83 Rules
Combined Arms Center	19 Mar	53 Rules
Aviation Center	07 Apr	27 Rules
MP School	10 Dec	04 Rules

C4RDP Branch personnel attended three Army Configuration Control Boards (ACCB) as the TRADOC voting member. These boards, held in January, April, and September, provided a coordinated Army position on joint/combined message standards and procedural interface documents for U.S. Message Text Format (USMTF), Tactical Digital Information Links (TADIL), Variable Message Formats (VMF) and other joint/combined C4I interoperability issues.<sup>90</sup>

### Major Briefings

Branch personnel conducted several major briefings throughout the year. These included Technical Working Groups, Study Advisory Group (SAG) meetings, and other organizations and individuals involved with C4RDP Activities. Appendix A provides a list of dates, agencies, and individuals briefed in 1998.<sup>91</sup>

### Site Visits

C4RDP Branch personnel conducted site visits to the following C4RDP proponent schools and centers in support of the C4RDP program in 1998:

---

<sup>87</sup>Memorandum, 25 June 1998, COL William S. Rodakowski, DCD to COL Steele et al., subj: August 1998 Architecture Validation/Operational Facility (OPFAC) Board; OPFAC Book, 3 Sep 1998.

<sup>88</sup>Beta Test Report, 1 June 1998, "Command, Control, Communication, and Computers Requirements Definition Program Support System; C4RDP Support System User's Guide, 22 Dec 1997.

<sup>89</sup>Brfg Slides, April 1998, C4RDP Branch, "Joint Tactical Radio System."

<sup>90</sup>Memorandum, 10 Feb 1998, "Meeting Minutes of the Army Configuration Control Board Meeting 98-1 (13-14 Jan 98) [hereafter called ACCB Minutes]; ACCB Minutes [29 April 1998], 3 June 1998; ACCB Minutes [9-10 Sep 1998], 16 Oct 1998.

<sup>91</sup>C4RDP ACH Input for 1998; Briefing Slides, 27 Jan 1998, "Design and Populate OA Database SAG #3; Brfg Slides, ca. Apr 1998, "C4 Requirements Definition Program"; Brfg Sides, ca. Feb 1999, "C4 Requirements Definition Program."

**Table 4-2**  
**C4RDP Site Visits – 1998**

Ft. Jackson, SC  
 Ft. Bragg, NC  
 Ft. Lee, VA  
 Ft. Sill, OK  
 Ft. Sam Houston, TX  
 Ft. Leonard Wood, MO  
 Ft. Huachuca, AZ  
 Ft. Leavenworth, KS  
 Ft. Rucker, AL  
 Ft. Benning, GA  
 Ft. McClellan, AL  
 Ft. Knox, KY  
 Ft. Bliss, TX

Source: C4RDP ACH Input for 1998.

The C4RDP Branch conducted training on the new C4RDP support system for the following personnel in 1998:

**Table 4-3**  
**Support System Training**

Tim Hartsell	Armor Center
Nancy Jones	Armor Center
Dan Murphy	Air Defense Artillery School
Joe Wasick	Military Police School
Ed Allison	Military Police School
Garry Phillips	Intelligence Center
John Knowles	Intelligence Center
Linn Gyger	Intelligence Center
Dave Carlson	Field Artillery School
Cornelius Stewart	Field Artillery School
Holly Hileman	Combined Arms Center
Riley Anderson	Combined Arms Center
Ron Heupel	Engineer School
Don Wenzel	Engineer School
Bruce Habel	Special Operations Command
SFC Puckett	Public Affairs Office
Jim Buchanan	Medical Center
CPT Myers	Combined Arms Support Command
Harry Faggett	Combined Arms Support Command
Dan Gordon	Combined Arms Support Command
Charles Hover	Aviation Center

**Table 4-3 Continued:**

Phillip Tiemeyer	Infantry Center
CPT Wright	Finance School
SFC Eder	Chaplain Center
Donnie Lister	Signal Center
Richard Meredith	Signal Center
William Dabny	Signal Center
Janet Jennings	Signal Center
Ronald Bruce	Signal Center
Bill Righter	Signal Center
Warren Clark	Signal Center

Source: C4RDP ACH Input for 1998.

The C4RDP Branch also supported various Army and commercial agencies with IERs and Operational Facility data and analysis:

**Table 4-4  
C4RDP IERs and OPFACS – 1998**

Marine Corps CDC	Quantico, VA
Lockheed Martin	Sunnyvale, CA
US Army STRICOM	Orlando, FL
ODCS for Intelligence	Arlington, VA
HQDA, ODCSINT	Washington, DC
OASD (C3I)	Arlington, VA
Naval Research Lab	Washington, DC
DESE Research, Inc.	Leavenworth, KS
Millennium Corporation	Woodbridge, VA
Marshall Associates, Inc.	Sterling, VA
SRI International	Augusta, GA
Xetron Corporation	Augusta, GA
MRD	Ft. Gordon, GA
Institute for Defense Analyses	Alexandria, VA
DISA	Arlington, VA
USATSC	Ft. Eustis, VA
TPIO-ABCS OA Branch	Ft. Leavenworth, KS
TEXCOM	Ft. Hood, TX
SRI International	Augusta, GA
HQDA ODISC4	Washington, DC
CECOM Software Engineer Ctr	Ft. Monmouth, NJ
PM GPS	Ft. Monmouth, NJ
TRW	Carson, CA
MITRE Corporation	Tampa, FL
TSM Joint STARS	Ft. Huachuca, AZ
Air Force Communications Agency	Scott AFB, IL

**Table 4-4 Continued:**

PEO STAMIS	Ft. Belvoir, VA
Medical Center	Ft. Sam Houston, TX
M&S Branch	Ft. Gordon, GA
SA Branch	Ft. Gordon, GA
TSM Tactical Radios	Ft. Gordon, GA
TSM SATCOM	Ft. Gordon, GA

Source: C4RDP ACH Input for 1998.

## CONCEPTS AND DOCTRINE DIVISION

### Overview

The Concepts and Doctrine Division directed and managed the activities of its three branches, including the Threat Office that came under its purview in 1997. The Division developed innovative methods to overcome continual personnel shortages, provided guidance for the accomplishments of assigned Combat Developments projects and tasking, submitted resource requirements for the DCD budget, and continued to work closely with the other Divisions within DCD in support of major U.S. Army Signal Center projects.

Concepts and Doctrine Division was responsible for the production of Signal concepts and doctrine in accordance with TRADOC Pamphlet 71-9, *Requirements Determination*. The Division is also responsible for threat support to the Signal Center and Fort Gordon and for risk assessment of emerging materiel requirement documents within the Signal Regiment.

The Division's main focus was the Signal Regiment Functional Area Assessment (FAA) and the Warfighting Concept of Operation for Signal Support to Army XXI. However, the Division was responsible for a number of areas. These areas included:

- The Strike Force Concept and Organizational and Operational (O&O) development;
- The Army After Next (AAN) project;
- Information Operations (IO);
- Command and Control Project;
- Industry Advisory Group;
- Corps XXI Redesign Concept and O&O;
- The Signal Regiment Strategic Plan within DCD;
- The Army After Next Systems Architecture (AAN-SA);
- The Signal Center's Doctrine Reduction Program;
- The focal point for the Signal Center's participation in TRADOC's Information System Vulnerability and Protection (ISVAP);
- Information Operations Integrated Concept Teams.

Additionally, Mr. Pete Kidd, Concepts Branch, represented TRADOC and the Signal Center on the North Atlantic Treaty Organization Command, Control, and Communications Board Land Working Group. He participated in international C4 Information Technology (C4IT) discussions with the Australians, British, Canadian, and U.S. member nations. And, he

submitted telecommunications topics for U.S. staff talks with Japan, France, Brazil, Germany, and the United Kingdom.

Concepts and Doctrine Division could not fill manpower requirements throughout the Division. This personnel shortage would continue for the foreseeable future. Limited funding was available from the Director of Information Systems for Command, Control, Communications, and Computers (DISC4) and TRADOC. Contracted manpower in Concepts and Doctrine Branches was used to fill personnel shortages. As the year ended, first signal field manual (FM) in five years was in the final stage of publishing.

## **DIGITIZATION DIVISION**

### **Overview**

The Digitization Division is responsible for synchronizing, coordinating and disseminating information pertinent to the fielding of the Total Army Warfighter Information Network for the First Digitized Division, First Digitized Corps and the follow-on Light Digitized Division and Strike Force. The Division's primary focus has been to participate in the synchronization of the training, testing, and fielding schedule for the 4th Infantry Division's twenty-six Priority One Systems.

The First Digital Division (FDD) marks the fielding of an intermediate capability in the modernization of the heavy division force. In 2001 the FDD will have a new structure and be fielded with Priority One and selected Priority Two systems. Priority One systems are defined as the minimum necessary systems to provide a synergistic, digitally enhanced capability to the 4th Infantry Division. Fielding of remaining systems will continue over the decade when the Division Advanced Warfighting Experiment (DAWE) concept will be matured.

### **Organization**

The organization is authorized a division chief, five action officers (two officers/three NCOs) and three contractor personnel. Lieutenant Colonel George Akins, Jr., has served as Division Chief since the division's inception in August 1998. Major Michael Kell has served as the deputy Division Chief and action officer while SFC Robert Minor, Jr. and SFC Rogers Crowell served as NCO action officers. Major John Alwine and MSG Enrique Mendoza served as Fort Gordon Liaison Officer and NCO at Fort Hood. Alwine and Mendoza are assigned to Fort Gordon with duty at Fort Hood at the Digital Forces Coordination Cell (DFCC). Since inception the division has procured funding for two of the three MITRE contractor allocations. Since October 1998, Mr. J. Scott Martin filled one of three allocations; the second allocation was under recruitment. Due to monetary constraints the third allocation has not been funded.

### **Systems**

Listed below are summaries for the Command and Control systems for the FDD.

### **Single Channel Ground and Airborne Radio System-Advanced System Improvement System (SINCGARS-ASIP) (C1)**

- Extends Tactical Internet by providing data and voice links to individual platform and dismounted infantry level.
- Crucial to rapid voice exchange of mission orders.
  - Provides most technically advanced combat net radio (CNR) 50 % lighter and one half the size of original SINCGARS.
  - Supports digital development of situational awareness and common operating picture.

### **Enhanced Position Location Reporting System-Very High Speed Integrated Circuits (EPLRS-VHSIC) (C1)**

- Extends Tactical Internet by providing data links to platoon level.
- Crucial to rapid data exchange of mission orders.
- Provides secure, jam-resistant, near real-time data communications at division and below.
- Supports digital development of situational awareness and common operating picture.

### **Near-Term Digital Radio (NTDR) (C1)**

- Provides TOC to TOC high data rate communications for battalion and brigade.
- Supports exchange of ABCS information, Battlefield VTC, and imagery.
- Provides data distribution on the move from battalion to division.

### **Warfighter Information Network-Terrestrial (WIN-T) (C1)**

- Provides increased communications velocity and capacity to send and receive digital battle command information.
- Supports mobile/flexible command posts.
- Provides C2 on the move capability.
- Provides commonality of equipment and simplifies training and supportability.

### **Asynchronous Transfer Mode/Future Small Extension Node (ATM/FSEN) (C1)**

- Component of WIN-T
- Provides increased communications throughput capacity to send and receive mission orders.
- Provides simultaneous transmission of voice, data, and imagery.
- Application of commercial technology to battlefield systems.

### **High Capacity Line Of Site (HCLOS) (C1)**

- Component of WIN-T.
- Provides increased bandwidth and twice the current speed and capacity for transmission of orders and battlefield information.
- Permits simultaneous transmissions of voice, data, and imagery.

### **Spitfire (C1)**

- Provides digital connectivity via SATCOM capability to Special Operations Forces (SOF), light and heavy forces at Corps and below.

- Supports increased mobility across area of operations, common operating picture, and comprehensive situational awareness to include deep penetration forces.

#### **Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T) (C1)**

- Provides long range digital communications, supporting Total Asset Visibility and battlefield logistics.
- Provides range extension capability to Army's Common User System (ACUS) at Corps and below (No current comparable capability exists).

#### **Global Broadcast Service (GBS) (C1)**

- Provides large bandwidth information products (video, data, imagery and intelligence) via small satellite receive dishes.
- Selectability of data downloaded enhances situational awareness and common operating picture.

#### **Integrated System Control (ISYSCON) (C1)**

- Provides automated management of networks from theater to brigade and below.
- Provides Signal Operations capability to manage Wide and Local Area Networks (WAN/LAN), perform network engineering and planning, as well as electronic spectrum management.

#### **Tactical Operation Centers (TOCS) (C1)**

- Integrates C2 hardware and software systems, as well as communications systems.
- Promotes configuration control without loss of commander's flexibility in attainment of force dominance and synchronization.
- Supports relevant common operating picture.
- Reduces training costs and time for soldiers and leaders.

#### **Defense Message Switch (DMS) (C1)**

- Provides global secure long haul reachback capability from deployed force to servicing CONUS power projection platform.
- Provides digital interoperability between services
- Promotes enhanced situational awareness amongst services.

#### **Joint Tactical Radio System (JTRS) (C1)**

- Provides tactical multi-band, multimode radios for high-speed information exchange.
- Provides programmable voice, data, video and networking capabilities in a single family of radios.
- Provides significantly enhanced digital ability to send and receive orders.

#### **Airborne Communications Node (ACN) (C2)**

- Provides Tactical Internet communications extended range capabilities.
- Provides enhanced capability to send and receive orders.
- Supports C2 on the move.

### **Personal Communications Services (PCS) (C2)**

- Provides flexible, military communications infrastructure independent, rapid voice capability to send and receive orders and updates for situational awareness.
- Provides C2 on the move with voice, limited data and paging.
- Supports enhanced common picture, adjustment of boundaries and unit locations.

### **Tactical Airspace Information System (TAIS) (C2)**

- Provides real-time situational awareness by digitally linking Army Airspace Command and Control (A2C2) to ABCS.
- Provides 3-Dimensional common operating picture allowing dynamic C2 for battlefield automated airspace management.
- Provides worldwide mobile communications capability, division to EAC, for A2C2 planning, operations and airspace information services.

### **Maneuver Control System (MCS)(C1)**

- Provides cross-functional integration of force level information from battalion to Corps.
- Disseminates common operational picture to all echelons, from battalion to Corps.
- Supports multi-echelon and across-staff collaborative planning.

### **Force XXI Battle Command-Brigade & Below (FBCB2)(C1)**

- Provides at platform level, real time situational awareness.
- Provides Commanders, at battalion and lower level, relevant common operational picture to synchronize units.
- Means for platform to: report battlefield information (friendly and enemy); to send/receive orders; and to transmit system status data.

### **Land Warrior (LW)(C2)**

- Provides FBCB2-like capabilities to dismounted infantryman.
- Provides improved radio system, weapon, optics, laser rangefinder, and digital compass which improves combat power, maneuver, navigation, reporting, and situational awareness.
- Supports situational awareness by providing brigade and below command and control, thus enabling timely and accurate exchange of battlefield information.

### **Abrams Main Battle Tank (M1A2) System Enhancement Program (SEP) (C2)**

- Digitally enhanced main battle tank.
- Embedded FBCB2 capability provides real time situational awareness, the means to send and receive orders, and the relevant common picture of the battlefield.

### **Bradley Fighting Vehicle Upgrade (M2/3A3) (C2)**

- Digitally enhanced infantry fighting vehicle.
- Embedded FBCB2 capability provides real time situational awareness, the means to send and receive orders, and the relevant common picture of the battlefield.

### **Long-Range Advanced Scout Surveillance System (LRAS3) (C2)**

- Enhanced HMMWV scout vehicle suite incorporating 2nd Generation FLIR capability and digital capability.
- Provides information for common operating picture with long range reconnaissance and surveillance sensor system capability, Global Positioning System, and digital capability.
- Able to send and receive information through digital connection.

## **MATERIEL REQUIREMENTS DIVISION**

### **Mission**

The Materiel Requirements Division (MRD) supervised and managed the overall activities of subordinate branches, resolved personnel management problems, provided guidance for project management, and submitted annual division budget and training requirements. MRD managed combat developments activities associated with improvement and acquisition of assigned Information Mission Area (IMA) materiel systems. The Division provided Integrated Logistics Support (ILS) and administered the Manpower Personnel Integration (MANPRINT) program for proponent systems. MRD managed and acted as the TRADOC focal point for acquisition and fielding of materiel systems not assigned to the TRADOC System Managers. All subordinate branches were required to provide necessary support to TSMs and Battle Labs, and were responsible for all aspects of assigned programs.

### **Organization**

There were three personnel assigned to the division headquarters: LTC Anthony D. Tabler, Division Chief; Mr. Charles L. Blair, Senior Electronics Engineer; and Ms. Peggy O. Cason, Division Secretary.

Loss of military and civilian personnel due to retirements and reassignments continue to impact on support and continuity. Continuing budget cuts resulted in lack of funding to procure many validated requirements and system improvements. The division was authorized 39 personnel to accomplish its mission with an assigned year end strength of 27 personnel.

### **Accomplishments**

MRD participated in the FY 01-14 Warfighter Lens Analysis (WFLA) process during August-December 1998 to support TRADOC input to the FY 01-05 Mini - Program Objective Memorandum (POM) build. This was a major effort and required input from all MRD branches and TSMs and extensive coordination with TRADOC and DA staff and Project Managers (PMs) for Signal materiel programs. Provided required WFLA documentation and justification to HQ TRADOC during the process.<sup>92</sup>

---

<sup>92</sup> Memorandum, 11 August 1998, MG Charles W. Thomas to USASC&FG CG et al., subj: FY 01-14 Warfighting Lens Analysis (WFLA) Instruction, w/attached Instruction (11 Aug 1998)

Division accomplishments, programs and problem areas are addressed in the following paragraphs of the three branches: Automated Systems Integration (ASI) Branch, Combat Communications Branch (CCB), and Switching and Networks Branch (SNB).

## **AUTOMATED SYSTEMS INTEGRATION (ASI) BRANCH**

### **Overview**

Automated Systems Integration Branch was responsible for developing requirements documentation for network management systems, automation equipment, and visual information devices. The branch managed these programs throughout the Life Cycle Management process. ASI Branch also monitored other automation systems that utilize the tactical communications networks.

Major programs within the branch are Network Management (Integrated System Control (ISYSCON), Warfighter Information Network - Management System (WIN-MS), and Joint Network Management System (JNMS)), Army Key Management System (AKMS), Army Automation Support Integrated Concept Team (ICT), S6 Communications Vehicle, Standard Integrated Command Post Systems (SICPS), Combat Service Support Automated Information Systems Interface (CAISI) and Common Hardware/Software (CHS).

### **Personnel**

ASI Branch had fifteen personnel authorized: five officers, two warrant officers, three NCOs, and five civilians. There were three officers, one warrant officer, two NCOs, and two civilians assigned. These were Major Mike Spragg, Captain Jeff Crockett, Captain Cedric Lee, CW3 Charles Stephenson, SFC Sandra Willis, SFC Seth Swinton, Mr. Russell Benoit, and Mr. Scott Place. TRADOC reductions and DCD reorganization resulted in a loss of two civilian positions. ODP fill for the military and funding for the civilian slots has maintained the Branch operation under strength. This has resulted in not being capable of supporting programs in full such as attending meetings that are program related and require combat developer's input.

### **Branch Activities**

ASI Branch was responsible for the coordination and submission of Warfighter Rapid Acquisition Program (WRAP) packages for MRD. A WRAP candidate must meet the following criteria as outlined in TRADOC Pamphlet 71-9. An initiative must be based on mature technology, satisfy an urgent need, shown compelling success in experimentation, and should be capable of achieving a Milestone III decision immediately or following one to two years of continued development at most. WRAP is a process by which a new system start or an upgrade to a current system is provided funds outside the budget cycle. In 1998 the Signal Center submitted three systems for consideration to the WRAP council: Integration of Global Positioning System (GPS) in Signal Channel Ground and Airborne Radio Systems (SINCGARS) Advanced System Improvement Program (SIP), High-Speed Multiplexer Cards (HSMUX), and Battlefield Video Teleconferencing System (BVTC). The WRAP Army Systems Acquisition Review Council

(ASARC) met in December 1998 and Signal Center candidates were not selected because they did not meet WRAP criteria.

The Branch hosted the Signal Center/Combined Arms Support Command Home-On-Home on 12-13 August 1998. Other attendees included the Program Executive Offices (PEO), Program Managers (PM), Headquarters TRADOC, TRADOC System Managers, other TRADOC schools and centers, Office of the Director of Information Systems, Command, Control, Communications and Computers (ODISC4), Army Digitization Office (ADO), and the Army Communications-Engineering Command (CECOM). The home-on-home provided an exchange information on signal and logistics programs enabling commanders and their staffs to define/discuss issues of mutual interest. The two-day exchange and dialog resulted in a much better understanding of the issues and concerns confronting both sides in the evolution of the Warfighter Information Network program and the success of GCSS-Army. This understanding resulted in specific actions to be worked.<sup>93</sup>

ASI Branch coordinated and supported the running of all of the workshops conducted during the 1998 Signal Symposium. Workshops were attended by many Symposium participants and afforded an opportunity to receive briefings on program status updates, new technologies and future events. They also provided a forum for discussion, feedback and interchange of ideas among civilian and military personnel. Brigadier General Boutelle, PEO, Command, Control & Communications Systems (C3S) and Major General Gust, PEO, Intelligence, Electronic Warfare and Sensors (IEW&S) kicked off the workshops with briefing. These workshops included TSM Battlefield Computers, TSM Network Management, TSM Tactical Radios and TSM Satellite Communications. Additionally, workshops were held on other subject matter areas that included Battle Command Battle Lab-Gordon, DCD Power Projection Branch issues, ASC/DISC4, GTE, Xetron, DCD Materiel Requirements Division, Office Chief of Signal, Mounted Maneuver Battle Space Lab (MMBL), 124th Signal Battalion-Force XXI, National Security Agency (NSA) and Signal training issues.

The Branch provided input and automation support for multiple briefing packages over a wide range of subjects and at varying echelons throughout the year.

ASI Branch served as the Signal Center's central Point of Contact (POC) for all Combat Service Support issues, particularly those relating to the Global Combat Support System-Army, and Movement Tracking System (MTS) development. The main emphasis was on developing and identifying a communications support structure for GCSS-Army to meet near term goals that will transition to the objective WIN architecture.

### **Army Key Management System**

**System Description.** The AKMS consisted of two key functional components: AKMS/Local COMSEC Management System (LCMS) and AKMS/Automated Communications Engineering Software (ACES). AKMS/LCMS is the Army's portion of the larger scaled Electronic Key Management System (EKMS). The EKMS is a key management, COMSEC materiel distribution and logistics support system consisting of interoperable Service and civil agency key management systems. NSA established the EKMS program to meet multiple objectives, which include supplying electronic key to COMSEC devices in a secure and timely

---

<sup>93</sup> Memorandum for Record, ca. 14 Aug 1998, COL William S. Rodakowski and COL Edward J. Shimko to MG Peter M. Cuviallo et al., subj: CASCOM/SIGCEN Home-on-Home Minutes, 12-13 August 1998, Ft. Gordon, GA, w/attached copies of briefing slides.

manner and providing COMSEC managers with an automated system capable of ordering generation, production, distribution, storage, security, accounting and access control. Other features of EKMS will include automated auditing capabilities to monitor and record security-relevant events, account registration, and extensive system and operator privilege management techniques that will provide flexible access control to sensitive key, data and functions within the system. The common EKMS components and standards will facilitate interoperability and commonality among the services. AKMS/ACES provides the user with enhanced automated functions of cryptonet management and engineering, SOI/EP in a modular form that will meet current cryptonet planning requirements and be flexible enough to accommodate future modules in support of evolving communication systems. AKMS /ACES will replace the legacy Revised Battlefield Electronic CEOI System (RBECS) and be the Joint electronic interfaces to all Spectrum Management workstations, Integrated System Control, Spectrum XXI, RBECS, Operations Tasking Communication (OPTASKCOM), Air Tasking Order (ATO) and Space ATO. AKMS workstations will be Commercial off the Shelf (COTS) in lieu of the LCU for tactical and strategic/sustaining base sites. This supports the DOD 5000 directive and allows the user the required flexibility of having a lightweight portable solution to meet cryptonet management and planning requirements. The Data Transfer Device (DTD), AN/CYZ-10 (V)3 with full key pad will be utilized at locations required to perform Net Control Station (NCS) functions and the DTD with a limited key pad will be utilized at locations only required to perform operator functions. Hard copy paper SOI will be eliminated and paper cryptographic key will be drastically reduced, if not eliminated.

**System Problems.** The key to the success of the AKMS system will be electronic distribution. A major emphasis will have to be placed on all subsets of Over-the-Air Distribution (OTAD), (Over-the-Air Rekey (OTAR)), and Over-the-air-transfer. This will require policy directives from HQ DA and will impact SIGCEN training and doctrine.

**Summary.** The User Functional Description explaining in detail current system configurations began staffing December 1998. HQ DA has directed PM WIN-T to begin AKMS LCMS fielding December 1999 "prior to a Milestone III release" with FOC being achieved December 2000. A Beta test is scheduled for AKMS LCMS workstations November 1999 with a Milestone III release scheduled for January 2000. AKMS ACES will go through a FOT&E June 00 with a Milestone III release August 2000. Both the LCMS and ACES BOIP are currently under development for submission to ODSCOPS.<sup>94</sup>

### **Common Hardware/Software (CHS)**

**System Description.** Army Battle Command System CHS is a standard family of commercial off-the-shelf (COTS)/non-developmental item (NDI) computers, peripherals, operating systems, utilities, system support software and applications software. The family includes a Hand-held Terminal Unit (HTU), a Lightweight Computer Unit (LCU), a Portable Computer Unit (PCU) and a Transportable Computer Unit (TCU). Second Generation CHS (CHS-2) consists of the follow-on versions of the HTU and TCU, as well as a High Capacity Computer

---

<sup>94</sup> User Functional Description (UFD) for the Army Key Management System (AKMS), Dec 1998.

Unit (HCU) and Disk-less Terminal Unit (DTU). CHS computers will be used as the platform for the five Battlefield Functional Area systems and subsystems, to include the ISYSCON.

The HTU is a state-of-the-art military lightweight battery-operated, hand-held communications terminal. It is capable of providing communications over advanced communications systems. Its many applications include Fire Support Computer Terminal, Command, Control, Communications and Intelligence (C3I) systems, maneuver command terminal, air observers, data communications and forward artillery observers.

The LCU is available in two versions. LCU Version One (LCU V1) is an innovative, easy to use, high performance notebook computer. LCU Version Two (LCU V2) is a portable computer in a truly ruggedized platform. Both versions of the LCU come with a removable hard disk drive. The V1 has a Lightweight Expansion Chassis (LEC) that is based on Compaq's Smartstation. Combining the V1 LC with LEC allows for full desktop PC capabilities with expandability and Plug and Play convenience. The V2 consists of a Tactical Communications Interface Module (TCIM) board. The basis of the TCIM is a powerful communications-oriented micro-controller processor coupled with two, high performance Digital Signal Processors (DSPs). These DSPs permit flexibility in performing modulation, demodulation, filtering, gain enhancement of signals and the ability to off-load computationally-intensive, bit oriented functions from the micro-controller.

The PCU is a rugged computer unit based on Hewlett-Packard 9000 series 300 computers. It provides the capability to interface with a large number of compatible peripheral devices and accessories. Multi-tasking software resources for computations, graphics, word-processing and data base management are provided.

The TCU is an extremely rugged ABCS computer that utilizes the state-of-the-art Hewlett-Packard Reduced Instruction Set Computer (RISC) architecture. It provides graphic workstation capability at 57, 76, or 124 MIPS performance. This sophisticated computer unit is designed to operate in a wide range of industrial and military environments, and provides unparalleled price performance.

**System Problems.** None.

**Summary.** The current CHS contract with MILTOPE offers four systems that are referred to as the CHS, Block-1 (CHS-1) program. The CHS program is undergoing a Block update, CHS-2, which replaces the TCU, PCU and HTU with state-of-the-art TCUs and HTUs. It also introduces the HCU, which is equal to a mini-computer, and an upgraded LCU. This competitive CHS-2 contract was officially awarded to GTE in 1995. The CHS-2 contract with GTE is a firm fixed price contract. It offers the basics plus five years of fixed price options. This contract also offers Life-of-the-Contract Warranty for all CHS-2 V1, V2, V3 equipment (other than items defined as consumable). CHS-2 is fielded in accordance with each host program schedule. The CHS-2 contract will take advantage of state-of-the-arts computer technology.

### **Combat Service Support (CSS) Automated Information Systems Interface (CAISI)**

**System Description.** Operation Desert Shield/Storm identified deficiencies centered around the CSS community being unable to pass data electronically to/from and internal to the battlefield resulting in a loss of asset visibility. The SIGCEN is the combat developer and PM Tactical Management Information Systems (TACMIS) is the materiel developer. CAISI interfaces the CSS

community's automation devices with tactical and commercial data and voice networks. The CAISI concentrator consists of an eight slot smart hub and runs Virtual End-to-End (VEE) software. CAISI operates and is fielded in the following organizations: Brigade Support Area (BSA), Division Support Command (DISCOM), Corps Support Command (COSCOM), Corps Direct Support Units (DSUs), Corps Support Groups (CSGs), Division Materiel Management Center (DMMC), Corps Materiel Management Center (CMMC), Forward Support Battalions (FSB), Corps Support Battalions (CSB), Separate Main and Forward Support Battalions, Corps and Echelons above Corps (EAC) hospitals, and Brigade/Group size CSS organizations at EAC. Concentrators connect the CSS community to the Tactical Packet Network (TPN) by performing network functions (e.g., X.25, 802.3) for CSS automation devices. This allows the CSS community to electronically move data across the battlefield. Concentrators perform the same function in garrison by connecting to the Sensitive but Unclassified Internet Protocol Router Network (NIPRNET). Each concentrator can support up to 32 hardwired CSS automation devices (using asynchronous line drivers connected to their RS-232 ports). Blocked Asynchronous Transfer (BLAST) is utilized to effect the transfer of data between CSS automation devices and concentrators. Concentrators also support dial-up CSS automation devices via Tactical Terminal Adapters (TTAs) on the MSE circuit network and Hayes compatible Telebit modems on the commercial circuit network. CAISI eliminates the need to physically transport CSS data.

**System Problems.** Fielding to the Army Reserve and National Guard will not begin until FY 2000. Coordination is being made to establish the fielding schedule. NES is required to be fielded concurrent with CAISI.

**Summary:** Milestone III decision In-Process Review was conducted March 1997 which provided total fielding approval of the CAISI. CAISI is scheduled for fielding to Europe during June-July 1999. The remainder of the active units, Forts Eustis, Carson, Polk, and Riley, will be done during FY99.

### **Standardized Integrated Command Post System**

**System Description.** SICPS incorporates a series of racks and rails plus wiring harness with access panels for signal and power distribution and management for the ABCS automation, communications and other electronic or electrical equipment. These facilities are installed in rigid-wall shelters (RWSs) mounted on a Troop Carrier Heavy High Mobility Multipurpose Wheeled Vehicle (HMMWV), the M1097 and M1068 Command Track Vehicles, and High Mobility Trailer (HMT) 5-Ton Expandable Vans. Large International Standards Organization (ISO) Shelter were to be mounted on a 5-Ton Tractor with Trailer. The Soft Top HMMWV had the SICPS rack mounted inside the HMMWV (Rather than in a shelter) and a tent Command Post that consist of a Modular Command Post Tent (MCPT). It can also be issued by itself, and simply carried to the setup site. It is automatically included in the track, RWS, and Soft Top SICPS Variant. SICPS when configured with automation, communications and other electronic and electrical equipment will provide standardized command posts and with improve mobility and survivability. SICPS will be used by all BFAs and will be employed at division and corps echelons.

**System Problems.** None.

**Summary.** SICPS program variants are under contract and in full production. The RWS4 was type classified generic during July 1997 and is expected to go under contract and production in FY99.

### **S6/G6 Communication Vehicle**

**System Description.** The S6/G6 vehicle will be composed of Enhanced Position Location Reporting System (EPLRS), SINCGARS, the Global Positioning System, Force XXI Battle Command Brigade and Below (FBCB2) with ISYSCON (V4), and Maneuver Control System (MCS). The S6/G6 vehicle platform is housed in a Standardized Integrated Command Post System. These communications platforms within the S6/G6 vehicle will provide the S6/G6 the ability to:

- Manage the Local Area Network (LAN) & Tactical Internet (TI) (plan, configure, maintain, troubleshoot).
- Monitor the Warfighter Information Network (WIN).
- Coordinate external communications.
- Manage frequency spectrum and disseminate frequencies.
- Provide information systems integration.
- Manage automation systems.
- Provide directory services.
- Manage addresses.
- Implement C2 Protect.
- Provide COMSEC management.
- Provide Global Broadcast System (GBS) services.
- Provide battlefield information services (Printing, Publications and Distribution).
- Provide automation support teams.
- Provide training for TOC Staff (Communications/Automatic Data Processing (ADP)).
- Provide Battlefield Video Teleconferencing (BVTC) services.
- Provide Signal Annex to the Operational Order (OPORD).

**System Problems.** The key to the success of the S6/G6 vehicle is the availability of a Network Management and Tactical Internet System. Currently funding has been cut in order to develop system/software to support network management requirements for the S6/G6.

**Summary.** During the Army Warfighter Exercise (AWE), it was identified that a Network Management Platform for the S6/G6 was needed in order to manage and control the Tactical Internet at the Division down to Battalions. The S6/G6 Vehicle is part of the TOC integration plan to begin April 1999 for First Digitized Division (FDD).

### **Warfighter Information Network - Management System**

**System Description.** The future battlefield commander will maximize combat power through exploitation of new digital technology. This unparalleled combat enabler is dependent upon seamless interconnectivity and sharing of information between networks. Management of these networks is critical to the synchronization and timeliness of the information every

commander requires for situational understanding. The WIN-MS is the tool that will allow network managers to plan, organize, and manage the information network and network services providing a common picture of the battlefield in support of the Warfighter.

Network Management is key to achieving information assurance and is critical to the success of future operations. Network management is key to the awareness of the performance, reliability, security and the structure of the network.

The development of WIN-MS will leverage existing software/hardware components and is required in four versions. The four versions will create a two tiered network management system. The upper tier consists of any combination of versions (V)1, (V)2, and (V)3. The (V)1 and (V)2 are responsible for ACUS network management and the (V)3 is the nodal technical control manager. The lower tier consists of (V)4, which is responsible for network management of the TOC's communications systems and the TI at brigade size elements, and below. The communications systems at brigade and below consist of the TI and local area networks (primarily located in the TOC's. The (V)1 and (V)2 will be located at the Division Main and higher and will receive network communications status reports from the (V)3 and (V)4. The (V)3 will interface directly to the communications and switching systems employed within the network at echelons above corps. The (V)4 will reside in the Standardized Integrated Command Post System vehicle and will be co-hosted with Embedded Battle Command as described in the Future Battle Command, Brigade and Below User Functional Description. Additionally, the (V)4 will monitor single and/or multiple LANs in the Tactical Operation Center, monitor connectivity through the access points in the TOC and maintain TOC LAN status reports on the Army Enterprise Information Systems (e.g., ABCS, GCSS-Army, etc.) performance and utilization. The WIN-MS will have the capability to send and receive the LAN status reports to subordinate and higher headquarters.

The WIN-MS will support the Force XXI Division's distributed operations and enhance situational awareness by providing highly mobile network management terminals that will manage the communication links to deployed forces operating in a wide variety of terrain and environments. The WIN-MS will be fully automated and be able to provide a complete picture of all WIN systems. The WIN-MS will be evolutionary and provide the common thread for management of all Warfighter automated information systems. The network management symbology will be as common as possible to every WIN-MS terminal within the network. The WIN-MS will provide the ability to plan the network and distribute the plan to the elements responsible for installing the network. The WIN-MS will provide near real-time status of automated information systems and will monitor the reliability of the network. The WIN-MS will make changes in the network architecture required in order to ensure the passage of critical information among Warfighters.

The WIN-MS will be fielded in four different versions. These hardware versions vary depending upon the tactical environment and the size of the network for which the manager is responsible. Systems fielded to the brigade and higher echelons will be capable of data processing and information storage to facilitate the planning and management of large corps-size networks. The WIN-MS will be scaleable when deployment is limited by available transportation. The WIN-MS at brigade and below allows for smaller versions of the systems with fewer workstations and reduced storage requirements. Each management facility will have the ability to communicate with other management facilities, both at EAC and Echelons Corps and Below (ECB), via the terrestrial or satellite transport network, tactical internet, and commercial communications networks as appropriate and available to the network management system. The functional

capabilities of WIN-MS will allow maximum flexibility for deployment and provide enhanced operational reliability, while minimizing the transportation space required. Current Army systems will be integrated with a management information-base which is interoperable with WIN-MS.

**System Problems.** None

**Summary.** The Draft WIN-MS ORD has been submitted to TRADOC for Joint Potential Designation (JPD). Upon completion, the WIN-MS ORD will undergo final staffing for approval.

### **Joint Network Management System (JNMS)**

**System Description.** JNMS is a software system that provides for an automated, joint communications systems management capability to assist commanders-in-chief (CINCs) and component commanders in communications planning and execution. A component commander may constitute the command level of a given Joint Task Force (JTF). The component(s) may well deploy at a Fleet CINC, numbered fleet, carrier battle group, Army Corps or Division Headquarters (possibly Brigades), Marine Expeditionary force or unit, Major Air Force Command, Numbered Air Force or Wing Level, if the service does not have an organic capability to manage a Joint network. The JNMS will be the standard network-management tool for communications at the CINC, CINC component, JTF, and JTF component headquarters and at supporting agency command, control, communications, and computer (C4) nodes. The JNMS assists communications planners and managers during all phases of Crisis Action Planning (CAP) and JTF operations and through all phases of any related conflict. The CINC J6 uses the JNMS to support the deliberate- and crisis-planning process. If a crisis continues through the CAP phases and a JTF is formed, the JTF J6 and component forces use the JNMS to:

- perform detailed network planning, activation, monitoring, and control;
- accomplish the distribution of spectrum planning and management products;
- do security management;
- defensive information operations;
- and management of the joint switched network backbone and common-user transport systems.

The Defense Intelligence Agency (DIA), CINC J2s, and JTF J2s may also use the JNMS separately to monitor and manage intelligence communications and networks.

**System Problems:** The remaining open issue concerns the total number of JNMS systems required. The Joint Staff J6 will coordinate with the CINCs, Services, and Agencies, along with the Executive Agent for clarification and resolution.

**Summary:** The Joint Staff J8 has staffed the Joint Network Management System ORD with CINCs, Services, and Agencies during December 1998. Because significant changes were made to the ORD during the last review, a second Flag level review is warranted prior to submission to the Joint Review Oversight Council (JROC) for approval.

## Network Management Tool

**System Description.** The NMT evolved from the Network Planning Tool and subsumed the current functions of the System Control Center-2 (SCC-2) for management of Echelons Corps and Below (ECB). The NMT was to be the first incremental fielding of the Integrated System Control using the baseline ISYSCON software (i.e., Version P1+). Unfortunately, the NMT could not be made Year 2000 (Y2K) certified and was deemed ineligible for fielding.

**System Problems.** Y2K

**Summary.** During calendar year 1998, the fielding of the NMT was cancelled on 7 December 1998.<sup>95</sup>

## Communications System Control Element (CSCE)

**System Description.** The CSCE is designed to assist network managers with the planning, engineering and control of Echelons Above Corps (EAC) area communications network. The system software, Integrated Network Management System (INMS), performs the following functions: planning and engineering of communications networks through computer aided design, automatic and semi-automatic status and performance tracking of the network, control of circuit and message switch networks by directing appropriate implementation of routing tables, trunk allocations and Communications Security, transmission system routing control of the transmission networks by directing allocation and/or reallocation of transmission channels between nodes based on restoration priorities and directory control by updating the tables of network switching elements based upon unit movement/requirements. In addition the CSCE also uses the automated aids provided in the Army Frequency Engineering Software (AFES). There are three types of CSCE configurations: the AN/TYQ-30(V1) consists of two shelters, an Automated Data Processing equipment shelter and an Operations shelter which are assigned to Theater Signal Commands and Theater Signal Brigades; the AN/TYQ-30(V2) is a ADP shelter assigned to Theater Signal Battalions; and the AN/TYQ-31 is an ADP shelter assigned to Theater Signal Companies/Nodes. These shelters are transported by M-923A2, five-ton trucks, and powered by 30KW generators, MJQ-10 or PU-406.

**System Problems.** None.

**Summary.** System Management of the CSCE has transitioned to the Logistics Readiness Center, Communications-Electronics Command. Software Management continued with the Software Engineering Center (SEC), CECOM. Development started on Version 2.7, which was to be fielded in late 1999. The Integrated System Control will start replacing the CSCE in FY 02.

## Integrated System Control

**System Description:** The ISYSCON is an automated facility which will allow the Signal Commander and his staff to perform planning and technical management of communications

---

<sup>95</sup> Memorandum, 7 Dec 1998, LTC Joseph F. Sweeney to Cmdr, 3<sup>rd</sup> Sig Bde et al., subj: Notification of the Cancellation of the Network Management Tool (NMT) to Mobile Subscriber Signal Units.

systems, as well as tactical Signal Command and Control (C2) of signal units. The ISYSCON's capabilities will include overall spectrum management and COMSEC management, communications systems engineering, management of the communication and data transport systems which make up the Army Tactical Command and Control Systems (ATCCS) Wide Area Network (WAN), and Signal C2. The ISYSCON will be housed in a down-sized shelter (S-250E), mounted on a HHMMWV. The shelter will contain the systems administration workstations and general support hardware. Four workstations will operate dismounted from the shelter and will be connected via a Local Area Network to the shelter. These workstations will be used by personnel assigned to the S-3 section in the Division Signal Battalion, the Corps Signal Brigade, the EAC Signal Brigade, the EAC Signal Battalions, and the operations section of the Theater Signal Command [Army] (TSC(A)). Remote terminals will be provided to the Assistant Division Signal Officer (ADSO) and the Assistant Corps Signal Officer (ACSO). Remotes will also be distributed to Signal Officers assigned to non-signal units at each echelon to allow them to see the overall communications picture so that they can better advise their commanders, and provide new or changing subscriber requirements to the ADSO, ACSO, and S-3.

**System Problems.** ISYSCON failed its first of two Initial Operational Test and Evaluation (IOT&E). The Test Report (TR) was released in August 1998. Main problems were in the Battlefield Spectrum Management (BSM) and Wide Area Network Management areas, as well as its reliability. The ISYSCON experienced 35 Operational Mission Failures. Results of the second IOT&E will be released in January 1999.

**Summary.** During CY98, the following events occurred:

GTE continued work on Version P1+ (P One Plus) software.

The Doctrinal and Organizational Test Support Package (DOTSP) and the Training Test Support Package (TTSP) were both completed and the Critical Operational Issues and Criteria (COIC) were updated for the IOT&Es. The ISYSCON Initial Operational Test and Evaluation was conducted 11-27 March 1998 (Phase I) and 28 September-8 October 1998 for Phase II.

The ISYSCON Required Operational Capability (ROC) was modified and approved by TRADOC on 18 September 1998. The DA Form 2028 change added Tactical Operations Center LAN Management and Tactical Internet Management capabilities to the required functionality for the ISYSCON.<sup>96</sup>

The PM WIN-T proposed a new hardware baseline for the ISYSCON. The Critical Design Review will be conducted in March 1999.

### **Army Automation Support Integrated Concept Team (ICT)**

**System Description.** Army Automation Support ICT is to define how the Army supports all its automation systems, except embedded weapons, to include both the hardware and software deployed/deployable in a tactical environment.

**System Problems.** The current BFA support systems are stove piped which demands the need for many different support structures. Office automation equipment is being bought with a

---

<sup>96</sup> Memorandum, 18 Sep 1998, for Allan M. Resnick for MG Daniel R. Zanini to HQDA et al., subj: DA Form 2028 Change to ROC for Integrated System Control (ISYSCON).

wide range of varieties and warranties. Contractors on the battlefield: where and to what extent should the Army depend on their support? Warranted systems: can we train and certify Army soldiers to maintain warranted items without voiding the warranty?

**Summary.** This ICT will develop alternatives and a recommended solution to how the Army should provide automation support with particular attention to the deployed force. The ICT will lay out existing methods of support being provided for both software and hardware in the Army today. The ICT will also lay out current, near and far term methods of support for both software and hardware based on future automation systems fielding. The ICT met on 28 September 1998 and 9 December 1998. The following are planned ICT meetings/events for 1999: 20 January 1999 (PEO/Army Automation Support ICT) and 9 February 1999 (4th ID, III Corps, and CTSF meeting with Army Automation Support ICT to receive their input and suggestions on drafting the TTPs).

## **COMBAT COMMUNICATIONS BRANCH**

### **Overview**

The Combat Communication Branch (CCB) was responsible for the development of requirements documents (Mission Needs Statement (MNS), Operational Requirements Document, Capstone Requirements Document (CRD), User Functional Description (UFD), and other Life Cycle System Management Model (LCSMM) documents for satellite ground terminals and combat net radios. The Branch was responsible for a total of 21 projects during 1998. No new requirements documents were required to be initiated, with work continuing on those projects from previous years.

### **Personnel Status**

Under TDA 0298, the branch had an authorization for 5 officers, three NCOS, and four civilians. There were four, three, and two, respectively assigned. During the year, Dr. John Cheatham was made Deputy Branch Chief, three enlisted personnel submitted their retirement papers and will retire in 1999, and MSG Wright did retire. Because of budget constraints, no civilian promotions were considered or cash awards given during this period.

### **Activities**

Master Sergeant Joe Wright was temporarily assigned to the European Command (EUCOM) supporting operations in Bosnia. Major Blair participated in the test and evaluation of the Force XXI Battle Command Brigade and Below system at Fort Hood. Sergeant First Class Hundley was involved in the QUEAM user test and scoring conference. And, Captain White was involved in the IOT&E of the SMART-T satellite terminal.

Branch personnel were actively involved in a multitude of programs. These are identified in table 4-5, and will be discussed below.

**Table 4-5  
CCB Programs**

**Satellite**

AN/PSC-5 Spitfire UHF/VHF manpack single channel terminal  
Global Positioning System  
Secure Multi-channel Anti-jam Reliable Tactical Terminal (SMART-T)  
Single Channel Anti-jam Man-portable Radio (SCAMP)  
Super High Frequency Trio-band Advanced Range Extension Terminal (STAR-T)  
Light Weight High Gain X-band Antenna (LHGXA)

**Combat Net Radio**

Joint Tactical Radio System (JTRS) (formerly Future Digital Radio)  
SINGARS Advanced System Improvement Program (ASIP)  
Enhanced Position Location Reporting system (EPLRS)  
Joint Tactical Information Distribution System (JTIDS) (now MIDS)  
Near Term Digital Radio (NTDR)  
Secure Enroute Communications Package-Improved (SECOMP-I)  
Frequency Hopping Multiplexer (FHMUX)  
Quick Erect Antenna Mast (QUEAM)

**Other Programs**

High Mobility Digital Group Multiplexer (HMDA)  
Tactical Internet (TI)  
Force XXI Battle Command Brigade and Below (FBCB2)  
Airborne Communications Node for Unmanned Aerial Vehicle (ACN-UAV)  
Communications Relay Package for Close Range Tactical UAV (CRP)  
Source: 1998 ACH Input for Combat Communications Branch.

**Tactical Internet**

**System Description.** The Tactical Internet is the primary tactical communications network for the warfighter. The TI interconnects brigade and below units and links them to higher and adjacent echelons through WIN-T. It consists of shared transmission systems, network components and network services. The TI was originally developed as an ORD that prescribed a system to integrate all forms of ground, satellite and airborne Command, Control and Communications (C3) Systems into a seamless network. The ORD was subsequently converted to a Capstone Requirements Document that was approved by TRADOC on 26 June 1998.<sup>97</sup>

**Problems.** None

---

<sup>97</sup>Capstone Requirements Document for the Tactical Internet, ca June 1998.

## Global Broadcast System

**System Description.** GBS is a satellite based broadcast system that will provide video, audio and data directly to the warfighter from either a Primary Injection Point under the control of the JCS, or Theater Injection Points located in the Theater Signal Brigades and Battalions on HMMWVs. The warfighter will use a ground receiver suite (GRS), consisting of a receive terminal (satellite antenna and receive equipment that will receive and convert downlink GBS radio frequency signals into a bit stream), cryptographic equipment, and the receive broadcast management equipment (provides the functions necessary to convert the broadcast into video, DII and COE compatible format. A quantity of 504 GRSs will be fielded to Force Packages I, II and III and selected Force Support Packages I and II. The Army/SIGCEN is lead service for development of this system and the ORD was written with Tri-service input. The Joint Requirements Oversight Committee approved the ORD on 7 April 1997, and initial fielding is scheduled to begin in the 1st Quarter FY00.

**Problems:** Due to an overall program cost increase of approximately \$20,000,000 estimated in FY99, a CAIV study was conducted by the JPO with PM/CINC/Services support in Nov 1998 to re-baseline the program. The results of this study concluded that the GBS Transportable Ground Receive Suites (TGRS) will not be available for FDD until approximately Jan 00. Additionally, production of the Theater Injection Point (TIP) for FDD can continue but at an increase in cost from approximately \$4.9M to \$7.2M.

IPTs and ICTs will be conducted on the following schedule:

- TIP IPT (Weekly)
- Fielding IPT (Monthly)
- Combined Test Force IPT (Monthly)
- GBS System Design Reviews (as required)
- GBS Senior Steering Group meetings (as required)
- GBS Integration and Users Conference (as required)

## Frequency Hopping Multiplexer (FHMUX)

**System Description.** The FHMUX is an antenna coupler that allows up to four SINCGARS radios to operate simultaneously with one vehicular, broad band, whip antenna, in the frequency hopping, non-hopping or a combination of modes. The FHMUX will reduce or eliminate completely, mutual interference between radios mounted on the same vehicle, enabling units to operate mobile command posts and or Tactical Operations Centers. Fielding will commence in 2nd Quarter FY98.

**Problems.** None.

High Mobility Digital Group Multiplexer (DGM) Assemblages (HMDA), AN/TRC-173B, 174B, 175B and 138C

**System Description.** In response to the urgent need for more rapidly deployable communications systems that keep up with fighting forces, PM WIN-T is developing the HMDA, which is completely capable of roll-on/roll-off of military cargo aircraft. Each system consists of

two expanded capacity vehicles (ECVs), with the first vehicle carrying the assemblages, and the second a pallet containing up to three AB-1373 antenna systems. Each ECV will tow its own 10-kilowatt generator unit. The HMDA will be fielded to EAC units with fielding scheduled to commence in the first quarter of FY98.

**Problems.** None.

### **Communications Relay Package (CRP)**

**System Description.** The CRP will provide range extension, beyond line-of-sight (BLOS) C3 for the warfighter in the ultrahigh frequency (UHF) band of 225-400 megahertz (MHz). It will be mounted on an Unmanned Aerial Vehicle platform, be compatible with all military UHF radios, Transmission Security and OTAR capable. The CRP will provide data rates that will pass data, imagery, video and voice communications. A total of 44 CRP systems are required for the Army, including those for training. The CRP requirements are identified in the Mission Needs Statement for the Surrogate Satellite System, approved by HQ DA 31 January 1996.

**Problems.** None.

### **Joint Tactical Radio System**

**System Description.** The current family of tactical, single channel, combat net radios had limited data capabilities not supportive of the requirements of the digitized Army. The JTRS, (formerly Future Digital Radio) will satisfy the greatly expanded data needs of at all echelons of command and control, from battalion to Corps, and has the capability of rapid reconfiguration. The JTRS will use modular hardware, operate in multiple bands and waveforms, to provide voice, data, video and other imagery to the warfighter. The ORD has been written with Tri-service participation under the auspices and oversight of the J-6. A Joint Program Office (JPO) has been established and the ORD was approved by TRADOC on 23 March 1998.

**Problems.** None.

### **Near Term Digital Radio**

**System Description.** The Near Term Digital Radio is a research and development (R&D) program that maximizes the use of Non-Developmental Item (NDI) and Commercial Off-The-Shelf hardware and software. The program's objective is to provide a low cost data backbone for TOC to TOC communications for FDD. It is one of seven major elements that will provide a seamless digital communications capability throughout the fighting force for the Digital battlefield of the 21st century. The NTDR must interface with routing devices such as the Internet Controller and Tactical Multinet Gateway (TMG), and other devices that might not support routing, such as Appliqué and TCIM. Interfaces to other networks, such as SINCGARS, EPLRS, and MSE Tactical Packet Network will be supported through routers. To allow NTDR to evolve and to make maximum use of technology insertion, it relies on an open architecture, which allows programmability and future expansion.

**Problems.** None.

### **Single Channel Ground and Airborne Radio System**

**System Description.** SINCGARS is a family of very high frequency (VHF) frequency modulation (FM) combat net radios which provides the primary means of command and control for tactical units. SINCGARS is a VHF-FM radio operating in the 30 to 88 MHz frequency range and is a General Purpose User (GPU) system which operated either in single channel or frequency hopping modes. SINCGARS is fielded in manpack, vehicular, and aircraft versions that replaced AN/PRC-77 and AN/VRC-12 family ground radios; and AN/ARC-54/114/131 aircraft radios. The SINCGARS family of radios has the capacity to transmit and receive voice and data and is consistent with NATO interpretability requirements. SINCGARS is manufactured by both ITT and GDLS Corporations; which being form, fit, and function (F3) identical at box level, requires separate logistics support packages at DS maintenance level and above. Features of the SINCGARS SIP will include a Precision Lightweight GPS Receiver (PLGR) GPS interface, improved data capability, improved forward error correction, automated interface to ACUS, smart handset, and lighter-weight radio. The ASIP radio provides all the SIP functionality plus an enhanced synchronization capability in a package that is one-half the size and weight of the current SINCGARS SIP Receiver/Transmitter. In 1998, SINCGARS was awarded the first option on the Advanced SIP production contract; rewrote the INC software to support the FBCB2 IOT&E and resolve TF XXI problems/issues; maintained cascading fielding schedule within the available funding; continued to explore initiatives to reduce co-site problems on Army platforms; identified Airborne SINCGARS radio shortfalls; developed the AN/GRM-122 software to support ASIP fielding; performed Reliability and Production Qualification testing of the ASIP radio; participated in the FY98 Tactical Internet LUT; and continued the removal of the VRC-12 family of FM radios from the Reserve and National Guard inventory.

**Problems.** None.

### **Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T)**

**System Description.** The SMART-T is an extremely high frequency (EHF) multichannel satellite terminal that will provide range-extended, multichannel connectivity between selected Mobile Subscriber Equipment node centers, large extension nodes (LENs), small extension nodes (SENS), and remote Radio Access Units (RAUs) at Division and Corps. The system will also support contingency missions by interfacing with small digital switchboards and individual subscribers via Remote Multiplexer Combiner (RMC) or similar device.

**Problems.** RAM failed (MTBOF) during FOT&E.

### **NAVSTAR Global Positioning System (GPS)**

**System Description.** NAVSTAR GPS is a space-based positioning, velocity and time-transfer system that has three major segments: space, control and user. The space segment consists of 24 satellites that broadcast positioning and timing information to users. Currently, there are 24 active GPS satellites in the constellation. Twenty-one GPS satellites make up the prime

constellation and provide a full worldwide three-dimensional coverage with three GPS satellites as spares. The control segment is to track the satellites and update position coordinates and timing information daily. It will include four or more monitor stations to track satellites, a master control station to determine signal accuracy and an upload station to relay data to the satellites.

The user segment consists of devices to receive and process information from four satellites to obtain accurate position and velocity components for the ground, aircraft and ship users. The user's position and velocity are established by computing time and range measurements from the known position of GPS satellites.

SIGCEN is the proponent for GPS Army User Equipment. In 1998, Precision Lightweight GPS Receiver PM GPS fielded 15,000 PLGRs to the Reserve Component forces. This action completes scheduled DAMPL fielding of the AN/PSN-11 Precision Lightweight GPS Receiver to all AC units, RC units in Force Package 1-3, and numerous weapon platforms. PM GPS continued to honor established Data Interchange Requests (DIR) for PLGRs a total of two thousand sixty-two PLGRs were processed for integration on various Army battlefield platforms including Abrams, Bradley, FASV, JSTARS, Smart-T Terminal, and SENTINEL. PM GPS exercised the final contract option extension and procured an additional one thousand six hundred eighteen PLGRs through the funded requisition process. The total procurement of PLGRs for the Army is 82,812.

Even with the high density of fielded PLGRs quantities are insufficient to meet the growth of Army requirement for handheld GPS. The pending procurement of Defense Advanced GPS Receiver (DAGR) is also expected to be insufficient to allow for the complete replacement of PLGR. Consequently, the total Army requirement for handheld GPS will be met by a combination field total of DAGR (high priority units) and redistributed PLGRs (the balance of total Army requirements). To meet this high demand DCSOPs directed PM GPS to reutilize approximately 40,000 PLGRs for redistribution to RC FP-4 units who were never fielded.

The Georgia Field Office published a pocket-sized technical bulletin entitled "The PLGR Made Simple", which extracts information from the PLGR TM and developed a four-hour PLGR REFRESHER training course. This course, presented as Distance Learning or TNET via teleconferencing, supplements the initial training provided through NET classes. PM GPS sponsored NET instructors continued their efforts by providing a detailed, 16 hours course of instruction to over 1,300 soldiers during CY98. The DAGR expected to enter the Army inventory in FY 2002, the DAGR is the next generation GPS receiver and will displace the PLGR.

Total Army requirements for the DAGR are expected now to exceed 217K receivers. Some significant DAGR related activities that occurred during the past year are: Draft Systems Requirements Document (DAGR SRD) completed February 1998; Draft Statement of Objective (DAGR SOO) completed April 1998; Draft Material Fielding Plan (DAGR MFP) completed May 1998; Draft Performance Specification (DAGR PRF) completed June 1998; Final Draft version of DAGR TEMP published July 1998; Initiated BOIP Feeder Data for BOIP# C199AA August 1998; Approved October 1998.

PM GPS developed a World Wide Web site. The site (<http://137.244.171.5>) contains information pertinent to supporting Army users worldwide. It was confirmed that all military GPS receivers are both Year 2000 (Y2K) and GPS unique Week-1024 compliant. PM GPS maintained it's drive to develop both the GPS Receiver Applications Module (GRAM) and the Selective Availability Anti-Spoofing Module (SAASM) products. These initiatives will meet future Army receiver and security requirements.

**Problems.** None.

## **Joint Tactical Information Distribution System (JTIDS)**

**System Description.** The JTIDS is a data radio communications system based on the advanced synchronous Time Division Multiple Access (TDMA) and spread spectrum technology. JTIDS has integrated cryptographic security, error detection/ correction and frequency hopping capability. JTIDS is being supplemented by the Multifunctional Information Distribution System (MIDS). MIDS is a multinational, low cost system, scheduled to supplement the JTIDS Class 2M terminal in FY00 and beyond. The ORD for JTIDS applies equally to the MIDS. The MIDS is form, fit and functionally compatible with JTIDS Class 2M.

**Problems.** The JTIDS Limited User Test was conducted November-December 1997 to answer concerns raised during the 1996 JTIDS IOT&E about Operational Suitability. Specifically the system reliability was found to be too low to be suitable. Analysis of the test failures pointed to needed improvements in Technical Manual (TM) troubleshooting techniques and a hands-on troubleshooting focus for operator training. TMs were updated and a computer based JTIDS System Training Aid (JSTA) developed. Additionally, the JTIDS Operator POI was updated to include the JSTA and provide more hands-on training with emphasis on troubleshooting. The JTIDS Terminal Controller (JTC) software was also revised to reduce the likelihood of operator error during initialization. Preliminary review of the LUT shows that the focus on troubleshooting training significantly improved the operators' ability to troubleshoot the system and restore operations within the 10-minute limit.

## **Secure Enroute Communications Package - Improved (SECOMP-I)**

**System Description.** SECOMP-I is a lightweight, highly compact, communications system. It provides long range BLOS and line-of-sight very high frequency/ultra high frequency (VHF-UHF) single channel tactical satellite C4I secure voice and data communications for Joint Task Force/Army Force (JTF/ARFOR) commanders and staff while deploying to a theater of operations aboard USAF Air Mobility Command (AMC) aircraft. The system is also used in staging areas during deployment operations and for initial communications in the Area of Operations (AO), as required.

SECOMP-I consists of two or three UHF SPITFIRE single channel TACSAT terminals operating in the 80 to 400 MHz range, with laptop workstations. It will be configured on a frame that can be rolled on and off USAF AMC aircraft. This system will provide JTF/ARFOR commanders the capability of maintaining communications with higher headquarters, National Command Authority, subordinate deploying elements also enroute to the AO and other military forces. The system will also provide the commander access to the All Source Analysis Warrior System (ASAS-W) for near real time intelligence information. The system will be ABCS and Joint Technical Architecture (JTA) Defense Information Infrastructure (DII) Common Operating Environment (COE) compliant. This system is self-contained and can be operated enroute to the AO, at staging areas, and in the AO to provide C3I for the force commanders. This system requires use of an aircraft hatch or permanently mounted multiband satellite antenna systems. HQ DA approved the ORD on 31 January 1996.

The COIC has been approved. No money has been allocated for the program at this time but a program manager has been assigned by PM Military Satellite Communications (MILSATCOM).

**Problems.** None.

### **Super High Frequency Tri-band Advanced Range Extension Terminal (STAR-T)**

**System Description.** STAR-T is a Heavy HMMWV mounted, multichannel TACSAT terminal. It has a tri-band capability in the Super High Frequency (SHF) range and will operate over commercial and military SHF satellites. The STAR-T will have two versions; standard and switch. The standard version will consist of satellite communications equipment, power generation, and an antenna system. The switch version will be identical to the standard unit with the addition of embedded, commercial type, automatic switching equipment. The STAR-T will replace AN/TSC-85B/93B multichannel TACSAT terminals. STAR-T will provide range extension for Tri-Service Tactical Communications (TRI-TAC) systems at Echelons Above Corps and selected Echelons Corps and Below units. The terminal provides force projection communications connectivity for Split Based Operations satisfying requirements for the Power Projection for Army Command, Control, and Communications (Power PAC<sup>3</sup>) Company, Intelligence and Electronics Warfare (IEW) community (to include imagery, video, databases, and data distribution) and Combat Service Support elements.

The STAR-T will significantly improve the Army's operational capability by expanding the efficiency and capacity of the ACUS network, while reducing terminal size and maintenance costs of the currently fielded systems. Due to the advantages of using the most current technology industry has to offer, the decision was made to install commercial type switches for the switched version.

A decision was also made, based on several factors such as training costs/time, MOS restructuring, and other factors, the operator teams for both switched and non-switched versions will be MOS 31S personnel. Current requirement for STAR-T is a total of 153 terminals. Of this total, 71 will be the standard version and 82 will be the switch version. This total includes assets needed for training.

**Problems.** None.

### **Enhanced Position Location Reporting System (EPLRS)**

**System Description.** Low data rates up to 3,840 bps high up to 100 Kbps. The radio also operates in TDMA and frequency hopping modes and provides secure, jam resistant, near-real time, data communications, position/navigation and identification. The program has gained renewed interest as a result of fielding to the 3rd Infantry Division (Mechanized) and the 1st CAV Division. The 4th Infantry Division was particularly noteworthy in its role with the Army's Task Force XXI AWE. EPLRS provided the communications backbone for the Tactical Internet for the dissemination of accurate and timely situation awareness data and distribution of command and control data within each Battalion Task Force and across the entire Brigade area of operations. These fieldings have resulted in TRADOC and DA level involvement to provide EPLRS to support the digitized battlefield. An acquisition strategy was approved to procure 2,392 additional EPLRS radio sets until the fielding of JTR in FY04 or later.

The EPLRS program received additional funding for a System Improvement Plan. The Very High Speed Integrated Circuit (VHSIC) enhancements were completed on all Low Rate Initial Production (LRIP) units in June 1997. EPLRS has completed LRIP Fielding. Engineering

and Manufacturing Development phase is ongoing which repackages and upgrades the Radio Set and the Net Control Station. The MSIII decision was completed in February 1997. Full Rate Production Fielding began in late FY98. A Modernization program has been approved to ensure operability within the ABCS/TI systems.

**Problems.** None.

### **Airborne Communications Node**

**System Description.** The ACN will be designed for JTF, ARFOR, corps and division C3 range extension (retransmission/ gateway) on the battlefield for Army Common User System, Combat Net Radios and DOD Data Distribution System and Personal Communications System (cellular phone). The ACN will be modular in design in order to allow ease of reconfiguration based on mission requirements. The ACN platform will be the UAV, allowing it to be deployed and retained on station for 24-96 hours at high altitudes. The ORD had been approved by DAMO-FDC, but not the JROC, thus no money allocated in the POM at this time.

**Problems.** N/A.

### **Force XXI Battle Command Brigade and Below (FBCB2) Component of the ABCS**

**System Description.** FBCB2 is a sub-element and a key component of the Army Battle Command System. FBCB2 interfaced with the Army Tactical Command and Control Systems located within the brigade and battalion. FBCB2 is a digital, battle command information system that provides command information and situational awareness from brigade down to the soldier level.

**Problems.** The FBCB2 development schedule was slipped approximately six months. It will take an estimated \$14 million to get the program back on track.

## **SWITCHING AND NETWORKS BRANCH**

Major programs of the branch include the WIN-T Transport, High Capacity Line of Sight Radio (HCLOS), the Network Encryption System (NES), Tactical Secure Voice Terminal (TSVT), Single Shelter Switch (SSS), Enhanced Switch Operations Program (ESOP), WIN Security System (WIN-SS), ACUS in Support of the First Digitized Division, and Division Slice ATM Upgrades. During 1998 the Branch was heavily involved in improvements to existing systems, MSE and TRI-TAC, and development of a plan to transition these two systems to a single network based on commercial standards. The new network will be known as WIN-T. Details on these major projects are provided below.<sup>98</sup>

---

<sup>98</sup>Memorandum, ca. Oct 1998, MG Peter M. CuvIELLO to TRADOC/ATCD-ZA et al., subj: Warfighter Information Network-Terrestrial Transport (WIN-T) operational Requirements Document; Fact Sheet, by CPT Stan Pustarfi (ATZH-CDM), 14 Oct 1998, subj: Warfighter Information Network Security Services (WIN-SS) Integrated Concept Team (ICT) Background for Opening Comments; Paper, nd., subj: User Functional Description (UFD) for the Tactical Secure Voice Terminal (TSVT); Background Paper, nd. subj: Modernization Plan.

Performed combat development functions for fielding of ATM Upgrades to the 124th Signal Battalion (Division Slice).

SNB hosted a WIN-Security System ICT on 20-21 October 1998 . Revisions to the WIN-SS ORD, previously the Multilevel Security (MLS) ORD, was completed and went out for worldwide staffing. Reviewed non-proponent communications requirements documents, proponent MNSs, ORDs and supported Field Manual (FM) development and update.

PreAffiliation List (PAL) Database Update 1998. All databases were updated with versions produced to support Global Block Numbering Plan (GBNP), 63-profile matrix, Circuit Switch Routing Task Execution Plan (CSR TEP) 255-profile matrix and Global Database with 255 profile matrix and Global Team Labeling. ISYSCON versions were also created for several databases. PAL databases were created for Joint, US Air Force and US Army. The Joint community, US Marine Corps, US Air Force, US Army and US Navy are under the GBNP for assigning tactical telephone numbers.

### **High Capacity Line-of-Sight (HCLOS)**

**System Description.** The HCLOS will serve as the next generation LOS radio for the WIN. The HCLOS will provide LOS connectivity between Asynchronous Transfer Mode (ATM) Hubs, with a throughput capability of eight megabits per second (mbps). At the extension node (supporting Future SEN (FSEN)), the HCLOS will operate at two mbps, both EAC and ECB, respectively. The HCLOS will replace all AN/GRC-103 and 226 radios; thereby, forming a seamless transmission communications systems network.

**System Problems.** None.

**Summary.** The contract was awarded to Canadian Marconi Company to build the HCLOS. First unit equipped was to be done in FY 00.

### **Network Encryption System (NES)**

**System Description.** The NES allows unclassified CSS data subscribers authorized use of the TPN by encrypting the unclassified data to separate its network from the secret-high TPN. A total of 213 NES devices will be fielded to all active Signal units to include EAC, corps Signal brigades and division Signal battalions.

**System Problems.** None.

**Summary.** NES has continued to be fielded by SIGCEN, CASCOM, and PM WIN-T, with the unclassified DNS, to the force. Approximately 70 additional were fielded in calendar year 1998.

### **Tactical Secure Voice Terminal (TSVT)**

**System Description.** TSVT is an integrated, secure voice/data terminal that can be used at all echelons to communicate in and across strategic and tactical domains. It will replace all Digital

Subscriber Voice Terminals (DSVTs) KY-68s, wireline and mobile subscriber terminals and security preferred DNVTs.

**System Problems.** The development of the TSVT is contingent on the approved UFD currently in worldwide staffing. There is significant discussion about funding for the TSVT, GFE vs. 15-year contract. DISC4 has available funding approved for the terminal development. PM WIN-T states the requirement for the secure terminal should only be fulfilled by competitive contract and subsequent 15-year contract that would dramatically increase the cost of the device.

**Summary.** L3 Communication was awarded a contract on 4 September 1996 making them the sole vendor for this product. Production of the STE continues IAW with the contractual agreement between NSA and L3. The L3 Communication STE is not a device approved for use in tactical Army. Several changes are being worked to enable a better alternative for the replacement of KY-68s and security preferred DNVTs. Future models will reflect these changes. The Draft TSVT UFD is currently being reviewed.

### **Enhanced Switch Operations Program (ESOP)**

**System Description.** ESOP is a SUN SPARC workstation which will replace the current soldier-machine interface of the circuit switches (all AN/TTC-39Ds, NCSs, Large Extension Nodes (LENs) and FESs). It will make the operator's job easier via menu-driven, user-friendly graphical interfaces and software operations for the switches. With the addition of a color graphic monitor, significant improvements to all switch operations, including switch maintenance and diagnostics can also be gained. ESOP will increase the switch operator's reaction to requests for communications service and greatly enhance operator efficiency.

**System Problems.** None.

**Summary.** This program is currently being fielded with only four stateside and five overseas installation/commands waiting fielding. ESOP fielding was completed June 1998.

### **Area Common User System (ACUS) Modernization Plan (MP)**

**System Description.** The ACUS MP is a requirements document which outlines the ongoing and planned changes to the MSE and TRI-TAC systems and their associated network management systems. The plan includes funded and unfunded improvements to the systems. The ACUS MP is coordinated between the SIGCEN (combat developer) and the PM WIN-T (formerly PM JTACS, materiel developer) and is the basis for all funding decisions on improvements to the MSE, TRI-TAC and network management systems. In 1997, the ACUS MP was revised from a "System Improvement Plan," which described improvements to currently fielded systems, to a "Modernization Plan," which describes a transition plan from the current ACUS to a network based on commercial standards (ATM).

**System Problems.** None.

**Summary.** In 1998, the ACUS MP remained a modernization plan, which describes, in general terms, the transition of those systems to a new system based on commercial standards (ATM). Specific requirements for the new system will be documented in the WIN-T ORD.

## **WIN-T Operational Requirements Document**

**System Description.** The WIN-T ORD is a requirements document which describes specific requirements for the WIN-T. The WIN-T is the backbone of the WIN architecture, an evolving Command, Control, Communications, Computers and Intelligence (C4) network comprised of commercially-based, high technology information and communications systems. WIN-T will allow seamless flow of information and interoperability among JTA compliant sustaining base systems that produce, use or exchange information electronically. It is a terrestrial transport communications and information system, based on commercial technology, which will provide simultaneous voice, data and video communications services at all levels of security. WIN-T will modernize/replace the current ACUS (MSE and TRI-TAC systems) by taking advantage of state-of-the-art technologies in information transport. WIN-T includes the following systems: transport system, switching system, transmission systems, terminal devices, switch operations and network management.

**System Problems.** Sufficient funds are not available to field WIN-T to the total force.

**Summary.** The WIN-T ORD was staffed for worldwide review and comment on 4 November 1997. It was signed out of the SIGCEN April 1998 and submitted to TRADOC. The ORD is currently at TRADOC awaiting approval.

## **THREAT OFFICE**

### **Organization**

The fiscal year 1998 TDA required 19 positions with only seven positions authorized. During 1998 personnel strength remained relatively stable. At both the beginning and the end of 1998 six persons were assigned: one officer, four NCOs, and one civilian.

Only three NCOs were authorized during the year. Prior to October, two of the NCOs were 96Bs (Intelligence Analyst) and one was a 71L (Administrative Specialist). Effective 1 October 1998 the 71L position was downgraded from SSG/E-6 to SPC/E-4.

Also effective on 1 October 1998, the two 96Bs were changed to a 31W (Telecommunications Operations Chief) and a 31U (Signal Support Systems Specialist). The reason for the change was stated in a USAIC memorandum dated 15 June 1998, subject: Use of Military Occupational Specialty (MOS) 96B, Intelligence Analyst in Support of Non-Intelligence Missions. This document stated that MOS 96B are not trained for duties associated with threat analysis divisions, branches, or sections.<sup>99</sup>

During the initial months of 1998 the Threat Office continued its tasking to provide one 96B NCO in support of Operation Joint Guard at RAF Molesworth, United Kingdom, from September 1997-March 1998.) This deployment lasted 179 days.

---

<sup>99</sup>Memorandum, 15 June 1998, MG Charles W. Thomas to USASC&FG/RM et al., subj: Use of Military Operational Specialty (MOS) 96B, Intelligence Analyst in Support of Non-Intelligence Missions.

## **Overview**

The Threat Office continued its mission as a vital member of the Signal Center within the Concepts and Doctrine Division, Directorate of Combat Developments. As in previous years, the focus and goal of the Threat Office for 1998 was to provide quality threat support to the U.S. Army Signal Center and Fort Gordon. The Threat Office supported combat developments, training and training development, and concepts and doctrine development with current threat information, validated by the Defense Intelligence Agency, in accordance with TRADOC and Department of the Army guidance.

The Threat Office supported the US Army and the Signal Center with major efforts in the areas of Information Operations, Command and Control Warfare, and Information Assurance. The Threat Office continued to provide special security support to the Command Group and to provide briefings for selected audiences.

## **Mission**

The Threat Office serves as the focal point and authority for intelligence and threat support to combat developments, training and training development, and concepts and doctrine development within the U.S. Army Signal Center and Fort Gordon. It ensures that threat information used by the Signal Center is valid, current, and consistent. The Threat Office provided liaison and coordination with the Gordon Regional Security Operations Center (GRSOC) and the 513th Military Intelligence Brigade to ensure that timely and current Sensitive Compartmented Information (SCI) support is available to the Commanding General and staff. The Chief of the Threat Office serves as the Signal Center Senior Intelligence Officer and Threat Manager.

## **Activities and Accomplishments:**

During 1998, the Threat Office provided support to numerous signal programs, concepts, and systems. Support ranged from document reviews to in-depth threat analyses. For selected systems, Threat Office products included threat sections of Mission Needs Statements and Operational Requirements Documents and several complete Threat Test Support Packages. Some of the numerous programs, concepts, and systems supported were:

- Airborne Communications Node (ACN)
- Army Command and Control (C2) Protect Program
- Battlefield Video Teleconferencing (BVTC)
- Command, Control, Communications, Computers, and Intelligence
- Master Plan (C4IMP)
- Defense Advanced Global Positioning System Receiver (DAGR)
- Defense Message System (DMS)
- Frequency Hopping Multiplexer (FHMUX)
- Global Broadcast System (GBS)
- Global Command and Control System - Army (GCCS-A)
- Global Combat Support System – Army (GCSS-A)
- Global Positioning System (GPS)
- High Capacity Line of Sight Radio (HCLOS)

- Information Assurance (IA)
- Joint Communications Network Planning and Management System (JCPMS)
- Joint Tactical Radio (JTR)
- Mobile Subscriber Equipment Tactical Internet (MSE-TI)
- Multilevel Security (MLS)
- Near Term Digital Radio (NTDR)
- Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T)
- SHF Tri-Band Advanced Range Extension Terminal (STAR-T)
- Single Channel Anti-Jam Manportable Terminal (SCAMP)
- Single Shelter Switch (SSS)
- Tactical Internet (TI)
- Tactical Internet Network Manager (TI-NM)
- Tactical Local Area Network (Tactical LAN)
- Tactical Secure Terminal Equipment (Tac STE)
- Tactical Secure Voice Terminal (TSVT)
- Task Force XXI
- Universal Modem (UM)
- Warfighter Information Network (WIN)
- Warfighter Information Network Management System (WIN-MS)
- Warfighter Information Network Security Services (WIN-SS)
- Warfighter Information Network Terminal Transport (WIN-T)

Threat Office personnel participated in the following meetings/working groups/conferences, providing both support and input for key decisions:

- 43rd Annual Joint Electronic Warfare Conference
- Army Information Operations and Intelligence Working Group
- DAGR User/Tester Working Group
- Information Systems Vulnerability and Protection (ISVAP) Integrated Concept Team (ICT) Working Group
- MSE-TI Vulnerability Briefing
- OPMS XXI Task Force Briefing
- SATCOM Conference
- SCAMP Follow-On Test and Evaluation (FOT&E) Planning Meetings
- SMART-T Initial Operational Test and Evaluation (IOT&E) Planning Meetings
- TRADOC Threat Managers Conference
- WIN Management Meeting
- WIN-SS ORD ICT

The Threat Office support to training and doctrine continued in 1998 as office personnel reviewed programs of instructions (POI) and lesson plans, providing both up-to-date threat information and recommendations for changes. In addition to this systematic threat training review, the office regularly reviewed new and draft publications. These included Joint Publications, Army

Regulations, DA Pamphlets, Field Manuals, TRADOC Regulations, and USASC&FG Regulations and Pamphlets.

Threat Office personnel attended various training classes and professional development seminars in areas that included combat developments, computer science, security, and Consideration of Others training. One NCO also attended the National Intelligence Familiarization Course in Washington, DC.

The Threat Office trained personnel in classroom settings such as the Combat Developers Course and also provided briefings to selected groups or to personnel individually. In addition the Threat Office continued its mission of briefing the staff and senior leadership of the Signal Center.

The Threat Office maintained a full schedule of briefings to Pre-Command Courses throughout the year. Each briefing was specifically tailored for the needs and future assignments of the Colonels present. The briefings focused on Electronic Warfare and Information Operations.

During 1998 the Threat Office continued to provide one 71L to the GRSOC for SSO support to Fort Gordon. Special Security administrative support, including billet management; visit certification; and receipt, storage, and handling of SCI material, was collectively administered at the GRSOC for both Fort Gordon and GRSOC personnel. The Threat Office continued to coordinate with the 513th MI Brigade for selected intelligence products. Throughout 1998, the office produced the monthly Black Book for the Commanding General, senior staff and selected senior leaders. In addition, the office continued to provide current intelligence and crisis support to the Commanding General and senior leadership of the Signal Center and Fort Gordon.

## **Summary**

In 1998 the Threat Office played a key role in all facets of the Signal Center's mission by supporting combat developments, training and training development, and concepts and doctrine development. Threat Office analysts were tasked in four major areas: information operations, satellite communications systems, ground radio systems, and support to threat training. Throughout 1998, the Threat Office continued to provide dynamic leadership in answering the needs and requests of those we support and in expanding threat awareness throughout the Command. Participation in conferences, tests, and joint working groups further enhanced the role of the Threat Office in the acquisition and testing communities. At the end of 1998, the Threat Office remained fully prepared to meet the rapidly changing requirements and challenges of the future.

## CHAPTER V

### TRADOC SYSTEMS MANAGERS

#### TRADOC SYSTEM MANAGERS FOR BATTLEFIELD COMPUTERS

##### Director's Overview

The TRADOC System Manager for Battlefield Computer's (TSM-BC) chartered mission promulgated by Headquarters Training and Doctrine Command (HQ TRADOC), unchanged from the previous year, is outlined in the mission paragraph below. In addition to the chartered mission, TSM-BC provided support for Tactical Management Information System (TACMIS) products. In satisfying this objective, the primary goal of assuring the satisfaction of user community requirements was a continuous process of coordination in defining, analysis, refining, documenting, and championing user needs for presentation to approval authorities and to the materiel development community. This objective included the integration of requirements into overall systems that encompass all aspects of user needs. As military forces continued to be reduced and budgetary constraints continued to increase, the relentless pursuit of efficiency and cost effectiveness was imperative in all aspects of doctrine, training, organization, materiel, and leadership (DTOM&L).

Management of the Army Battle Command System (ABCS) Common Hardware/Software (CHS) program for combat development user interests required intensive and broad coordination in meeting timelines of this major program in this year of increased austerity Armywide. Activities in this program include increased aspects of the overall ABCS program as a system of systems with a corollary increased burden involving coordination and review of comprehensive ABCS, Army Tactical Command and Control System (ATCCS), CHS program, and Joint and Army Technical Architectures. Also involved was coordination and monitoring of migration of Army systems to the Defense Information Infrastructure (DII) Common Operating Environment (COE) as well as to the mandated standards embodied in the Joint Technical Architecture-Army (JTA-Army).

Extensive reliance on matrix organization support and utilization of both video and telephone conferencing have been very beneficial to remaining within an increasingly stringent temporary duty (TDY) budget. Increased availability and utilization of automation and electronic data exchange mechanisms such as the Defense Data Network (DDN) for e-mail transfers and electronic file transfer of documentation as well as the widespread use of facsimile has also been of great benefit to meeting accelerated timelines in program activities. Electronic documentation and other mission pertinent information access through various organization home page and World Wide Web files have been additionally beneficial.

Reorganization activities at the Signal Center (SIGCEN) during 1998 have not produced any direct impacts on activities in this office.

1998 was a fast paced and productive year with established goals and objectives met through superb and timely efforts of the personnel in this office as well as personnel of matrix support organizations.

## **Mission**

The chartered mission of the TSM-BC was to perform as the Army's centralized manager for all Combat Development user activities associated with the Army Battle Command System CHS Program and for horizontal and vertical technical integration of ABCS and Army Command and Control Systems (ACCS). In addition to this Headquarters TRADOC chartered mission, the TSM-BC also provided support to Project Officer (PO) Tactical Management Information Systems programs via a resident Deputy TSM for TACMIS. The TSM-BC served as the Signal Center primary focal point for all activities pertaining to these mission programs and ensured that the user community total systems requirements are developed, refined, fully integrated, and implemented as these programs progress through development, deployment, and life cycle.

## **Resources**

During 1998, the office of the TSM-BC was authorized by the Table of Distribution and Allowances (TDA) for six personnel including the TSM, Deputy TSM, three assistant TSMs and one secretary-stenographer. However, by virtue of the Officer Distribution Plan (ODP), this office was actually allocated two military personnel as assistant TSMs. Unfortunately, one assistant TSM was selected by the SIGCEN Chief of Staff (COS) to fulfill a 180-day special assignment (mid Jun to mid Dec) in support of Joint Task Force Southwest Asia (JTSFWA). Thus in terms of assistant TSMs, this office was understaffed by 50 percent during the entire year. Also lengthy TDY requirements in support of continuing Task Force XXI endeavors at Fort Hood, Texas, for much of the year, created extra burdens on the remaining OTSM work force. Unlike the previous year, no funding was available to provide contractor support for TSM-BC mission endeavors. The Deputy TSM TACMIS, a civilian-position filled throughout 1998, remained funded by PO TACMIS.

During 1998, no extra funding (year end release or other) was made available to procure enhanced processor and memory computer units for office personnel. Normal budget funds for supplies and equipment had to be used to purchase one additional 17 inch monitor and an external zip drive for one assistant TSM position and a much needed internal zip drive for the office secretary. Compared to what is available on today's commercial market, TSM-BC office computers, both desktop and laptop, are slow by any standard of measure. No software upgrades were purchased this year.

This office was allotted barely sufficient funds for general office supplies during 1998. Extra year-end funds were not available. The combination of allocated funds and support funds from OPM CHS were barely sufficient for mission essential TDY requirements. Additional funds were provided by Battle Command Battle Laboratory-Gordon (BCBL-G) for the express purpose of extended TDY supporting Task Force XXI (TF XXI) and Division XXI (DIV XXI) endeavors at Fort Hood. Beneficial to remaining within the TDY budget was the utilization of DCD support and VTC facilities, where feasible, in satisfying conference/meeting obligations and limiting TSM-BC personnel attendance to occasions of absolute necessity. Salary and TDY expenses for the resident Deputy TSM TACMIS were borne by PO TACMIS. (Late in the year, it was learned that this position would no longer be funded beyond the end of February 1999.)

## Significant Events

### Army Battle Command System Common Hardware and Software (CHS) Program

The ABCS CHS was a family of state-of-the-art, compatible, nondevelopmental item (NDI) computer hardware and software. The CHS will be utilized to meet the automated data processing needs of all ABCS systems and additional supporting systems and functions. The primary ABCS systems were the Global Command and Control System-Army (GCCS-A), Advanced Field Artillery Tactical Data System (AFATDS), All Source Analysis System (ASAS), Combat Service Support Control System (CSSCS), Forward Area Air Defense System for Command, Control, Communications and Intelligence (FAADC3I), Maneuver Control System (MCS), and the Force XXI Battle Command - Brigade and Below (FBCB2) system. The additional supporting systems and functions include: Digital Topographic Support System (DTSS), Integrated Meteorological System (IMETS), and Integrated Systems Control (ISYSCON). Each Battlefield Functional Area (BFA) satisfies its unique requirements by utilizing mission tailored application software hosted on CHS equipment.

CHS Block I (CHS-1) hardware, which, at this time, was fielded primarily by the AFATDS and FAADC3I communities, was comprised of four basic computers: transportable computer unit (TCU), portable computer unit (PCU), lightweight computer unit (LCU), and handheld terminal unit (HTU) (eight pounds or less). Computer peripheral devices include such items as a hard disk unit, color monitor, printer, mass storage expansion unit, and a Local Area Network (LAN). Software applications packages include operating system (O/S), data base management system (DBMS), word processing, spreadsheet, LAN, graphics, communications, electronic mail, training, and diagnostics. Hardware is available in both V1 (non-ruggedized) and V2 (ruggedized) options.

The CHS-1 contract was awarded in August 1988 by the Project Manager (PM) CHS to MILTOPE Corporation for the production of CHS to support BFA systems development. It was a firm, fixed price, five-year contract with one year renewal options. MILTOPE subcontractors included Ford Aerospace, Hewlett-Packard, GTE, and Analytics Corp. In April 1993, PM CHS approved extending this contract to August 1995 an additional two years. This action was instigated by delays in establishing a new contract (CHS-2) for next generation CHS based on an updated Requirements Operational Capability (ROC) document. In addition, PM CHS authorized MILTOPE Corporation to proceed to a Reduced Instruction Set Computer (RISC) architecture which provided higher speed processing (124 MIPS from 22 MIPS) at about the same cost. These upgraded computers also embodied increased RAM (400 MB from 128 MB). The RISC computers were available on contract in September 1994. Due to further delays in completing a final award of the CHS-2 contract, the CHS-1 contract was again extended for two years to August 1997. During 1997, by a politically motivated mutual agreement of both parties (PM CHS and MILTOPE), the contract was further extended to August 1998. In 1998, only a modicum of yet available spare parts was purchased for what is now vintage CHS-1 equipment and the period of performance on this contract was officially completed in August 1998. Henceforth, the only continuing activity under this contract is the completion of all outstanding Unliquidated Obligations (ULOs) prior to formal contract close-out.

Although the Lightweight Computer Unit was commonly listed as an item of CHS-1 equipment, it was acquired under separate action subsequent to initiation of the CHS-1 contract. In early 1990, modifications to the basic CHS ROC were made and approved through TRADOC and DA headquarters to include an LCU in the family of CHS-1 equipment. The LCU, based on

additional user requirements that surfaced subsequent to initiation of the CHS-1 contract, provided the user community with a smaller, powerful computer which bridges the gap between the TCU/PCU computers and the HTU computer. The LCU included a Tactical Communications Interface Module (TCIM) for connectivity of this computer to various communications media. A request for Proposals (RFP) was released to industry in October 1990 and subsequently a contract was awarded in May 1991 to the Science Applications International Corporation (SAIC) for LCU production. SAIC's subsidiary Science Applications International Technology (SAIT) Electronic Systems Division handled all aspects of the contract. The LCU used an open systems, nonproprietary architecture which facilitates Portable Operating System Interface Exchange (POSIX) and Government Open Systems Interconnect Profile (GOSIP) compliant operating systems. LCU hardware is available in commercial (V1) and ruggedized (V2) versions. The LCU is continuously being improved.

In early 1994, SAIC proposed replacing the original V1 computer, which was soon going out of production, with the Compaq Computer Corporation Elite Model V1A1. An Engineering Change Proposal (ECP) was submitted to PM CHS to incorporate this replacement. The ECP was approved and the Elite Model V1A1 LC was put on contract. New capabilities inherent in the proposed V1A1 included separate computer/expansion chassis (docking unit), upgraded Central Processing Unit (CPU), higher capacity Random Access Memory (RAM) expandable to 24 megabytes, and upgraded displays. In April 1996, a new contract, which served as a vehicle to extend the initial contract out to May 1999, was issued to SAIC. In March 1997, Litton Systems Inc. formally acquired the SAIT subsidiary of SAIC and Litton's Data Systems Division assumed all LCU contract obligations. During 1998 the LCU contract was extended until October 2002. In 1998, the following items were placed on contract: BIOS Upgrade Kit, Serial Communications Board Kit, 4 port Serial Communications Board Kit, 4.3 GB RHDD, External MO Device Update Kit, RS 422/423 Serial Board Extended Maintenance, and PTCIM Extended Maintenance

The CHS-1 (MILTOPE) contract would expire (without a renewal option) in August 1993 and, consequently, SIGCEN initiated actions to update the CHS ROC toward a follow-on contract. Deliverables produced under the MILTOPE contract are referred to as CHS-1 equipment and follow-on contract deliverables are CHS-2 Block 2 or simply CHS-2. Requirements were solicited for inclusion in the updated ROC with input requested from CACDA on operational characteristics. The draft CHS ROC Block Update was staffed worldwide, modified based on received comments, finalized, and subsequently approved by TRADOC Headquarters and DA. Concurrent efforts on developing the Statement of Work (SOW) for the CHS-2 Request for Proposal were completed in early 1993 and the CHS-2 contract solicitation was issued on 21 April 1993. Three prime contractors (IBM, EDS, and GTE) submitted proposals on 20 July 1993. The date targeted for CHS-2 contract award was 26 May 1994, however, delays in proposal evaluation extended this date to 15 September 1994. The winning bidder for the CHS-2 contract was GTE Corporation. The losing bidders immediately protested the award.

On 30 November 1994, Major General Guenther, Commanding General, U.S. Army Communication-Electronics Command (CECOM) made the decision to terminate the contract award to GTE and reopen solicitations in a second round of Best and Final Offers (BAFOs) from all three bidders. This competitive CHS-2 contract was officially awarded to GTE 10 April 1995. The CHS-2 contract offers five years of firm fixed pricing plus five years of fixed price options. This contract also offers Life-of-the-Contract Warranty for all CHS-2, V1, V2, V3 (Militarized Handheld Terminal (HTU)), Program Support Environment (PSE), standard configuration items of hardware, cables, and ancillary equipment other than items defined as consumable. Under the

contract, the Army would buy a number of battlefield computers over a five-year period. The contract allows an additional five years to procure spares and provides contractor maintenance and technical assistance.

The CHS-2 family of equipment consisted of a High Capacity Unit (HCU), a TCU, an HTU, and associated peripheral equipment as well as relevant software similar to CHS-1 software. This equipment, of course, will contain more recent technology and, therefore, possess greater processing power and memory capacity.

Subcontractors on the CHS-2 contract are SUN, CODAR, LITTON, and International Software Systems Incorporated (ISSI). GTE provided Program Management, the Mass Storage Expansion Unit (MSEU-2), maintenance, Integrated Logistic Support (ILS), and assembles the V2 Transportable Computer Unit (TCU); SUN provides the V1 High Capacity Unit, V1 TCU, V1 Commercial Off The Shelf Color Monitor (CMD), V2 HCU and TCU processors, special purpose boards, and software; Litton provides the Handheld Terminal Unit; CODAR provides V2 HCU, V2 CMD, and V2 DTU; and ISSI optimizes the Programming Support Environment (PSE). The commercial version (V1) CHS-2 Hardware is currently available. Starting in February 1996, a limited quantity of ruggedized version (V2) pre-production (prototype) hardware items were delivered to Fort Hood for use in the Task Force XXI experimental exercises. Initial delivery of production V2 hardware occurred in February 1997.

By the end of 1997, the CHS-2 contractor had delivered over 3,800 V1, V2, and V3 systems to the government. PM CHS has established an annualized software maintenance policy. This initiative will synchronize all software maintenance purchases to 30 June on a given year. This will allow the PM customers one time in the year to update annualized software maintenance. There were over 3000 CHS-2 items (over 360 V2 workstation suites) that participated in the Division XXI Advanced Warfighting Experiment (DAWE) and only 49 items failed. The retrofit initiative to upgrade pre-production systems to production level standards started May 97. The retrofit effort was scheduled to conclude in June 1998 but it has slipped until June 1999. The slip was necessary to accommodate the High Altitude Electromagnetic Pulse (HAEMP) test in the July - August 1998 timeframe. The purpose of this test was to demonstrate the CHS-2 HAEMP survivability requirement that is stated in the CHS ROC. In 1998, the following items were placed on contract: 300MHz CPU Upgrade for UCU-2, V1/V2 2.6GB MO, V1/V2 10/100 Mbps Ethernet Board, 9 GB Ultra/Wide SCSI Hard Drive, V2 Downsized Universal Transit Case, and V1 FDDI LAN Transceiver and Converter.

### **ABCS Integration Activities**

The Army Battle Command System is an umbrella concept encompassing Command and Control (C2) systems at higher and lower echelons. The goal of ABCS will be to ultimately provide a seamless C2 capability from the strategic echelon to the foxhole and will be interoperable with joint and combined systems. ABCS primary systems (GCCS-A, AFATDS, ASAS, CSSCS, FAADC3I, MCS, and FBCB2) and additional supporting systems and functions (DTSS, IMET, and ISYSCON) are spelled out in the beginning of paragraph 5.a. The ABCS merges with the joint environment through the Global Command and Control System (GCCS). An ABCS Operational Requirements Document (ORD) was approved by CG TRADOC May 1994. The ORD, however, was not approved by DA because of objections raised by the Program Executive Office (PEO) Command, Control, and Communications Systems (C3S) and by the testing community. The ORD was subsequently modified to become a Capstone Requirements

Document (CRD) which expressed requirements in a manner which resolved these objections. The Department of the Army approved this initial CRD on 23 July, 1996.

The CRD established a requirement to incorporate a Common Operating Environment into all C2 systems to enhance interoperability, tailoring, and support to the 21st Century Force Commander throughout the force projecting cycle. Further, the CRD mandated compliance with JTA-Army standards in the interests of systems interoperability. TSM-BC participated in reviews and updates of the CRD during 1998.

The COE provided the infrastructure on which the ABCS will run and consisted of an integrated architecture made up of hardware and software that provides standard, modular, system support and applications support software for a "tailorable" set of functional applications software. ABCS will use the Defense Information Infrastructure COE modules and unique Army hardware and software modules. The DII COE module is analogous to the Microsoft Windows paradigm. The idea is to provide a standard environment, a set of standard off-the-shelf components, and a set of programming standards that describe how to add new functionality to the environment. The DII COE extends the Window paradigm to allow a "plug and play" open architecture designed around a client/server model. In 1998, TSM-BC continued participation on the COE Integrated Process Team (IPT). The IPT continued development of recommendations to the PEO C3S on products for future development direction and incorporation in ABCS systems.

During 1998, TSM-BC continued support of the SIGCEN's Division XXI Advanced Warfighting Experiment Team Signal effort by providing liaison between Team Signal and the ABCS PMs. TSM-BC monitored the daily activities of Fort Hood's Central Technical Support Facility (CTSF) and the Experimental Force (EXFOR), 4th Mechanized Infantry Division (4th ID) of the III Corps. TSM-BC advised Team Signal of ABCS issues that impacted the TOC Local Area Networks and of roles and responsibilities of the G6/S6. TSM-BC coordinated for Team Signal to provide training for the 4th ID Signal officers and communications chiefs on the various components of the unique communications architecture and LAN architecture of the DAWE.

### **Other Activities**

During 1998, continuing effort was devoted to the review and coordination of the numerous and voluminous ABCS, ATCCS, architecture, and CHS program documents and specifications including subsequent changes to these documents as well as the review and posting of modifications to the CHS-1, CHS-1 bridge, LCU, and CHS-2 contracts. This documentation also includes system specifications for the various Battlefield Functional Areas. ATCCS program concurrence, non-concurrence, and comments were provided to the TRADOC Program Integration Office (TPIO) ABCS at Fort Leavenworth, Kansas, who was the TRADOC voting member on the ATCCS Configuration Control Board (CCB). CHS program concurrence, non-concurrence, and comments were provided to OPM CHS which managed the CHS program CCB on which OTSM-BC is a voting member. By the end of 1998, a combined (ABCS, ATCCS, and CHS) total of 174 program documents existed and a combined total of 276 pertinent ECPs had been processed. In addition, a combined (CHS-1, LCU, and CHS-2) total of 446 contract modifications had been processed.

TSM-BC continued to serve as the lead for the Information System Protection Standards Working Group of the TRADOC sponsored Information Systems Vulnerability and Protection (ISVAP) Integrated Concept Team (ICT) and the G6/S6 Working Group for the Signal Center sponsored Signal Operational Architecture ICT.

The Combat Service Support Automated Information System Interface (CAISI) is a user owned and operated capability that allows CSS automation devices to exchange information via both tactical and commercial communications networks. CAISI connects existing incompatible devices to networks, and is part of the CSS Battlefield Functional Mission Area (BFMA). CAISI is both hardware and software designed to support all CSS users. A March 1997 Milestone III decision granted authority to field CAISI to the remainder of Combat Service Support units throughout the Army. This activity continued throughout 1998.

## **Summary**

As in past years, since the inception of this office, 1998 can be characterized as a year of intensive and productive effort. The management of accelerated programs involving non-developmental item hardware and software is a dynamic endeavor that perturbed the normal bureaucratic acquisition process and usual way of conducting business. It creates an environment of working "out of cycle" which, obviously, involves a measure of uncertainty and risk in developmental programs. The expanded, chartered mission of TSM-BC to include responsibility for the vertical and horizontal technical integration of all ABCS Systems has significantly increased the workload. This, coupled with a 50 percent assistant TSM understaffing throughout 1998, created extraordinary burdens in mission accomplishment. PM TACMIS continued funding (including TDY requirements) the Deputy TSM for TACMIS position within OTSM-BC to provide TSM functions for TACMIS programs. Funding for office supplies and automation equipment was, in fact, inadequate and there was no release of year-end SIGCEN funds to provide any relief in this area. Funding for essential TDY, augmented by PM CHS, was barely sufficient to meet mission requirements. Matrix organizational support was very beneficial in the TDY area. A continuing increase in the workload burden resulted from the ABCS and ATCCS program flood of management, operational, and system specification documentation for review, evaluation, and comments to the Program Executive Office Command, Control, and Communications Systems including subsequent ECPs to these documents. Matrix organization support from other SIGCEN activities, particularly DCD, to the accomplishment of our mission has been outstanding. 1998 was a very productive year, in spite of noted understaffing, due to the dedicated efforts of all personnel.

## **TRADOC SYSTEM MANAGER FOR SATELLITE COMMUNICATIONS**

### **(TSM-SATCOM)**

#### **From The Director's Perspective**

The 1998 performance year for the TRADOC System Manager for Satellite Communications (TSM-SATCOM) was an example of the excellent collaborative efforts and superior cooperation with the Directorate of Combat Developments (DCD) SATCOM action officers, Battle Command Battle Lab-Gordon (BCBL-G) and Regimental Directorate of Training (RDOT). These efforts increased the level and high standard of work on behalf of TRADOC despite continued cuts in personnel and funding resources. The TSM-SATCOM achieved many significant accomplishments during 1998. These achievements were the direct result of the

superior efforts and "teamwork" mentality of my supporting staff of technically talented military and contract support personnel.

Most noteworthy is the knowledge and education that are being sought after from my staff and the resulting products specifically designed to make the warfighter more informed and confident in his ability to use SATCOM equipment to accomplish his mission. Despite the shortage in resources, we are finding ways to make satellite communications more comfortable and less "mysterious" for the average soldier.

## **Mission**

The TSM-SATCOM, Colonel Mary A. S. Hammond, reported to the Commander, TRADOC, through the Commandant, U.S. Army Signal Center. Colonel Hammond performed as the Army's centralized manager for all Satellite Communication Combat Developments user activities associated with the several satellite communications systems. These included manpack, man-portable, mobile (ground and airborne), and fixed terminals associated with military ultra-high frequency (UHF), super-high frequency (SHF) Defense Satellite Communications System (DSCS), extremely-high frequency (EHF) Military Strategic and Tacticval Relay Satellite (Milstar) and commercial satellite systems, including SATCOM capabilities embedded within special purpose systems and NAVSTAR Global Positioning System.

## **Resources**

The TSM-SATCOM was directly allocated and expended \$139,700 for civilian pay, travel, supplies, and reproduction of SATCOM documentation. Reimbursable costs totaled \$86,000 and were for travel paid by program managers and other agencies. Personnel resources remained critically short with just three officers including the Director. The TSM-SATCON had just two civilians: the Deputy TSM, Mr. Paul Chernek, and a secretary, Ms Sheree Dzikiewicz. In addition, there were seven contract support personnel, funded by Program Managers-MILSATCOM, DCATS, and GPS and Program Executive Officer (PEO) Intelligence Electronic Warfare (IEW). The work of the support contractors was critical to the success of the TSM-SATCOM mission in supporting over 33 major SATCOM programs.

## **Resource Shortfall Impact**

Because of TRADOC funding and manpower constraints, Colonel Hammond and her deputy, Mr. Paul Chernek, continued to aggressively look outside of TRADOC for support. They sought and received over \$100,000 in temporary duty (TDY) dollars from the supporting Program Managers. This money had been used for Battle Lab, DCD, RDOT, Training Departments and TSM SATCOM travel in support of warfighter programs. Colonel Hammond stressed that the number of critical meetings requiring the presence of a TSM-SATCOM representative were more than what the military staff could handle. This required far more than the \$10,000 TDY funding received from TRADOC. Thirty-three major programs over six functional areas were way beyond the capability of the initial six position (now reduced to five) TSM resources. On-site contractor support from the PM's and PEO's that TSM-SATCOM supported were absolutely essential.

## Activities and Accomplishments

As TSM-SATCOM, a major responsibility was to ensure that Army users were informed on progress made in efforts to provide them the finest equipment available for their use. We continued to support The Army Communicator Magazine by researching and writing articles devoted to Army SATCOM. The seventh version of SATCOM's Satellite Communications Architecture book was written, published, and distributed during the annual Signal Symposium in December 1998.<sup>100</sup> TSM-SATCOM provided this publication to CAC, TRADOC, Naval Postgraduate School, and HQDA staff, all of whom considered this book the Army's SATCOM reference bible. The TSM-SATCOM used the document for training the Signal Advanced Course students and distributed it to all active Signal Battalions and Brigades to be used by SATCOM planners worldwide. This book was used by the other services as a model for their SATCOM training programs.

Another valuable resource for information is the *TSM-SATCOM Annual Report*. This report was widely used by Army staff and commands as the most up-to-date news on Army SATCOM.<sup>101</sup>

A SATCOM guidebook for VIP's was produced which essentially incorporated all SATCOM segments (space, ground, and control) into one compact set of color briefing charts. It became a quick overview brief on the entire spectrum of satellite programs with which we are involved.

Additionally, the TSM-SATCOM and her staff had the responsibility of doing numerous face-to-face briefings and presentations to both Army users and the acquisition community. In April, the TSM-SATCOM conducted the 7th Annual Army SATCOM User's Conference as part of the information dissemination process.<sup>102</sup> Colonel Hammond briefed the senior levels within the Department of Defense on Army SATCOM requirements, the current architecture, shortcomings therein, and defended the MILSATCOM programs (MILSTAR and DSCS) to technical support and advisory groups supporting them for report-backs to Congress on MILSATCOM.

Shortfalls in qualified personnel needed to review and correct existing SATCOM training Programs of Instruction (POI) and Field Manuals (FM) required that these duties fall upon TSM-SATCOM personnel for completion. It is imperative, particularly with the massive changes in the MILSATCOM architecture, that FM's and training material be kept as current as possible. Much work was done this year in providing SATCOM training material to the Signal Officer's Basic and Advanced Course and in some cases, actually teaching the courses. SATCOM-related FM's were reviewed, changes recommended, and updates sent to the Office Chief of Signal (OCOS) for incorporation into a final product.

The historical report for 1997 referred to the dialogue and information exchange between the Signal and Intel community in migrating the TROJAN SPIRIT communications functions. Much progress has been made and we are particularly proud that the *TROJAN SPIRIT to WIN*

---

<sup>100</sup> Debbie Linton, ed., *The Army Satellite Communications (SATCOM) Architecture Book [1998-1999]* (Reston, Virginia: Information Technology and Application Corporation, 1998).

<sup>101</sup> Memorandum, 29 July 1998, COL Mary Hammond, TSM-SATCOM to MG CuvIELLO et al., subj: 1998 Annual Report for TRADOC System Manager (TSM)-Satellite Communications (TSM-SATCOM)-Executive Summary w/encl: Memorandum, 29 July 1998, COL Mary Hammond to MG CuvIELLO, subj: 1998 Annual Report for TRADOC System Manager, Satellite Communications (TSM-SATCOM),w/3 atchs.

<sup>102</sup> Memorandum, 20 Apr 98, COL Mary A. S. Hammond to Conference Attendees, subj: Welcome to (7th Annual) Conference.

*Migration Plan* was drafted, finalized, coordinated, staffed, and approved in 1998. This was a monumental effort and a superb example of teamwork and cooperation between the Signal Center and the Intelligence Center. The plan extensively laid out the communications functionality migration from the Military Intelligence (MI) to the Signal Corps. The TROJAN SPIRIT II terminals will continue to be owned, operated, installed, and maintained by MI until replaced by WIN and Signal soldiers which should occur with the fielding of the First Digitized Division in FY 03-04. The plan was signed by Major General Cuviallo (Signal Center) and Major General Thomas (Intel Center) and then at TRADOC HQs by Major General Zannini. At the end of 1998, the *TROJAN SPIRIT to WIN Migration Plan* was at HQ DA awaiting funding support.

### **Program Highlights**

As the functional TSM for all Army SATCOM programs including the Global Positioning System (GPS), UHF and UHF follow-on, SHF (DSCS and Commercial), Milstar, Mobile Satellite Service (MSS) and other unique satellite communications systems, there were some milestones worth mentioning.

The Global Positioning System Modernization efforts continued with the participation of TSM-SATCOM representatives. These efforts are phased with the first phase consisting of the identification of a second civil frequency. Phase II of GPS Modernization covers all other relevant areas which were identified in a Navigation Warfare (NavWar) exercise. TSM representation in the NavWar was Mr. Rich Solchenberger. The areas identified were GPS in a jamming environment, GPS in the joint battlespace, and alternative analysis of GPS modernization. Findings were incorporated into the GPS Operational Requirements Document (ORD) that was briefed to the Joint Requirements Oversight Council (JROC) in November.

In the UHF area, fielding continued on the advanced UHF manpack terminal, the AN/PSC-5, Spitfire. This fielding was the culmination of years of extensive planning and operational testing; the terminal proved to be reliable and effective. TSM-SATCOM continued to actively pressure the joint community, specifically Navy and Air Force developers of the terminal controller, to recognize and incorporate Army requirements into the controller. This was important so that when fully fielded, the Spitfire and its control systems will provide outstanding support to the warfighter. Demand Assigned Multiple Access (DAMA) training and Tactics, Techniques, and Procedures Training was developed for Army users and classes began in conjunction with the Spitfire fielding.<sup>103</sup> As training progresses to units receiving the terminals, the training materiel is being refined and honed to incorporate lessons learned in the teaching process. Ms. Braswell is literally traveling the world teaching Spitfire/DAMA to joint units who are flooding the TSM-SATCOM with requests for training. An important part of the training includes the new Satellite Access Request (SAR) that all units will be utilizing whether or not they are using DAMA-capable terminals.

In the SHF tactical world, the contract for the SHF Tri-Band Advanced Range Extension Terminal (STAR-T) system was awarded in August 1996 to Raytheon. We are well on our way to replacing the Army's SHF SATCOM terminals (AN/TSC-85 and 93) beginning in FY 00. The

---

<sup>103</sup> Manual, ITAC, *Tactics, Techniques, and Procedures manual Single-Channel (SC) Tactical Satellite (TACSAT), Demand Assigned Multiple Access (DAMA)-Capable Terminal (SPITFIRE) AN/PSC-5*, Fort Gordon, GA: ITACS, ca. Feb 1998.

STAR-T increases the Army's multichannel SATCOM capabilities eight-fold and will provide additional capacity in supporting our power projection C4ISR reach-back requirement.

The AN/GSC-52 State-of-the-Art Medium Terminal modernization contract was awarded to Harris Corporation in Melbourne, Florida. The AN/GSC-52 will be fabricated in a transportable and fixed configuration extending the terminal life by fifteen to twenty years. The First Article Test was scheduled for first quarter, FY 02, with fielding FY02 through FY 05. This upgrade involves 39 satellite terminals. The Heavy Terminal/Medium Terminal (HT/MT) Modernization Program was completed on the AN/FSC-78/79 and AN/GSC-39 terminals. The HT/MT upgrade has extended terminal life up to fifteen years. The Standardized Tactical Entry Point (STEP) program continued with the installation of Switch Multiplex Units (SMU). There continued to be discussion in the joint SATCOM arena about the requirement for ISDN switching capabilities within the STEP. The present program does not include that capability. It will be incorporated into the "follow-on" STEP, known as the "DOD Teleport". Potential losses in the SHF area included the AN/GSC-49 Jam Resistant Secure Communications (JRSC) terminal which was developed and produced in 1980. The two remaining terminals located at Vincent Hall, Fort Gordon, were determined to be logistically unsupportable. The Joint Staff will direct deactivation.

1998 was another good year for the Milstar program. The AN/PSC-11, Single Channel Anti-Jam Manportable (SCAMP) terminal were on display in an operational configuration to 82nd Airborne Division leadership. The SCAMPs were put into operation utilizing four simultaneous channels and using a variety of enhancing equipment.

The Secure, Mobile, Anti-jam, Reliable, Tactical Terminal (SMART-T) program received approval from LTG Paul J. Kern for full rate production of 91 terminals.<sup>104</sup> Separate efforts for the SMART-T DAMA implementation and Advanced EHF wavefor development/implementations were approved also. The award of subsequent full rate production options will be based upon the successful completion of first operational training and evaluation.

In addition to the previously mentioned success in the TROJAN SPIRIT to WIN Migration plan,<sup>105</sup> the IEW area saw the fielding of the eight TROJAN SPIRIT II (V)4 systems to Air Force units which will support intelligence dissemination. This system will be used to support the Predator Unmanned Aerial Vehicle program.

The Global Broadcast System (GBS) program continued forward this year albeit with problems.<sup>106</sup> TSM-SATCOM participated in Raytheon-hosted increment design reviews. This included reviewing GBS threshold requirements and the status of the GBS design. However, in late 1998, it was discovered that major programmatic problems existed with the GBS Theater Injection Point (TIP). Army requirement is for three TIPs during GBS Phase II (97-08). The first TIP was designated a First Digitized Division Category 1 system. The design review of the first TIP revealed contractor non-compliance with the ORD. Cost overruns were \$1,500,000. The contractor stated that full ORD compliance would cost an additional \$1,600,000 in FY99. The entire GBS program is experiencing cost overruns and technical problems. As a result, the delivery date to have receive-suites to the First Digitized Division is at risk for FY00.

---

<sup>104</sup> CPT Ames Lord, "Satellite Terminals Come Into The Regimental Fold," *Army Communicator*, Summer 1998

<sup>105</sup> "TSM-SATCOM Update-Trojan Spirit Migration," *Army Communicator*, Summer 1998; Booklet, "Migration Plan: Trojan Spirit II to Warfighter Information Network (WIN)," 21 Oct 1998

<sup>106</sup> Debbie Linton, "Global Broadcast Service: Shrinking The Year-2000 Battlefield by Spreading the Word Globally," *Army Communicator*, Summer 1998.

## **Summary**

1998 was very productive and challenging despite resource shortages and further downsizing of personnel. All indications were that the trend will continue so the TSM-SATCOM continued to find ways to work smartly and efficiently. Satellite communications continues to be a vitally important part of forward-deployed forces, split based operations and the intelligence community. Commercial SATCOM, particularly mobile satellite systems, is becoming a large part of the overall SATCOM architecture and will be more heavily leveraged as time progresses. As the Army continued to move onward to the 21st century, requirements and needlines must be specifically articulated for correctly designed future Army SATCOM architecture. The TSM-SATCOM continues to work hard for the warfighter, to ensure that SATCOM systems are designed and fielded with his needs as the primary focus.

## **TRADOC SYSTEM MANAGER FOR TACTICAL RADIOS**

### **From the Director's Perspective**

Although our primary program efforts remained with the Enhanced Position Location Reporting System (EPLRS), the Joint Tactical Information Distribution System (JTIDS), and the Near Term Digital Radio (NTDR), we continued to expand our efforts to facilitate an efficient and responsive Tactical Internet (TI) in support of situational awareness and the digitization process for the 4th Infantry Division. Throughout 1999, we will continue to expand our efforts to influence Force XXI Battle Command-Brigade and Below (FBCB2) communications, and improvements to the TI. We also continued our efforts to support future communication needs as the Future Digital Radio (FDR) evolved into the Joint Tactical radio System (JTRS).

EPLRS planning and fielding for the 4th Infantry Division—continued to be a priority for the material developers and the trainers as the Army moved toward the first digitized division. All Fullsize (S280) Net Control Station Shelters are being replaced with the V3 Downsize Standardized Integrated Command Post Systems (SICPS) shelters.

The Low Rate Initial Production (LRIP) of 35 JTIDS Army Class 2M terminals was completed in 1997. The milestone IIIb decision and a Full Rate Production contract were completed. A Limited User Test (LUT) was conducted to test corrective actions from the 1996 Initial Operational Test and Evaluation (IOT&E). Although the program was in the process of approving formal Materiel Release, production terminals have been fielded to units deploying to the Middle East.

The Army Low Volume Terminal 2 (LVT2) version of the Multifunctional Information Distribution System (MIDS) terminal will have an 80 percent component commonality with the Joint/Allied MIDS LVT and be form, fit, and function compatible with the Army JTIDS Class 2M. The Army MIDS LVT2 will be evaluated in FY 1999, and may be a lower cost JTIDS alternative for procurement in FY 2000 and beyond.

The NTDR continues to develop as a possible Tactical Operations Center (TOC) to TOC radio. In FY98, experimental development model (EDM) radios were used for successful participation as a TOC to TOC radio in the Division Army Warfighting Experiment (DIV AWE) and at field test number one in 2Q FY98. The NTDR will undergo further developmental testing during field test number two in February 1999.

The Joint Requirements Oversight Council (JROC) approved the JTRS Operational Requirements Document (ORD) in March 1998. The JTRS will provide a networked, multi-band, multi-mode service with simultaneous voice and data capability. The Initial Operational Capability (IOC) for increment one of JTRS may be seen in the field by FY 2002–FY 2004.

The Single Channel Ground and Airborne Radio System (SINCGARS) fielding continued throughout 1997. Development of a half-size/half-weight SIP radio and an over-the-shoulder handset were completed in FY 1998 and production started. Single source acquisition strategy, approved last year, should complete SINCGARS production in FY 1999.

## **Mission**

The mission of the TRADOC System Manager for Tactical Radios (TSM-TR) was to ensure assigned systems have tasks and user requirement documentation prepared as needed to move assigned programs through the development process. The TSM managed the total TRADOC effort for assigned developmental programs to include combat developments, training developments, and integration of supported systems.

Schedule and acquisition strategies for completion of the assigned TSM-TR programs were under the control of the respective program managers although there were work products from TRADOC that were necessary. Additionally, the TSM-TR role was to provide user representative documentation and user positions on issues promptly to avoid program delays.

## **Resources**

Monetary resources for FY 1998 totaled \$304,900. These funds included: \$153,200 for labor; \$11,000 for supplies and equipment; and, \$140,700 for travel, of which \$10,000 came from TRADOC and \$130,700 came from the Program Manager Tactical Radio Communications Systems (PM TRCS). There were eight personnel assigned at some time during the year.

## **Major Systems Activities**

### **Enhanced Position Location Reporting System**

EPLRS is a tactical data net and position location Ultra High Frequency (UHF) radio which provides the primary means of secure real-time data distribution and position location for the Force XXI Battle Command Brigade and Below and other Battlefield Functional Area (BFA) systems at Brigade and below. The Tactical Internet Capstone Requirements Document (CRD) provides the requirements for this network. The EPLRS system consists of a net control station (NCS); the basic EPLRS radio set with its user input/output devices, and the EPLRS Grid Reference Unit (EGRU). The system has a dynamic net management capability that allows it to support a full division sized network without the use of gateways. EPLRS also provides for automatic position location determination and reporting for situation awareness presentation to commanders. This capability was demonstrated at National Training Center exercises in support of Task Force XXI AWE and the FBCB2 Limited User Test in August of this year. EPLRS provided the radio nets for friendly unit, situational awareness and identification capability and command and control (C2) messaging. EPLRS can also survive in a hostile environment through the use of Electronic

Counter-Counter Measures (ECCM). The EPLRS radio set is militarized and installation kits are available for manpack, surface vehicle and airborne configurations.

Approximately 150 EPLRS radios deployed with the 1st Brigade, 4th Infantry Division (Mechanized) during the FBCB2 Limited User Test in August of this year. EPLRS radios were distributed throughout all elements of the brigade headquarters and to the 1-22 Mechanized Infantry Battalion and its slice elements. Indications from the FBCB2 LUT showed continued improvement of the Tactical Internet for Situational Awareness and C2 messaging. Improvements are continuing in preparation for the FBCB2 FOTE in FY99 and the IOTE in 00. Other units with EPLRS radios include the 1st Cavalry at Fort Hood and the 3rd Infantry Division at Fort Stewart, Georgia.

An acquisition strategy was approved to procure 8,157 EPLRS radio sets until the fielding of JTR in FY04 or later. The Very High Speed Integrated Circuit (VHSIC) enhancements were completed on all Low-Rate Initial Production units.

An engineering and Manufacturing Development phase was ongoing which repackaged and upgraded the Radio Set and the Net Control Station. Full Rate Production Fielding will begin in early FY99. The Signal Center continued to conduct sustainment training. NCS operator and maintainer courses and the EPLRS System Planners course were part of the curriculum and were available to units in the field through Advanced Tactical Airborne Reconnaissance System (ATARS). The Signal Officer Basic Course offered an eight-hour overview of EPLRS, and efforts continued to incorporate EPLRS into Warrant Officer Course, ANCOC, BNCOC, and SOAC. Instructor Key Personnel (IKP) training for the down sized NCS Operator and Maintainer was completed at Fort Gordon. Fielding of training assets to the school was completed prior to the start of IKP training. The Signal School sustained the field with these two new courses.

As we evolve to the year 2000 and 2001 many additional enhancements such as higher capacity and restructured network bandwidth allocations will permit improved service and allow for increased data rate implementation. These additional enhancements will be backward compatible and retrofitted into earlier versions of the EPLRS radio set.

All of these improvements are designated to support data transmission in and through the Tactical Internet. With the approval of the TI Capstone Requirements Document, the TI will evolve into a common user system supporting all BFAs and improvements to EPLRS are planned to support this.

### **Joint Tactical Information Distribution System (JTIDS) Multifunction Information Distribution System (MIDS)**

The Army JTIDS Class 2M terminal was designed to provide near real-time data links between the JTIDS equipped Airborne Warning and Control System (AWACS) or similar aircraft, to Forward Area Air Defense Command, Control, Communications, and Intelligence (FAADC3I) systems and Army Theater Missile Defense weapon Systems. The Class 2M will be used to provide ground-to-air data links for air and missile defense engagement operations in Theater Missile Defense and Divisional Short-Range Air Defense C2 nodes.

The Army JTIDS program completed Milestone IIIb and began fielding of production terminals in March 1998. To date, production terminals have been fielded to PATRIOT units in Germany and Fort Bliss, and to Divisional Short-Range Air Defense (SHORAD) units in the 82nd, 101st, 3rd ID, 4th ID and 1st CAV. Detailed planning was underway to coordinate JTIDS New Equipment Training and fielding of 5-5 ADA in Korea during March 1999. This planning has

resumed in anticipation of receiving funding from within PEO C3S to buy-back required initial spares to allow the fielding. Similar follow-on plans are also underway for the 25th LID. At that point, seven of the ten Divisions will have been fielded with JTIDS and follow-on fielding will depend on availability of spares funding.

MIDS, a multinational cooperative development program managed by the U.S. Navy along with France, Germany, Italy, and Spain, is planned for installation in at least twelve different platforms including ships, aircraft, and ground command and control stations. The MIDS LVT2 Army variant is a pre-planned product improvement to the JTIDS Class 2 series terminal that is form, fit and function compatible. MIDS test strategy continued to be worked to field MIDS to the remaining ADA C2 nodes in a timely manner.

### **Near Term Digital Radio**

At the Division XXI Advanced War-fighting Experiment (DAWE), the Near Term Digital Radio demonstrated sufficient technical maturity to meet the data transfer requirements between brigade Tactical Operations Centers. The mission of the NTDR in this role was to provide data communications to the mobile TOCs for Army Tactical Command and Control Systems (ATCCS) from battalions to brigade and to serve as a back-up to Asynchronous Transfer Mode (ATM) and High Speed Multiplex (HSMUX) networks at Brigade and above. Bandwidth capability of up to 288 kbps was demonstrated over the 13-radio NTDR network during the DAWE. During field test number one 1 in February 1998, NTDR Experimental Development Models were successful in the TOC-to-TOC mission and in several demonstrations of video on the move. In July 1998, NTDR was used for the Golden Medic Advanced Technology Demonstration. The field tests and demonstrations led to several on-going modifications to improve system performance. Field Test number two, in February 1999, will examine the improved system. The NTDR participated in the Force XXI Brigade and Below Limited User Test in August 1998 and is scheduled to participate in the FBCB2 Operational Test in FY99. A contract option has been exercised to buy 174-production model NTDRs to equip the First Digitized Division.

### **Joint Tactical Radio System**

The Joint Requirements Oversight Council approved the JTRS ORD in March 1998. A Joint Program Office was established in April 1998 and the Army was appointed as lead service for the JTRS program. The Signal Center will execute an AR 5-5 Study in FY99 to define for the Army an objective JTRS functional architecture and a transition plan with options for equipping the total Army with JTRS.

The JTRS will provide war-fighters with fully digital radio communications both horizontally and vertically throughout the battle space. Operators in the field will be able to expand and modify the capacity and capability of individual radios, links and networks to accommodate user demand. This family of advanced, reliable and dynamic radios will be networked together and be software-programmable to simultaneously operate on multiple bands and in multiple modes in multiple networks and will allow simultaneous voice, data, and video communications. The JTRS will operate with legacy equipment and waveforms currently used by military and civilian land, air, surface ship, man-mobile, and vehicular platforms. The family of radios will be scaleable by virtue of form, fit and function to meet specific operational needs. The

JTRs will also provide growth capability through an open system design that allows technology insertion through evolutionary or pre-planned product improvements.

### **Single Channel Ground and Airborne Radio Systems**

SINCGARS is a family of Very High Frequency-Frequency Modulated (VHF-FM) combat net radios that provide the primary means of command and control for Infantry, Armor, and Field Artillery units. The radios operate on any of 2,320 channels between 30-88 MHz, with a voice planning range of 35 km and a data planning range of 5-22 km, dependent on the radio frequency power level and bit rate. The system is survivable in a nuclear environment and is capable of operating either single channel, or as a frequency hopper in an electronic countermeasures environment. Army Acquisition Objectives (AAO) are set at 238,970 ground and airborne radios. The program is scheduled to complete production in FY 1 Qtr FY01. The program had been dual-sourced, with ITT beginning in 1983, and General Dynamics in 1988. The last two production years, FY98 and FY99, are single-sourced to ITT as a result of a downselect process concluded during 1997. The goal is to replace all AN/PRC-77 and AN/VRC-12 equipment in all force packages. The airborne radio replaces a majority of AN/ARC-114 and AN/ARC-131 radios and provides VHF-FM capability in 1,553 buss-controlled aircraft, as well.

System Improvement Plan (SIP) SINCGARS or the new downsized Advanced SIP (ASIP) radio system improved both data throughput and transmitting distance through advanced forward error correction (FEC) and reduced overhead for communications security synchronization and interleaving. It improved protection against co-site interference and jamming. The SIP/ASIP system data transmission rate increased to 9.6 kbps, with FEC. A packet networking capability has been added that allows it to pass data, seamlessly, within the tactical internet. This permits horizontal and vertical integration of C2 information across the battlefield. SIP/ASIP SINCGARS have the capability, when connected to an active Global Positioning System (GPS) receiver or when equipped with an internal GPS module, to automatically send position information any time voice or data is sent from the radio. Future software revisions will enhance data communications within the TI. Plans are to produce 109,000 SIP/ASIP radios and replace older SINCGARS radios in Force Package (FP) 1 and 2, and selected FP3 units. Displaced radios will be refilled to the remainder of FP3 and FP4 units. All fieldings were scheduled to be completed during 2001. Efforts are underway to obtain the funding necessary to embed GPS modules in ASIP manpacked radios in the light divisions and ranger units.

### **Tactical Internet**

The Tactical Internet Capstone Requirements Document (TI-CRD) was completed and subsequently approved by TRADOC, Headquarters on 24 July 1998. This is the overarching requirement document that drives improvements to the major subsystems of the Tactical Internet. This office proposed to TRADOC that the Tactical Internet, be added to the official charter of the TSM-TR in 1998.

The tactical internet consisted of state-of-the-art tactical radios linked with routers using commercial protocols allowing digital systems to inter-operate in a dynamic battlefield environment. The TI is comprised of three primary components: the Enhanced Position Location Reporting System data radios, the Single Channel Ground Airborne Radio System voice/data

radios, and Internet Controller (INC) routers. The TI provides the means to transport Situational Awareness (SA) and Command and Control data between hosts within a Brigade and to exchange SA and C2 data between Brigades and echelons above Brigade. The TI provides interfaces to hosts computers with standard commercial Internet protocols. Within the TI, a variety of protocols are used to effectively utilize the capabilities of the TI components. The architecture of the TI combines the features of existing and evolving military data radios and routers. The TI development stimulates the product improvements of our radios and routers and will continue to do this for a number of years. The TI architecture also provides the necessary interoperability and security for current and future needs of the digitized battlefield. Several hosts such as the Forward Area Air Defense Command and Control Intelligence (FAADC2I) system connect to the INC and use the communications resources of the TI. TSM-TR supported the FBCB2 Limited User Test in August, with the 4th Infantry Division (Mechanized). The Tactical Internet architecture was distributed throughout all elements of the brigade headquarters and to the 1-22 Mechanized Infantry Battalion and its slice elements. Indications from the FBCB2 LUT showed continued improvement of the Tactical Internet for Situational Awareness and C2 messaging. Improvements are continuing in message completion rate and speed of service of the Tactical Internet subsystems in preparation for the FBCB2 IOTE. Additionally, TSM-TR continued to work toward adding additional hosts to the Tactical Internet. The fire support hosts such as Advanced Field Artillery Tactical Data System has shown some initial promise in migration toward using the Tactical Internet for its communication requirements. As Project Managers develop their systems more hosts are expected to use the TI resources.

## **Summary**

Although the TSM-TR focus broadened, 1998 objectives continued on the same course as in the past. With a functional orientation, the TSM-TR was directly involved in all aspects of tactical data distribution efforts as the new concept of a holistic Tactical Internet evolved. The TI ensured full, interoperability not only for the Army's Force XXI, but throughout the joint arena as well. The TSM continued to develop automated systems that generated large volumes of information critical to the warfighter. This office ensured user needs were accurately reflected as those systems necessary to move that information, were developed. In an environment of declining resources and troop strength, modernization became even more critical as the TSM strived to reach the goal of a fully digitized Force XXI. Appendix B provides a listing of the TSM significant events for 1998.

## CHAPTER VI

### REGIMENTAL DIRECTORATE OF TRAINING Training at the U.S. Army Signal Center

#### From the Director's Perspective

During the first seven months of 1998, Mrs. Wanda C. Butler, the Acting Director, and the Regimental Directorate of Training (RDOT) staff continued to achieve significant success as the Commander's agent for Signal training. Colonel Larry Turgeon arrived in July 1998 to assume the director's position. Our officers, NCOs, and civilians at all levels are the ones who get the work done in RDOT. They develop solutions to the problems, ensure staff coordination locally, at the MACOMs and with other services in the DOD, write the policies, schedule the meetings, give the briefings, prepare the correspondence, and answer the hard questions. As this report will bear out, not a single achievement would have been possible without the dedication and hard work of all the military and civilian employees in RDOT.

Our key focus this year has been on modernizing our training and training development processing, our facilities and automation support of training throughout the school. We developed strategies to continue school support of the Training and Doctrine Command (TRADOC) and the Army to meet the challenges of Force XXI in the areas of Doctrine, Training, Leader Development, Organization, Materiel, and Soldiers (DTLOMS).

Mrs. Butler continued to work the training developer plus-up initiative sponsored by HQ Department of the Army (DA) and TRADOC. As the Career Program (CP) 32 Activity Career Program Manager (ACPM) she was able to acquire additional training developer positions for the school for fiscal year (FY) 1999. During calendar year (CY) 1998 the training department and RDOT conducted recruiting and hiring actions. MS. Butler was successful in acquiring TRADOC funds to hire one DA Career Intern. This highly motivated individual reported to RDOT in the Spring of 1998 and was assigned a two-year training program. The program consisted of formal and informal on-the-job training within the RDOT and training departments. Our 1997 career interns have enjoyed a successful training program: two of the four hired in 1997 applied for and were accepted in two of the permanent training developer plus-up spaces. The remaining two performed exceptionally well in their training program and will graduate on schedule in the Spring of 1999.

#### Mission

The RDOT served as principal advisor to the Commanding General and staff on all matters pertaining to training. It directs all training matters for which the Signal Center has proponentcy. The directorate exercises staff supervision and training management control over training being conducted at the U.S. Army Signal Center and Fort Gordon (USASC&FG) and at the U.S. Army Signal Detachments and elements located at other installations. The directorate manages the USASC&FG Evaluation, Accreditation, Standardization Programs as prescribed in TRADOC Regulation 350-15. Training management responsibilities include oversight for all analysis, design, development and implementation of new and revised Signal courses, and the integration of new systems into the curricula.

## Resources

The RDOT's total budget allocation for FY98 was \$2,220,300. The budget was comprised of civilian pay, \$1,996,000; travel, \$94,400; contracts, \$32,900; and supplies, \$69,500. The last figure included automated data processing equipment hardware and software purchases.

### TRAINING SUPPORT DIVISION

The Training Support Division (TSD) is comprised of several branches: the Program Management Office/Accreditation Branch (PMO/Accred Branch); the Publications Branch; the Staff and Faculty Development Branch, which developed staff and faculty-related courses and workshops and trained more than 1,000 personnel; and the Total Army School System (TASS) Branch. These roles and functions of the branches are mentioned below.

#### Program Management Office/Accreditation Branch

During CY98, the PMO controlled all correspondence and distribution for the directorate. Personnel in the PMO tracked over 1,000 documents to completion, assisted in management of the Table of Distribution and Allowances (TDA) and the budget for the directorate, and processed thousands of student end-of-course critiques for the Signal Center. For the first few months of the year, PMO provided automation support for the directorate.

Accreditation personnel assigned to the branch assessed and evaluated the effectiveness, quality, and standardization of Signal Center training and training products. These personnel developed, staffed, and submitted the Signal Center Master Evaluation Plan for FY99.<sup>107</sup> Accreditation personnel managed and conducted a program of internal and external evaluation of Signal training, and provided feedback to training managers and combat and training developers. Accreditation personnel managed Signal Center participation in the TRADOC Combat Training Center rotation programs. Mr. William Davis, Evaluation Team Chief, was a member of the TRADOC Process Action Team that revised TRADOC Regulation 351-18, Total Army School System.<sup>108</sup>

Accreditation personnel, led by Mr. Davis, assessed conduct of Army Reserve/National Guard Individual Duty Training (IDT) and Annual Training (AT). The team recommended and coordinated full Signal Center accreditation for the TASS Region B Signal Battalion responsible for Signal training in Pennsylvania, Maryland, Delaware, Virginia, and West Virginia;<sup>109</sup> for the TASS Region E Signal Battalion, responsible for Signal training throughout Minnesota, Wisconsin, Michigan, Illinois, Indiana, and Ohio.<sup>110</sup>

The team commenced assessment of training for accreditation during training year (TY) 1999 of the TASS Region C Signal Battalion responsible for Signal training throughout North

---

<sup>107</sup>Memorandum, 3 Aug 1998, MG Peter M. Cuviallo to Cmdr, TRADOC et al., subj: USASC&FG Master Evaluation Plan FY99 w/atch Master Plan.

<sup>108</sup>Memorandum, 13 Jan 1998, William E. Davis to Director, RDOT, subj: Trip Report for Mr. William E. Davis, TRADOC Regulation 351-18 Process Action Team (PAT) Workshop, Holiday Inn, Hampton, VA (5-9 Jan 98).

<sup>109</sup>Memorandum, 19 Oct 1998, MG Peter M. Cuviallo to Cmdr, 80<sup>th</sup> Division et al., subj: Accreditation of the Region B Signal School Battalion.

<sup>110</sup>Memorandum, 19 Oct 1998, MG Cuviallo to Cmdr, 84<sup>th</sup> Division et al., subj: Accreditation of the Region E Signal School Battalion.

Carolina, South Carolina, Georgia, and Florida;<sup>111</sup> for the TASS Region F Signal Battalion responsible for Signal training in Iowa, Missouri, Arkansas, Louisiana, Nebraska, Kansas, Oklahoma, Texas, and New Mexico;<sup>112</sup> and for the TASS Region G Signal Battalion responsible for Signal training throughout Washington, Montana, North Dakota, South Dakota, Wyoming, Colorado, Utah, Arizona, Nevada, California, Idaho, and Oregon.<sup>113</sup>

Personnel conducted more than 50 on-site assessments of reserve component Signal training and Signal training support, as well as comprehensive internal evaluations of two courses conducted at the Signal Center.<sup>114</sup> Although additional planned and scheduled internal evaluations and unannounced classroom observations were canceled due to shortage of personnel. Accreditation personnel conducted five other assessments of resident Signal training and annex and end-of-course comprehensive tests during CY98.<sup>115</sup>

## Publications Branch

The primary goal of the Publications Branch, TSD, RDOT, is to publish Signal Corps doctrine and training literature. Training literature includes: Field Manuals (FMs), Training Circulars (TCs), Army Training and Evaluation Program-Mission Training Plans (ARTEP-MTPs), Soldier Training Publications (STPs), and Training Support Packages (TSPs). Publications Branch also served as the RDOT WebMaster.

During CY98, the Publications Branch produced the following draft FMs and placed them on the web for field review and comments.

- FM 11-55, Mobile Subscriber Equipment (MSE) Operations,<sup>116</sup>
- FM 24-7, Army Battle Command System (ABCS) Systems Management Techniques,<sup>117</sup>
- FM 24-32, Tactics, Techniques, and Procedures for the Tactical Internet,<sup>118</sup>
- FM 11-45, Signal Support to Theater Operations,<sup>119</sup>
- FM 11-71, Network and Systems Management.<sup>120</sup>

---

<sup>111</sup>Memorandum, 16 Sep 1998, COL Larry E. Turgeon to Commander, 3<sup>rd</sup> Bde, 108<sup>th</sup> Division, subj: FY99 Accreditation of 3/108<sup>th</sup> Signal Battalion (Region C).

<sup>112</sup>Memorandum, 16 Sep 1998, Turgeon to Cmdr, 3<sup>rd</sup> Bde, 95<sup>th</sup> Division, subj: FY99 Accreditation of 3/95<sup>th</sup> Signal Battalion (region F).

<sup>113</sup>Memorandum, 16 Sep 1998, Turgeon to Cmdr, 3<sup>rd</sup> Bde, 104<sup>th</sup> Division, subj: FY99 Accreditation of 2/104<sup>th</sup> Signal Battalion (Region G).

<sup>114</sup>Memorandum, 5 Feb 1998, Wanda C. Butler to Commandant, RNCOA, subj: Internal Evaluation of the 31S40/31P40 Satellite/Microwave Systems Chief Advanced Noncommissioned Officers Course (ANCOC); Memorandum, 15 Apr 1998, Wanda C. Butler to Commandant, RNCOA, subj: Internal Evaluation of the 31L30 Cable Systems Installer-Maintainer Basic Noncommissioned Officer Course (BNCOC).

<sup>115</sup>Memorandum, 23 July 1998, COL Turgeon to Director, Computer Science School, subj: Classroom Observation of the 74C10 AIT Course; Memorandum, 21 Aug 1998, Wanda Butler to Commandant, RNCOA, subj: Classroom Observation of the 31L30 BNCOC Course; Memorandum, 9 Sep 1998, Turgeon to Commandant, RNCOA, subj: Classroom Observation of the 31L30 BNCOC Course; Memorandum, 20 Oct 1998, Turgeon to Commandant, RNCOA, subj: Criterion Test Assessment of 31L30; Memorandum, Wanda C. Butler to Director, Computer Science School, subj: Classroom Observation of the 74C10 AIT Course.

<sup>116</sup>Memorandum, ca. Dec 1998, COL William S. Rodakowski to Commandant, ROA, subj: Review of FM 11-55, Mobile Subscriber Equipment (MSE) Operations (Final Draft).

<sup>117</sup>Memorandum, ca Sep 1998, COL Rodakowski to Cmdr, 1<sup>st</sup> Signal Brigade et al., subj: Review of FM 24-7 (Coordinating Draft), Tactical Local Area Network (LAN) Management.

<sup>118</sup>FM-24-32, "Tactics, Techniques, and Procedures for the Tactical Internet (Coordinating Draft, Version 5)," Oct 1997.

<sup>119</sup>FM 11-45, "Signal Support to Theater Operations (Coordinating Draft)," Sep 1998.

Publications Branch completed one Soldier's Manual-Trainer's Guide (SM-TG), one draft SM-TG, two final ARTEPs, two Combined Arms Training Strategy (CATS) and two Warfighter Information Network (WIN) documents which were placed on the world wide web. In addition, Publications redesigned the RDOT home page, supported the Regimental Week General Officer (GO) Session, the Signal Symposium and the Symposium GO Session. The branch also produced graphics for all four issues of the Army Communicator magazine, as well as numerous briefings and graphic displays.

Sergeant First Class James E. Brown, NCOIC of the branch, implemented the directorate's Consideration of Others (CO2) program. A master facilitator, SFC Brown trained numerous facilitators for the post, as well as several of RDOT's own employees. SFC Brown and his team conducted over ten CO2 sessions during the year, and spent significant time and energy to produce lesson plans, facilitate discussions, and articulate results.

### **Staff and Faculty Development Branch (SFDB)**

Personnel turnovers and branch moves characterized 1998 in the SFDB. Mr. James A. Mercer, GS-12, continued as Branch Chief. One civilian slot, Instructional Systems Specialist (1750-11), was added to the TDA. Ms. Norma Childs was laterally assigned from Training Management Division (TMD) to fill this position. The number of authorized enlisted instructor slots were reduced from nine to seven; only five were on hand at the end of the year, with no replacements due in. The branch vacated buildings 41103, 41104, and 41105; and moved into buildings 41201 and 41202. The Staff and Faculty Development Branch retained buildings 41101 and 41102.

Staff and Faculty Development Branch personnel conducted regular cycles of the curriculum during the year, training 859 students in SFDB courses, including Systems Approach to Training (SAT), Small Group Instruction (SGI), Total Army Instructor Training Course (TAITC), Principles of Counseling Course (PCC), and Cardiopulmonary Resuscitation (CPR) Course.<sup>121</sup> The Total Army Quality (TAQ) course was not offered this year and was dropped as a course offering by direction of the Director RDOT.

Through the efforts of Norma Childs, Milton Gresham, and Patrick Baker (DA Intern), three new courses were added to the curriculum; Automated Systems Approach to Training (ASAT), Designer's Edge (DE), and ToolBook II. Staff and Faculty personnel also facilitated five iterations of the Video Teletraining-Instructor Training Course (VTT-ITC). SFDB also accepted invitations to conduct two TAITC classes at Tobyhanna, Pennsylvania. While completion of PCC and CPR have long been prerequisites for instructor training certification, in 1998 SFDB began requiring that students complete those prerequisites before the start of TAITC classes.<sup>122</sup> This change has permitted the branch to establish a formal graduation ceremony for those who have completed TAITC and all prerequisites. SFDB enrolled 28 CP32 students in 36 undergraduate- and graduate-level courses through Texas Technical University. The branch also published a revised SFDB Synopsis of Courses.<sup>123</sup>

---

<sup>120</sup>Memorandum, 30 Nov 1998, COL Williams S. Rodakowski to Commandant, RDOT, et al., subj: Review of FM 11-71, Network and Systems Management."

<sup>121</sup>Computer Data Sheet, SFDB, 6 Jan 1999, "Total Number of Students Trained by SFDB FY98."

<sup>122</sup>Memorandum, 30 Mar 1998, COL Robert C. Zelazny, CofS to Cmdr, 15<sup>th</sup> Signal Bde et al., "Instructor Certification Requirements - Cardiopulmonary Resuscitation (CPR)."

<sup>123</sup>SFDB Synopsis of Courses, ca. Oct 1998.

A revamp of the Instructor Recognition Program and USASC&FG Regulation 672-4, USASC&FG Instructor Recognition Program resulted in Staff and Faculty personnel, exclusively, conducting all the instructor evaluations.<sup>124</sup> Staff Sergeant Robbie Treadwell, Computer Science School, was selected as the Fort Gordon Instructor of the Year for 1998. Staff Sergeant Treadwell was honored at the second Annual Signal Recognition Ball for her achievements. She also competed in the TRADOC Instructor of the Year competition.

During 1998, the Training Developmental Media Lab ITC was developed. The computer lab co-located with SAT allowed several changes to be made to the SAT course Program of Instruction (POI). The major change was to integrate ASAT into the course. SFDB personnel also revised USASC&FG Regulation 350-2, Staff and Faculty Development Training.<sup>125</sup>

During the year, the SFDB served as host and home base for five Instructional Systems Specialist DA level interns. Each intern was given office space and equipment to complete assigned tasks. SFDB developed and implemented a training plan for the interns that required them to complete the Staff and Faculty curriculum, develop training products, and conduct classes. SFDB personnel organized the GO Session of the 26th Annual Signal Symposium in December.<sup>126</sup>

### **Total Army School System (TASS) Branch**

During CY98, the TASS Implementation Branch was involved in accrediting the TASS Regions, certifying TASS instructors, and processing waiver requests. There were also numerous position changes and new Title XI soldiers who joined the TASS Branch.

The Branch experienced a number of personnel turnovers. Master Sergeant Fields was selected for promotion and is now attending the Sergeant Major's Academy. Sergeant First Class Bridges retired at the end of last year and was replaced by Master Sergeant Morrison. Captain Randy Riedy replaced Major Martha Hahn as Branch chief. Major Hahn was due to retire in early 1999. In Region A, Master Sergeant Deans transferred to Germany and was replaced by MSG Crosby. New Title XIs also joined Region C, MSG Rodriguez; Region F, MSG(P) Chapman, and MSG Huff; and in Region G, MSG Velazquez.

Several major events consumed the bulk of our resources in 1998. The TASS Commander's Call and Training Workshop for Region Battalion Commanders, held twice, on 23-25 April 1998 and 24-25 September 1998, with all regions participating.<sup>127</sup> The September Commander's Call had representatives from the two High Tech - Regional Training Sites, one from Sacramento, California and the other one from Tobyhanna, Pennsylvania. The 1998 Signal Symposium, held in December, provided many reserve component commanders and representatives the opportunity to discuss issues and meet the proponent representatives.

---

<sup>124</sup>USASC&FG Reg 672-4, 3 Apr 1998; FG Form 672-1-R-E, "Conference Assessment Form); FG Form 672-2-R-E, "SGI Assessment Form."

<sup>125</sup>USASC&FG Reg 350-2, 26 March 1998.

<sup>126</sup>Material for the General Officer Session, 26<sup>th</sup> Signal Symposium, 3 Dec 1998.

<sup>127</sup>Memorandum, 11 May 1998, Wand A. Butler to Cmdr, 80<sup>th</sup> Division et al., subj: Minutes from USASC&FG Second Annual Total Army School System (TASS) Battalion Commanders Call, 23-25 April 1998; Memorandum, ca. Oct 1998, Larry L. Turgeon to Cmdr 80<sup>th</sup> Division et al., subj: Minutes from USASC&FG Third Total Army School System (TASS) Battalion Commander's Call and Training Workshop, 24-25 Sep 1998.

The TASS Branch assisted the Accreditation Branch in their assessment mission. On 19 October 1998, the 3/80th Signal Battalion from Region B and the 4/84th Signal Battalion from Region E were accredited.<sup>128</sup>

During 1998, 56 training waivers were submitted and approved by the RDOT. There were 11 from Region A, ten from Region B, eight from Region C, two from Region D, 18 from Region E, one from Region F, and six from Region G. The trend of waivers seemed to be for student to instructor ratio, lack of equipment, instructor grade waivers, and minimum class size. The TASS Branch will focus on reducing these waivers in 1999.<sup>129</sup>

A total of 73 TASS instructors were certified this past year. These included seven in Region A, six in Region B, 35 in Region C, three in Region D, six in Region E, four in Region F, and 12 from Region G.<sup>130</sup>

### **TRAINING MANAGEMENT DIVISION (TMD)**

The division's primary challenge for 1998 was to meet the goals set and accomplish even more while being affected by budget cuts, reduced manpower, and severe financial constraints on training within the Signal Center. The most critical missions focused on resolving issues and problems to ensure day-to-day training was accomplished and soldiers received the highest quality training possible.

#### **Resident Training Management Branch (RTMB)**

During the year, the Resident Training Management Branch personnel were involved in several activities. These are mentioned below.

**Project Improved Mobile Subscriber Equipment-Taiwan:** The United States Government sold the Improved Mobile Subscriber Equipment (IMSE), manufactured by the GTE Corporation, to the Taiwan Government under the Foreign Military Sale (FMS) program. Taiwan requested that Initial Key Personnel (IKP) training be conducted by GTE at the Signal Center. Fort Gordon agreed to provide needed facilities and services, on a cost reimbursable basis, under the provisions of an Interservice Support Agreement (ISA) with the Communications Electronics Command/Program Manager-Warfighter Information Network-Terrestrial (CECOM/PM-WIN-T).

The initial, key personnel training occurred 2 July-16 December at Brant Hall for 38 Taiwan Officers. On their return to Taiwan, these students would comprise the New Equipment Training (NET) team responsible for training the Taiwan Army Units receiving IMSE. The PM-WIN-T and GTE are providing consulting services to assist Taiwan during the NET. The 25 IMSE shelters used for training at Brant Hall were shipped to Taiwan upon completion of training.

Since March 1996, this project was coordinated between Mr. Terry Claussen, Office of the PM-WIN-T, and Ms. Christiane Mitchum, TMD, RDOT. Besides GTE, the other Fort Gordon organizations involved in the process were RDOT (Mr. Tom Johnson), DRM, DOIM and DPW.

---

<sup>128</sup>Memorandum, 19 Oct 1998, MG Peter M. Cuvillo to Cmdr, 80<sup>th</sup> Division et al., subj: Accreditation of the Region B Signal School Battalion; Memorandum, 19 Oct 1998, Cuvillo to Cmdr, 84<sup>th</sup> Division et al., subj: Accreditation of the Region E Signal School Battalion.

<sup>129</sup>Memorandum, 28 Oct 1998, CPT Randy K. Riedy to Barbara Walton, RDOT, subj: TASS Bn Waivers for FY97 and FY98.

<sup>130</sup>Computer Printout Data Base, 3 Nov 1998, subj: Instructor Certification Requirement.

This project had high visibility, and was visited by several VIPs such as then Commanding General, Major General Ackerman, GEN (Ret) Vuono; COL(P) Velma Richardson, Fort Gordon Deputy Commander, Major General Lee, Taiwan Chief of Signal, and other very high ranking Taiwan Officers.<sup>131</sup>

**Classroom XXI and Distance Learning Classroom Upgrades:** On 31 October 1997, the Signal Center installation commander and representatives from the Program Manager, Distance Learning (DL), and the TRADOC Classroom XXI point of contact, signed two memorandums of agreement (MOA), pertaining to classroom upgrades. The MOAs identified the responsibilities of all parties involved in the classroom upgrades.<sup>132</sup>

In June, the classroom upgrades commenced including four upgrading three classrooms for DL and one for Classroom XXI. Another classroom was upgraded for a Digitized Training Access Center (DTAC). The DTAC housed the servers that stored the digitized training material.

The classrooms were remodeled to include new wall covering, raised floor, new lights, ergonomically correct furniture, and automated student workstations at each of the 16 student positions and the instructor position. In addition, a televideo training system was installed.

In June 1998 connectivity for the DL classrooms was terminated in the building communication closet. The Distance Learning classrooms had only "stand-alone" automation support, however, the televideo equipment was operational. The automation connectivity for the DL classrooms was scheduled to be installed during the third quarter of fiscal year 2000.

The automation connectivity for the Classroom XXI was installed in September 1998 and all of the classrooms were fully operational.

**Signal School Training Agencies Relocation:** In November 1997, Colonel Robert C. Zelazny, the Signal Center Chief of Staff, tasked the RDOT to consolidate training facilities within the Signal School for the purpose of saving monies by making a more cost-efficient use of facilities. This move consisted of the physical relocation of five training departments, the GTE MSE Resident School (MSERS), and training support elements. Supplemental instructions were published by RDOT on 15 December 1997.<sup>133</sup>

Initial milestones called for contracts to be awarded, and FY98 funds obligated for engineering and information management support not later than 30 September 1998. Projection was to be no later than 30 September 1999. However, milestones had to be re-worked in order to meet the stringent training requirements and class schedules of the GTE MSERS. To meet contractual requirements, it was decided to relocate the training departments first, then the MSERS. The majority of the MSERS equipment was moved during Exodus. Training would resume on 5 January 1999 in Brant Hall, the new facility. Only the outdoor antenna erection training and the old CNS-I remained at the old MSERS location.

As a result of this move, approximately 150,000 gross square feet of space in 45 buildings were vacated in the Brems Barracks complex. The majority of the vacated space was

---

<sup>131</sup>Briefing, nd, PM WIN-T, subj: Project Manager Warfighter Information Network-Terrestrial (PM WIN-T) Briefing.

<sup>132</sup>Memorandum of Agreement (MOA) between TRADOC and USASC&FG, 31 Oct 1998, subj: Classroom XXI (CRXXI) Installation Survey (IS); MOA between PO TACMIS, PM ADLP, TRADOC, and USASC&FG, subj: Army Distance Learning Program (DL) Installation Survey (IS).

<sup>133</sup>Memorandum, 24 Nov 1997, COL Robert C. Zelazny to Cmdr, 15<sup>th</sup> Signal Bde et al., subj: Relocations/Space Reallocations Within the Signal School; Memorandum, 15 Dec 1998, COL Thoms E. Taylor to Cmdr, 15<sup>th</sup> Sig Bde et al., subj: Relocations/Space Reallocations Within the Signal School.

uneconomical to maintain and will be demolished. Despite many unforeseen problems, milestones were met and the project was accomplished on time.

**Structure Manning Decision Review (SMDR):** The Department of Army conducted the FY02 TASS SMDR for the Signal Center on 20 October 1998. For the first time, the Signal Center included Signal RC3 and Total Army Training System (TATS) courses, as well as Signal Center resident courses. FY01 was relooked for the second and final year; however, further adjustments in FY01 programmed student input will be made during the Training Resources Arbitration Panels (TRAP) for that year.

In addition, all 190 Signal proponent courses were reviewed, first in a session with HQ TRADOC, then with DA. Fact Sheet memoranda on two constrained courses were provided prior to the SMDR. The Council of Colonels will decide how to resolve the constraints based on provided recommendations. After the conclusion of the SMDR, the DA required one additional detailed Fact Sheet memorandum pertaining to the Defense Messaging System (DMS) training capacity for FY99 and out years. The final Army Program for Individual Training (ARPRINT), the mission document for allocating resources and scheduling classes, will be available in January 1999.<sup>134</sup>

**Interservice Training Review Organization (ITRO) Study Consolidation of Communications Training:** As a result of a Joint Chiefs of Staff (JCS) directive, the ITRO Executive Board directed the Service Schools (TRADOC/SIGCEN and other Services) to review the functional area of communications to find common areas that could be consolidated and, or, collocated with the goal of eliminating unnecessary duplication and training redundancy without negatively impacting training quality. Based on this study, the Secretary of Defense directed the consolidation and collocation of selected Air Force courses from Keesler Air Force Base, Mississippi, to the Signal Center. As a direct result of implementing the Communications Study, the Department of Defense will realize an annual, recurring savings of \$2,700,000.

In July 1998, the Air Force and Army signed an MOA; training would commence on 5 January 1999.<sup>135</sup> The Fort Gordon population increased by approximately 887 students and 68 permanent party personnel. The consolidated or collocated courses include:

- SATCOM Systems Operator/Maintainer (31S10).
- Telecommunications Computer Operator/Maintainer (74G10).
- Microwave Systems Operator/Maintainer (31P10).
- Air Force Courses: MILSTAR Maintenance and Command Post, Satellite Wide-Band, TACSAT, AN/TRC-170 and AN/TYC-39.

**Defense Message System (DMS) Training:** During a 1997 meeting, the Detailed Analysis Group (DAG), ITRO, recommended all services receive standard DMS training consisting of 22 days. The Defense Information Systems Agency (DISA) procured 12 suites of equipment designated for training. They were divided equally among the Army, Air Force, and Navy/Marine Corps. The four suites of equipment designated for Army training were installed in the Computer Science School; three suites were installed in 1998 and one installed in 1997. The exceptions were

---

<sup>134</sup>Trip Report, ca. 15 Sep 1998, subj: Trip Report, FY02 Structure Manning Decision Review (SMDR).

<sup>135</sup>MOA between TRADOC, USASC&FG, and the USAF, July 1998, subj: Consolidation and Collocation of Communications Training at the USASC&FG, Fort Gordon, GA; Marla Jones, "Air Force Graduates First Class," The Signal, ca. June 1998.

the Certification Authority Workstations (CAW) which had not been received. The four suites of equipment will support 960 students a year on two shifts.

The projected student input exceeded the capacity of the four suites of equipment provided by DISA, and generated a requirement for additional instructor personnel. The Signal Center continued to work with DISA, the Program Manager-DMS-Army, and the Army Personnel Command (PERSCOM) to obtain three additional suites of equipment and 25 additional instructors to resolve these training shortfalls. A "Get Well Plan" was developed as justification for needed resources, and an interim training strategy was developed which will be implemented in January 1999. The interim strategy will temporarily reduce the DMS training time in the MOS 74B10 course from 22 days to 10 days. This will free up some equipment time so Warrant Officers and Noncommissioned Officers can receive DMS training. The Signal Center will continue to work with higher commands to resolve the long-term issues for DMS training.<sup>136</sup>

### **Total Army Training System (TATS) Branch**

During CY98, the TATS Branch provided one Mobile Training Team (MTT) for a total of 28 man-days to support the High Tech Regional Training Site for 31L10 training. The MTTs provided sustainment training to the Active Component (AC) and Reserve Component (RC) Signal soldiers throughout the United States.

The TATS Branch prepared and submitted a consolidated TATS Redesign Status Report to TRADOC on the Signal Center's effort to complete all TATS course conversion. The Signal Center completed four TATS POIs (31C10, 31F10, 31L10, and 31R10) and forwarded them to TRADOC for input into the Army Training Requirements and Resource Systems (ATRRS) database. The Signal Center expects to have 6 more TATS POIs (31C30, 31F30, 31L30, 31R30, 74C10, and 74C30) for entry into the ATRRS database by end of the fourth quarter of FY99. This action will update the ATRRS and provide the RC TASS Battalions with the most current training products available to train all wartime critical tasks. The Signal Center's final delivery of all products is scheduled for fourth quarter FY99. After the completion of the initial course redesign, the Signal Center will dedicate training development efforts to meet the distance learning initiative.<sup>137</sup>

### **Unit Training Branch (UTB)**

The TRADOC contract with the TRW Company to produce the CATS for the Heavy Division Signal Battalion was successfully completed on 15 November. The CATS will eventually be used by training managers to make informed training decisions, based on all training resources versus training requirements.

On 31 December, the contract with EER Systems, Incorporated, to produce version four of the coordinating draft ARTEP-MTP for the 124th Signal Battalion at Fort Hood, Texas, was successfully completed. This draft supports the Digitized Force XXI and Army Training XXI. The draft will be updated again in either 1999 or 2000, before the unit comes on line, fully equipped.

---

<sup>136</sup>Training Plan, ATZH-DTM, Dec 1998, subj: Get Well Plan for Defense Message System (DMS) Training U.S. Army Signal School.

<sup>137</sup>Computer Printout Database, ca, 13 Jan 99, subj: TATS Course Implementation Schematic Profile Status.

The collective task data in ARTEP-MTPs 11-1 and 11-2 were updated to make them as current as possible. All required ASAT linkages are ongoing. They must be completed before the approval process can begin in mid-1999.

### **Course Management Branch (CTB)**

During 1998, Course Management Branch personnel, coordinated the rescission of USASC&FG Regulation 350-19, Preparation of Resident Instructional Material; USASC&FG Circular 351-1, Training Development and Management of Training Requirements Analysis System (TRAS) Documentation; and USASC&FG Pamphlet 350-4, Training Design and Development "How To."<sup>138</sup> Branch personnel forwarded the following POIs to the American Education Council for review:

- 4C-F46/260-F12, Tactical Signal S3 Course EAC/ECB.
- 4C-F58/260-F16, Joint Revised Battlefield Electronics CEO/SOI System (RBECS).
- 4C-F36X (CT), Signal Officer Advanced Preparatory-Allied Officer.
- 102-F115, Survivable Secure Communications Network (SSCN) SATCOM Terminal Maintainer.

Course Management Branch personnel were very occupied during the year. Course Management Branch personnel:

- Reviewed the Counseling Instruction TSP for the Center for Army Leadership and staffed document to ROA and RNCOA and provided copies of Counseling Instruction lesson plans to TRADOC.<sup>139</sup>
- Coordinated the Program of Instruction Management Module (POIMM) version 5.02 with training departments and contractor personnel, as a beta version so all could become familiar with new POIMM program prior to issue in FY99.<sup>140</sup>
- Participated in the notification of departmental personnel of the Inspector General's Training Inspection Concept for FY98.
- Reviewed TRADOC Regulation 350-6, Initial Entry Training Policies and Administration and provided comments.
- Reviewed the American Council on Education (ACE) list of current Signal Courses they have reviewed and have on hand for future review. The results of this review were returned to ACE.
- Made changes to DA PAM 351-4, U.S. Army Formal Schools Catalog, SH Screen information that is on-line in ATRRS<sup>141</sup>.
- Participated in the analysis of the impact on resources, should MOS 74G be deleted.

---

<sup>138</sup>FG Form 1203, 2 Mar 1998, COL Thomas E. Taylor, subj: rescission of USASC&FG PAM 350-4, Training Design and Development "How To;" FG Form 1203, 2 Mar 1998, Wanda Butler, subj: Rescission of USASC&FG Circular, 351-1, Training Development and Management of Training Requirements Analysis System (TRAS); FG Form 1203, 2 Mar 1998, Wanda Butler, subj: Rescission of USASC&FG Regulation, 350-19, Preparation of Resident Instructional Material.

<sup>139</sup>Gayle A. Olszyk to Maj Donaldson et al, "Counseling Instruction Memo from LTG Meigs," 18 March 1998; COL Jerry W. McElwee to COL Robert C. Zelazny et al., "Counseling Instruction Memo from LTG Meigs, 18 March 1998; Olszyk to McElwee et al., subj: Counseling Instruction memo from LTG Meigs, 18 March 1998.

<sup>140</sup>Susan M. Mesner to Jerry Pruitt, 25 Nov 1998, subj: POIMM 5.05 #2.

<sup>141</sup>Computer Printout Data Base, nd., subj: Changes made to DA PAM 351-4.

- Participated in several meetings related to the move of Global Command and Control System (GCCS) training to Fort Gordon from Fort Gillem, Atlanta, and helped in the development of the MOA for this move by reviewing the MOA.
- Prepared a four-year analysis of budget load and instructor load based on current student input for FYs 98-01.
- Coordinated with TRADOC the receipt of computers for Advanced Individual Training (AIT) Sustainment Training in EO/POSH.<sup>142</sup>
- Coordinated the implementation of Phase II of the Revised Common Training Support Packages for the Officer and Noncommissioned Officer Education Systems (OES and NCOES).
- Developed the FY99 Command Training Guidance which is a document presenting the permanent party personnel guidance on the direction of training for the Signal Center. It establishes the training priorities for expenditures.<sup>143</sup>
- Submitted TRAS documentation to TRADOC to support new and revised training at the Signal Center.
- Coordinated the Installation Training Study conducted by TRADOC.
- Coordinated the visit of Space Command personnel, who are developing a standardized curriculum for use in Army leadership courses<sup>144</sup>.
- Coordinated the study of FTX/CPX inventory, as it relates to Signal Courses, for TRADOC.
- Coordinated a meeting on the Institutional Training Resource Management Model. This model will be used by TRADOC in future funding decisions.<sup>145</sup>
- Coordinated the paperwork necessary for the deletion of Navy courses 102-F14 (OS) and 202-F8 (OS).

In September, 1998, the TATS Branch, TMD, was incorporated into the CMB.

### **Individual Training Branch (ITB)**

The Occupational Data Analysis Requirements and Structure (ODARS) FY99 projects were approved by Office Chief of Signal (OCOS), and the RDOT, with input from the Computer Science School CSS), Regimental Officer Academy (ROA), Regimental Noncommissioned Officer Academy (RNCOA), Area Communications Department (RC/ACD), and the Transmission Systems Department (RC/TSD). On 26 May, the ODARS survey was completed for MOS 31U, Signal Support Systems Specialist.

In June, ODARS was started for MOS 74B, Information Systems Operator Analyst and ODARS went into development for MOSs 31W, Telecommunications Operations Chief, and 31C, Radio Operator Maintainer. On 10 December, a prioritized list of Signal MOSs was forwarded to TRADOC, and the Army Research Institute (ARI) to be approved for the FY99 ODARS projects.<sup>146</sup>

<sup>142</sup>Maj Jeanette Johnson, 10 Dec 1998, subj: Transportation Funding for Movement of Computers.

<sup>143</sup>Memorandum, 23 Dec 1998, MG Peter M. Cuvillo to Garrison Commander et al., subj: United States Army Signal Center Command Training Guidance for FY99.

<sup>144</sup>Robert A. Cassella to Jerry Pruit, 25 Sep 1998, subj: Space Curriculum Analysis Project.

<sup>145</sup>Susan Mesner to Phyllis Hicks et al., subj: CACI Visit.

<sup>146</sup>ODARS List of Signal Surveys, ca. 10 Dec 1998.

Effective on 1 October 1998, the Army Correspondence Course Program (ACCP) went into the first phase of a program designed to transition ACCP from paper to electronic media. This phase requires that only electronic enrollments be accepted at the Army Institute for Professional Development (AIPD). This is part of the Army's Distance Learning initiative emphasizing electronic delivery of training.

In March 1998, the Army Training Support Center (ATSC) at Fort Eustis, Virginia, made significant changes to the printing and distribution of Graphic Training Aids (GTA). To reduce printing cost associated with GTAs, 207 of the 290 GTAs were digitized, and are now available on the Internet from the Army Doctrinal and Training Digital Library at <http://www.atsc-army.org/ATDLS.html>. Due to the nature of the 83 GTAs that could not be digitized, such as plastic devices, oversized charts, games, and so on, the local Training Support Center (TSC) will continue to stock and distribute these products until the technological advances are in place to produce them in the TRADOC TSC. Of the 207 GTAs that were digitized, 59 belong to the Signal Corps.

The Individual Training Branch was tasked by TRADOC to review TRADOC Operations Directive 1-96. Branch personnel coordinated with five training departments for their review and input. ITB consolidated and forwarded recommended changes and comments on DA Form 2028 to TRADOC on 31 March 1998.<sup>147</sup>

In April, ITB coordinated with five training departments and provided an update to TRADOC on the Interactive Multimedia Instruction (IMI) Report. This report gives a brief overview on the IMI products available at the Signal Center. It was updated on a quarterly basis, until the ATSC directed proponents to update their data on ATSC's web side (<http://www-dcst.monroe.army.mil/adlp/distancelearning/index.html>). Ms. Lilla Dancy will be ITB's individual responsible for updating the Signal Center's products during the coming year.

Ms. Lilla Dancy, ITB, participated in the Media Selection Board for the Officer Advanced Course (June 1998), and MOS 31F, Network Switching Systems Operator-Maintainer (December 1998). Tasks were identified for short or long-term training, resident or non-resident (distance learning), and mode of delivery (printed or computer-assisted instruction) for training.

During 1998, ITB was responsible for managing MOS 31U, Signal Support Systems Specialist, contractor developed distance learning project. This project consisted of 67 hours of IMI products (55 hours of instruction on Compact Disc-Read Only Memories (CD-ROMs) and 12 hours of WEB-based training.) Branch personnel participated in the selection of templates, reviewed the Government-furnished Information Report, Instructional Media Design Report, Electronic Test Package, Training Evaluation Plan, and the prototype lesson. All activities were coordinated with RNCOA personnel. Comments were consolidated and provided to the contractor. Modification of the Statement of Work (SOW) for the jewel case and specifications for development of CD-ROMs were required. Ms. Dancy coordinated with the Contracting Officer's Representative (COR) at ATSC to initiate and finalize those changes. Ms. Dancy is working with RNCOA, RC/ACD, and CSS to review the CD-ROMs and other products developed by the contractor. This project was planned for the June 1998-June 1999 period.

During CY98, ITB received the following SMs and TGs from other installations for review. These were the:

- 17-19K-1-SM, Abrams Armor Crewman.
- 3-54B1-SM, Chemical Operation Specialist.

---

<sup>147</sup>Memorandum, April 1998, Wanda Butler to Cmdr, USASC&FG, subj: HQ TRADOC Operations Directive 1-96 w/2 atchs.

- ITB managed the development, final review, and delivery of the following Signal MOS SMs and TGs: 11-25M13-SM-TG, Multimedia Illustrator and 11-25R13-SM-TG, Visual Information Equipment Operator-Maintainer.

In June 1998, the senior ASAT developer from Fort Eustis, loaded ASAT Version 4.2 onto the new ASAT database server located on the 8th floor of Signal Towers, and set up the old server as a backup. This version updated the Doctrine Module and added the CATS module to ASAT. In November 1998, Version 4.26, which incorporated several patches released after Version 4.2, was released. Version 4.26 enhanced the capability to link individual tasks, lesson plans, and collective tasks, and approved FM created via the Doctrine Module. It enabled Doctrine developers to link FMs to higher-level Doctrine. Approximately 160 Fort Gordon personnel had access to ASAT. During July-August 1998, ITB developed a survey to obtain data for an Unfinanced Requirement (UFR) for ASAT. When the initial fielding of ASAT occurred in January 1994, a minimum configuration was a 286 processor. Each subsequent ASAT release required a better system to run. In September 1998, ITB completed the UFR with \$114,146 required to upgrade 53 systems and replace 55 systems.

During 1998, a total of 5 Joint Recruiting Information Support System (JRISS) films were produced at Fort Gordon and Fort Meade, Maryland, for the following MOSs :

- 31R, Multichannel Transmission Systems Operator-Maintainer,
- 31S, Satellite Communications Systems Operator-Maintainer,
- 25V, Combat Documentation Production Specialist,
- 74B, Information Systems Operator/Analyst,
- Skill Cluster Signal Corps.

The Recruiting Command used these films to acquaint potential recruits with the basic job responsibilities of the military occupational specialties. They may assist the potential soldier in deciding which career area they could satisfactorily perform.

In 1998, ITB was responsible for the heritage video, "Communicating Values: The Heritage of the Army Signal Corps." The video was produced to trace the history of the branches within the context of Army core values, discipline, and teamwork and will be shown as part of branch history instructions conducted in branch museums during AIT.

Ms. Berlin and SSG Moore, ITB, were points of contact for the TRADOC "Swap Shop" program. The purpose of this program was to share innovative programs across all TRADOC Schools. SSG Moore will coordinate monthly Teletraining Network (TNET) broadcasts with the training departments.

There were mini-workshops on the actions required preceding, and during, the conduct of Critical Task Site Selection Boards (CT/SSB) and the follow-on actions for SM-TG development. These working groups were conducted for the 31F and Area of Concentration (AOC) 25 personnel.

The CT/SSBs were conducted for MOSs 25V and 25Z. Ms. Collins participated as a voting member in the two boards, and gave guidance on regulations that governed critical tasks. On both boards, spirited discussions led to the development of accurate critical task lists.

The Signal Center completed the development of TSP for three common core tasks. The TSPs will ultimately be delivered to field users in the Total Army. ROTC cadets, AC, and RC soldiers of all ranks will use the TSPs to assist them in learning and performing activities

identified as common soldier skills. Final approval for the three TSPs was received from all three executive agents by 1 April 1998.

Ms. Collins attended the IMI Workshop held at Fort Eustis on 4-8 May. TRADOC recommended a pre-authoring tool, DE, be incorporated into the multimedia development process, so a training course for DE was developed at the Signal Center.

Ms. Collins attended DE training on 1-3 September with three other ITB personnel. The Integrated Training Branch and RNCOA each provided a participant in the advisor workshops held at Fort Eustis on 8 December, and ITB signed for a copy of the software for the School.

During 1998, Ms. Collins became the National Technological University (NTU) point of contact. The NTU, a distance learning institution, conferred graduate degrees in selected disciplines. This private, non-profit institution was founded to serve the advanced educational needs of today's busy, highly mobile engineers, scientists, and technical managers. The Signal Center signed their MOA on 10 September 1996.

In November 1998, the Classroom XXI, room 113 located in Greely Hall, was completed, and would be used for resident training. The distance learning classrooms, room 130 in Greely Hall, room 113 in Saltzman Hall, and room 132 in Allen Hal, were completed. They will be used for DL and individual training with courseware. During November, the Operational Test and Evaluation Command (OPTEC) performed a critical operational test and evaluation of the Total Army Distance Learning Program (TADLP) at Fort Gordon, with ITB coordinating the OPTEC. The OPTEC tested both the VTT and IMI capability, to include the effectiveness of procedures provided to the classroom manager, instructors, and students that enabled them to use the DL classroom and enhanced the training process.

On 10 June 1998, ITB published the Signal Center policy for designing, developing, and distributing IML. This policy identified standards for designing, developing, and delivering Signal Center IMI training products stored or delivered via CD-ROM, diskettes or via the web. On 31 July, ITB published the final Signal Center Guide for IMI development. This document is applicable to all IMI developed by the Signal Center staff and faculty or by contractor. As specified in our policy, the first IMI Standards Committee met on 5 August to review the products developed in-house by RC/ACD, and determine if these products should be submitted to ATSC. During the committee meeting, it was determined a step was missing from the Design, Development, and Distribution of IMI flowchart in the policy memorandum. On 9 September 1998, ITB published a corrected flowchart.

The TADLP Course List, dated 6 March 1998, included 25 Signal Corps courses for conversion to DL. The TADLP identified 31 courses to be funded annually through 2010. The Signal Captains Career (SCC) Course, AOC 25, and the Network Management Technician Warrant Officer Advanced Course (WOAC) 250N are numbers 30 and 31, respectively, on the TADLP Course List for FY99. On 11 September, the MOA between the Commanding General, TRADOC, and the Commanding General, Fort Gordon, was signed. This MOA allocated funds provided by the DA to implement the Army Distance Learning Program (ADLP), and defined how the funds would be expended. The CG, TRADOC provided the CG, Signal Center, \$1,228,880 for the development and redesign of the SCC Course, AOC 25, and the Network Management Technician WOAC 250N for DL delivery during FY99. The ROA identified 90 hours from the SCC Course, and 25 hours from the WOAC to be converted to DL. The RDOT

will complete the SOW for both courses and expects the contract to be awarded by the end of January 1999.<sup>148</sup>

### SYSTEMS INTEGRATION DIVISION (SID)

SID served as the Signal Center representative for the training in the area of new telecommunications and information equipment and systems. Its primary challenge for 1998 was to meet the Division's goals and objectives, and accomplish even more, while being affected by budget cuts, and reduced manpower.

The division's objectives were to maximize quality training while minimizing cost and to ensure war fighting tasks are trained. Other objectives included recommending cost saving training methods such as the use of simulators, embedded training, all electronic media, and shared assets.

Goals of the SID are to manage functions relating to the acquisition of new communications-electronics (C-E) systems, automated data equipment, training devices, simulators, and simulations under the Life Cycle System Management Model and the Spiral development concept. As in previous years, SID vigorously developed training strategies and managed training plans and programs required to operate, maintain, and support new C-E equipment and systems for military personnel. Narrative and descriptions of major systems that required significant manpower and resources this year are listed.

**Integrated System Control (ISYSCON):** The ISYSCON is an automated facility that select Signal S3 staffs will use to manage battlefield communications and automation systems. The ISYSCON automated the functions that System Controls (SYSCONs) currently perform semi-automatically or manually. These functions are network planning and engineering, wide area network management, Signal communications and control, battlefield spectrum management, and communications security.

Significant dates include the Operation Test Phase II that took place on 28 September-8 October 1998, at Fort Hood. The Milestone III Decision was projected for February 1999. The First Unit Equipped is to be Fort Hood in January 2000. Fielding to the Signal Center was scheduled for FY01, with the GTE MSERS to receive 42 Sun Sparc 20s; three AN/TYQ-76(V)1 (Split Shelter); Computer Science School 16 Sun Sparc 20s; 369th Signal Battalion (RC/ACD and RNCOA) to receive one each AN/TYQ-76(V)1; and the 442 Signal Battalion (ROA) to receive one AN/TYQ-76(V)1.

The ISYSCON training will be trained in the following training departments and schools: ROA, RNCOA, CSS, RC/ACD, and GTE MSERS.

**Warfighter Information Network -- Management System (WIN-MS), (Short Title "ISYSCON"):** The WIN-MS, "ISYSCON," application automated the Signal S3 network functions and allowed network managers to plan, organize, and manage information networks and network services while giving a common picture of the battlefield in support of the Warfighter. The WIN-MS evolved from a legacy system, the ISYSCON.

---

<sup>148</sup>Memorandum, 9 Sep 1998, COL Larry L. Turgeon to Cmdr, 15<sup>th</sup> Signal Bde et al., subj: Signal Center Policy for Designing, Developing, and Distributing Interactive Multimedia Instruction (IMI); MOA between the CG, TRADOC and the CG, USASC&FG, ca. 11 Sep 1998, subj: Army Distance Learning Program Resource Allocation.

The WIN-MS development is in its infant stage. The TRADOC approved the WIN-MS Operational Requirements Document (ORD) and initial draft of the Systems Training Plan (STRAP) on 30 November 1998 with a stipulation that institutional training hours for the target audience will be zero growth based. The approved ORD and STRAP documents allow the Project Manager, WIN Terrestrial to secure and allocate funds for developing and testing WIN-MS.<sup>149</sup>

The WIN-MS target audience is: Enlisted:31F30, 31S40, 31W40, 31U40, 74B10; Warrant Officer, 250N, 251A; and Officers, 25C, 53A

**Warfighter Simulation (WARSIM) 2000:** The Warfighter Simulator (WARSIM) 2000 initiative develops models for Army proponent doctrine, operation, and organization in support of Army XXI and the Digitized Divisions. The WARSIM 2000 initiative is centered at Fort Leavenworth, Kansas, and awards contracts to Lockheed Martin to develop knowledge acquisition (KA) packages for simulation. Veda Corporation of Lockheed Martin sends the KA packages to the objective proponent for validation.

The Signal proponent has two KAs that are due validation by 8 February 1999. These KA, with title, identification (ID), and document (DOC) are:

- U.S. Army Retrains Team, Plan and Conduct FM Retrains, Document # ID WRPRO0263.00.00, DOC 980925-03.
- U.S. Army Common, Establish Internal Wire Communication, Document # ID WRPRO0235.00.00, DOC 981008-06.

The target audience for WARSIM includes all Signal military occupational specialties. WARSIM simulated events are unit level, collective, tasks.

**Single Channel Anti-jam Manportable (SCAMP):** The Single Channel Antijam Manportable is designed to interface with the MILSTAR low data rate payload. The SCAMP has anti jam, low probability of interception/low probability of deception and exploitation capabilities to reduce the effectiveness of electronic warfare and possibility of destruction.

The SCAMP can operate point-to-point and broadcast modes to provide voice and data service at a maximum data rate of 2400 bits per second (bps). It will provide range extension for combat net radios as required to support Army operations as well as special operations. The SCAMP will provide combat net radio interface to users for data communications into area common user systems and combat net radio networks.

The SCAMP was tested in a Follow-On Test and Evaluation, at Fort Bragg, 28 October-18 November 1998. TRADOC approved the final STRAP on 20 January 1998.<sup>150</sup>

**Node Switch:** The Node Switch will be a tandem-capable access switch, which uses technology that allows integrated simultaneous voice, data, and video communications services. Wireless and wire connected subscribers will have access from 64 kilobits per second (kbps) to 128 kbps. The Node Switch will provide data, Battlefield Video Teleconferencing (BVTC), wireless Local Area Network (LAN), and cellular service to users and users and an ATM or Primary Rate Interface (PRI) to other switches.

Commercial technology will provide state-of-the-art quality and speed of service, reduce unique military logistics and maintenance requirements; and provide the Army with a tactical switch that will be smaller and lighter to meet the rapid mobility/transportability requirements of

<sup>149</sup>System Training Plan for WIN-MS, Initial Version, 5 Nov 1998.

<sup>150</sup>STRAP for SCAMP Terminal (AN/PSC-11) Block 11, Final Version, 2 Dec 1997

signal units. Direct interface between the tactical switch and US commercial networks will eliminate the need for multiple conversion devices, which degrade quality and timeliness of service and hamper mobility/transportability. This interface is also required to support CONUS based civil disaster relief operations and training requirements. The initial STRAP is under development.

**Generic Principle Trainer (GPT):** The primary mission for the training device is to provide MOS 31S operator and maintenance training on the principles of satellite communications. The training mission tasks are to operate, inspect, troubleshoot, and perform operator unit and intermediate maintenance tasks.

Major elements of the training system are courseware, software, and equipment mock-ups. The courseware is commercial off the shelf (COTS) items and the software required to simulate system function was developed using standard techniques and practices low.

The Defense Satellite Communications System (DSCS) GPT must provide the capability for the Signal Center to train the quantities of students in MOS 31S that will be required to support the planned deployment of DSCS resources.

The Training Device Requirements document is currently being updated. The Initial Operational Test and Evaluation was conducted 4 August-26 September 1997.

**Global Positioning System (GPS) Tactical Receivers (GTR):** The GTR provides real time position, velocity, and timing (PVT) information to Army tactical and strategic organizations in standalone and embedded configurations. The GTR is used during peacetime, contingency, and wartime across all battlefield functional areas (BFA) to provide worldwide, four hour a day, PVT data under adverse climatic and electronic conditions. The receivers are general-purpose user equipment. The equipment can be configurable for the individual soldier, vehicles, weapon systems, and system during ground, air, and sea operations.

The generation of GPS receivers will augment the map, compass, and other conventional positioning, navigation, surveying, and timing systems. It will enhance combat, combat support, and combat service support missions through improved accuracy and lethality of weapon systems and enhancement of command and control platforms across all BFAs.

TRADOC approved the STRAP in August 1997. The first unit equipped will take place 1QFY99.

**Secure Mobile Anti-jam Reliable Tactical Terminal-(SMART-T):** The SMART-T is a High Mobility Multipurpose Wheeled Vehicle (HMMWV) mounted Milstar compatible satellite terminal. This system provides range extension to the Army's Area Common User Systems (ACUS) to support Airland Operations within a theater of operations. It will permit uninterrupted communications as our advancing forces move beyond the line-of-sight capability of MSE. The SMART-T processes voice and data communications at low and medium data rates for uplink (transmit) in the Extremely High Frequency (EHF) range and will downlink (receive) in the Super High Frequency (SHF) range. The terminal will operate while unattended and remotely located from the equipment that it supports. The operator through Direct Support Maintainer is MOS 31F, Network Switching Systems Operator-Maintainer.

The SMART-T STRAP was approved by TRADOC in August 1998 and fielding was tentatively schedule for the first quarter of FY2000.<sup>151</sup>

---

<sup>151</sup>STRAP for SMART-T (AN/TSC-154), Revised, 3 June 1998.

**Global Broadcast Service (GBS):** The GBS is a joint project between the Army, Navy, Air Force, and Marine Corps that will be incorporated into the existing Military Satellite Communications (MILSATCOM). The GBS will be developed and fielded in three phases using commercial products, technologies and non-developed items:

- Phase 1 (FY96-98): Leased commercial satellite service operating as Ku band used for concept of operations development, demonstration, and limited operational support.
- Phase 2 (FY98-00): Initial fielding with threshold requirements with available satellite constellation support.
- Phase 3 (FY00-02+): Fielded systems will be upgraded with objective requirements with satellite constellation that will provide worldwide coverage.

The GBS will be a system of broadcast managers, primary (fixed) and theater (transportable) injection point (PIP/TIP), fixed and transportable receiver suites, broadcast satellites, and a management process. This system will be used for requesting and coordinating the distribution of information products using a "Smart Push and/or User Pull" philosophy so as to not saturate deployed forces with information overload. The GBS broadcast will be one-way, only distributing information. The system is scaleable and configurable to a variety of user installations and broadcast receive requirements, classified or unclassified video, data, or local area network.

The operation and maintenance will be contracted out for the PIP. TIP's will be operated/maintained by the Satellite Communications Equipment Repairer, MOS 31S10. The operation of Receive Suites will be a General Purpose User and unit level maintenance is Signal Support Systems Specialist, MOS 31U10.

**Super High Frequency (SHF) Tri-Band Advanced Range Extension Terminal (STAR-T):** The STAR-T is a lightweight, highly mobile, easily transportable, tactical satellite (TACSAT) terminal that is palletized mounted on a HMMWV. It has a tri-band capability in the SHF range and will provide range extension for Command, Control, Communications, and Intelligence (C3I) systems and Tri-service Tactical Communications (TRITAC) at Echelons Above Corps. The terminal will be capable of full duplex interface with both commercial and military satellites. The STAR-T replaces TACSAT terminals, AN/TSC-85B/93B. There will be two versions of the STAR-T; one with embedded automatic switch capability and one without. The switch version will interface with MSE and will be fielded to the Power Projection for Army Command, Control, and Communications (Power PAC3) Company, Intelligence and Electronics Warfare (IEW) community, Corps Signal Brigades, and designated Signal units.

The operator through Direct Support maintainer, will be MOS 31S, Satellite Communications Systems Operator-Maintainer for the non-switch version. The switch versions, in addition to MOS 31S, will have a MOS 31F, Network Switching Systems Operator-Maintainer for operation through direct support maintenance of the switch.

Milestone III review is scheduled for October-December 1998. The first unit equipped is scheduled for 1QFY00 at Fort Gordon.

**Secure Enroute Communications Package-Improved (SECOMP-I):** The SECOMP-I is a self-contained, standalone, Single Channel Tactical Satellite (SCTACSAT) system using multiple, man-pack Ultra High Frequency terminals. This system will use multi-band antenna systems which can support mobile operations operating in the 30-400 MHz range aboard United States Air Force aircraft, from decks of ships, and for ground operations. The system will have a universal, self-contained power supply. The standard version consists of one satellite (two

spitfires') Automatic Data Controllers that will provide voice and data. The computers will provide work stations that handle mission planning and rehearsal, joint standard Defense Mapping Agency, Digital Topographic Data, controlled image base products, mission related information, digitized photographs, and other mission related and intelligence information. There will be 85 command versions, (corps/division level), and 90 standard versions, (brigade or deployed elements), plus maintenance floats to be purchased.

There are no resident training requirements for operator (MOS 31C), unit level maintainer (MOS 31U), or direct support maintainer (MOS 35E) personnel. Operators and maintainers will be trained in the unit. The Materiel Developer's NET Team or contractor will conduct initial training when the equipment is fielded to the unit. The unit will use Embedded Training and training materials used by the NET Team or contractor to sustain proficiency. The ROA will develop the Tactics, Techniques, and Procedures (TTP) training. The TTP training will be based on the materiel and training provided by the contractor and will be provided to the units receiving the equipment.

The SECOMP-I has not been produced at this time, but COTS versions have been purchased and are being used with limited success by elements of the XVIII Airborne Corps. The ORD was approved 29 January 1997 and was under revision in 1998. System is ACAT 3 with Joint Interest.

**Enhanced Manpack Ultra High Frequency Terminal, AN/PSC-5 (SPITFIRE):** The Radio Set; AN/PSC-5 is a General Purpose User manpack radio with embedded Communications Security. It provides line-of-sight in the 30 to 4000 MHz frequency range; Demand Assignment Multiple Access (DAMA) digital voice and data communications in the 225 to 400 MHz range; and non-DAMA satellite communications in the 225 to 400 MHz frequency range. The SPITFIRE will replace the AN/PSC-3, AN/PSC-7, and the LST-5 radios. The SPITFIRE will be utilized throughout the Department of Defense to include Special Operations Forces (SOF), other military forces and organizations within all services and other Government agencies.

MOS 31U, Signal Support Systems Specialist, or SOF MOS 18E, Communications Specialist, will perform the Unit Level maintenance. MOS 35E, Radio/Communications Security Repairer, will perform the Direct Support maintenance.

The testing was conducted at Fort Bragg, in July 1996 and fielding began in the third quarter of FY97.

**Joint Tactical Radio System (JTRS):** The JTRS will be software-reprogrammable, multi-band/multi-media capable. Along with being networkable, it will provide simultaneous voice, data, and video communications. The JTRS must operate with legacy equipment and waveforms currently used by military and civilian land, air, surface ship, subsurface, man-mobile, and vehicular platforms, and incorporate new waveforms as they are developed.

The JTRS is designed for joint, combined and coalition operations requiring interpretable C3I capabilities via Line of Sight and Beyond Line of Sight transmissions. The JTRS will provide affordable, high-capacity tactical radios to meet these interoperability needs. The JTRS satisfies a core set of requirements common to the three domains that coincide with operational missions and environments: Airborne, Maritime, and Ground forces.

The ORD and the STRAP are under development. Fielding is tentatively scheduled for FY01.

**Army Key Management System (AKMS):** The AKMS is a capstone program that will provide information management planners and operators with the capability to provide highly responsive and reliable secure communication operations at both the theater/tactical and strategic/sustaining base levels. The AKMS is being built to meet a number of operational needs related to the management and distribution of Communications Security (COMSEC), Transmission Security (TRANSEC) and Signal Operations Instructions (SOI) data.

The AKMS consists of two interdependent programs: the Automated COMSEC Management and Engineering System (ACMES) which addresses the theater/tactical requirement, and Army Electronic Generation and Distribution System (AEGADS) which addresses the strategic/sustaining base requirement.

The operational test was completed, 15 September 1997 and failed. Due to the failed test, a decision was made, April 1998, to separate the AKMS Local COMSEC Management Software (LCMS) and the Automated COMSEC Engineering Software (ACES). This was done to meet the fielding of AKMS. The Signal Center approved the approach and directed the ORD, which was approved August 1996, be revised.

In October 1998, the Military Communications Electronics Board directed that the LCMS training and fielding be accelerated and be completed by December 2000. The LCMS is scheduled to be fielded, November 1999.

**Frequency Hopping Multiplexer (FHMUX), Antennas, Cosite and Mitigation Devices:** The FHMUX is a very high Frequency Hopping (FH) multicoupler. It provides four transceiver ports independently coupled to single antenna. The FHMUX extends radio frequency multiplexing to the Single Channel Ground and Airborne Radio System (SINCGARS) family of FH radios. It provides independent coupling for radios in full duplex mode operating with any combination of fixed channel or FH to a single antenna.

The 35E Ordnance Course was fielded 25 FHMUX cosite devices, May 1998 at Fort Gordon.

**Single Shelter Switch (SSS):** The SSS will be a downsized EAC circuit switch. The SSS will provide easier transportability for rapid mobilization and increased mobility. The SS will support force projection applications and split-based operations. The SSS will provide a migration path to the objective Warfighter Information Network SSS (Node Switch).

The SSS is a fielding effort designed to displace and remove the AN/TTC-39A, and downsize the present AN/TTC-39D. The new system will provide voice and packet switching capability through the use of small lightweight modular switching equipment.

The SSS is scheduled for fielding to the Signal Center, 3QFY00. It will be an open rack configuration.

The Area Common User System Modernization Plan (ACUS MP) is currently being updated to include the SSS.

**High Capacity Line of Site (HCLOS) Radio:** The HCLOS will serve as the next generation line-of-sight (LOS) radio for the Warfighter Information Network. Its primary role will be interswitch links on the backbone. The HCLOS will provide a LOS transmission link capable of a minimum data rate of 8.192 megabits per second (mbps) to support switching under dynamic battlefield conditions (both EAC and Echelons Corps and Below (ECB), to the

Asynchronous Transfer Mode Switch. The HCLOS is designed to replace the existing EAC and ECB and radio transmission networks.

The prime mover for the HCLOS is the High Mobility Digital Group Multiplexer Assembly (HMDA). The HCLOS will be employed through all signal units currently fielded with AN/GRC-103 or AN/GRC-226 radios.

The contract for the HCLOS was awarded to Canadian Marconi, 23 June, and the System Design Review was completed in August. The Area Communications System Radio Modernization Program for the HCLOS Preliminary Design Review was conducted, 20-22 October 1998. The Critical Design Review will be held January 1998. The First Article testing will be held 3QFY99. A STRAP is under development.

**Personal Communications Services (PCS):** The PCS will establish cable free voice networks in Command Posts (CP) at all echelons of operation. The PCS will provide signal and non-signal users with a small state-of-the-art, pocket-sized cellular device with increased capabilities to meet voice requirements. The PCS will significantly reduce the time required to establish or will replace current Radio Access Units (RAUs) and Mobile Subscriber RadioTelephone Terminals (MSRTs).

The PCS will be part of the Asynchronous Transfer Mode Hub Switch and Future Small Extension Node (FSEN), which will act as a cellular base station providing local wireless communication. The PCS will interface with tactical switches for call routing within a network. The PCS will support digital data transfer on the move by providing an alternative to current cable data networks.

The PCS will be employed by Combat, Combat Support, and Combat Service Support units for CPs, Tactical Operations Centers/Tactical Activity Centers, and/or by Standard Tactical Army Management Information Systems (STAMIS) users.

The Signal Center incorporated the above requirements into the ACUS MP.

The PCS funding was pushed beyond initial fielding in FY03. The projected fielding is now FY07. A STRAP will be developed.

**Wireless Local Area Network (LAN):** The Tactical Wireless LAN will be used to establish cable free data networks in CPs, Corps Support Groups, Ammunition Supply Points, etc. It will support immediate access to their computers while on the move. The Tactical Wireless LAN capability will allow multiple hard-wired LANs to be linked and allow a LAN to be extended through the ACUS MSE, TRI-TAC, and Tactical Internet to remote users.

The Tactical Wireless LAN will be installed in the FSEN, having two each and supporting up to 30 hosts with a throughput of 3 to 5 mbps per host. The Asynchronous Transfer Mode (ATM) Hub Switch will have one wireless LAN.

The Wireless LAN requirement was added to the ACUS MP. The Commanding General of the Signal Center signed the ACUS MP, 12 March 1996, PEO C3S signed it, 10 April 1996 as the requirements document for the terrestrial transport and information service portions of the WIN. A STRAP will be developed.

**Warfighter Information Network (WIN) Security System (SS):** The WIN SS technology and capabilities will be integrated into existing/future automation systems, LAN, wide area networks; i.e., WIN, to enable direct connection of highest level of classification of information maintained in the system/network. The WIN-SS components will provide trusted

access and allow processing of information at different security classifications, (Sensitive-but-Unclassified (SBU) through Top Secret/Sensitive Compartmented Information (TS/SCI)) simultaneously for all users of the networks.

The WIN-SS required capabilities will be phased out into three different categories; Near-term end-to-end, mid-term network security, and Far-Term. Far-Term (objective) WIN-SS is to provide a Multi Level Security (MLS) solution, as well as access to network services, for all communities.

The Army Battle Command System and Information will use WIN-SS in mission areas in tactical, strategic, and sustaining base systems. The Signal Center has revised the approved MLS ORD which changes it to the WIN-SS ORD. Integrated Concept Team meeting scheduled for 20-21 October 1998. The Signal Center endorsed a requirement for 203 Network Encryption Systems (NESs) for Army signal brigades as a near-term solution for data users. The PM WIN-T began NES fielding November 1996.

The WIN-SS will be trained to the following target audience: Network Switching System Operator Maintainer (31F), Multichannel Transmission System Operator Maintainer (31R), Signal Support Systems Specialist (31U), Telecommunication Operations Chief, (31W40), Information Systems Operator Analyst (74B), Combat Documentation/ Production Specialist (25V), Data Processing Technician (251A), Network Management Technician (250N), Signal Operations (25C), Systems Automation Management (53A). The WIN-SS STRAP is currently being revised.

**Universal Modem System (UMS):** The UMS consist of two primary components: the Universal Modem (UM) and the System Planning Computer (SPC). The UM provides the interoperable communications and network control and monitoring capability. The UMS will provide command and control connectivity for all strategic and tactical satellite communications for the United States, United Kingdom and NATO during all phases of conflict.

The training strategy for satellite communications equipment is to conduct operator, Direct Support maintenance training at the institutional level. The target audience for the UMS is the Satellite Communications Systems operator maintainer (31S). The player training to support the Follow on Test and Evaluation will be conducted during the second quarter of FY00. The training materials are at a 25 percent review stage. The first unit equipped is FY00 with institutional training to begin FY01.

**Army Tactical Defense Message System (DMS):** The DMS is the replacement system for the Automated Digital Network (AUTODIN) and existing e-mail used by the Department of Defense. DMS provides a fully integrated, supportable, secure, accountable, and completely COTS capability for e-mail and organizational/individual messages for the Department of Defense, ensuring that capability keeps pace with technology for years to come.

The system consists of four main components: A Message Handling System (MHS), Directory Services Agent (DSA), Management Workstation System (MWS) and SS. The SS is a combination of the Certification Authority Workstation.

The CSS, Fort Gordon, is currently teaching the MHS, DSA, MWS, and the ROA, Fort Gordon, is teaching the CAW. The ORD and the STRAP are under revision.

## CHAPTER VII

### U.S. ARMY SIGNAL CENTER AND FORT GORDON GARRISON COMMAND

#### From the Commander's Perspective

In 1998, the Garrison Command began its fifth year of operation, and, as it has been from the beginning, we continued to be greatly concerned with the quality of life enjoyed by the service members, civilians, and family members who work and live at Fort Gordon. Throughout the year, many exciting and creative projects were completed to enhance quality of life. One of the earliest of these was a project to install lighting around the track on Barton Field. These lights beautify the field and, more importantly, they provide increased security to those who use this track after dark. Another early project was the installation of a new Automatic Teller Machine near the NCO Club that became operational on 9 January 1998.

On 2 May 1998, the Student Recreation Center opened. This center was specifically designed for the exclusive enjoyment and entertainment of Initial Entry Trainees (IET). The center features the latest in high-tech arcade games, projection TVs, pool tables, a large stage for live bands and DJs, three big-screen TVs with satellite reception, a snack bar, dances, and special programming with live entertainment. The Recreation Center also features a SPRINT telephone center. Since admittance to the center is limited to IET soldiers, the center provides an outlet for these soldiers to relax and enjoy themselves without feeling that they are still under the immediate supervision of their Drill Sergeant or instructors.

Throughout the year a series of concerts took place in the new Freedom Park. During the summer months, the Signal Corps Stage Band presented a "Picnic in the Park" series of early-evening concerts. A relaxed atmosphere was encouraged, and refreshments were available for purchase. Attendance at these concerts was somewhat limited but those who came were very enthusiastic. Similar events are planned for 1999.

Fort Gordon celebrated the first-year anniversary of Freedom Park with the theme, "Partners in Freedom." The celebration was a community-oriented and family-oriented celebration of Fort Gordon and its partnership with the surrounding civilian community. There were many displays, exhibits, and performances, including a flyover by four F-16 fighter planes, a parachute jump by a team of Green Berets, a Blackhawk helicopter, an Apache attack helicopter, an exhibit of a portion of the 249th General Hospital, and displays of field-deployed military intelligence and signal equipment. There were also performances by the Signal Corps Band and by local youth musical and dance groups.

The most widely commented on concert of the year occurred on 1 August 1998, when Fort Gordon presented an outdoor concert by the highly popular rock group "Third Eye Blind" and two other nationally known groups. Approximately 10,000 people attended this concert. This was perhaps the largest concert event ever held in the Central Savannah River Area. On 4 September 1998 we hosted the "Dog Days of Summer" concert featuring country-western star Mark Chestnutt and other performers. Both concerts were held on Barton Field and were huge successes. The "Third Eye Blind" concert was featured in an article in the October/November issue of the Community and Family Support Command's *Feedback* publication.

In 1998, construction and renovation continued to be among the most notable features of the Fort Gordon landscape. The new Consolidated Maintenance Facility was completed and occupied during the summer of 1998. This enabled the Directorate of Public Works to vacate 23 World War II-era buildings. New barracks for the 513th Military Intelligence Brigade were completed during this period and are fully occupied. Initial occupancy began on 29 May 1998. More new barracks were under construction at the corner of Chamberlain Avenue and 19th Street, adjacent to the 513th barracks. Construction was to be completed by 31 July 2000.

One of the most notable construction projects of this period occurred outside our Gate One, the long-awaited extension of Belair Road from I-20 to Gordon Highway (Hwy 78). The Georgia Department of Transportation opened the road in July 1998, and was well received by the entire population of Fort Gordon. The road greatly reduces travel and commute time between the post and west Augusta and Columbia County. At the end of 1998, the Department of Transportation was beginning to work on construction of a new Gate Two for Fort Gordon. This construction was necessitated by the ongoing project to widen the Gordon Highway, which will soon require the permanent closure of the existing Gate Two.

Renovation was one of the ways we made maximum use of our resources. The Military Clothing Sales Store relocated to the renovated PXtra area and had its Grand Opening on 26 January 1998. The new store is an improvement over the old store, having approximately 1000 square feet more than the old store and carries a larger selection of items for non-Army service members. A barracks building near the intersection of Chamberlain Avenue and Rice Road was remodeled and became the new home of the Staff Judge Advocate (SJA). The SJA vacated the WWII-era buildings that had long been a landmark at the "Five Points" intersection. A project still underway at the close of 1998 was the renovation of the VOLAR-era barracks, where "raised beam" (i.e., sloped) roofs were being installed, eliminating a major source of rainwater damage.

The Signal Museum relocated to Conrad Hall, the facility formerly occupied by the Conrad Technical Library. Conrad Technical Library merged into the Woodworth Library reducing the overall operating costs of the library system. This placed the museum in the heart of the Signal School campus where it can be used more readily as a resource for teaching Army traditions and values. These relocations enabled the Fort Gordon Credit Union to renovate and occupy the building formerly used by the museum, vacating yet another WWII-era wooden building.

Food and refreshment are always of great interest to Army personnel, and there was great culinary news for Fort Gordon's personnel in 1998. We finally obtained an on-post source for fast fried chicken when the "Popeye's" concession opened in the Post Exchange Mall. A "Baskin-Robins" ice cream concession also opened in the mall, to the delight of all the young-at-heart in our population. Gourmet coffee continued to be very popular on post. In fact, the "Java Hut" concession in Signal Towers and the "Starbucks" concession in the Eisenhower Army Medical Center were so successful that the "Java Hut" owner obtained approval to expand to provide a drive-through/walk-up coffee and beverage service at the corner of Rice Road and Chamberlain Avenue. It is anticipated that this firm will place a semi-permanent structure at this location early in 1999. The service at this location will be undertaken as a one-year trial, with the option to extend and upgrade to a more permanent structure as business indicates.

Keeping the Fort Gordon population informed continued to be the focus of major effort within the Garrison Command. As in previous years, we used a variety of media and venues for "getting the word out" including The Signal, the "Fort Gordon Report," Town Hall meetings, the Community Planning Board, and participation in various committees and councils. Other venues for "getting the word out" were the Garrison Calendar and a regular Community Information Brief.

As the Garrison Commander, I am the focal point for many of the concerns, interests, problems, and issues of the people who live, work, and play at Fort Gordon. In this role I am privileged to be aware of the many needs of our diverse population. It has been my continuing commitment to act on my knowledge of this post and its people and to address issues, to resolve problems, and to enable good things to happen for Fort Gordon.

## **Resources**

At the end of 1998, the Garrison Command Headquarters was comprised of seven military and three civilian personnel.

## **Mission**

The Garrison Commander managed the activities of the installation's garrison staff and coordinated the activities of the installation's tenant organizations. Responsible for the daily management of base operations, the Garrison Commander provided comprehensive planning, services, and facilities necessary to achieve and maintain quality living and working conditions for all military and civilian personnel on Fort Gordon. The Garrison Commander promoted cooperation and mutual understanding between Fort Gordon and the communities of the Central Savannah River Area. The Garrison Commander also had the responsibility for ensuring the force readiness and mobilization capabilities of Fort Gordon as a Power Projection Platform.

### **Table 7-1 Garrison Command Organizations**

Directorate of Community Activities  
Directorate of Human Resources  
Directorate of Information Management  
Directorate of Public Safety/Military Police Activity  
Directorate of Public Works  
Directorate of Plans, Training, and Mobilization  
Directorate of Contracting  
Equal Opportunity Office  
Equal Employment Opportunity Office  
Internal Review and Audit Compliance Office  
249th General Hospital Company  
Military Police Company, Fort Gordon, Georgia  
551st Signal Battalion  
Source: Garrison Command 1998 ACH Input.

Source: 1998 Garrison Command ACH.

The organizations shown above provide essential services and facilities, develop and promulgate policies in support of Fort Gordon, conduct analysis, provide advice, make recommendations, issue guidance, and develop appropriate evaluation mechanisms to provide effective supervision of policy implementation and program execution at all levels. The Garrison

Command utilizes a participative planning and communication process. Through this exchange, organizations are continually informed of significant trends, initiatives, and resource streams related to their assigned area of functional responsibilities, and the Commander is continually aware of the issues and concerns that interest the Garrison's serviced population.

The 551st Signal Battalion is part of the Garrison Command. The unit's specific mission is to prepare assigned soldiers for deployment in support of worldwide contingency operations and to provide command, control, training, administration, and logistical support to personnel assigned to directorates, special staffs, tenant units, and other assigned/attached personnel located at Fort Gordon. Included in the 551st is the 434th Army Band "Signal Corps Band," which is a distinguished musical troupe and one of Fort Gordon's strongest ambassadors to the civilian community.

**Table 7-2  
Command Briefings**

**By Garrison Commander:**

- Metro Augusta Chamber of Commerce Board of Directors, 20 March 1998
- Mr. Fred Jenny, Southeast Region Swiss Consul General, 26 March 1998
- HON Louis Caldera, secretary of the Army, 17 November 1998
- COL(P) Richardson, Deputy Commanding General, 9 July 1998
- Representative Saxby Chambliss, 10 July 1998
- Dean of the Communications Systems Department/three visiting Officers-Military Academy of Slovakia, 14 July 1998
- LTG Megis, 21 July 1998
- MG Munoz, 22 July 1998
- MG Patrick Henry, French Chief of Signal, 7 December 1998
- LTG Jordan, Army IG, 8 December 1998
- GEN Abrams, TRADOC Commanding General, 8 December 1998
- Charlie Norwood, U.S. Congressman, 9 December 1998

**By the Deputy Garrison Commander:**

- Mr. Dennis V. Heinbuch, Chief Key Systems Operation, NSA, 19 May 1998
- Macedonian Officers (5), 28 Apr 98
- COL Virgilio Lameda, Commander, Venezuelan Army Signal Regiment, 22 Sep 1998
- German Officers (2), 28 Sep 98
- Ms. Norma Cantu, Assistant Secretary of Education for Civil Rights, 8 Oct 98

- MG Lee, Chief of Signal, Taiwanese Army and other Taiwanese Officers, 22 Oct 1998

Source: Garrison Command 1998 ACH Input.

## **Fort Gordon Mayors**

The Mayors of Fort Gordon housing areas served as the “eyes and ears” of the Garrison Commander. They kept their communities informed and presented concerns and interests to the Commander. New mayors are selected yearly. The Mayors for 1998-1999 are as shown below.

**Table 7-3**  
**Fort Gordon Mayors**

**Maglin Terrace**

Cheryl Rodakowski

**McNair Terrace**

Helen Okiishi, Mayor

CPT Rollie Miller, Deputy Mayor

**Olive Terrace**

SFC James Faurie, Mayor

Cassandra Roland, Deputy Mayor

Janet Bias, Deputy Mayor

**Gordon Terrace**

Donna Harter, Co-Mayor

Janet Mason, Co-Mayor

Mary Bowman, Deputy Mayor

Connie Eikleberry, Deputy Mayor

Source: Garrison Command 1998 ACH Input.

## **551st SIGNAL BATTALION**

### **From the Commander’s Perspective**

The 551st Signal Battalion consisted of approximately 506 soldiers. The battalion was responsible for administrative support to assigned soldiers who work in the multiple directorates, sections, and activities that support every facet of operations on Fort Gordon, including the members of the U.S. Army Signal Corps Band. The primary goal of the battalion was to provide support to our soldiers, Fort Gordon, and the U.S. Army. This goal is the underlying factor in both our mission and objectives

Battalion personnel continued to support numerous overseas deployments to areas such as Korea, Bosnia, Saudi Arabia, England, Honduras, Germany, Hungary, and Kuwait. The battalion's participation in civilian community activities continued with our active support of Spirit Creek Middle School. The caring, selfless nature of the 551st Signal Battalion personnel was signified by

their contributions to various fundraisers for the Army Emergency Relief, Combined Federal Campaign and Christmas House programs.

The 434th Army Band, also known as the U.S. Army Signal Corps Band, maintained its exceptional record of highly visible, well-received performances both on-post and within the Augusta/CSRA community. The band's support of the annual Martin Luther King, Jr. Day, Independence Day, St. Patrick's Day, Veterans' Day, and Christmas parades served as shining examples of ambassadorship and good will for Fort Gordon in the community. The band recorded a Compact Disc in late 1997 and produced in 1998. The CD featured music from their concerts as well as other well-known pieces.

In March 1998 the Battalion received new Colors that added a crest to the existing coat of arms for the Battalion.<sup>152</sup>

### **Mission**

The battalion's mission was to prepare assigned soldiers for deployment in support of worldwide contingency operations and required missions. The battalion provided command, control, training, administration, and logistical support to personnel assigned to Directorates, special staffs, tenant units, and other assigned and attached personnel located at Fort Gordon to include Headquarters and Alpha Company, Bravo Company, and the Signal Corps Band.

### **Resources**

During the year, the battalion received \$12,000 for general supplies and \$3,000 for morale, welfare, and recreation activities. The battalion earned an additional \$500 in moral, welfare, and recreation funds by winning first place in the Post recycling competition. The battalion purchased five new Pentium computers, significantly upgrading existing automation capabilities.

### **Training**

Perhaps the most important responsibility of the battalion was to prepare soldiers for deployment around the world, supporting a variety of contingency operations. The personnel assigned to the 551st encompassed over 53 different MOSs and over 18 different specialties; thus the battalion was able to fulfill several deployment requirements for Bosnia, Saudi Arabia, England, Honduras, Germany, Hungary and Kuwait. At any one time the battalion had at least five soldiers serving elsewhere in the world. For this reason the battalion had the responsibility of ensuring that all of its soldiers were properly trained and equipped. Because the 551st did not possess any organic weapons, battalion soldiers qualified either with another unit on post or at Fort Benning, Georgia before deploying. A great deal of coordination was required to ready each soldier for deployment and, to this end, battalion personnel performed admirably.

Common Military Training (CMT) and Quality of Life (QOL) Training continued to be a major focus as the battalion attempted to keep its soldiers ready. Since the organization is so spread-out on Fort Gordon, getting soldiers trained in CMT, QOL Training and Common Task

---

<sup>152</sup> Memorandum, 11 Feb 1997, Thomas B. Proffitt, Acting Director of the Department of the Army Institute of Heraldry to Cmdr, 551st Signal Bn, subj: Crest of the Coat of Arms for the 551st Signal Battalion

Training (CTT) continued to be an effort. In and around the daily operation of each directorate the battalion continued to succeed in this effort. Consolidated Common Military Training sessions were still performed quarterly as well as CTT Validation. Validation continued to be well received throughout the command. The lane-training format was a tremendous success.

### **Maintain**

Providing administrative, logistical, security and operational support for all personnel remained an important function of the battalion. The big push for 1998 was to correct the receipt of late NCO Evaluation Reports (NCOER) and awards for our soldiers. For the majority of the year, the battalion averaged 50 percent for both NCOERs and awards given to soldiers before a permanent change of station or retirement. This was a constant challenge for the battalion cadre. Only through frequent communication with the directorates were we successful in improving and maintaining all of our administrative functions.

### **Quality Of Life**

The Better Opportunities for Single Soldiers (BOSS) program continued to provide many opportunities for single soldiers through events such as a Bratwurst Sale at the Golf Course during the summer, the Freedom Park Celebration on 17 October, a Halloween Bash on 30 October, and Commissary Awareness Day on 5 November. The Chaplain coordinated a weekend white water rafting retreat for BOSS members in August.

### **Leadership**

A fundamental purpose of the 551st Signal Battalion was to ensure that all personnel adhered to the legal, regulatory, ethical, and moral standards required of soldiers in the United States Army. During 1998, the battalion strove to emphasize to the soldiers that there was one standard for all soldiers as specified in army regulations. The 551st centralized the administration of the Army Physical Fitness Test and ensured that all personnel were deployable by putting a heavy emphasis on dental and HIV testing.

The battalion either met or exceeded the reenlistment mission for every quarter of the year. In 1998 the majority of the battalion's eligible soldiers reenlisted. Classes such as Caring for Soldiers, NCOERs, Personal Financial Management (Indebtedness), Educational Opportunities, and Centralized Selection Boards were incorporated into the battalion's monthly NCODP sessions to promote professional growth.

### **Caring**

The battalion was comprised of 28 directorates, each with vastly diversified missions. Sustaining one centralized family support group proved very difficult. Consequently, the companies encouraged and supported each directorate in their efforts to have separate, directorate-level family support groups; this allowed battalion resources to be used to organize family-oriented events. The battalion put together two cookouts, a bowling party, and Thanksgiving dinner for both our families and single soldiers. These events proved successful in giving our soldiers a sense of camaraderie and belonging.

## **Changes of Command**

There were several key personnel changes in 1998. On 1 July, Lieutenant Colonel Robert D. Mayr replaced Lieutenant Colonel Monica M. Gorzelnik as battalion commander. He had been Deputy Brigade Commander for the 93rd Signal Brigade, Fort Gordon.<sup>153</sup> In a ceremony on 13 July, Captain Juan M. Vazquez replaced Captain Keith R. Hedgspeth as commander of Headquarters and Alpha Company.<sup>154</sup> And, on 30 July 1998, Captain Lisa Willadsen replaced Captain Richard "Rich" J. Meehan as Bravo Company Commander.<sup>155</sup>

## **Summary**

For the 551st Signal Battalion, 1998 proved to be a very successful year in which the entire chain of command worked well together to take care of soldiers and their families. Family support and local community involvement went extremely well and battalion leaders and soldiers displayed excellent morale, dedicated leadership, and proud professionalism. The 551st Signal Battalion provided outstanding support to Fort Gordon, the surrounding community, and assigned and attached soldiers. The effects of the Army draw-down and budget reductions required the creative use of resources to meet the missions of ensuring individual readiness, providing required training, and supporting both families and on-post activities. The battalion met these goals and played an active role in civilian community activities throughout the year. Overall, the battalion had a very active and a resoundingly successful year.

## **DIRECTORATE OF COMMUNITY ACTIVITIES**

### **Director's Overview**

The Directorate of Community Activities (DCA) is responsible for quality of life programs. Programs that directly support soldier readiness by enhancing community life, promoting mental and physical fitness, and generally providing a working and living environment that attracts and retains quality soldiers. DCA remains committed to designing programs to meet the needs of soldiers, units, retirees, civilian employees and families.

### **Mission**

The Director advised the Commander, Chief of Staff, and Garrison Commander on all administrative matters and services pertaining to military and family members and the financial status of the installation Morale, Welfare and Recreation fund. The directorate's responsibility included programming and funding for Family and Soldier Activities, Financial Management, Community Operations, and Services Division.

---

<sup>153</sup> Change of Command Program, Gorzelnik to Mayr, 1 July 1998.

<sup>154</sup> Change of Command Program, Hedgspeth to Vasquez, 13 July 1998.

<sup>155</sup> Change of Command Program, Meehan to Willadsen, 30 July 1998.

## Resource

The resources of DCA are comprised of Appropriated Funds (AF) and Non-Appropriated Funds (NAF). The Directorate's total AF support in fiscal year (FY) 1998 was \$4 million with \$200,000 in account #325796.N, \$1.5 million in account #325796.S, \$1.6 million in account #325719, \$500,000 in account #325720 and \$200,000 in P10 account. Total NAF revenue was \$10.7 million (sales, fees, extraneous income), with \$9.7 million in expenses (labor, cost of goods sold, and operating costs). This yielded a net income of \$1 million.

Capital Purchases & Minor Construction (CPMC) budget execution projects totaling \$720,300 were paid during calendar year (CY) 1998. Projects included equipment purchases, kitchen equipment, guesthouse furnishings, replacement vehicles, bowling/golf items, equipment repair and facility renovations for Outdoor Recreation, NCO/EN, Signal Cafe, Sports Connection, Freedom Park, Golf Course, and FGRA, as well as other facilities.

## COMMUNITY OPERATIONS DIVISION

**Gordon Lakes Golf Course:** In July 1998, construction of new golf maintenance facility began. The Corps of Engineers took possession of new maintenance facility from contractor November 1998. Course personnel will begin moving into the facility during January 1999 and complete occupation will be in effect by 1 March 1999.

The old maintenance facility is scheduled for demolition in FY99. The golf cart storage area and barn will remain intact until completion of the new nine holes on the course. A new golf cart storage building is a part of the project.

Fort Gordon was approved for the building of a new nine holes, to be located with the existing eighteen holes at Gordon Lakes. The project will include nine golf holes, cart paths, irrigation system, a new golf cart storage building, and handicap restroom facilities in existing clubhouse. Estimated completion date FY 2002.

## FAMILY AND SOLDIER ACTIVITIES DIVISION

**Army Community Service:** The mission of the Army Community Service (ACS) is to assist commanders in maintaining the readiness of individuals, families, and communities within America's Army by developing, coordinating, and delivering services which promote self-reliance, resiliency, and stability during war and peace. In order to promote self-reliance and stability, ACS focuses client services on education and skill building primarily using the classroom approach to service-delivery rather than the one-on-one individual approach. This type of effort maximizes the effectiveness of the staff and promotes stability for ACS clients as they move on to other duty stations. The Unit Service Coordinator concept continues to function well in 1998. Commanders and Family Support Group Leaders report that having their own "customer service representative" for community services is a valuable tool for them. Outreach efforts such as this ensure us of informed and supportive customers.

ACS expanded the scope of its Information and Referral section to provide in-depth assessment and follow-up services to our customers prior to internal or external referral. This change greatly improved the inter-office coordination.

ACS experienced several staff changes this year. The ACS Director returned from Europe and two positions were abolished following the retirement of the individuals. The Family Member

Employment Coordinator retired for medical reasons leaving this position vacant for several months. The staff reductions have not eliminated any services but have reduced the hours of availability for some services to allow remaining staff more flexibility.

For instance, Army Emergency Relief (AER) financial assistance is available during specified morning hours to allow ACS/AER staff to teach financial readiness classes at the units during the afternoon hours. ACS maximized the use of technology to maintain a high level of efficiency and service with reduced staffing levels. Informational materials on all ACS services and related subjects are available to customers on the Internet. ACS also uses the post e-mail system to provide timely information to commanders regarding ACS services, soldier attendance at classes and community resources. This initiative is well received. Several ACS staff members have achieved professional certification in their respective fields and several others are working toward it. The certification process provides opportunities for the staff to stay current with the latest developments in their areas. ACS continues to have the Community Life Program and the Better Opportunities for Single Soldiers Program under its umbrella. These programs are covered below.

Nineteen ninety-eight was a busy year for ACS. In January, the Family Advocacy Program (FAP) participated in a Protocol Signing Ceremony with Richmond County for better coordination of child abuse cases. ACS FAP established an internship initiative with Augusta State University, Social Work. This initiative offers social work students the opportunity to intern with the Fort Gordon FAP office. ACS streamlined its out-processing function, which reduced the numbers of service members coming through the office for this function by 75 percent.

In February, ACS FAP personnel recruited and trained volunteers for the New Parent Support Playgroup. This was the first initiative to meet the DA requirement to address the needs of new parents. ACS hosted a Family Support Group Leader training to enhance family resiliency and stability. ACS FAP sponsored Domestic Violence Intervention Training for Fort Gordon professionals. This state-of-the-art training was developed at Fort McClellan, Alabama, and brought to Fort Gordon by FAP for a special professional training opportunity.

During March, ACS FAP personnel participated in recognition of Social Work Month with a luncheon and various informational displays. In April ACS expanded the role of Information and Referral to improve customer service and inter-office coordination. ACS FAP coordinated post-wide activities for National Child Abuse Prevention Month to include the Family Fun Fair, various displays, and parenting education series.

In May, the ACS Officer returned to Fort Gordon from Europe and resumed her previous duties. ACS FAP sponsored training entitled "Children Cope with Divorce". The state of Georgia required this course for individuals who are preparing for divorce and now ACS is able to offer this training for service members in this situation.

June was a busy month as Financial Readiness instituted a Basic Financial Management class as a prerequisite to individual financial counseling. This initiative reduced the overall number of clients requiring one-on-one counseling by approximately 75 percent. ACS FAP coordinated a Memorandum of Agreement facilitating a major change in FAP funding. The change mandated that all specialized Office of the Secretary of Defense (OSD) funds will now be controlled by the Garrison Commander. This eliminates the medical responsibility to fund their Social Work Department. ACS FAP participated with the Richmond County Department of Family and Children Services in Resource Development Day in downtown Augusta.

In July, ACS relocated the Lending Closet function from Brems Barracks to Darling Hall. This move allowed ACS to expand the hours of operation for the function and was easier for our

customers to locate. ACS celebrated its 36th birthday with a cake-cutting ceremony. Colonel Thom E. Tuckey, Garrison Commander, hosted the event.

In August, Financial Readiness and Family Advocacy participated in a Women's Wellness Symposium. ACS Employment Assistance hosted a job fair that had over 700 attendees. The ACS Job Fair will become an annual event.

During September, ACS participated in a workload study for Department of the Army. DA will use the results to refine ACS functions. In October, important Army Emergency Relief usage trend is noted that number of individuals requesting assistance is down while the dollar amount of total assistance is up. High usage areas continue to be vehicle repair and funeral expenses. ACS FAP coordinated information and training in support of National Domestic Violence Prevention Month.

In November ACS established a mobilization and deployment link on the web site in response to the segment of the Fort Gordon military population that deploys regularly. This link provides a myriad of information and resource links for commanders and family support group leaders. ACS held the first annual Family Support Group (FSG) Leader Forum to assess the training needs of the Fort Gordon FSG Leaders. ACS coordinated the Fort Gordon Tree Lighting Ceremony attended by approximately 1,000 people.

The Exceptional Family Member Program (EFMP) reestablished the EFMP Coordinating Committee chaired by the Garrison Commander. This committee consists of members from numerous agencies and coordinates information and services for the EFMP. ACS developed and presented a display in support of Military Family Week for the Fort Gordon Town Hall meeting. ACS FAP hosted training provided by Choice Behavior on "Dealing with the Angry Child". This is part of the continuing initiative to partner with off-post agencies as resources.

In December, ACS coordinated the post-wide holiday assistance program, Christmas House. The annual Fort Gordon event assisted over 500 families with food and toys.

**Community Life Program:** The Community Life Program was an important part of Fort Gordon. The program provided a significant number of volunteers and other workers that impacted on the lives of everyone on the installation. Both military and civilian, active duty and retired served in various capacities to make Fort Gordon a better place to live and work. Table 7-4, below, shows those named as volunteers of the month or year in 1998.

**Table 7-4**  
**Community Life Program Volunteers of the Month**

<b>January</b>	Volunteer of the Month	Matilde Mendieta	Religious Activities
<b>February</b>	Volunteer of the Month	Helen Ruffin	American Red Cross/EWC
<b>March</b>	Volunteer of the Month	Janice Parsons	American Red Cross/CLC
<b>April</b>	Volunteer of the Month	Rosalie Evans	American Red Cross, 19-25 National Volunteer Week
<b>May</b>	Volunteer of the Month	Eileen Faucette	PTA Children and Youth Branch (4-8 May AFTB Conference, Augusta, GA)
<b>June</b>	Volunteer of the Month	SGT Kevin Parkinson	721st MI Bn
<b>July</b>	Volunteer of the Month	SGT John Malady	BOSS
<b>August</b>	Volunteer of the Month	Claud Hamilton	American Red Cross
<b>September</b>	Volunteer of the Month	Vicki Cook	Army Community Service
<b>October</b>	Volunteer of the Month	Alline Robbins	
	Volunteer of the Year	Constance Karpinsky,	
	Mayor's Inauguration	Cheryl Rodakowski	MaglinTerrace

**Table 7-4 continued**

	Mayor's Inauguration	Helen Okiishi	Mayor, McNair Terrace
	Mayor's Inauguration	CPT Rollie Miller	Deputy Mayor; McNair
	Mayor's Inauguration	SFC James Faurie	Mayor, Olive Terrace
	Mayor's Inauguration	Janet Bias	Deputy Mayor Olive Terrace
	Mayor's Inauguration	Cassandra Roland	Deputy Mayor. Olive Terrace
	Mayor's Inauguration	Donna Harter	Gordon Terrace Co-Mayor
	Mayor's Inauguration	Janet Mason	Gordon Terrace Co-Mayor
	Mayor's Inauguration	Mary Bowman	Deputy Mayor Gordon Terrace
	Mayor's Inauguration	Connie Eikleberry	Deputy Mayor Gordon Terrace
<b>November</b>	Volunteer of the Month	Alma Jean Waldman	OWC/Health Services Auxiliary Christmas House Grand Opening; Military Family Appreciation Day
<b>December</b>	Volunteer of the Month	Monnie Castro	AFTB Awareness Day

Source: DCA Input for the 1998 ACH.

**Better Opportunity for Single Service Members (BOSS):** This program continued to provide single service members an opportunity to get involved in the Fort Gordon community. This included such things as volunteering their time and energy to raise money for various organizations, supporting Christmas House, and going on excursions away from the installation for relaxation.

In January, a BOSS SOP and DA Circular 608-97-1 were distributed post-wide. Also, a BOSS web page was started. A "Town Hall" Meeting in February, the first meeting of the year, provided the soldiers an opportunity to address quality of life issues to post senior leadership. BOSS members participated in a carnation and balloon sale for Valentine's Day; BOSS sold carnations and helium balloons to the Fort Gordon community and supported the SGM's Association at the Valentine's Day Ball by distributing carnations at the door.

During March, BOSS volunteers sold glow in the dark golf balls and provided volunteers in support of Christmas House during a Christmas House Night Golf Tournament. The tournament had been postponed from November 1997 due to inclement weather. Specialist Scott McGrath, HHC 721st MI Bn BOSS representative, was selected as the first full-time military coordinator for the program.

In April, during the Army Family Action Program Senior Spouses' Conference, BOSS provided volunteer support for the senior leadership spouses' conference. At the Morale, Welfare, and Recreation (MWR) Carnival, BOSS representatives sold tickets. BOSS members staffed the Bratwurst Concession on hole 13 at Gordon Lakes Golf Course April-August to raise money. This was the Best Fundraiser in the history of the program with profits exceeding \$2,500.

In May BOSS hosted a weekend getaway to Atlanta. The weekend trip included transportation, two night's accommodations, a Braves game, and a day at Six Flags. There were several articles published on the Fort Gordon BOSS program. They were published in the DA News & Views.

In June, the BOSS Committee hosted a picnic on Engineer Field for single service members. Hot dogs, hamburgers, chips, sodas and candy were available for \$1. Various sponsors donated numerous door prizes. The Society for Creative Anachronism provided demonstrations and displays. Augusta radio station Y105 provided on site music and the Pepsi Company provided food and drink. A softball game that pitted BOSS members against the Command Group was played. All of the participants of the picnic received a BOSS button.

At the July fireworks show and concert, BOSS members sold glow necklaces on Barton Field. In August, BOSS members sold glow necklaces, operated a display booth, and provided over 60 volunteers for security, ticket takers, and identification checkers for the Third Eye Blind concert. BOSS conducted a post-wide town hall meeting for single service members at which 110 attendees addressed quality of life issues with senior leadership. Primary topics were problems with Sprint, work order problems, cable, and various barracks issues.

In September, BOSS members sold glow necklaces and provided volunteer labor for a DA Dog Days of Summer concert featuring country artists Mark Chestnut and Rhett Akins. Two BOSS representatives were selected to attend the conference in Washington, D.C.

During October's Freedom Park Jubilee II celebration, BOSS members manned a display booth for the second annual celebration. Activities included an F-16 aircraft flyover, musical entertainment, and helicopter demonstrations. BOSS resident units received a highly successful rating during the IG inspection. BOSS hosted a very successful Halloween Bash with over 220 in attendance. Activities included DJ entertainment, a "Singled Out" event, complimentary sub sandwiches and sodas, and a costume contest. There was no cost to participants that were in costume; others paid a \$3 entry fee.

In November the winners of the "Singled Out" activity at The Halloween Bash were treated to a limousine ride, dinner at Michael's, fragrance gift packages, and tickets to the musical *Cats*. BOSS volunteers sold glow in the dark golf balls and provided volunteers in support of Christmas House. This was the annual Christmas House Night Golf Tournament. Tours of the commissary were given to service members from 1200-1630. The first 250 soldiers were given free BOSS gym bags, free coupons and samples. BOSS sponsored an essay contest on the topic "What should Fort Gordon BOSS do for Single Service Members?" The winner was awarded \$350 in vouchers toward the purchase of an airline ticket through Carlson Wagonlit Travel. During Veteran's Day, BOSS volunteers visited veterans, participated in a special ceremony, played games, and served refreshments. BOSS served as a sponsor for Children and Youth Services by providing volunteers during the year. Activities included storytelling by John Weiss in April, button making during the Cultural Fair in December, and chaperones for lock-ins and field trips.

**Child Development Services:** The Child Development Services (CDS) program is comprised of all three Child Development Services delivery systems, with two Child Development Centers, Family Child Care (FCC) and Supplemental Programs and Services (SPS). Full day, full day pre-kindergarten, hourly, and extended hour/long term care programs are offered.

A total of 1,439 children and 1,242 sponsors (1,172 military and 70 civilians) were served in FY98. Of the 1,439 children served, 519 were infants, 318 were toddlers and 482 preschool-age children and 120 were school age. Paid enrollment on Date of Record (DOR), 30 September 1998, was 343 children which included 197 full day, 45 hourly, and 40 pre-kindergarten.

A total of 36 APF and 47 NAF personnel were on board on DOR to include eight management and supervisory staff, nine administrative support staff, and 66 direct services staff. Throughout FY98 Child Development Services had four volunteers who contributed 3,585 hours to the Fort Gordon CDS program.

Fort Gordon has two CDC's with a total operational capacity of 314 children. Year to date 1,243 children was served in the CDS program. The Main CDC was awarded accreditation by the National Academy of Early Childhood Programs in July 1996 and is due for re-accreditation in August 1998. The Annex CDC was renovated and was reopened in August 1996 as a Pre-Kindergarten Program and administration office. The Annex CDC received NAEYC

accreditation on 31 July 1998 and will be due re-certification in July 2001. The Main CDC is open from 0515 to 1800 Monday through Friday. Fees range from \$186 to \$376 a month for children attending the full day program. A rate of \$2 per-hour, per-child, is charged for children attending the hourly care program. On the DOR, 237 full day, and 4529 hourly children were cared for in the CDC's.

**Family Child Care:** The Family Child Care (FCC) program served 163 children in 45 homes FY98 (10 fully certified and 35 provisionally certified). On the DOR, 17 homes were operational (seven fully certified and 10 provisionally certified). Nine homes had endorsements for providing extended care and all 17 homes had hourly care endorsements. Each of the FCC homes received indirect subsidies by use of the lending library and RIMP insurance paid by the installation. Fees for full day care in FCC homes ranged from a low of \$50 a week to a high of \$75 a week. The most frequently paid weekly fee was \$65. On the DOR 91 full-day children and 1 part day children were served.

**Supplemental Programs and Services:** Supplemental Programs and Service (SPS) offers one-stop enrollment process for parents, a resource and referral service for off-post child care and on-site hourly care for unit and social functions. Supplemental Programs and Services provided resources and referral services to 207 families for off post and army-wide childcare. Also an additional 582 sponsors with 718 children were served through the central registration waiting list. Three Short-Term Alternative Childcare (STACC) and Volunteer Childcare in Unit Services (VCCUS) services were conducted during FY98 serving 33 children. There are no SPS homes on Fort Gordon. The waiting list on Fort Gordon has no excess demand. The preference for care list consists of 29 infants, 11 pre-toddlers, six toddlers, and no preschoolers.

Both the CDC and FCC delivery systems participate in the United States Department of Agriculture (USDA) Child and Adult Care Food Program. USDA reimbursement for FY98 was \$94,451 for the CDC delivery system and \$25,827 for FCC. In FY98 parent fees generated \$716,315.

**Installation Child Care Availability Plan:** The Installation Child Care Availability Plan (ICCP) identified an operational capacity to serve 314 children in the CDC delivery system, 180 children in FCC homes and 60 children in SPS alternatives. Fort Gordon plans to maintain current total operational capacity. The DOD recertified the Fort Gordon CDS program in the spring of 1997. MCCET visited Fort Gordon in October 1997 and recertification is expected.

Special initiatives and innovative services include a collaborative effort with Richmond County Schools to provide a free pre-kindergarten program for four-year-olds. Using funds from lottery dollars, Richmond County Schools reimburses labor and other expenses for the pre-kindergarten program so that children may attend at no cost to the parents. An additional initiative is the formation of a local PTA chapter on Post, which has a focus on early childhood programs.

**School-Age Services (SAS):** Fort Gordon offers a before school program, a before and after school program, an after school program, full-day programs during school vacations and school closures and winter, spring and summer day camps for children ages 5-13. The program does not operate on Federal holidays.

A total of 855 school-age children were served during FY98 in SAS programs. Of the 855 children in the SAS programs, 28 were enrolled in the before school program, 21 were enrolled in

the before and after school program, 106 in the after school program, 100 were enrolled in the spring day camp, 560 in the summer day camp, and 40 were enrolled in the winter day camp. SAS served 618 families in FY98 (528 military and 90 civilian).

There are seven AF authorizations and eight NAF positions. A GS-11 SAS/YS Manager administers the Fort Gordon School-age program. Another AF position is the School-Age Program Specialist and there are five flexible Education Technicians. One AF position is administrative support during the school year and direct services for the summer camp. The eight NAF positions are direct services staff. Twelve volunteers donate 5760 hours to the school-age program during FY98. Three staff members from CDS provide support to SAS - the TACS spends approximately three hours per week; the cook, five hours per week; and the Food Service Manager approximately two hours per week in support of SAS programs. Contracted support includes one homework Center teacher and one computer lab instructor/technician.

The SAS program operates using one permanent location for a total operational capacity of 150. Three MWR locations, bowling center, swimming pool and riding stables, had 15 or 30 spaces available for the school-age program daily. The locations are used in rotation. Of the operational capacity of 150, 120 spaces have children enrolled and staff hired to meet the 15:1 ratio.

At present, open recreation is available only on Saturdays from 1400-1800. There is no new construction planned. Operating hours is Monday - Friday 0515 -0830 and 1500 - 1800 for a total of 31 hours and 15 minutes per week.

Fees for FY98 ranged from \$79.50 per month (Category 1A) to \$125 (Category V) for the before or after school programs and \$139 (Category 1A) to 230 (Category V) for the before and after school programs. Children enrolled in any of the before and / or after school programs do not pay any additional fees for full day programs during school closures. Vacation camps (spring and summer) range from \$43 (Category 1A) to \$64 (Category V) per week.

In 1996 the installation commander approved Fort Gordon's Home Alone Policy. The policy sets a minimum home alone age without supervision of 12 years old. The policy will be supported by the provost marshal when suspected cases are reported.

The Installation School-Age Availability Plan (ISAP) is being rolled into the CDS, Installation Child Care Availability Plan so we will have one master plan which addresses the child care needs of children four-weeks through 12 years old.

Special Initiatives and Innovative Services include the homework center. One part-time teacher was hired to help students. The center is open Monday through Thursday for SAS programs 1600-1800 and for teens 1800-1930. On Saturdays the center is open for everyone from 0900 -1500.

The computer lab is also operational and has one computer technician. The lab is open Monday through Thursday for SAS programs 1600-1800 and for teens 1800-2100. On Saturdays the lab is open for everyone from 0900-1500. We are hooked up to the Internet and there is a wide variety of software available.

**Youth Services:** The Fort Gordon Youth Service (YS) program is comprised of Leisure, Recreation, Fitness, Sports, and minimal Youth Development activities. There are approximately 25,425 youth in ages 6-18 eligible to use YS activities at Fort Gordon. Of these, 1,679 were registered with YS programs during FY98. Registrations included 75 Kindergarten-age children, 843 School-age children (ages 6-10), 485 Pre-Teens (ages 11-13), and 276 Teens (ages 14-18). Of the 926 registered families, 305 families (33%) had two or more youth enrolled

in YS programs. There is an average of 1.75 registered youth per registered family. A family breakout by sponsor rank shows: E1-E4, 121 (13%), E5-E9, 525 (57%), 01-04/WO, 80 (9%), 05-010, 32 (3%), civilian sponsors, 168 (18%). 75 sponsors are sole parents; 60 families are dual military, 40 families are dual working civilians, 80 military with DOD spouse, 455 military with non-DOD spouse, 106 DOD with non-DOD spouse and 110 others.

One full-time Appropriated Fund, one full-time and five flexible-scheduled NAF employees managed and operated YS programs and facilities. This included two supervisory and managerial staff and five direct services staff. Volunteers play a key roll in supporting YS programming. In FY98, 91 individuals volunteered 7,470 hours to assist professional staff in conducting youth programs. This included 5,130 hours by 21 volunteers in Leisure and Recreation programs and 2,340 hours by 70 volunteers in Fitness and Sports programs. Two individuals were under contract to provide instructional classes in karate, dance and gymnastics. Over 30 contracted officials provided support to the YS sports program this year. Two individuals provided support for the Homework center and Computer lab.

There is one building used for YS programs. The Youth Services Center, constructed in 1990, has a capacity of 850 people. Youth Services maintained four youth-sized sports fields and one multipurpose court for team sports programs.

Approximately 1,142 youth participated in Fitness and Team Sports, 17 in Youth Development programs, and 103 in Leisure and Recreation. This year there were 229 youth enrolled in instructional classes such as karate, dance, and gymnastics. One hundred and twenty youth participated in the Step and Drill team. In addition, an average of 150 youth participated in self-directed open recreation activities such as pick - basketball, shooting pool, playing cards, video games, and table hockey. The SAS program ran the day camps.

Youth Services works in collaboration with local Boy and Girl Scout troops. The School-Age Services program operates as an independent program within the YS Center with the SAS staff working together in many joint activities. Both of the above programs used the computer lab and homework centers on a daily basis.

**Fort Gordon Recreation Area:** The Fort Gordon Recreation Area (FGRA) staff was trained in customer service DCA wide. The FGRA improved rental lodging facilities with new living room furnishings and carpet. Interior painting and general maintenance on the facilities continued year round.

Travel camping area #4 was improved with build-up and back-fill leveling of all campsites. Camping electrical upgrade materials were purchased, and made ready for installation in the spring of 1999. All unpaved roads have been graded to prevent erosion.

FGRA contracted PAL entertainment for wave runner and boat rental during the summer season. Cost savings for FGRA were in labor and boat repair, plus a percentage of the gross revenue. The Marina's underground gas tank was replaced with an above ground storage tank. The switch to above ground tanks was done to comply with environmental regulations.

A new service included a boat shed building with ten, 30-foot paved storage spaces.

Country Store began monthly customer appreciation cookouts, which were well attended and profitable. Beer sales at the FGRA were suspended June 1998 until the Columbia County Commissioners amended its ordinance to allow Fort Gordon to sell beer without a state or local permit, provided Fort Gordon met other conditions. The Fort Gordon Staff Judge Advocate position was that Fort Gordon was not required to follow local law. However, beer sales were

stopped in an effort to satisfy local officials while pursuing resolutions to the problem through discussions with the Corps of Engineers.<sup>156</sup>

The FGRA lodge now has larger resale goods to accommodate winter guests when the Country store is closed for the season.

**Fort Gordon Sportsman's Club:** The Fort Gordon Sportsman's Club (FGSC) sponsors a variety of activities and events for Fort Gordon and the Augusta community. Club members provide youth programs such as Junior Olympic Archery Development Program, fishing derbies on National Fishing Day in June and National Hunting & Fishing Day in October, and teach the Hunter Education Program for the Georgia Department of Natural Resources monthly. Members operated a shooting range twice monthly, on Saturdays, for recreational shooting. Club members conduct monthly bass and crappie tournaments at Butler Reservoir and hold three archery tournaments, three pheasant hunts, two foxhunts, and two endurance horseback rides each year.

In FY98 the Sportsman's Club received a BOLD Grant in the amount of \$60,000 to remodel the existing Leitner Lake Lodge as the Sportsman's Club Restaurant. The grand opening was held 11 December. The restaurant, located approximately seven miles out Range Road, will provide a new dining facility for sportsmen, on post housing families, active and retired military, and National Guard and Reserve Units. The Medical Readiness Training Center will be located approximately 1/2 mile from Leitner Lake and is expecting an increase of active and reserve component soldiers of between 10,000-15,000 annually. The project is a source of revenue for the Nonappropriated Fund.

With the addition of the Sportsman's Club Restaurant, we now have a staff of one recreation assistant, one cashier, three cooks, and three food service workers.

**Sports and Fitness:** The year proved to be a busy and exciting time for the sports and fitness side of DCA. Several military members were selected for various All-Army sports teams. These individuals are shown in table 7-5, below.

**Table 7-5**  
**Individuals Selected to All-Army Teams**

1Lt Shanon M. Moore	HHC, 63rd Sig Bn	1998 All Army Female Volleyball Team.
SPC Tangela Stevenson	"B" Co., 63rd Sig Bn	1998 All Army Female Track and Field Team.
SPC Ramon K. Johnson	HHC, 63rd Sig Bn	1998 All Army Male Track and Field Team.
2LT Jarrod P. Moreland	"A" Co., 297th MI Bn	1998 All Army Soccer Team.
CPT Michael Wise	"A" Co., 369th Sig Bn	1998 All Army Triathlon Team.
SPC Christopher Lowery	HHC, 201st MI Bn	1998 All Army Tennis Team.

Source: DCA Input for the 1998 Annual Command History.

In addition to the military members being selected for the various sports teams, several civilians within the activity were promoted to new positions and attended conferences during the year. In April 1998, Mr. William Browning was promoted to Sports Coordinator and Mr. Larry Coggins was promoted to Aquatics Manager. In December, Ms. Mildred Brown, Fitness Coordinator, attended the Community and Family Support Center (CFSC) Fitness and Sports

<sup>156</sup> OSJA History Input to the 1998 ACH.

Directors' Conference in Orlando, Florida. Also in December, Mr. Joe Poteet, Youth Sports Coordinator, attended the CFSC Youth Sports Conference in Orlando.

Interior painting of Gyms #3, #4, #5, and #6-Fitness Center was accomplished during September through November 1998. Renovations to Gym #3 began in September 1998 and are scheduled for completion during February 1999.

Special events conducted during the 1998 year were: Augusta Arsenal Soccer Tournament, Special Olympics, Very Special Arts Festival, AT&T Shootout, and NBA Heroes of the Hardcourt.

### **Signal Corps Museum**

The Signal Corps Museum is the technical repository for Signal Corps and Signal Corps equipment. The Museum is actively searching for equipment to fill gaps in the collections. As of the end of 1998, collections have outgrown the facility originally set up for collection management and the other collections building has been condemned. This caused an exhaustive search on Fort Gordon to locate a facility to move collections. For a short time, the Museum had use of Mess Hall #1. After expending three months effort revamping the building the Museum lost the building. To replace the previous facilities a building, or buildings, with air conditioning, proper heating, humidity control, security and fire systems were needed.

The quality of educational, exhibition, collections management and conservation and preservation programs of the past have suffered because of budgetary decrements. All of these systems have been streamlined in order to bring a portion of quality back into equation. The staff of the museum did its best within the constraints of inadequate personnel assets.

The number of visitors this past year is unknown because the counter was misplaced during the move to Conrad Hall. However, there seems to have been an increase because of Values Training to AIT students, along with the other courses already offered here. Another factor contributing to an increase in visitation is due, in part, to special programs and revamping courses given to Signal Soldiers.

There has been an increase in the number of civilian visitors to the Signal Corps Museum. Media events such as news coverage, Oscar Night Downtown, Partnership with the Augusta/Richmond County Museum, new exhibits, special donations, and movement of the National Science Center coupled with fees to the Science Center.

There has been a total of 211 tours and classes this year, 112 military and 99 civilian tours and classes. A breakdown and analysis in table 7-6, below, indicate the type of tours.

**Table 7-6  
Museum Tours**

<b>Type Class</b>	<b>Number of Tours</b>
Officer Advance Course	2
Officer Basic Course	4
Warrant Courses	2
Rebranch Officers	1
Advance NCO	34
Basic NCO	10
Advance Individual Tng	59
Civilians	99
Total Tours:	211

Source: DCA Historical Input for 1998 ACH.

The museum acquired 27 accessions totaling 133 items into collection over the past year. These items have been researched, cleaned and placed into database and moved in storage or placed on exhibit.

The Signal Museum has been involved in more than 660 research projects this past year. Majority of work was for government sources. Other major efforts were given to detail work on communications applications for the Smithsonian Institution; the Battle of Aiken (SC), and assisting the Augusta-Richmond County Museum in identification of Signal Corps communications equipment. Signal Museum personnel provided assistance to other museums within Army Museum System with respect to Signal Corps equipment.

Special exhibits were done for the Signal Symposium, Armed Forces Day, Exchange Club Fair, Black History Month, Hispanic Heritage Month and Native American Month.

The museum held workshops and seminars in conjunction with professional agencies to train staff, volunteers, and other interested parties. Staff members acted as instructors and consultants when requested and when time and priorities permitted. The Museum hosted a workshop for registrars sponsored by TRADOC and the Department of the Army.

As personnel were available the museum sponsored programs at various locations such as public schools. The "program" consisted of an instructor or coordinator, audiovisual and traveling exhibits.

The museum answered specific research questions for scholars or other interested parties who submitted written requests, with justification, for the museum's support. Additionally, the museum utilized its reference collection to identify specific artifacts, excluding their monetary value.

Budget for museum for this Fiscal Year was \$13,000. Although our budget this year is higher than last year, it is due to the move. The budget was constrained again because of limitations imposed by Congress. These limitations caused distress in the areas of conservation of artifacts, proper training for individuals, and shipment of artifacts to Fort Gordon. Overall mission and programs offered by the museum have been trimmed due to these budget constraints.

The Museum had a storage building that did not meet requirements for museum buildings IAW AR 870-20. It had no security, fire control, air conditioning, or proper heating systems. Alternative sources of funding, such as a Private Organization to help provide supplies and services to the museum, has been discussed.

The museum staff consisted of a Museum Curator, Museum Exhibit Specialist, Museum Specialist, Museum Tech, and two Museum Aides. Military Personnel were utilized for duty not to exceed one year. At the end of 1998 the Museum had three soldiers on loan from Hospital Hold to assist in day to day operations of the museum to include weekend tours.<sup>157</sup>

The Museum was an instrument of the United States Government, Subject to US Army Regulations, therefore, it does not have a constitution and bylaws. Policies and procedures outlined herein are in addition to those prescribed by Army Regulations 190-18, 870-5, 870-20 and other pertinent regulations. In any circumstance where a conflict exists, government regulations shall prevail.

The Signal Museum was open to the public: Tuesday-Friday from 0800 to 1600, and on Saturdays from 1200 to 1700. Scheduled tours were normally escorted through the museum.

---

<sup>157</sup> IAW USASC&FG Supp l 1 to TRADOC Reg 614-1. The curator was responsible for ensuring these people met prerequisites set forth in paragraph 13, AR 190-18.

## **Summary**

DCA will continue to provide facilities and programs that meet the needs of soldiers, family members, civilian employees and the community.

## **DIRECTORATE OF HUMAN RESOURCES**

### **From the Director's Prospective**

The personnel community is continuing to experience profound changes. Emerging business technologies, budget cuts, personnel reductions, and outsourcing are constant drivers that require us to continually evaluate the services we provide and how well we provide them. In situations involving civilian reductions, the Directorate of Human Resource (DHR) strategy of immediate action with early involvement with the union resulted in a successful draw down without any involuntary separations. The draw down may continue into the out years with the number of activities scheduled for commercial activities' review. At the end of the year, Congress was notified of the intent to study three large organizations—DHR, Military Personnel Division; Directorate of Information Management; and Directorate of Plans, Operations and Training, Training Support Center, for the Commercial Activities (CA) program. The goal of the CA program is to obtain the most cost effective commercial services through fair competition consistent with the Army's national defense requirements. The study is for 24 months, and at the end of that time, the decision will be made on contracting the services or a reduction to the most efficient organization. The DHR is committed to providing advice and assistance throughout the study period to those employees involved. The DHR expanded with the merging of the Conrad Technical Library with the Woodworth Library. This was a very smart move; it saved civilian spaces and combined the highly automated library systems to better serve the military community.

The Southeast Regional Civilian Personnel Operations Center (SECPOC) and the on-site Civilian Personnel Advisory Center (CPAC) continued to service the Fort Gordon civilian work force. The Army objective is to improve the delivery of civilian personnel services and products through standardization. To achieve this objective, business process maps (BPMs) have been developed to track the flow of civilian personnel actions and diagram common processes for standardization Army-wide. These suggested goals for managers and other personnel or organizations are general timelines included in the BPMs to more clearly depict the total life cycle of personnel processes. Access to online services is critical to functioning in this environment. Fortunately, the DHR is the forerunner for manager connectivity and web site information that links users with critical personnel information. An overall assessment, after two full years of regionalization of personnel services, indicates that there continues to be significant problems and customer service issues to resolve.

In spite of changing human resource management systems such as implementation of the interactive voice response system and the resumix application system targeted for next year, the DHR continued to support the civilians at Fort Gordon. Directorate of Human personnel supported the systematic planning that forecast and achieved the civilian work force necessary to support the Army's mission. DHR personnel used the technology and business management tools and techniques that provided the best, most accessible, and lowest cost human resource products and

services. And, DHR human resource specialists were customer-focused and had the competence, support, and motivation to meet the challenges of constantly changing and increasing expectations.

## **Mission**

The DHR served as a consultant to the commander and staff for military and civilian personnel matters. The DHR staff provided advice, assistance, and services to all local levels of command and management on all matters pertaining to military and civilian personnel management. The DHR staff managed and administered personnel, education, and library programs and services for the installation and work force. They did this through the Civilian Personnel Advisory Center, the Military Personnel Division, the Army Career and Alumni Program Division, the Alcohol and Drug Abuse Prevention and Control Division, the Education and Career Development Division, the Library Services Division, and the Program Operations Office.

## **Resources**

The DHR was authorized 143 manpower spaces for FY98 and this was the average on-board strength. The 1998 budget was approximately \$4,703,000 including salaries and operating costs.

## **Civilian Personnel Advisory Center**

The most significant achievement in 1998 was the negotiation of the Labor Management Agreement that has been in effect since 1985. The Labor Management team is currently awaiting decisions on disputed articles from the Federal Service Impasse Panel. The projected completion and training of the work force on the agreement is targeted for FY99.

During the past year the civilian population that supported the TRADOC activities continued to downsize through the use of voluntary separation incentive pay (VSIP) and a freeze on the majority of vacancies. There were 66 employees who took VSIP for the fiscal year 1998 for TRADOC activities. There were over 100 vacancies left unfilled. There were 44 employees at the Eisenhower Army Medical Center who took VSIP. In addition, the CPAC was instrumental in assisting the Defense Finance and Accounting Service in the placement of 16 of their employees who were facing separation.

The Civilian Personnel Advisory Center continues to provide strategic planning guidance for managers that will help leaders manage their civilian work force. The CPAC on-line web site provides the managers with the latest information in the personnel community. The SECPOC home page and personnel processing functional modules provide managers with access to analytical work force data for planning, costing, and decision making. In addition, the CPAC Personnel Management Specialists conduct monthly "brown bag" training sessions with supervisors as well as weekly staff visits. The CPAC is actively participating in the on-going commercial activities study. Overall, more emphasis is being placed on strategic planning, building teams, innovation, and manager training.

## **Military Personnel Division**

The Military Personnel Division (MPD) provided professional personnel service and support to the Fort Gordon community. The Division supported approximately 11,000 active duty soldiers, 21,000 retirees, and 40,000 family members, in an area of responsibility that included 45 counties in Georgia and South Carolina.

Soldiers representing five major commands are assigned to Fort Gordon; and included: the TRADOC; the Army Signal Command (ASC); the Intelligence and Security Command (INSCOM); the Forces Command (FORSCOM); and, Medical Command (MEDCOM). Support and procedures for the different commands were adjusted to adapt to the particular needs of the various commands.

Division personnel in-processed 1,923 permanent party soldiers and out-processed 2,337 permanent party soldiers. These figures included the 252nd Signal Company that was brought to Fort Gordon from Panama and assigned to the 63rd Signal Battalion. Personnel issued 22,517 identification cards, processed over 1,200 passport applications and a myriad of evaluation reports and personnel actions and services for soldiers, retirees and family members. All of these were done in a timely and professional manner.

The Fort Gordon Casualty Area Command provided funeral honors and assistance to family members for 330 deceased personnel. Of that number, two were active duty soldiers, 185 Army retirees, four former Prisoners of War, 24 one hundred percent service-connected disabled veterans, and 117 veterans. One of the retirees who died was Major General (Retired) Harley L. Moore, Jr., former Commander of Fort Gordon. In May of 1998, Congress mandated that funeral support for honorably discharged veterans would be increased from a one-person representative to a two-person team to conduct a modified flag-folding ceremony.

The Personnel Automation Branch (PAB) processed over 230,000 SIDPERS transactions for the installation during 1998. During 1998, fielding of SIDPERS-3 began with the Site Survey completed in February 1998 and the equipment delivered to Fort Gordon and issued to the units in November 1998. During November and December 1998, two Systems Administrator training courses were held. Eight employees from the PAB and one soldier from Fort Jackson, South Carolina, attended this training.

During 1998, Personnel Operations Branch (POB) processed 3,666 personnel actions and earned commendable observations from the Personnel Management Assistance System Team (PERMAST). The PERMAST stated that POB has "the best written work center procedures, encompassing all tasks associated with the Army awards program, in the US Army Training and Doctrine Command and very effective procedures in place to eliminate blank and overdue Army Good Conduct Medal status on the SIDPERS database.

The Trainee/Student Personnel Processing Branch provided professional service and support to the trainee and student population. Operation EXODUS took place on 16 December 1998, and resulted in an orderly and expeditious movement of over 2,000 soldiers. A total of 3,656 trainees/students were in-processed and a total of 4,326 soldiers were out-processed. Additionally, 1,715 soldiers were briefed for overseas assignments. Three new computer systems were installed as Army Training Requirements and Resources Systems (ATRRS) terminals. These computer systems were purchased by TRADOC for Fort Gordon. SIDPERS-3 computer systems were delivered and installed for 1999 implementation.

The Total Army Retention Program again exceeded all active and reserve recruiting objectives in FY98. In the active component, Fort Gordon reenlisted 124 percent of its initial term

and 137 percent of its mid-career objectives. In the reserve components, Fort Gordon achieved 173 percent of its transition objective.

The Military Personnel Division supported Soldier Readiness Processing (SRP) for soldiers deploying to Saudia Arabia, Bosnia, Egypt, Haiti, Honduras, El Salvador, Hungary, Korea, Kuwait, Germany, United Kingdom, Guatemala, Mongolia, Belgium, Panama, Italy and Nicaragua. Additionally, annual soldier readiness processing was conducted for all units.

Personnel records clerks maintained personnel records for over 5,154 permanently assigned enlisted soldiers. Approximately 99 percent of the soldiers in the zone for Department of the Army Promotion and Selection Boards for Sergeant First Class, Advanced Non-commissioned Officer Course, Master Sergeant, Sergeant Major, Sergeant Major Academy Course and Command Sergeant Major reviewed their personnel records prior to their submission to the board.

In addition to the personnel records maintained, there were 3,977 Noncommissioned Officer Evaluation Reports (NCOERs) processed during 1998. Enlisted Promotion Section processed 208 Promotion Packets for initial promotion boards; 105 Reevaluations and adjustments of promotion points; and promotions for 626 soldiers to SGT, SSG, SFC, MSG, and SGM.

The Fort Gordon Officer and Noncommissioned Officer Retiree Council and the Military Personnel Division held its 1998 Retiree Appreciation (Activity) Days event in September. The event began on Friday, 18 September with a health fair conducted by the Eisenhower Army Medical Center in which 475 retirees and family members participated in numerous health-related screenings. Later that evening, a dinner was held at the Noncommissioned Officers Club with 225 retirees and guests enjoying a three-course dinner and remarks by guest speaker, the Honorable Hershel Gober, Deputy Secretary of Veterans Affairs. On Saturday, 19 September, over 377 retirees and guests participated in a daylong event that included booths and information stations. Keynote speakers included General (retired) Gordon R. Sullivan, President, Association of the United States Army; and Brigadier General Robert Griffin, Commander, Eisenhower Army Medical Center (EAMC).

The Military Personnel Division, as a standard, provided service to retirees with pay concerns, former spouse issues, address changes, and general military retiree issues. Numerous articles were published in the installation newspaper and through various media outlets, to include the new Military Personnel Division Internet Web Page.

In November 1998, it was announced that the Military Personnel Division would be subject to review in a Commercial Activity Study that would begin in early 1999. Preparation began to provide functional input to the study.

### **Alcohol and Drug Abuse Prevention and Control Program Division**

The Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) saw a significant increase in the number of positive results in 1998. Positive results for marijuana use rose from 73 in 1997 to 141 in 1998. At the same time positive test results for cocaine rose from 36 in 1997 to 62 in 1998. There was an increase of 7,303 specimens tested during 1998. Positive test results for prescription drugs increased in 1998 to 65. However, in all but one case, the Medical Review Officer determined that these results were due to the legitimate use of a prescribed medication and no further action was required or taken.

In September, the Alcohol and Drug Control Officer (ADCO) and the Installation Biological Testing Coordinator (IBTC) attended a one day workshop at Fort Jackson.

In 1998, several thousand red ribbons were distributed to individuals associated with the Fort Gordon military community during the annual "Red Ribbon" anti-drug campaign.

### **Army Career and Alumni Program Division**

The Army Career and Alumni Program (ACAP) once again provided service members, civilians and family members (approximately 2,976 clients) with the highest quality of professional transition assistance.

The primary responsibility of the ACAP Center staff is to facilitate the mandatory pre-separation briefings to all exiting service members. Professional job assistance services continue to be offered via weekly workshops and individual career counseling sessions. Clients were provided access to upgraded versions of the ACAP-Management Information System, which included Microsoft Explorer Internet capability, Microsoft Word '97 and WordPerfect 5.1, word processing applications, the Defense Outplacement Referral System (DORS), Transition Bulletin Board (TBB) and various job, employer and service provider databases. Additionally, the Internet continued to provide invaluable assistance to ACAP clients.

Special events sponsored in 1998 by the ACAP Center include four specialty workshops titled, "How to Dress for Success in the Civilian World", "Strategies For Job Fair Results", "Being Your Own Boss", and "Evaluating and Negotiating Job Offers". A job fair was also held at the Fort Gordon Youth Development Center in which 40 local and nationally based employers participated. Targeted recruiting events were sponsored by BellSouth, Clark and Cobb County Police Departments, FBI, General Mills, Hornady Trucking, ITT, Jones Intercable, ManTech, Teligent, U.S. Marshals and USA Trucking Company.

The Department of Veterans Affairs initiated a Pre-Discharge Pilot Program in May 1998 at Fort Gordon. Eligible participants included service members leaving the service with disabilities, diseases, or injury diagnosed or treated on active duty and those who had 90-180 days remaining on active duty. These eligibles were to remain in the Augusta/Fort Gordon long enough to report for a physical examination conducted by private physicians at VA expense are eligible to participate. The advantage/goal of the program is to render a rating decision at the time of discharge from the military or shortly thereafter. Veterans are then eligible for civil service preference letters for employment, possible tax-free compensation, free health care, additional low costs life insurance, possible educational retraining and waiver of the VA home loan funding fee if they are rated 10 percent, or above.

### **Education and Career Development Division**

The emphasis during 1998 was on expanding education opportunities for our customers. Fruition of this was realized with the addition of a program of study leading to a Master of Science in Administration with an emphasis on Information Resource Management. This program was added in the spring of the year through Central Michigan University. Classes for this 36-hour curriculum were available on weekends.

Memorandums of Understanding/Statements of Understanding with off-post institutions of higher learning increased to thirty, up from twenty-four the year before.

Technology updates in the Learning Center (LC) contributed to the expansion of education opportunities also. Sound cards and CD ROMs were added to the computers enabling the LC customer usage of state of the art academic and training programs. The technology to roster

students for tuition assistance (TA) was transferred to the on-post colleges. This streamlined the administration of TA for the military student.

College graduation exercises took place on 3 June 1998 in Alexander Hall. A reception followed in Signal Towers. Major General Peter J. Boylen (USA RET), President of Georgia Military College, delivered the commencement address.

American Education Week activities took place 16–21 November. The theme for 1998 was “Developing Thinking, Decisive, Adaptable Soldiers for Army XXI”. An education fair with exhibits from local and on-post colleges and universities was held at various locations throughout the installation.

Due to continued reductions in staff, availability of counseling services was cut to eight hours per day, Monday through Friday, 0800-1630. The LC also reverted to an eight hour per day operation, Monday-Friday, 0800-1630.

### **Library Services**

For nearly 50 years Fort Gordon has seen an assortment of libraries. The Southeast Signal School (SESS) Technical Library of the 50's, evolved into the Conrad Technical Library, which supported the training requirements of Signal students and faculty from the 1960's until 1998. The 1950's also saw the beginning of a Special Services Library program for general library support, which comprised a Center Library and three branches. This program found a permanent home in 1966 when the Center Library moved into a new facility, the Woodworth Library. Representing equally important but distinctly different library missions Conrad and Woodworth Libraries have existed separately under various directorates for over forty years. In 1998 Fort Gordon significantly modified library service with the merger of the Conrad Library with Woodworth Library. High usage statistics supported Woodworth Library's continued operation. The training and technical support provided by the Conrad Library were critical to Fort Gordon's training mission. As Woodworth Library was the larger of the two facilities, a decision was made to consolidate the two at the Woodworth site. Books, equipment and furnishings were moved from Conrad to Woodworth during from 13 March-1 May 1998.

Woodworth Consolidated Library provides Fort Gordon with comprehensive library service as a central storehouse for print and digitized materials. Fort Gordon and TRADOC commands view the merger of the two libraries as a very successful and practical project. By consolidating library services Fort Gordon can continue to support recreational, informational, educational, training and doctrine needs of personnel and family members.

Throughout the year the existing partnership between Woodworth Library and the Fort Gordon Parent Teacher Association (PTA) arranged several reading programs for children. In the early spring Fort Gordon PTA president, Ms Eileen Faucette, submitted Woodworth Library in a contest sponsored by the United States Postal Service. The entry subsequently won and, as part of the recognition, a children's game show “Celebrate the Century,” produced by Nickelodeon, was taped at Woodworth Library on 21 August 1998. Over 300 children attended the event.

The Library Services Division, now with an expanded mission, is committed to quality service for the Fort Gordon community. Woodworth Library is now open to the public 6 days (55.5 hours) per week. All library materials (57,00 volumes, 18,000 military documents and 450 periodical subscriptions) are housed in one facility. Additional computers with Internet access have more than doubled with the merger of the libraries. A cooperative effort with local Directorate of Information Management (DOIM) expanded CD-ROM resources for the patron.

Also in August, the library's web site was enhanced with the purchase of WEBCAT. This software allows the library catalog to be available on the desktop via the library web site.

As of 31 December there were 10,464 registered users. Of these, 3,232 were active duty service members and 1,521 family members. Military students numbered 926. Military retirees and their family members accounted for another 3,459 registrants. A total of 77,012 items were charged during the year from Woodworth Library. Permanent party personnel checked out 20,700 items while their family members borrowed additional items. Military students and their family members borrowed 14,707 items and retiree families accounted for another 14,141 items. Books remained the most popular item type with 53,802 volumes being borrowed. Nearly 4,300 audio tapes, video tapes, and records were borrowed during 1998. As a result of the consolidation, the year's attendance figures rose dramatically, to 94,045.

### **Information Management /Program Operations Office**

Manager connectivity at the directorate level to the Personnel Process Improvement (PPI) Modules reached a hundred percent in 1998. Release 5.2, 5.3 and 6.0 arrived in 98. Each release was copied to ATZHFTP/Install2 on the Directorate Of Information Management server and instructions sent to DOIM Officers for upgrading the users in their directorate. This office provided support and performed many of the upgrades.

Classes were provided on a quarterly basis on all four of the Personnel Process Improvement (PPI) Modules: Personnel Action (PERSACT); Core Document (COREDOC); Regional Application (REGION); and Training Database (TRAIN). Classes on COREDOC were also presented with the quarterly Classification Training classes to new directors.

The Woodworth and Conrad Libraries were consolidated with the best equipment being upgraded and installed to provide ten computers for the internet, CDROM computers for research, and upgraded computers for the staff. Excess equipment was turned in. The library also purchased an NT server to migrate the catalog system from a Unix platform to a Windows platform in FY 99. The Web site was moved to the DHR server and linked to WEBCAT purchased at year-end to provide catalog service online via the WEB.

The Army Career and Alumni Program Office received upgraded equipment after this office contacted their headquarters.

Web sites for the Directorate, Military Personnel Division, Retirement Services, Library Services and ACAP were added with links to the Education Site.

A new scanner for the Testing Centers and more computers and upgrades for the Education Division and the Learning Center were other accomplishments during 1998.

### **Summary**

As 1998 drew to a close, the staff of the Directorate of Human Resources continued to provide quality and timely service for their customers. Continued automation improvements only enhanced these services. During each milestone instituting new ways of doing business, DHR successfully made the transition with the least amount of disruption for service providers and customers. The staff of the DHR worked diligently to reduce the learning curve for all users in order to make DHR programs as flexible and useful as possible.

## DIRECTORATE OF CONTRACTING

### Director's Overview

The objective for the Directorate of Contracting (DOC) for 1998 continued to be that of providing dedicated and professional acquisition support to Fort Gordon, its tenants, and satellite activities. Directorate goals for 1998 included the continuation of an aggressive promotion of the government purchase card program to increase utilization by activities, successful administration of the installation support services and food services contracts, exceeding small business and competition objectives, and execution of fiscal year-end workload for construction projects and automation purchases. Goals also included continued successful operation of a host site for the TRADOC wide area network for automated contracting systems which serviced the Fort Gordon DOC and DOCs at Forts Jackson, Benning, Rucker, McClellan, and the Presidio of Monterey.

### Mission

The mission of the Directorate of Contracting was the management, direction, and execution of the installation's contracting program for acquisition of supplies, equipment, and services necessary for the operation and maintenance of the installation and its tenant and satellite activities. Additionally, the directorate was a host site for a wide area network for automated contracting systems.

### Resources

The Directorate personnel strength on 1 January 1998 was thirty-two. Significant personnel actions transpired during the year. A GS-1102-13, contract administrator position was filled by internal selection, leaving a cost and price analyst position vacant. Two former instructors, who had been placed in DOC positions over seven years earlier as a result of staffing reductions in the Signal School, were returned to instructor vacancies without backfill of their positions. Two occupied positions which had been targeted for reduction in fiscal year 2000 were vacated through reassignment of a GS-1106-04, procurement clerk, to the Directorate of Public Works, and retirement with voluntary separation incentive pay of a GS-1103-11, industrial property management specialist. A GS-1106-06, procurement technician, and a GS-1102-11, contract specialist, who was the small business specialist, also retired with VSIP. A GS-1106-05, procurement technician position was established and filled by placement of an individual who was an excess person in another organization. A contract specialist supervisory team leader position was established and filled during the year. One GS-1102-09, procurement analyst position was reclassified at the GS-1102-11 level and the incumbent non-competitively promoted. In summary, six departures during the year were offset by arrival of two new employees. The year ended with twenty-eight personnel on board on 31 December 1998.

Operating costs for fiscal year 1998 totaled \$1.5 million including direct US Army Training and Doctrine Command funds and reimbursement of about \$114,700 for contracting support to US Army Medical Command (MEDCOM) activities at Fort Gordon. Upgrade of DOC automation in preparation for conversion to the DOD Standard Procurement System was begun with purchase of seven personal computers with 466-megahertz speed, 128-megabyte memory,

and 17-inch monitors, from DOC funds in September. Two additional new personal computers and a printer were issued to DOC for use with automated personnel systems. In addition headquarters purchased nine personal computers for DOC and a Digital Corporation server for the wide area network.

### **Activities and Accomplishments**

During fiscal year 1998, implementation of the Standard Procurement System (SPS) was begun for TRADOC. Personnel from the Fort Gordon DOC participated in focus groups for SPS implementation and an operational test of SPS 4.0 at TRADOC during April and May. Additional testing was conducted at the Fort Gordon DOC during June and July. The DOC information management officer assisted with developmental testing of SPS 4.1 at Sterling, Virginia, during July, August, and October. The Fort Gordon DOC hosted a process evaluation experiment of SPS 4.1 at Fort Gordon for two weeks during November. The DOD SPS Program Manager sponsored the experiment. Training for TRADOC SPS power-users was conducted at the Fort Gordon DOC during December.

FACNET is the DOD system for electronic solicitation and award of simplified acquisitions. Its usage included 71 transmitted Requests for Quotation with 781 bids received from vendors and 58 subsequent awards. Twenty-eight awards for other procurement actions were sent via FACNET. Combined synopsis/solicitation procedure was also used to electronically solicit offers for a number of solicitations. A "market research page" was added to the DOC Intranet home page and work began on development of an external home page for electronic posting of selected solicitations in 1999.

Small business program activities included attendance at two DOD Southeastern Regional Small Business Council meetings and attendance at trade shows by Mr. Charles Bullock, Fort Gordon small business specialist from January through September. In June Mr. Bullock also participated in a workshop for women-owned businesses sponsored by the Department of Energy Savannah River Site and its maintenance and operations contractor Westinghouse, the U.S. Small Business Administration, and the state of South Carolina. The Director attended the Army Small Business Conference in November. Individual counseling was provided to hundreds of businesses seeking to do business with Fort Gordon. In May, the DOC sponsored a vendor trade show at the Fort Gordon Network Club that was targeted at government purchase cardholders.

In fiscal year 1998, appropriated funds obligated through contracts awarded to small businesses totaled \$26,306,830, or 38.4 percent of all business awards, of which \$12,931,865 was awarded to small, disadvantaged businesses and \$2,361,560 awarded to woman owned businesses. However, the fiscal year 1998 small business goal of 40 percent and woman owned business goal of four percent were not met.

During 1998, a total of 185 individuals were trained as government purchase cardholders and 87 were trained as approving/certifying officials. Cardholders outside the DOC were responsible for 15,732 transactions with billings totaling \$5,370,993. Purchase card utilization for micropurchase actions totaled 96 percent, exceeding the Army's goal of 91 percent.

A wide variety of contracts were awarded in support of base operations activities and mission customers at Fort Gordon and customers from the 81st Army Reserve Command and the Southeastern Regional Medical Command.

## **Major Contracts Awarded in 1998**

### **Installation Support Services**

The option to extend contract DABT11-95-C-0006 was exercised in October 1998. Johnson Controls World Services, Inc., was to provide non-personal installation support services to activities at Fort Gordon, Georgia, the Fort Gordon Recreation area at Thurmond Lake, and other off-post activities. Major functional areas are: facilities maintenance and repairs, grounds and surfaced areas services, pest control services, transportation services, housing services, maintenance of communication-electronic equipment, laundry operations and maintenance of vehicle and general support equipment. The cost to extend the contract was \$24,178,016 for fiscal year 99. The initial estimated cost for the five-year contract awarded in July 1995 was \$95,535,299.00. Contract amount on 31 December was \$105,137,461.

### **Food Services**

Contract DABT11-95-C-0003 was extended for fiscal year 1999 at a cost of \$3,658,115. Ronlyn Corporation, a small disadvantaged business of Augusta, Georgia, was to provide food services and troop issue subsistence services at Fort Gordon. The contract type is cost plus award fee, and the initial contract was awarded in July 1995 with a base-year cost of \$3,601,426 with four one-year option periods for a total cost of approximately \$17,993,547.00. Contract amount on 31 December was \$14,906,712.

### **Hospital Housekeeping Services**

In December 1998, Contract DABT11-96-C-0012 for complete hospital housekeeping services at Fort Gordon, Fort Jackson, Fort McPherson, Georgia, Fort Campbell, Kentucky, and Redstone Arsenal, Alabama, was transferred from DOC to MEDCOM Southeast Regional Contracting Office at Fort Gordon. The potential five-year total of the contract at the time of transfer was \$30,009,259.59. This contract was awarded under small business set aside procedure. Its transfer will reduce small business program awards for the next fiscal year.

### **Administrative Support Services**

Contract number DABT11-95-C-0005 was extended for an additional fiscal year. Willshire Associates, Inc., which a small business contractor, was to provide non-personal central mailroom/reference library and publication services for Fort Gordon, at an estimated cost of \$174,000. The total amount of the contract over the five-year period will be approximately \$896,565.36.

### **Refuse Collection and Disposal Services.**

Contract number DABT11-95-C-0012 was extended for an additional fiscal year. Commercial Trash Removal, Inc., of Valdosta, Georgia, a small business contractor, provides collection and disposal services for the installation including the Army Family Housing and Fort

Gordon Recreation Center at an estimated cost of \$335,860.24. The total amount of the contract over the five-year period will be approximately \$1,441,964.92.

### **Portable Latrines**

Contract number DABT11-95-D-0005 was extended for an additional fiscal year. Porta-John of America, Inc., of Utica, Michigan, a small business contractor, provides portable latrines for special events, field training, and other needs throughout Fort Gordon and the Recreation Center, at an estimated cost of \$113,600.48. The total amount of the contract over the five-year period will be approximately \$598,458.03.

### **Elevator Maintenance**

Contract number DABT11-96-C-0004 was extended for an additional fiscal year. Dover Elevator Company provides maintenance and repair services for elevators and dumbwaiters throughout Fort Gordon, including at Eisenhower Army Medical Center, at an estimated cost of \$96,290.68. The total amount of the contract over the five-year period will be approximately \$409,120.86.

### **Post Custodial Services**

Contract number DABT11-94-D-0007 is in its last option period for providing custodial services to Fort Gordon. Southeastern Facility Management, Inc., of Columbus, Georgia, will be graduating from the Small Business Administration (SBA) Section 8(a) Program. The estimated annual cost is \$372,944.30, with the total amount for the entire five-year contract at approximately \$2,569,618.90.

### **Post Newspaper**

Contract number DABT11-94-H-0005 is in its last option period for providing the weekly post newspaper, The SIGNAL, publishing and distribution services. Chalker Publishing Company of Waynesboro, Georgia, has provided these services since contract award in July 1994. Preparations are underway for initiating a follow-on contract. This is a commercial enterprise contract under which contractor expenses and profit are derived from sale of advertisements published in the newspaper.

### **Learning Center Administration**

The second and final option year of a contract to provide learning center administration and instructional services for the international students who come to Fort Gordon was exercised for fiscal year 1999. The contract was awarded to Swann Educational Services of Martinez, Georgia. Total contract amount is \$153,600.15.

### **Unit DOIM – General Processor**

Request was received from the Directorate of Information Management for a firm, fixed price service contract to engineer, furnish and install a General Processor Unit (GPU) at Fort Gordon. The GPU is a Unix-based support device which will collect call data from the entire Fort Gordon GTD-5 complex and have sufficient storage capacity to store billing and switch configuration data for a minimum of ninety days. The contract was awarded 23 September 1998 to Computer Intelligence 2, Inc., (CI Squared) of Marietta, Georgia. CI Squared is a sub-contractor under the Small Business Administration's 8(a) Program. Contract award amount is \$ 65,191.72. Original contract performance period was from date of award of the contract through 6 November 1998. Contract performance period has been extended to 5 March 1999 due to contractor delay.

### **Installation and Integration of Asynchronous Transmission (ATM) Technology**

Request was received from the Directorate of Information Management for a firm, fixed price service contract for the installation and integration of ATM for the entire installation. The ATM Prototype Installation Design Plan (IDP) is to support the requirements of Classroom XXI, Distance Learning, Telemedicine, and strategic plans of Fort Gordon and the Signal Center to support the Warfighter and Warrior as a Power Projection Platform. The contract was awarded 29 September 1998 to Computer Intelligence 2, Inc., (CI Squared) of Marietta, Georgia. CI Squared is a sub-contractor under the Small Business Administration's 8(a) Program. Contract award amount is \$24,000.00. Contract performance period is from date of award through 29 January 1999.

### **Utilities Monitoring and Control System (UMCS)**

Fourth option renewal of the Utilities Monitoring and Control System (UMCS) contract was exercised. This contract is for on-site maintenance and repair services on the government-owned system. The contract period for this option year is 1 October 1998 through 30 September 1999. The incumbent contractor is Dorsett's, Inc., of Yadkinville, North Carolina. The contract award amount for this period is \$181,323.84. Total amount of the contract is \$525,327.62.

### **Beverage Base/Dispenser Rental**

Request was made from the Directorate of Public Works, Food Service Branch, for purchase of beverage base and dispenser rental for the installation dining facilities and the hospital dining facility. The contract is a firm, fixed price requirement contract for a base year with four, option year periods. The contract is for an estimated 17,480 gallons of beverage base and an estimated 120 dispensers per year. Contract was awarded to Coca-Cola, USA, a division of the Coca-Cola Company of Atlanta, Georgia, on 13 May 1998. Contract award amount is for an estimated \$48,396.00 for the base year and an estimated \$245,476.00 to include the four option years.

### **Liquefied Petroleum Gas**

Request was made from the Directorate of Public Works, Facilities Management Division, for a firm, fixed price requirements contract for an estimated quantity of 394,000 gallons of liquefied petroleum gas for Fort Gordon and the Fort Gordon Recreation Area at Leah, Georgia. The contract was awarded 8 June 1998 to the incumbent, Bennett Gas Company of Augusta, Georgia. The estimated contract award amount is \$180,846.00. Contract delivery period is 1 July 1998 through 30 June 1999.

### **Telecommunications System Equipment**

Request was received from the 513th Military Intelligence Brigade, 201st MI Battalion, Alpha Company for this equipment. This equipment is to be used to support the Electronic Support (ES) Mission. The acquisition was completed with multiple awards on 3 September 1998 to two different companies. Contract was awarded to Watkins-Johnson Company of Gaithersburg, Maryland, for line items 0001 through 0010 for the amount of \$99,153.00. The second contract was awarded to Communication Solutions, Inc., of Baltimore, Maryland, for line item 0011 for the amount of \$78,400.00. Delivery due date from Watkins-Johnson is 8 March 1999. Delivery due date from Communication Solutions, Inc., is 1 February 1999.

### **Wideband Cassette Instrumentation Recorder/Reproducer**

Request was received from the 513th Military Intelligence Brigade, 201st MI Battalion for a Wideband Cassette Instrumentation Recorder/Reproducer to include a spares kit, carrying case, two rack mounts, service manuals, and blank tapes. The 201st MI Battalion has been tasked with providing support to specific collection organizations. This equipment reproduces and analyzes data recorded on specific media and will assist the 201st MI Battalion in providing that support. Contract was awarded on 4 September 1998 to Metrum-Datatape of Monrovia, California. Contract award amount is \$114,906.00. Delivery due date is 1 October 1998.

### **Supply and Direct Deliver – Bagged Ice**

Request was received from the Directorate of Public Works, Installation Food Service Branch, for a firm, fixed price, requirements contract. This contract is for the supply and direct delivery of bagged ice to the Eisenhower Army Medical Center dining facility and to approximately six dining facilities and two training sites at Fort Gordon. Quantities are for an estimated 12,000 bags (40 pounds each) annually to be ordered by delivery orders to the contract. The contract is for one base year and two option years. Historically, ice has been ordered, stored and issued by the Troop Issue Subsistence Activity (TISA) warehouse on an as-needed basis. The TISA warehouse will be closed as of 30 September 1998; therefore, ice must be purchased by contract in order to meet any future installation requirements. The contract was awarded 21 September 1998 to Dixie Ice and Coal Company of Augusta, Georgia. The estimated contract award amount is \$29,880.00 for the base year. The total estimated contract amount is \$89,640.00. Contract performance period for the base year is 1 October 1998 through 30 September 1999.

### **Doughnut Products**

Request was received from the Directorate of Public Works, Food Service Branch, Troop Issue Subsistence Activity (TISA) to provide doughnut products for the installation dining facilities to include delivery to four to seven dining facilities and to the Eisenhower Army Medical Center dining facility at Fort Gordon, Georgia. This is a firm, fixed price requirements contract for an estimated 57,500 dozen doughnuts. The contract was awarded on 9 September 1998 to Augusta Doughnut Company (aka Krispy Kreme Doughnuts) of Augusta, Georgia. In accordance with AR 40-657, this company's production facility has been inspected and approved by inspectors from the U.S. Army Veterinary Command and is listed in the Directory of Sanitarily Approved Food Establishments for the Armed Forces, as required. The contract period is 01 October 1998 through 30 September 1999. The estimated contract award amount is \$113,200.00.

### **Custodial Services Child Care Centers**

Request was received from the Directorate of Public Works, Public Works Division, for the renewal of the current custodial service contract for the Child Development Centers at Fort Gordon. This contract provides cleaning services for the functional areas of the centers located in buildings 33800, 44401, 45400 and 45410. These buildings contain approximately 33,300 square feet of space. The incumbent contractor is the Small Business Administration of Atlanta, Georgia. Their sub-contractor, a small, disadvantaged business, is Kleen Quick of Douglasville, Georgia. Renewal of option year one was approved 1 September 1998. The performance period for option one is 1 October 1998 through 30 September 1999. Contract amount for option year one is \$122,857.12. Total amount of the contract is \$268,797.78

### **Mortuary Services**

Request was received from the Directorate of Human Resources, Personnel Processing Branch, Mortuary Affairs, for mortuary services for all deceased active duty military personnel to include transportation to a final resting place. The contract was awarded to Jesse Carroll Funeral Home, Hephzibah, Georgia, on 14 April 98. This is a firm, fixed price requirement contract. Contract performance period is from date of award through 30 April 1999. The estimated contract award amount is \$55,835.00.

### **Hotel Accommodations for Army Family Team Building Master Trainer's Conference**

Request was received from the Directorate of Community Activities, Army Community Service Division, for hotel accommodations for the Army Family Team Building Master Trainer's Conference held 4-6 May 1998. This conference had a high profile since the Secretary of the Army's wife was keynote speaker. The solicitation for a firm, fixed price contract was sent to four Augusta area hotels as a Request for Proposals; two hotels responded. The contract was awarded 26 March 1998 to The Partridge Inn of Augusta, Georgia. The estimated contract award amount

was \$18,503.11 for accommodations for 80 persons including buffet breakfast and conference room with audio-visual equipment.

### **Construction Projects**

DABT11-98-C-0016 was awarded to S.A. Rayle in the amount of \$48,360.00 to convert barracks rooms to administrative offices, Building 58, Fort McPherson, Georgia.

DABT11-98-C-0019 was originally awarded to Master's Concepts, Inc., then transferred to Delgado Electric, Inc., in the amount of \$239,000.00 to Replace Chiller, Lovejoy USARC, Tampa, Florida.

### **Job Order Contract**

A modification was issued on 2 August 1998 to exercise the option to extend the contract for the Fort Gordon Job Order Contract (JOC), DABT11-96-D-0005, with the Childers Corporation, Edmond, Oklahoma. This modification exercised the second and final one-year option. During 1998, 39 task orders, totaling \$4,564,127, were issued under the contract.

### **Replace Roofs in Family Housing**

Contract DABT11-98-C-0001 was awarded to Gibson Maintenance, Metter, Georgia, in the amount of \$245,000.00 to replace roofs in family housing areas 9 and 11. Award was made under the Small Business Administration 8(a) Program.

### **Two Story Engineering/Storage Addition- Building 24701**

Contract DABT11-98-C-0006 was awarded to J&B Construction & Services, Inc., Grovetown, Georgia, in the amount of \$367,466.00 to construct a 2-story engineering/storage addition to Building 24701. Work consists of site, foundation, steel framing, masonry and complete interior work. Award was issued with full and open competition under the Small Business Competitiveness Demonstration Program. J&B Construction & Services, Inc. is a small disadvantaged business.

### **Conversion of Dining Facility**

Contract DABT11-98-C-0013 was awarded to Harbor Construction Company, Inc., Savannah, Georgia, in the amount of \$576,000.00. Work consisted of trades necessary to convert a dining facility (#7) to a Central Issue Facility. Award was made under the Small Business Administration's 8(a) Program.

### **High Temperature Hot Water Distribution System, Phase II**

Contract DABT11-98-C-0018 was awarded to MMT Savannah River, Inc., of Martinez, Georgia, in the amount of \$1,498,390 to repair/replace HTHW system in building 25000 &

28000 areas. Work consists of replacement and conversion of the existing system to be abandoned in place in the modular barracks, i.e. expansion HTHW steel piping and reinforced concrete trenching with removable lids (tops), specified pipe insulation, guides, anchors, valves and fittings.

### **Renovate Rolling Pin Barracks**

Contract DABT11-97-D-0007, Task Order 0002, was issued to MMT Enterprises, Inc., of Martinez, Georgia, a small disadvantaged business, in the amount of \$1,870,988.70 for replacement of heating ventilation and air conditioning system and ceilings in three (3) rolling pins barracks (Buildings 25707, 25720 and 25718). Work consists of replace/renovate the HVAC system, reusing the existing skid packages, including associated UMCS, architectural and electrical work, as well as the installation of new ceiling grid/tile (excluding the latrines, stairs, laundries and closets) and replace all lighting throughout the buildings.

### **Building Demolition and Asbestos Abatement**

Contract DABT11-97-D-0004, had been awarded to American Logistics, a small disadvantaged business of Griffin, Georgia. Renewal option year was exercised in the amount of \$1,499,271.44. This is an indefinite-quantity type contract for the demolition/asbestos abatement of World War II and other type building on Fort Gordon.

### **Convert Back Hall (Bldg 24701) to Direct Digital Controls (DDC)**

DABT11-98-C-0012 was awarded to Midatech, Inc., a small business of Snellville, Georgia, in the amount of \$187,324.00 to convert Back Hall (Building 24701) to Direct Digital Controls (DDC). Work consists of replacing the existing HVAC controls with Direct Digital Controls. It also includes the installation of conduit and electrical and pneumatic control lines from the building HVAC equipment to the government-furnished DDC data terminal cabinet in the mechanical room.

### **Repair/Replace/Upgrade Feeder #9 and #21**

DABT11-98-C-0015 was awarded to Coastal Powers, a small business of Fort Walton Beach, Florida, in the amount of \$1,068,900.00 to repair/replace/upgrade feeders #9 & #21, Fort Gordon, Georgia. Work consists of renovating the existing 12.47KV primary electrical underground distribution system for existing feeders #9 & #21. The work includes, but is not limited to, the demolition and removal of existing primary cables and the installation of new cables; below grade horizontal boring for high density conduits, grounding, and power cables. Supply and install new conduit duct bank, manholes and correct deficiencies in existing manholes; remove existing and replace with new transformers and other equipment as shown in the engineering drawings for a complete workable system.

### **Replace Fiberglass Ductwork, Areas 2 and 3, Family Housing**

DABT11-98-D-0007 was awarded to J & B Construction Services, Inc., a small disadvantaged business of Grovetown, Georgia, in the amount of \$30,000.00. Work consists of replacing the existing fiberglass ductwork, in accordance with the specifications and plans for Areas 2 and 3 of Family Housing, as the dwelling units become available.

### **Environmental Services**

A Basic Ordering Agreement for environmental services, DABT11-98-G-0001 was issued on 24 July 1998 with 8(a) contractor, Hydrovision, Inc., Norcross, Georgia. Estimated cost for Fiscal Year 1999 was \$500,000.00 with a maximum ordering limitation of \$1,500,000.00.

### **Summary**

The Directorate of Contracting faced a challenging year with continued funding reductions and the requirement to remain flexible and responsive while meeting mission changes. The contracting program was successfully executed as described above. Fiscal year 1998 contract obligations totaled \$80,158,287. Contracts were awarded or renewed that provided vital support services, critical maintenance and repair work, additional minor construction, and necessary supplies and equipment to DOC customers and the greater Fort Gordon population. Competition goal set by TRADOC for fiscal year 1998 was exceeded. Even though all of the numeric goals of the Small Business Programs were not met, overall program objectives of supporting the small business community were achieved.

## **DIRECTORATE OF INFORMATION MANAGEMENT**

### **From the Director's Perspective**

Calendar year 1998 brought many changes to the Directorate of Information Management (DOIM). In December, an A-76 study was announced. This meant personnel were faced with task lists, compiling data, streamlining their work methods, and the possibility of jobs being contracted. Jose' C. Miller, the Director for the past five years left in early November to work for private industry. The Chief of the Information Management Center (IMC), Ms. Barbara Poole, was temporarily promoted as the Acting Director. In spite of all of the uncertainties facing Fort Gordon, DOIM personnel met or exceeded most every challenge with technical innovation and professionalism.

Fort Gordon continued to posture itself to face the new millenium. DOIM personnel coordinated an effort to ensure that all IT requirements were Y2K<sup>158</sup> compliant and that users were

---

<sup>158</sup> Y2K: Stands for "year 2000." This was the attempt to detect and correct potential computer problems when the computers' dates roll over on 1 January 2000.

aware of how to test their automation and communication equipment and make necessary adjustments.

Network management personnel continued to plan for network access upgrades from 10 mbps to 100 mbps. New servers were added to the e-mail system to enhance its capabilities. The Telecommunication Center (TCC) record traffic mission continued to support the southeast region Power Projection and Power Projection Support Platforms. The TCC and the Automation Support Branch (ASB) co-located in 1998. The Chief of the TCC traveled extensively to other TRADOC installations assisting them in setting up their Defense Message Systems (DMS).

### **Mission**

The Directorate of Information Management provided a full complement of information management services to Fort Gordon as a complex, multi-functional, large military installation. Services included automation, networking, telecommunications, record management, postal, printing, and publishing management.

Serving concurrently as the command's focal point for problem resolution on matters pertaining to information management and as the command's primary staff advisor for information matters, the directorate provided assistance to the entire southeastern military region.

### **Resources**

During fiscal year 1998, the Directorate obligated 100 percent of its budget. Funding was expended to defray the cost of civilian salaries, equipment maintenance, supplies, postal charges, printing charges, and telecommunications services. Reimbursable funding from reserve centers and tenant activities was received to defray cost of their telecommunications services.

## **TECHNICAL SERVICES DIVISION**

The Automation Support Branch has analyst/operator operational responsibility for the Exchange, Sendmail, and Professional Office System (PROFS) email, TRADOC Installation Support Modules (ISMs), Army Standard Information Management Systems (ASIMS), Defense Message System implementation/administration and network administration.

The Exchange email system was fully implemented on one Data General Aviiion AV 3600 server by February 1998. It became the primary email server for Fort Gordon with over 2900 user accounts. It was upgraded from two to four central processors (CPU) and 256 megabytes (Mb) to 1 gigabit (GB) of main memory. The Random Array of Independent Disks (RAID) unit was originally configured for a cluster (two DG computers linked together with fail-over software), however, the Microsoft Cluster for Exchange software does not support Outlook email access and only one server can be active at a time. Therefore, the second server for the email database maintenance and an emergency server were utilized.

The HP 9000 computer was set up as a list server named SIGNET, for the Signal Center using Majordomo software. This server provides an information sharing service for Signal Corps soldiers. The PROFS email and TRADOC ISM mainframe continued to support users. We expect to shut this system down permanently by April 1999.

The DMS continued to have software delays and slow directory response throughout 1998. No operational accounts were set up for Fort Gordon.

Two Army standard systems, previously supported by the branch, no longer required that support. The Standard Army Financial System (STANFINS) analyst activities were turned over to the Defense Finance Accounting Service (DFAS) in June 1998. Some batch printing continued to be handled by the Operations Section. The Standard Army Intermediate Level Supply System (SAILS) was replaced with the Standard Army Retail Supply System (SARSS) in July 1998. The SARSS runs on a local server and is managed by the installation contractor, Johnson Controls. The two analysts for these systems were assigned duties to support DMS and other new projects.

The Computer Operations Section continued to provide printouts and microfiche services for the standard Army applications. In addition, the section provided analyst support for the Standard Installation/Division Personnel System (SIDPERS) and Army Company Information System (ARCIS) applications.

## **SUPPORT SERVICES DIVISION**

On 7 January 1998, maintaining the Center Duty Rosters (except for the Article 32 roster) became the responsibility of each duty unit. Duty units provide the Directorate of Information Management, Services Section, with a copy of document detailing personnel to each duty. DOIM, Services Section published the names in the Weekly Bulletin and on the automated Duty Roster Bulletin Board on PROFS.

In March 1998, the Commercial Solicitation Clerk position was abolished and the incumbent was reassigned to another organization on the installation. However, the job tasks performed by this employee remained in the section to be performed by the one remaining employee.

Due to reduction in printing funds and available manpower to perform the work in this office, the Garrison Commander and Chief of Staff approved DOIM recommendation to print the Post Staff Directory only once a year (August-September time frame). In September 1998, the Information Management Center, DOIM, created a web site to post the Post Staff Directory which is kept updated by the DOIM as requests are received from installation activities.

In August 1998, a publications web site was created where revised or newly created command administrative publications are automatically placed after they are authenticated by the DOIM. Proponents have the option of having copies printed and distributed; however, they are responsible for funding. Plans are currently being made to have all command administrative publications electronically available for viewing and/or downloading. This will provide a solution to proponent's funding problems and will provide easier access to publications.

Center Publications and the Central Mailroom/Reference Library continued to be performed by Willshire Associates Incorporated, of Alexandria, Virginia. This contractor continued to operate efficiently and properly utilized personnel and resources, which resulted in continued prompt and excellent customer services. Stockage levels of forms in the Publications Warehouse continued to be monitored and forms were chosen for destruction based on non-use of those forms within a two-year period. Approximately 448,100 forms were destroyed in 1998.

Automation of record management services continued in 1998 with software upgrades and streamlining of processes and services. Fort Gordon and higher echelon forms were placed on an installation server available for download. Requested Freedom of Information Act (FOIA) materials (such as the list of procurement credit card holders) are available in a reading room off the Fort Gordon Home Page. Records Management prepared a BASOPS Opportunity Leveraging and Development (BOLD) grant proposal for a prototype paperless office system for the DOIM

which could be expanded to other activities funding their own hardware (i.e. scanners and data storage) and software licensing requirements.

A light industrial shredder was procured for the Records Holding Area (RHA). Progress in handling the RHA records virtually halted due to the unavailability of details to process expired records for recycling or transferable records for shipment. DOIM Records Management area continued to pursue the possibility of closing the RHA. Fort Gordon activities would process their records directly to the Federal Records Center(s) or recycle contractor themselves.

Training videos were procured from the Federal Career Institute with year-end funds in lieu of their Regional Records Manager Workshop. Videos will begin airing on Fort Gordon ETV by February 1999. Manuals and workbooks are available for duplication from the Records Management office.

One employee within the DOIM was detailed to the Records Management section pending permanent transfer of her position. Primary duties consisted of form design, providing assistance to the Records Managers, and providing clerical support to the section. Current staffing is now sufficient to manage daily activities and maintain existing programs. However, staffing is insufficient to process pre-existing backlogs in such areas as the RHA or to provide additional services such as direct training for Fort Gordon personnel and activities.

Copier use remained a drain on both time and resources. Activities consistently failed to report their annual usage at the end of the fiscal year, necessitating repeated attempts at contact. In addition, activities often failed to provide installation and or, turn in reports once the replacement copiers were received and disposed of. Approval of additional copier actions was denied whenever the activity has missing meter readings and, or, reports.

The Installation Postal Operations metered and processed 199,562 pieces of official outgoing mail at a cost of \$201,267.37. All postage discounts were applied when and where possible. Private carrier was used in the shipping of standard mail packages within CONUS at a 1/3 lower cost rate less than the United States Postal Service could offer. Special service mail was held to a minimum. Only mission essential mail items were shipped at the special handling rate. Classified document and valuable items were required to be mailed at the special service rate.

The official mail program consisted of 88 primaries and 218 alternate official mail managers for 88 active official mail accounts.

Monthly and quarterly charge-back reports were submitted to each account holder to inform them of the amount of official mail postage.

Remote Reset Postage Meters were requisitioned through Pitney Bowes and were installed on 28 September 1998. Postage by telephone system account was established as 29162963, in the amount of \$65,000 with the United States Postal Service. Postage was refurbished by dial-in procedures using the account and serial numbers of the meters installed. Postage money was maintained in the account as required for the purpose. This procedure was directed by DOD and TRADOC in May 1998 to be effective in January 1999.

Directory mail service was provided to the installation in the amount of 182,500 pieces of personal mail.

Shortage of personnel in the Postal Section continued to be a problem.

The Information Management Center (IMC), first point of contact for Information Mission Area customer problems, continued to provide first level maintenance, networking, and troubleshooting to the installation during 1998. Personnel attended training sessions on networking, security, project management, and data communications in an effort to stay abreast of the constantly changing information mission arena. Two IMC military personnel attended the

Basic NCO Course (BNCOC) and the Advanced NCO Course (ANCOC). Additionally, three military personnel were selected for promotion from E6 to E7.

Users became more sophisticated in their use of Microsoft Exchange as their electronic mail of choice. Internet Explorer, Windows 95, NT, NT Workstation, and CD-ROM became familiar tools for many PC users. Unix hosts continued to give way to NT servers.

Renovations and moves throughout the installation resulted in an overwhelming amount of rewiring and troubleshooting of existing systems for the Networking Section of IMC. The "School House" move involved over 100 manhours by Center personnel in assisting the Telephone Branch in completing the project prior to the start date for 1999 classes. IMC either moved or ran Category 5 cable with associated work requirements to over 63 activities at Fort Gordon.

Center personnel continued in 1998 to finalize all requirements for the Department of Public Works move which started in 1997.

Participation in the annual Signal Symposium continued. Personnel loaded and configured personal computers, hubs, and routers to allow attendees easy access to email, web sites, and briefings.

IMC worked with contractors, networking and gateway administrators at Fort Huachuca, Arizona, and systems analysts at the Megacenter, Huntsville, Alabama, on standard systems, user problems, IP addressing, networking infrastructure, and installation and implementation of new systems at Fort Gordon.

## **Summary**

The Directorate of Information Management once again met and exceeded all challenges in 1998. One constant that never seems to change is the tremendous amount of work and new requirements with no addition to either the DOIM's military or civilian strength. With the announced A-76 study and the Director leaving for civilian industry the Directorate of Information Management will face its most important challenge of this decade during the coming months. The DOIM staff, as shown by the past, is dedicated to providing the best possible service within available funding, through creative management practices and techniques and will continue to provide mission essential services.

## **DIRECTORATE OF PUBLIC SAFETY/MILITARY POLICE ACTIVITY**

### **Director's/Commander's Perspective**

The Directorate of Public Safety (DPS) celebrated its fourth year of consolidation in 1998. Each section established several goals; many of the goals were achieved. The mission statement for the Directorate is to provide a safe and secure environment for all personnel who work or reside on or visit this installation.

During the latter part of the year the Directorate transitioned to new leadership. On 9 October 1998, Lieutenant Colonel Thomas B. Howe replaced Lieutenant Colonel David A. Dlugolenski as the Director of DPS and Commander of the Military Police Activity. LTC Dlugolenski stepped down and retired after more than 24 years of service.

## **Mission**

The Director of Public Safety/Commander, Military Police Activity, and his staff advised the Commanding General and his staff, as well as tenant unit commanders and staffs, on safety, fire, security, and law enforcement and crime prevention activities. Responsibilities for safety programs included the Occupational Safety and Health Program and Radiation Protection Program under the Nuclear Regulatory Commission through the Signal Corps Branch. Fire Department responsibilities included fire suppression operations, fire protection and prevention training and programs, and fire protection engineering programs, thereby eliminating causes of fires and reducing loss of life, injuries and property damage. Security responsibilities included information, personnel, information system, physical, communications, industrial, terrorism counteraction, SAEDA/counterterrorism, foreign officer contact, foreign officer accreditation/disclosure/visit certification, topographic support, and destruction facility. Law enforcement responsibilities included traffic violations and accident investigation, vehicle registration, game warden, military police working dog support, military police investigations, and patrol operations.<sup>159</sup>

## **Resources**

One hundred seventy-six military and civilian personnel were authorized in 1998. The directorate missions expended over \$3.2 million in FY98. In addition, \$310,000 was expended from earned reimbursables.

## **LAW ENFORCEMENT DIVISION**

The Military Police Law Enforcement Division (LED) proved its diversity and "true grit" as being the hub for missions received and their execution. One of the goals of the LED Operations Section was to spearhead the Community Oriented Police (COP) posture, specifically, by providing law enforcement services within the housing areas and Youth Services Center in a non-threatening/non-intimidating manner. This was accomplished by the use of Bike Patrol Units. Not only was this a great way for our police officers to gain exposure, it provided a bridge for the police officer to meet the community. Five of our police officers received professional training by the State of Georgia on the Drug Awareness Resistance Education (DARE) program. This placed the LED in a position to provide five DARE officers for five local schools that are attended by military dependents. In addition to providing community support for special events such as the Signal Symposium, or Fall/Spring Flea Markets, the Operations Section was challenged with providing a traffic and security plan for several Dog Days of Summer Concerts. The most memorable concert proved to be the Third Eye Blind. The attendance for this "Rock and Roll" concert was well over 10, 000. The LED received a crash course on "Moshing" which takes place at the "Mosh Pit." This is an action that is performed by two individuals slamming their bodies into one another. The LED responded and assisted the Emergency Medical Services with over 75 medical emergencies stemming from heat exhaustion, neck/back injuries, and heart failure during this concert.

---

<sup>159</sup> "Security: Fort Soldiers' Awareness Raised," The Augusta Chronicle, 22 Aug 1998, p.6A.

Throughout 1998, the Military Working Dog (MWD) Section supported unit commanders with health and welfare inspections utilizing two Narcotic Detector Dog teams. A total of 18 health and welfare inspections were conducted. Along with supporting commanders, the drug team also conducted 28 construction site sweeps and 13 roadside checks on post. As the terrorist threat increased this year for many US installations, our Explosive Detector Dog teams were repeatedly called upon to clear suspected areas from explosive devices. The MWD explosive detector teams supported the US Secret Service in ten missions this year. This required the MWD teams to travel throughout the United States. All missions were in support of the President, Vice President, or Department of State VIPs. The teams responded to 14 bomb threats and 13 post office checks on post. Our Patrol Dog teams do not get to travel much, but one team was tasked to support the annual air show at Oceana Naval Air Base in Virginia. This team received a letter of commendation from the Base Commander, Rear Admiral R.T. Ziemer. While providing all this support the MWD Section took the time to assist local law enforcement personnel with dog training. Some of the departments included Columbia County Sheriff's Department, Richmond County Sheriff's Department, and Grovetown Department of Public Safety. The most rewarding service was providing demonstrations to the military and civilian communities. This year 19 demonstrations were conducted including the Freedom Park Jubilee, Army Recruiting Stations throughout the Southeast, local schools, local churches, foster care centers for needy children, and the Commanding General.

The Military Police Investigations (MPI) Section continued to prove its excellent ability to prevent and solve crimes on the installation. The goal at the beginning of the year for the MPI Section was to become a stronger section and to be an extension of the LED that criminals would both fear and respect. Comparing statistics for the past two years indicates a steady drop in cases received by this section. This is attributed to the emphasis this section has placed on crime prevention. The MPI's made a transition from a section loaded with senior investigators to an office with several younger sleeker investigators. The NCOIC of this section is happy to announce that the "rookies" have done an outstanding job. The new investigators have proved their ability to methodically and meticulously solve many of the cases received. The MPI Section also honed their skills by providing VIP escort for the Honorable Louis Caldera, Secretary of the Army, during his visit to Augusta. The VIP escort went without incident and each investigator received the Secretary of the Army Coin of Excellence for a job well done. The MPI Section continued to curb the sale of alcohol to minor with the execution of "Operation Youngblood."

The Law Enforcement Division continues to make the needed adjustments within its other sections such as Administration and Vehicle Registration. Cross training of the individuals assigned continues to be the key to providing quality customer service. Improvements with automation have been a theme this past year. With new programs such as ORSII, our watch word has become "focus while maintaining" during daily operation. While training personnel assigned on this new automation, ensuring correctness of military police reports, correct filing, and annotation of statistics must continue.

Overall, the Law Enforcement Division's many achievements cited above speaks for itself. To clearly define the LED role for this past year, one would certainly find the words, dedicated, resourceful, automated, customer-friendly, and reliable. The LED eagerly looks forward to fulfilling its role to the Fort Gordon community in the years to come.

## **SECURITY DIVISION**

Focused on customer service, the Security Division processed 40,000 personnel security actions during 1998. Personnel continued to provide free fingerprint service for personnel processing their U.S. citizenship packets and processed 100 percent of all requests for security clearances using the Electronic Personnel Security Questionnaire (EPSQ) and trained tenant activities on the use of EPSQ.

Security Division led the way in TRADOC with implementing force protection training. Motivated personnel conducted Level I Force Protection training for 4,200 student personnel and 1,100 permanent personnel going OCONUS during 1998 and presented Level III training to 56 officers attending the Pre-Command Course. Additionally, the Division hosted a Level II (Unit Maintainer) class for 36 activity Force Protection Officers. After much coordination with on and off-post agencies, the Security Division conducted a Force Protection exercise on 28 July 1998 to test the installation Force Protection Plan. Security specialists assisted in establishing an Emergency Operations Center/Crisis Management Center for use by key personnel during an emergency situation and developed an unclassified Risk Assessment/Threat Statement, which addressed 12 categories of force protection risk. The division chief prepared the 1998 Fort Gordon Commander's Force Protection Assessment Report, which is provided to HQ TRADOC.

Security education played an important role during the year; personnel successfully conducted four security education classes for 70 Fort Gordon Security Managers and Physical Security Officers and five security education classes to 450 reserve personnel assigned to the 81st Regional Support Command. New security education products were developed for use with the 1999-security education program.

Specialists conducted 83 security inspections, site surveys, and pre-construction surveys of activities assigned to Fort Gordon and wrote numerous articles on Crime Prevention that were published in The Signal newspaper. Personnel installed 200 of the new XO-07 electronic combination locks for activities on Fort Gordon and 48 for units assigned to the 81st Regional Support Command; they also conducted seven classes to installation personnel on the proper method of installing the XO-07 locks. Specialists continued to play a major role in the Commercial Intrusion Detection System by identifying requirements and providing technical expertise to activities requiring an alarmed facility.

Personnel processed 66 Foreign Visit Requests during 1998 as well as 30 requests from Foreign Governments on releasability of signal training products and attendance to various signal courses.

One employee was promoted within the Security Division during 1998 via upward mobility promotion. During 1998, Mr. Billy Arrington died while assigned to the Security Division and Mr. Richard Howard was forced to retire due to serious medical problems. An employee facing reduction in force from another directorate was reassigned to one of the vacancies.

## **FIRE PREVENTION AND PROTECTION DIVISION (FPPD)**

During 1998, the FPPD responded to 18 reportable fires, accounting for \$41,851 in property damage and losses. The Fire Department responded to 533 emergencies during FY98. Installation firefighters continued to increase their skills, were re-certified as hazardous material technicians, and received training from the Georgia Fire Academy on Fire Truck Pump Testing.

The Operations Branch conducted 406 low hazard inspections, testing 561 smoke detectors and 619 fire extinguishers.

The Fire Prevention Office reviewed 61 construction project plans, 112 work requests, 300 construction site inspections, and issued 469 Hot Work Permits, assuring no deficiencies were built into the facilities. Branch personnel provided 511 customer site visits, 135 fire safety-training classes and made 90 sprinkler system inspection and tests.

The FPPD transitioned to the new automated DOD Fire Incident Reporting System (DFIRS) for all fire and non-fire emergencies. The new reengineered paperless DFIRS uses personal computer software and electronic transfer of reports to the central DOD repository at the Naval Safety Center, Norfolk, Virginia.

The Fire Chief, who retired in July, was tasked to develop the Installation Fire Risk Assessment. Subsequently, it was accomplished using a three-team concept. The assessment provided management the potential vulnerability to fire with the possibility of loss, injury, and impact to mission. Risk is measured by determining what can be destroyed by fire and the consequences of that fire in terms of property, life and Army loss.

## **SAFETY DIVISION**

The Safety Office's mission continued to expand while the staff adjusted to personnel cuts. Safety personnel actively participated in automation initiatives while striving to maintain safety support of Fort Gordon and Signal Branch missions.

The Safety Office experienced continued growth in mission areas and continued to expand into areas historically outside its purview. The Safety Office, with Mr. Houpt as the action officer, took the lead in developing training and emergency response actions to weapons of mass destruction (terrorism involving chemical or biological weapons). An agreement with the Georgia Department of Natural Resources resulted in Safety Office personnel assuming responsibility for picking up and disposing of radioactive dials and gauges from military equipment. These dials and gauges were supposed to be removed prior to the sale of the equipment so the agreement aids the Army's radioactive materials license holders with compliance with Nuclear Regulatory Commission regulations for proper disposal. An additional tasking of conducting fire safety inspections in Family Child Care homes in lieu of a fire inspector was assigned to another specialist. The division was also tasked to redevelop the Violence in the Workplace Prevention.

The Safety Office continued to provide Risk Assessment/ Risk Management classes. Mr. Blandin executed a Memorandum of Understanding with the Georgia Highway Patrol for Motorcycle Rider Courses (18 hours) and Experienced Rider Courses (8 hours). The Georgia Highway Patrol originally scheduled six basic classes and six experienced classes but added six more basic classes due to the popularity of the program. Mr. Blandin coordinated the class enrollment and the support required to effectively teach the classes. Approximately 200 Fort Gordon personnel attended these classes free of charge. Mr. Blandin's enthusiastic support made this program a resounding success.

The Safety Office continued its corps-level mission with review of schoolhouse incorporation of risk management into lesson plans and programs of instructions and the signal branch safety program. Specialists evaluated the training department and unit safety programs, reviewed training risk assessments, monitored range and FTX safety, and served as action officer for Safety Stand-Up Day. Fort Gordon had one accident due to a lightning strike on the ranges;

several soldiers of a reserve medical unit training at Fort Gordon suffered numerous casualties due to the lightning strike. Fortunately none of the injuries were serious.

The Armament and Chemical Acquisition and Logistics Activity (ACALA) conducted a Nuclear Regulatory Commission mandated inspection. Although the inspector found one deficiency (no wipe tests for our low-level radioactive instruments and articles waste facility), he stated that our program was in the top five percent.

The seventh annual Safety Stand-Up Day was conducted in May 1998 at the direction of the Training and Doctrine Command. The purpose of the event was to heighten the mission safety awareness of all military and civilian personnel. Participants included local law enforcement agencies, the fire department, ambulance service, the Environmental and Natural Resources Management Office, representatives from Mothers Against Drunk Driving, Preventive Medicine, Child Development, Safe Communities Coalition, Explosives and Ordnance Disposal, CSX Railroad, and units on post.

The office continued safety support of base functions such as child-care, pools and recreation areas, construction projects, and other base operations. Mr. Blandin conducted monthly Corps of Engineer construction inspections (approximately 7), completing most of the projects by the end of the year (3 remaining). Mr. Blandin inspected approximately 25 DPW renovation projects and all DCA special events. He evaluated 75 work orders for safety requirements that required on-site evaluation. He conducted bi-monthly childcare safety training with approximately 30 providers trained. He developed the lesson plan for the Remedial Driver's Training program. He also ensured the wrecked vehicle displays and banners were in place for holiday periods.

The Safety Office conducted four quarterly Safety and Occupational Health Council meetings in 1998.

The Safety Office received training and equipment in support of the Hazardous Substance Management System (HSMS).

"Loaded 45," the 45 most dangerous days of a soldier's life, campaign kicked off with the first annual "Loaded 45" Breakfast and Awards program for Fort Gordon. All tenant and assigned organizations participated in this holiday safety awareness initiative. The program included a breakfast keynote address by the Commanding General, MG Ackerman, to an audience of all organizational staff on the topic of seasonal safety. Attendees were presented with a computer disk containing complete training and educational materials for their local use during this time period. As an additional incentive, commanders competed for a \$1000 unit fund award within two major categories - TRADOC students and permanent party. In order to level the playing field, all at-fault incidents (i.e., speeding, DUI, under-age drinking, suicides) and accidents (i.e., fires, POV incidents, etc.) were counted and rated IAW the incident rates indicated in AR 385-40 (population based rate). Incidents with the greatest concerns included DUI, under-aged drinking, and moving accidents were additionally rated using the point structure documented in AR 190-5. The intent of this year's program was to have zero at-fault fatal accidents, suicides, or fire loss during the holiday season. Fort Gordon did succeed - no at-fault accidents occurred during the FY98 "Loaded 45" campaign. The two winners of the \$1,000 unit fund prize were 447th Signal Battalion (TRADOC student unit) and 63rd Signal Battalion.

## MILITARY POLICE COMPANY

The Military Police Company has aggressively maintained its goals of providing quality military police support to the DPS Law Enforcement Division and remaining ready to be an active participant in worldwide contingency operations. Overall the unit has a versatile training program enabling military police to receive a national rating as an emergency medical technician, acquire state-of-the-art law enforcement training and pursue college credits in the process. An equitable balance between training, workload and quality family time has resulted in an exceptionally high level of duty performance by the Fort Gordon Military Police. The company also demonstrated impeccable leadership by donating nearly \$400 to the 1998 Fort Gordon Christmas Club.

### Mission

The Company Commander provides trained military police to the DPS for the purpose of law enforcement and security on Fort Gordon. The company initiates and monitors all soldier training pertaining to law and order operations, common soldier tasks, basic military police tactical tasks and physical training. Preparedness for overseas movement and the health, welfare, discipline and morale of all personnel assigned also fall under the responsibility of the MP Company.

All military personnel in the Military Police Activity are assigned to the company. The company consists of a unit PAC, Training NCO, Supply Section and two line platoons. At the end of 1998 there were 108 soldiers assigned to the MP Company with over 95 of those being military police qualified.

The Fort Gordon Military Police Company, commanded by CPT Henry H. Washington, III, has succeeded in excellence this fiscal year 1998 once again. This year began with a new training concept called "The Tactical Cycle." The company began the cycle with the crawl-walk-run phase of tactical training. The company started with the basic lane training from land navigation to road marching, operations orders to force-on-force training. This training has been very beneficial due to the current planning of the TDA to MTOE change. Soldiers immediately came to the conclusion that this type of training is how the Army creates unity and teamship.

The Military Police Company provides training for Military Police combat support missions that may happen all over the world. As missions arise the Fort Gordon Military Police Company is prepared to go the distance and meet all challenges. One of the training goals that have become a reality is the MP Company Emergency Medical Technician (EMT) Certification Course taught by certified technicians from Fort Gordon Eisenhower Medical Center. This program has allowed soldiers to receive college credit hours on their transcripts in most colleges and universities.

On 23 June 1998 the Fort Gordon Military Police Special Reaction Team (SRT) participated in the Savannah River Site Law Enforcement Competition. The competition was mentally and physically challenging, but the team persevered and received an award for outstanding teamwork.<sup>160</sup> The MP bike team placed third in the Southeastern Bike Race held at Fort Gordon.<sup>161</sup> One of the most exciting moments for the MP Company was on 10 May 1998,

---

<sup>160</sup>SPC Sharron McBride, "Ft. Gordon Special Reaction Team Always on Call," *The Signal*, 31 July 1998, p. 4.

<sup>161</sup>SPC Michelle L. Helms, "Bike Patrol: MP Program Provides Accessibility for Community," *The Signal*, 18 Dec 1998, pp.1&3.

when SPC Ryan D. Pittman won the Post Newgarden Morris Award. SPC Pittman received the award from the Commanding General, MG Peter M. Cuviallo. The Newgarden Morris Award is the top soldier of excellence award for the installation that identifies a model soldier for the entire post.

Toward the end of the fiscal year 1998, the company began to make concrete plans on MTOE equipment ordering and equipment storage facilities, but quickly began to run into distracters due to limited resources on the installation. The distracters as of the end of the fiscal year 1998 were still being analyzed.

The consolidated public safety mission with emphasis on Community Oriented Policing continues to provide a positive impact on the Fort Gordon community. Proactive law enforcement, coupled with increased aggressive training in law enforcement has resulted in a reduction of criminal activity on the installation in 1998. The new facilities, co-locating all of the key managerial, inspection and investigative assets, has increased the overall effectiveness of the directorate as well as improving the confidence the Fort Gordon community has in its public safety personnel. The D.A.R.E. and Bike programs have earned great praise from the surrounding communities for its efforts in educating, not only military family members, but all children.

## **DIRECTORATE OF PLANS, TRAINING, AND MOBILIZATION**

### **From the Director's Perspective**

During 1998 the Directorate of Plans, Training, and Mobilization (DPTM), operated with a greater manpower shortage and significant personnel turnover than the previous year. Lieutenant Colonel Terry S. Peardon became the Director of Plans, Training, and Mobilization on 28 July 1998. Sergeant Major Bobby L. Patterson was assigned as the Directorate Sergeant Major on 20 July 1998.

The 1998 budget was sufficient to support mission requirements. DPTM did not receive the funds needed to upgrade the many ranges, but did accomplish some of the desperately needed upgrading through help from local U.S. Army Reserve Engineering units. Our goal for 1999 is to continue to meet mission requirements and exceed expectations despite additional personnel turnovers and losses and budget constraints.

### **Mission**

The Directorate continued to perform the Army's traditional G3 function for the United States Army Signal Center and Fort Gordon. The Directorate was responsible to the Commander for activities related to plans and operations. DPTM personnel managed the training facilities of USASC&FG and FORSCOM units, as well as other personnel not in a trainee or student status.

Directorate personnel supervised range operations; monitored Training Support Center operations; coordinated mobilization programs and procedures in support of Army operations; reviewed command and control aspects during peacetime; supervised nuclear and chemical matters; oversaw aviation matters; got involved on special operations; coordinated explosive ordnance disposal; coordinated joint operations and, plans integration and prioritization. DPTM

personnel provide operational and resource support for the 434th Army Band. The mission and functions of the Reserve Component Support Division are also incorporated under the DPTM.

## **Resources**

The DPTM budget for fiscal year 1998 was \$249,600. Of that amount, \$214,800 went to pay civilian salaries. The DPTM staff consisted of 28 assigned military, 39 attached military, and 52 assigned civilians.

## **PLANS, OPERATIONS, AND TRAINING DIVISION**

The Plans, Operations, and Training (PO&T) Division participated in numerous activities on Fort Gordon. The division maintained supervision, control, and security of the Global Command and Control System (GCCS) for the installation and tenant activities. The division submitted Unit Status Reports for deploying units assigned to Fort Gordon via the GCCS on a monthly basis, as well as monitored news groups, and retrieval of reports and data for the installation and the Southeastern Regional Medical Command. The division staffed actions, published orders, and assigned Unit Identification Codes for numerous organization changes on the installation resulting from realignments and activations of units on the installation. PO&T coordinated installation support for Columbia County areas, the Consequence Management Exercise '98 to train National Disaster Medical Teams from various federal, state, and local agencies to respond in the event of disaster caused by weapons of mass destruction. The division participated in, and coordinated support for the Fort Gordon Force Protection Exercise in July 1998 and the Fort Gordon Retiree Activity Days on 18-19 September. In September, the division relocated its operation from the second floor to the third floor of Darling Hall, Building 33720.

The division supported numerous ceremonies during the fiscal year such as: ten Retirement Reviews; one Regiment Retirement Review/Ball, three quarterly concerts, one ribbon cutting ceremony, Dr. Martin Luther King Birthday, Black History Month Command Program, Partners in Education, Easter Sunrise Service, Special Olympics, National Volunteers Week Command Program, Boy Scout Fest, Girl Scout Jamboree, Month of the Military Child Carnival, Mountain Bike Classic, Very Special Arts Festival, Annual Family Advocacy Day, Armed Forces Day, Memorial Day; various events in the city, Asian-Pacific Heritage Month, Spring Flea Market, French Chief of Signal, Peru Chief of Signal, Safety Stand-up, Flag Day/Army's Birthday Cake Cutting, 93rd Signal Brigade Activation Ceremony, Fall Flea Market, POW-MIA Recognition Ceremony, Hispanic Heritage Month, three Audie Murphy Club Induction Ceremonies, Fall Fest, Fall Flea Market, Massing of the Colors Ceremony, Commanding General's Farewell Ceremony, Partners in Freedom Celebration, the Regimental Noncommissioned Officer Academy's Change of Command Ceremony, Retiree Activity Day Opening Ceremony, the 4th Infantry Division and 20th Field Artillery Wreath Laying Ceremony. Augusta Exchange Club Fair, Native-American Heritage Month Program, Veterans Day, Massing of the Colors, National Disaster Medical Exercise, German-Italian Memorial Ceremony, the 26th Annual Signal Symposium, BIBLE Railroad Program, Christmas Tree Lighting Ceremony, and the Christmas House Opening.

### **Mobilization Branch**

Mobilization Branch personnel assisted and supervised the planning and execution of the installation support in numerous deployments of units and individuals to Saudi, Egypt, Bosnia, and South America. In December 1997, the branch personnel coordinated and supervised the execution of an airborne operation in support of the 35th Signal Brigade, Fort Bragg, North Carolina. Branch personnel coordinated and supervised the conduct of readiness training for deploying organizations in rail loading of Hazardous Material, and airload training. Division personnel trained over 350 soldiers.

### **Ceremonial Detachment**

The Ceremonial Detachment provided military honors for 187 deceased active duty and retired personnel within the Fort Gordon Area of responsibility, 45 counties (30 in Georgia; 15 in South Carolina). The Ceremonial Detachment Color Guard provided honors for 44 ceremonies; the Salute Battery provided honors for nine ceremonies.

The Detachment provided honors and support to 240 USASC&FG and civilian community parades and ceremonies to include: former Chief of Signal LTG Robert E. Gray's retirement and farewell luncheon, 11 Retirement Reviews, various Change of Command ceremonies, four ribbon cutting ceremonies, a POW/MIA Memorial Ceremony, the Fourth of July Celebration, Armed Forces Day Program, Veteran's Day Parade, Exchange Club Fair, Massing of Colors, Army Birthday Celebration, Dr. Martin Luther King Command Program, Salute to the Nation, German-Italian Memorial Ceremony, Officer Candidate School Reunion, Safety Stand-up Day, Arts and Craft Flea Market, Girl Scout Roundup, Easter Sunrise Service, Asian-Pacific Heritage, Black History Command Program, ACS Birthday Celebration, Earth Day Program, Fall Fest, Craft Show, Family Advocacy Program, Family Information Day, Annual Signal Symposium Ceremony, numerous prayer breakfasts, Fort Gordon Appreciation w/Augusta Green Jackets, Wreath Laying/Sunset Memorial, CSRA Spring Challenge 10K run, State Track Meet at Butler High School, LTG Otto Guenther's retirement and farewell luncheon, Opening of Fort Discovery and Ground Breaking Ceremony for the new Georgia Welcome Center.

### **Range Control Branch**

In February, Training Area 19 reopened for military and public access for hunting. Training Areas, 23, 25, and 26 were cleared and the DEPMEDS Site was graded. In May, the 391st Reserve Engineer Battalion removed five old range towers by using C-4 explosives to topple the towers. Range Control identified over 41 DUDs located in the Training Areas, which were exploded by the 13th Ordnance Department (EOD). The Range Control Branch completed the upgrade to M60/M249 SAW and targets on Range 14 and activated the range in August. In September, the Small Arms Impact area opened for deer hunting and forestry and pine straw harvesting.

During FY98, 39,524 soldiers utilized firing ranges on Fort Gordon. In all, Range Control supported 157 separate Active Army, Army Reserve, National Guard, ROTC, Directorate of Community Activities Sportsman Club, and Marine units who used 300 Training Areas out of 365 days in 1998.

Range Control Branch participated in the TRADOC Ammunition Workshop in Virginia Beach, Virginia.

### **Nuclear, Biological, and Chemical Defense School**

The Fort Gordon Area Nuclear, Biological, and Chemical (NBC) Defense School trained 12 classes with an average of 14 students in each class, for a total 168 students. School personnel revised 96 percent of the entire POI including instructor guide, student guide, tests, practical exercises, and training aids.

The NBC school continued to manage Training Area 16 (Post Gas Chamber) while ensuring unit training compliance with TRADOC and FORSCOM mask confidence training requirements. Forty-one company, battalion, and brigade-sized elements used the training area. The total number of personnel managed was 5,845.

The efforts of Fort Gordon's Area NBC Defense School to train, manage, and advise units in NBC defense preparedness have directly influenced commanders to implement renewed vigor for NBC defense training. The NBC School implemented the first Post NBC inspection checklist that helped units to develop and manage a more thorough NBC defense program. The use of the Chemical Defense Equipment from on-post units during class highlighted maintenance discrepancies that are being overlooked at lower echelons.

### **Central Tasking Branch**

During 1998, the Central Tasking Branch processed more than 520 requests for tasking support. The types of needed support varied, with a significant increase in personnel augmentee requirements from TRADOC, FORSCOM, and the Security Assurance Training Management Office. The taskings included augmentation support for:

- Foal Eagle (Korea)
- Joint Task Force Bravo (Honduras)
- Joint Task Force South West Asia
- M1A2 and COMO MTT Taft (Kuwait)
- Operation Joint Forge (Bosnia)
- Operation Joint Guard (Bosnia)
- RSOI 1998 (Korea)
- SOCCET Contingency Operations
- UCOM HQ and NATO C-E Support for IFOR
- UCOM HQ and NATO C-E Support for SFOR
- ULCHI FOCUS LENS 1998 (Korea)
- USAREUR Operation Joint Forge (Bosnia)
- V Corps and 1st Infantry Division Warfighter Exercise (Germany)
- 101st Airborne Division Warfighter Exercise, Fort Campbell, Kentucky
- 1st Cavalry Division Warfighter Exercise, Fort Hood
- 40th Infantry Division Warfighter Exercise, Fort Leavenworth, Kansas
- 82d Airborne Division Warfighter Exercise, Fort Bragg
- CGSC Exercise PRAIRIE WARRIOR 98, Fort Leavenworth
- Embedded III Corps and 4th ID Warfighter Exercise, Fort Hood
- National Training Center, Fort Irwin, California.

Soldiers were provided for different training and testing areas i.e., Aberdeen Proving Ground, Maryland, Los Angeles, California, Taunton, Massachusetts, Fort Monmouth, New Jersey, Sacramento, California, Fort McClellan, Alabama, Laguna, New Mexico, Dallas, Texas, Fort Bragg, Marlborough and Sudbury, Massachusetts, and Little Rock, Arkansas. The Branch also supported ARCENT – Fort McPherson, Georgia, the Army Award for Maintenance Excellence, Aberdeen Proving Ground, CSM Board Support – Indianapolis, Indiana, ROTC Basic Camp 1998 – Fort Knox, Kentucky, SFC Board Support – Indianapolis, USA 3rd Recruiting Brigade – Fort Knox, and USCC 4th Regt – West Point, New York. Other requests for personnel included an FTX for the 249th General Hospital (Mass Casualty Evacuation), Bold Knight Exercise, Joint Warrior Interoperability Demonstration (JWID), Post Combat Lifesaver Course, 249th General Hospital, RTS-MED Exercise – Bush Field Airport, Augusta, Georgia, and Talon Force to provide medical support team.

In addition to the above, branch personnel provided support to other activities such as the AER Fund Campaign, Christmas House, Audit, Cash Collection for ARMP, Court Martial Board Members, Escort Officers and Drivers for the VIPs, Graders for the USMA PAE, Guest Speakers for RNCOA graduations, independent observer for FGBF, Installation Combined Federal Campaign, inventory and investigating officers, OCS Board members, Partners in Freedom, Lifeguard for FGRA, Report of Survey, Special Olympics, and the Signal Symposium. Other requests for support from DCA were the Bazaar, Community Show, Concerts, Flea Markets, and Masters Badge Registrar. Support was provided for the EEO Program on Asian/Pacific Heritage Month, Hispanic Heritage Month, and Native American Heritage. Supplied manpower to relocation of Conrad/Woodworth Library, the Ordnance Electronic Maintenance Training Department, the Signal Museum, and Staff Judge Advocate. Taskings included support for the Annual Regimental Retirement Ceremony, Army Family Team Building Master Training Conference, the Commanding General's Fun Run, National Volunteer Week Appreciation, and retired Major General and former Fort Gordon commander Harley L. Moore's funeral. The Branch provided guards for the post gates, post police call, instructors for the drivers training class, and drivers for the Center Duty Officer.

Branch personnel supported various CSRA area community activities in 1998. These events included:

- Fourth of July parade/celebrations
- Armed Forces Day Parade
- Christmas Parade, Gracewood State School
- Christmas Parade, Wrens, Georgia
- Easter Parade/Department of Juvenile Justice, Downtown Augusta
- Martin Luther King Parade
- August/Richmond County JROTC Parade
- Saint Patrick's Day Parade, Augusta
- Veterans Day Parade in Augusta
- Cub Scouts, Wisteria Hill Plantation, Appling, Georgia
- Academy of Richmond County JROTC Annual Drill
- Confidence Course, Lakeside High School JROTC
- MACS Marksmanship Training, Lakeside High School Army JROTC
- Weapons support, Augusta State University ROTC
- Weapons support, Georgia Military College ROTC.

A Red Cycle calendar was implemented for Taskings, and a new policy was implemented for all installation duty assignments.

## **RESERVE COMPONENT SUPPORT DIVISION (RCSD)**

The Reserve Component Support Division's mission is to serve as the single point of contact for administrative, logistical, and training support for the Reserve Component, National Guard, and individual training at Fort Gordon. With defense dollars shrinking and the downsizing of the Army, RCSD was forced to examine ways to economize and maximize all available resources. The RCSD relied on individuals, and Reserve/National Guard units (Engineer Units) and Fort Gordon DPW to upgrade existing facilities and facilitate the turn-in buildings scheduled for tear down.

FY98 goals were to provide quality training support to the U.S. Army Reserve, National Guard, Active Army, and other Department of Defense and civilian agencies. Goals included vacating and turn-in of old barrack (WWII structures) in the RCSD area and sign for rolling pin barracks and an administrative building on main post. These barracks are designated primarily for support of Reserve soldiers conducting training on Fort Gordon.

The FY98 Fort Gordon budget did not support needed environmental and soldier comfort upgrades required in the rolling pin barracks (buildings 21720, 21716, 21715, 21708, and 21707). Serious heating and air conditioning problems exist in buildings 21707, 21708, and 21715. Repairs have been limited to interior painting only. Funding for the painting was provided by the U.S. Army Reserve Command (81st RSC). Building 21706, the administrative building, has not been transferred to RCSD from the 513th MI Brigade pending arms room relocation. RCSD coordinated the training for over 1,900 ROTC Cadets and 24 Cadet Troop Leadership Training (CTLT) Cadets during 1998.

Approximately \$20,000 was committed for the improvement of Fort Gordon's ranges and training areas. Funding was provided for the acquisition of targets, fax machine, mowing equipment and climatic control training devices (heat index wet-bulb sets). RCSD also coordinate with the Army Reserve Personnel Command (AR-PERSCOM) to provided IMA and IRR personnel in support of range control operations. National Guard Engineer units were coordinated and supported to conduct post-wide construction and repair projects.

Personnel shortages exist in the MOSs 92Y30 and 92Y20. Automation upgrades have provided adequate support for National Guard/Reserve units until the year 2000. Despite the harsh budget restriction, and personnel shortages, RCSD had an exceptional year while attaining the goal of improved customer service and satisfaction. Every effort will be made to maintain high standards and continue to upgrade the RCSD buildings and facilities, which, in turn, will allow for quality training and attract new customers to Fort Gordon. RCSD will carry out the mission of Reserve and Guard support by maximizing resources and personnel.

RCSD supported the following training: Army National Guard Annual Training of over 30 units comprising over 7,000 personnel; United States Army Reserve, Annual Training of over 70 units and over 14,000 personnel; National Guard weekend training of 32 units and over 8,000 personnel; training over 16 Active Duty units and over 2,500 personnel; training 18 Junior and Senior ROTC units and 1,980 students; and, 17 other units/Department of Defense organizations and over 2,000 personnel.

## TRAINING SUPPORT CENTER (TSC)

During 1998, the TSC began the year with 53 civilians at the beginning of the calendar year and ended the year with 45 civilians. This included personnel from the Training Support Center's Administrative Office and the Devices, Educational Television (ETV), Services, and Visual Media Branches participated in conferences and meetings and performed tasks that are of historical value as indicated below:

The ETV Branch produced approximately 13 MOS videos for TRADOC (00B, three CMF Skill Clusters, 25V, 31R, 31S, 46Q, 46R, 54B, 74B, 75B, 75H, 75F, and 153A.) Branch personnel produced seven more videos for the U.S. Army Reserve to be used by the Recruiting Command. These were called: *Troop Program Unit*, *Alternate Training*, *Reception Battalion*, *Drill SGT*, *What's the Army Reserve Really Like*, *Individual Ready Reserve*, *Travel in the USA Reserve*. Six more videos on chemical training were done for the U.S. Army Chemical School and a five-part series on Family Violence was produced for the U.S. Army Military Police (MP) School. In addition, TSC received a Department of the Army directed requirement to produce and complete heritage videos for the Chemical, MP, and Signal Schools.<sup>162</sup>

Beginning in January and concluding in May 1998, personnel from TSC's Devices, Services, and Visual Media Branches removed and turned in all photo equipment, materials, and supplies from the old Photo Lab, Building 2006. Directorate of Public Works (DPW) personnel conducted a final building inspection in May, 1998, and the building was turned over to DPW's Mr. Ronald Couch (Space Management) on 11 May.<sup>163</sup>

The TSC Visual Media Branch assisted the 63rd Signal Battalion in developing a computer-based training (CBT) CD for soldiers in Preventive Maintenance (PM) of the M-1078/LMTV. The 2-1/2 ton vehicle was photographed extensively in Jan, and the digital photographs were used in producing the CBT and developing a PMCS Checklist Manual as well as slides and other training aids.<sup>164</sup>

Senator Max Clelland held a Military Health Care Roundtable on 7 March 1998 at Alexander Hall. In conjunction with the Roundtable, the mens' and ladies' restrooms in the lobby of Alexander Hall were remodeled to meet handicap specifications. Also, along the lines of upgrading, Olmstead Hall was upgraded to provide video/computer projection with a remote mouse having a 30-foot range to give briefers personnel control for changing slides and flexibility of movement throughout the auditorium. The computer was equipped with Power Point 4.0, and a network capability was installed on 30 June to give briefers the ability to download briefings. Other features of the auditorium include VCRs for videos for presentations and playing of cassette recorders to add music to ceremonies. TSC's Services Branch personnel also provided audiovisual support for the Garrison Commander's Briefing to U.S. Senator Paul Coverdell on 27 August.<sup>165</sup>

On 1 April, new Photo Studio hours (Monday and Tuesday, 0800-1130; Wednesday, 1300-1530) began for DA photos. The reduction in studio hours was created by the loss of Photographer Don Grantham. This loss was due to a DORN reduction being rolled forward. The reduction of studio hours from four full days to three half days created a tremendous backlog, with dozens of soldiers unaware of the new studio hours having to be turned away. Soldiers were photographed

---

<sup>162</sup> DPTM Issues and Significant Activities, dated 21 Jan 98, 31 Mar 98, 2 Jun 98, 10 Jun 98, 11 Aug 98, and 2 Sep 1998.

<sup>163</sup> DPTM Issues and Significant Activities, dated 17 Feb 98, 14 Apr 98, 5 May 98, and 12 May 98.

<sup>164</sup> DPTM Issues and Significant Activities, dated 24 Feb 98.

<sup>165</sup> DPTM Issues and Significant Activities, dated 3 Mar 98, 23 Jun 98, and 2 Sep 98.

on a "first-come, first-serve" basis, with approximately 22 service members being accommodated within the allotted studio time frame. When the quota was reached, individuals were asked to return the next scheduled studio day. Command photo requirements, scheduled during the studio hours, were covered by the Public Affairs Office. Public Affairs used their film-based cameras and bring the film to TSC for processing and printing.<sup>166</sup>

TSC's mission to support MOS instruction and training includes the management and distribution of Graphic Training Aids (GTAs). Due to reductions in fiscal resources, the U.S. Army Training Support Center (USATSC) made significant changes to the GTA Print Program. Two-hundred and seven of the 290 GTAs were made available through the Internet. Eighty-three items that could not be digitized (games, oversized charts, plastic devices, etc.) continued to be stocked and distributed until technological advances can be put into place to produce them at ATSC for the Internet. Services Branch continued to issue on-hand GTAs until supplies are exhausted. Issue and requisition of non-digitized items continued as usual. This affected 45 different types of Signal MOS GTAs and eight Common Task Training (CTT) GTAs.<sup>167</sup>

Mr. Craig Bannecke TSC's Visual Information (VI) Manager, and the Admin Officer, Ms. June Edwards, went TDY to Fort McPherson, Georgia, 16-18 March. They went to observe how data can be transferred from the Work Order Management Systems (WOMS) to the Training Support Automation Management System (TSAMS), the system adopted by DA (ODISC4) as the VI facilities automation and production accountability system. They also discussed unique communication/ network requirements. It was observed that the new system will be a significant improvement over the current WOMS System that has not been upgraded since its fielding in FY90, and that it will provide greater detail for tracking costs in support of Inter-Service Support Agreements (ISSAs) and device reimbursements. A DA-scheduled Alpha Test for the TSAMS was held in mid-June, with Ms. Edwards participating as Fort Gordon's representative, along with representatives from Army Materiel Command, FORSCOM, Health Services Command, ODISC4, and TRADOC. After three days, testing revealed numerous data and programming errors. An ODISC4 representative decided to postpone fielding of the software from August to October 1998.<sup>168</sup>

TSC's VI Manager met with MAJ Franks from TRADOC's IG Team, 19 March 1998, to discuss what TSC was doing to provide training aids and devices to the battalions. MAJ Franks was provided copies of TSC's Training Aids/Media Catalog, Devices Branch's CD-ROM, and copies of memorandum distributed to the installations on subjects of VI, Devices, and Graphic Training Aids (GTAs) policy. MAJ Franks appeared pleased with the information he was provided and was very complimentary on the overall TSC.<sup>169</sup>

On 10 April, TSC's Devices Branch Cabinet Shop personnel completed fabrication of the Audie Murphy display for the lobby at Signal Towers. In April, personnel in the Devices Branch Electronics Shop fabricated a Black Hawk Trainer Prototype for the Aviation Logistics School, Fort Eustis, Virginia. Executive Officer (CW3 Willie Ward), from the school, approved the Navigational Trainer device in October. TSC was requested to establish a production price for the fabrication of the device and to begin production of four trainers in FY99.<sup>170</sup>

---

<sup>166</sup> DPTM Issues and Significant Activities, dated 3 Mar 98, 14 Apr 98, and 28 Apr 98.

<sup>167</sup> DPTM Issues and Significant Activities, dated 10 Mar 98.

<sup>168</sup> DPTM Issues and Significant Activities, dated 10 Mar 98, 24 Mar 98, 19 May 98, 26 May 98, 2 Jun 98, and 23 Jun 98.

<sup>169</sup> DPTM Issues and Significant Activities, dated 24 Mar 98.

<sup>170</sup> DPTM Issues and Significant Activities, dated 14 Apr 98 and 10 Jun 98.

TSC's Services Branch Chief, Mr. Kelly, met with personnel from DPW's Johnson Controls World Services on 20 April to survey requirements for upgrading the speaker system at Barton Field. A cost estimate of \$1,456 will purchase a portable sound system that can be moved when not in use. During the week of 13-15 July, Barton Field was closed so the new equipment could be installed and resulted in a complete upgrade of the sound system with portability for better care and maintenance.<sup>171</sup>

Ms. Marilyn Pavliscsak and Mr. Ronald Bartlett were selected for the "Augusta Chronicle Newspaper Spotlight," in April and June, respectively. The Spotlight featured individuals at Fort Gordon. In December 1998, Mr. Jimmy Hood of the Devices Branch Cabinet Shop was selected as Fort Gordon's employee of the month.<sup>172</sup>

In April, the Chief of Staff approved TSC being assigned part of the space in Nelson Hall that Directorate of Community Activities will vacate. The Visual Media Branch will be assigned Rooms 207, 212, and 221. A larger Self-Help facility will be set up; and the large color printer, laminator, and laminator cutter will be relocated in these areas.<sup>173</sup>

During the week of 4-8 May, two Services Branch employees, Ms. March and Ms. Sharpton, and one TSC Admin employee, June Edwards, went TDY to Fort Bragg, to attend training provided by Fort Eustis' representatives for the MILES Armywide Training System (MATS). MATS utilized bar-coded information and was useful for all types of property accountability, and will be used to successfully automate TSC's Services Branch temporary loan and issue as well as successfully account for all devices.<sup>174</sup>

On 27 May, ETV Branch along with the Visual Media Branch received a TRADOC-directed requirement to provide video and still camera support to capture key events of before and after construction of Fort Gordon's CRM XXI Classrooms and the Digital Access Center (DTAC). Fort Gordon was the first TRADOC installation to receive this construction.<sup>175</sup>

During 7-9 July, ETV Branch personnel taped scenes at Fort Discovery for "The Making of a Science Center", and the new footage starred WJBF's Tim Brown which was incorporated into video that had been shot over the past two years. TSC's ETV Branch Network Administrator continued to work with the various training departments' training developers to give them access to TSC's EMIC VI product server. TSC developed a hot-link page on its WEB site that links customers/training developers to the TSCs at Fort Eustis (Transportation School) and DOD repository for all graphic, photo, and video resources.<sup>176</sup>

On 24 July, TSC worked with Directorate of Resource Management (DRM) to draft and finalize the Command letter response of the Signal Center's nonconcurrence to TRADOC's Regionalization of the Visual Information/Training Support Center's Plan. This nonconcurrence was one of many that the TRADOC Command received and resulted in the disapproval of TRADOC's efforts to regionalize all TSC ETV facilities.<sup>177</sup>

On 5 August, TSC's VI Manager attended the first Interactive Multimedia Instruction (IMI) Standards Committee Meeting. Discussion centered on ensuring there was no copyright infringements when using visual products in the production of CD-ROM and multimedia

---

<sup>171</sup> DPTM Issues and Significant Activities, dated 21 Apr 98, 16 Jun 98, and 23 Jun 98.

<sup>172</sup> DPTM Issues and Significant Activities, dated 21 Apr 98, 16 Jun 98, and 2 Dec 98.

<sup>173</sup> DPTM Issues and Significant Activities, dated 28 Apr 98.

<sup>174</sup> DPTM Issues and Significant Activities, dated 21 Apr 98, 5 May 98, and 12 May 98.

<sup>175</sup> DPTM Issues and Significant Activities, dated May 98, and 12 May 98.

<sup>175</sup> DPTM Issues and Significant Activi2 Jun 98 and 2 Sep 98.

<sup>176</sup> DPTM Issues and Significant Activities, dated 7 Jul 98, 21 Jul 98, and 25 Aug 98.

<sup>177</sup> DPTM Issues and Significant Activities, dated 28 Jul 98.

courseware, the use of TSC's file server and CD jukebox as central repository for common-use visuals, and setting up connectivity to the server with each training department's training developer. On 3 September TSC personnel conducted a briefing and demonstration of its VI resources file server and CD-ROM jukebox for the Regimental Directorate of Training and members of the various training departments. The purpose was to show what products are available to support training developers and trainers. Additionally, TSC discussed development of links off of its server to other TRADOC TSC servers in order to provide additional copyright-free VI products.<sup>178</sup>

In early August, TSC provided MG CuvIELLO, a tour of the Devices and Services Branches. As part of this tour, TSC explained its Devices Reimbursement Program and how manpower reductions were impacting our ability to sustain our workload. It was further explained to General CuvIELLO that reimbursements could fund six of the 11 full-time personnel as well as fund temporary hires. On 15 August, MG CuvIELLO directed DRM to meet with him and TSC on how Fort Gordon could support our devices mission. He directed that he "wanted to go to a partially reimbursable TSC, even if it is hard at first." Beginning on 1 October 1998, TSC started FY99 with six full-time Devices personnel being fully funded with reimbursement dollars. This process was greatly assisted by the \$800,000 three-year project from the Air Force.<sup>179</sup>

An estimator, Mr. Bill Nettles from DPW's Johnson Controls, inspected the old dust collector located in the Devices Branch at the rear of Building #961 on 17 August, and provided TSC an estimate of \$39,460 to install a new dust collector and demolish the old one. TRADOC provided funding for the project as coordinated with DPW's Environmental and Natural Resources Management Office. Installation of the new dust collector is projected sometime in January 1999.<sup>180</sup>

The ETV Branch had one Electronics Technician Operator (GS-0856-07), Mr. Ed Fruchtl, upgraded to an Electronics Technician, GS-0856-09, at DDEAMC on 31 August. The loss of the technician impacted ETV's ability to maintain operation of the Video Teleconference (VTC); however, a temporarily assigned MOS 25R enlisted person on loan from PAO was assigned to the position to assist until the position can be filled. In March 1998, TSC's ETV Branch lost two GS-12 Production Specialists, Ms. Barbara Hughes and Mr. Don Roberts, as a result of out-year QDR/DORN decrements being rolled forward into FY98. This impacted the ETV Branch's ability to support its regional mission. However, in September, TSC submitted an Action Summary to temporarily promote two employees for one year with the intent to assign them this work.<sup>181</sup>

On 1 September, TSC received notification that DA had funded its FY99 Visual Information Systems Program (VISP) submission for a new digital imaging processing (color copier) system, which will replace the Canon 500 Copier used since March 1992 to produce color prints and VU-Graphs for the Visual Media Branch. As of December, TASA had the procurement order written and was waiting for DA to distribute funds.<sup>182</sup>

Representatives from TSC met with DRM's Manpower Survey Team on 2 September to discuss TRADOC's Command-Wide A-76 Study of all TRADOC installation Training Support Centers. Purpose was to discuss required data that Fort Gordon's TSC will have to gather during the study date, October 1998 to October 2000. Also in September, TSC wrote and provided DRM

---

<sup>178</sup> DPTM Issues and Significant Activities, dated 5 Aug 98, 25 Aug 98, and 3 Sep 98.

<sup>179</sup> DPTM Issues and Significant Activities, dated 25 Aug 98.

<sup>180</sup> DPTM Issues and Significant Activities, dated 25 Aug 98.

<sup>181</sup> DPTM Issues and Significant Activities, dated 2 Sep 98 and 22 Sep 98.

<sup>182</sup> DPTM Issues and Significant Activities, dated 2 Sep 98.

its Standard of Level of Support Agreement for use during FY99 to assist DRM in writing TSC's ISSAs and customers in determining what services they can expect to receive from TSC and what services will have to be reimbursed. Furthermore, guidance was developed for DRM concerning what tenant activities can expect from TSC's Services Branch in the way of temporary loans and issue of equipment.<sup>183</sup>

From 20-25 September, Mr. Joseph Reid, TSC's Devices Branch Chief and Exhibits Maker, Mr. Ronald Goldman, went TDY to Quantico, Virginia, to attend the Modern Day Marine Military Exposition. They set up an exhibit that displayed training devices fabricated by TSC. Since the Marine Corps had shown a great deal of interest in directing a greater portion of their explosives ordnance devices requirements to Fort Gordon, discussion with the Marine Corps Program Managers' Department centered around new projects. Projects discussed were: the Predator Short-Range Assault Weapon Trainers and production of plastic M16s, hand-to-hand combat dummies, M-67 practice grenades, and model ships (required to teach loading of landing crafts). In addition, the Devices Branch Chief was invited by the Program Managers' Office of the Marine Corps Systems Command to accompany Gunnery Sergeant Floyd Patterson TDY to the Metters Corporation in Orlando, Florida, to view their molds and determine whether the Devices Branch can utilize the molds. The Marine Corps had decided to transfer all of their work from Metters to Fort Gordon based on cost and quality of work. Mr. Reid made the trip in February 1999.<sup>184</sup>

During calendar year 1998, Major General CuvIELLO, Colonel (P) Velma L. Richardson, Deputy Commander; Colonel Peter Farrell, Commander, 15th Signal Brigade; and Colonel Baker, Commander of the 513th MI Brigade, toured TSC. They toured the various branches and observed the various production capabilities of the organization. They were given training aid catalogs and information on how to obtain equipment and devices on temporary loan. Of particular interest was information provided to the Brigade Commanders and what training items were available to support their battalions. The tours were well received and resulted in a number of training support projects.<sup>185</sup>

In November, the Devices Branch Electronics Shop began to develop a prototype power source to replace 9-volt batteries used in the Area Communications Department's AN/CYZ-10 Course. Personnel in the 15th Signal Brigade's 31U Course utilized approximately 600 batteries per month at a cost of two dollars each for a total of \$14,400 per year. Material for the power source cost approximately \$45 each for a requirement of 75 batteries. The cost per year of the fabricated power source came to \$3,400 thereby saving approximately \$11,000 annually for the 31U Course. This prototype has proven successful and is awaiting approval by the National Security Agency (NSA) before implementation.<sup>186</sup>

The week of 3 December, TSC submitted two projects for the FY02 VISP: one for \$122,000 to replace the digital camera system in the Visual Media Branch's Photo Section and the second for \$300,000 to replace and upgrade the projection, lighting system, and sound booth in Alexander/Olmstead Halls. The facility has operated with portable audiovisual equipment during the last five years that TSC has operated both halls. Most of the lighting, projection screens, and audio wiring are original equipment that will be 30 years old in the year 2000. If funded, the project will be the first major upgrade to these two halls since their opening in 1970. If this project

---

<sup>183</sup> DPTM Issues and Significant Activities, dated 2 Sep 98.

<sup>184</sup> DPTM Issues and Significant Activities, dated 25 Aug 98, 2 Sep 98, 6 Oct 98, and 15 Dec 98.

<sup>185</sup> DPTM Issues and Significant Activities, dated 16 Jun 98, 29 Sep 98, 6 Oct 98, and 3 Nov 98.

<sup>186</sup> DPTM Issues and Significant Activities, dated 3 Nov 98.

is submitted as Fort Gordon's number one or two priority, TSC will fund for TASA to conduct a complete design and engineering plan, since the last plan they initiated was in FY92.<sup>187</sup>

## THE UNITED STATES ARMY SIGNAL CORPS BAND

The United States Army Signal Corps Band (434th Army Band), under the command of WO1 Glen W. Nardin, expanded its presence in 1998 through increased performances and newly formed units.

In the community the Band was represented to schools and various functions by adding a new four of 12 small ensembles. Newly added were: the Vocal Ensemble, the Sax Quartet, the Trombone Quartet, and the Tuba/Euphonium Quartet. Other standard performing small groups were the Crooked River Dixieland Band, Ground Zero Variety Band, Signal Jazz Combo, Signal Big Band, two Brass Quintets, Woodwind Quintet, and Brass Ensemble.

The Band continued its mission in support of Fort Gordon with monthly retirement reviews, Signal Officer Basic and Advanced Course graduations, the annual Signal Symposium, numerous Change of Command ceremonies, and other miscellaneous ceremonies and functions, as well as, bugler support for the CSRA's many military funerals and burials.

**First Quarter:** In February the Band hosted the Georgia Music Educators Association Regional Bands on Fort Gordon. The event included 300 high school music honor students, their chaperones and teachers. The three-day event was highlighted by a Friday evening concert by the Signal Corps Band and their own Honor concerts on Saturday afternoon at Alexander Hall. Sixty-two Troop Support and 13 Community Relations commitments were honored for audiences totaling over 15,000.

**Second Quarter:** Highlighting this quarter was the institution of Thursday Gazebo Concerts in the newly opened Patriots Park on Fort Gordon. Evenings beginning in May featured a different ensemble every other week. Also remarkable was the first Post Easter Sunrise Service that featured a small band in this gazebo. The Bands also played for concert series at the Augusta Riverwalk and Hopeland Gardens, South Carolina. Significant events included May performances combined with the Fort Jackson Band in Columbia, South Carolina, and at the Imperial Theater in downtown Augusta.

**Third Quarter:** Summer quarter was a high performance quarter playing 18 field ceremonies, two Independence Day Concerts, and numerous outdoor concerts. The Band performed highly attended concerts on 3 July on Barton Field, and on 4 July at the Augusta Riverwalk. Both were followed with fireworks. An achievement by the band was made during the September *Arts in the Heart* celebration at the Augusta Riverwalk. At this festival six separate ensembles played the same number of concerts over the two-day period. Seventy-two Troop Support and 14 Community Relations commitments were honored for audiences totaling over 32,000.

**Fourth Quarter:** The Band concluded the last quarter with its highest commitment load of the year. Particularly notable was a Troop Christmas concert performed strictly for the 15th Signal Brigade student soldiers. The Band played its annual Christmas concert for the public at Bell Auditorium drawing both the community and Fort Gordon personnel. One hundred and eight Troop Support and 28 Community Relations commitments were honored for audiences totaling over 25,000.

---

<sup>187</sup> DPTM Issues and Significant Activities, dated 8 Dec 98.

## Summary

Budget and resources constraints did not keep 1998 from being a highly successful year. Losses and unfilled positions within the directorate really strained the resources allotted to DPTM; however, the directorate survived those adversities. The Post did not experience any negative affects as DPTM relocated its operations. This was one example of how the Directorate has earned the reputation for reacting to short fuse suspenses and still provide quality and professional service. The Directorate is one of the most visible on post and continuously have highly trained and motivated professionals carrying out its mission. Many of its soldiers and civilians have been recognized for the excellent service they rendered throughout the year. The mission of DPTM is a very important one and there is no doubt that as Fort Gordon steps into another year, the soldiers and civilians of DPTM will step up to face the challenges that lie ahead. As long as there is a need by Fort Gordon for continuous professional and excellent service, the Directorate of Plans, Training, and Mobilization will provide that service.

## DIRECTORATE OF PUBLIC WORKS

### From the Director's Perspective

1998 was a challenging year for the Directorate of Public Works (DPW) with reduced funding that led to a ten percent reduction of the DPW staff, a 15 percent reduction in the Base Operations (BASOPS) contractor's work force, and less discretionary funding for projects and services. DPW rose to the challenge, realigning resources and more efficiently competing for projects to make it a good year for the Fort Gordon community. Highlights include:

- Occupying the Consolidated Maintenance Facility (CMF), Brigade Maintenance Facility, 513th Military Intelligence barracks, and two Battalion Headquarters buildings.
- Consolidation of the schoolhouse allowing GTE to relocate into Brandt Hall and demolition of Brems Barracks.
- Consolidation of DPW and Johnson Controls, Inc. into the CMF.
- Closure of the TISA and laundry facilities.
- Renovation of the dining facilities and gyms.
- A continued year end funding increase from TRADOC to replace high temperature/hot water lines and electric feeders.
- Reduced service order backlogs, and implemented preventive and predictive maintenance.
- Implemented SARSS and cut order shipping times in half.
- Reduced turnaround times on equipment repairs by 15 percent.
- Improved Quarterly Training Brief Customer Service Ratings from poor to good.
- Reduced Environmental Compliance Assessment Systems' findings from 154 to 91; increased positive finds from three to six.

1999 will be a great year for DPW support to Fort Gordon. Our increased competitiveness will obtain us the funding and project approvals we need for major infrastructure improvements.

Our increased customer service orientation will allow us to partner with the organizations on post to provide better service. Review of our internal processes will lead to increased efficiency and productivity resulting in improved services on post.

### **Mission**

The Director of Public Works was a key installation manager and, as such, provided advice and assistance to the Commander on matters pertaining to staff responsibility for planning and directing logistical, housing, and engineering activities. These included master planning, real property management, environmental protection, and management of other related installation support actions involved in assuring the effective training of personnel. Public Works administered the base support contract for engineering, housing, and logistical activities by establishing policies, reviewing performances, and providing acceptance of contractor services. The Director served as Program Director for the USASC&FG Branch of the TRADOC Division of the Army Working Capital Fund.

### **Resources**

The directorate's 1998 budget was \$58,618,000 in direct funds and \$10,876,000 automatic reimbursements. The majority of the budget, other than for personnel, was allotted to support the Base Operations contract. The Directorate had 77 civilians and 11 military personnel assigned at year's end.

## **ENVIRONMENTAL AND NATURAL RESOURCES MANAGEMENT OFFICE**

The Environmental/Natural Resources Management Office (ENRMO) staffing level began the year at twenty and ended with eighteen. Two of these were contract employees and two were Conservation Association Student Resource assistants. Early summer saw the departure of one natural resource specialist and the end of the year saw the departure of the division secretary.

In June 1998, the State of Georgia Environmental Protection Division (GA EPD) conducted a Compliance Evaluation Inspection. The inspection resulted in a "Notice of Violation" being issued on 12 August 1998. On 29-30 September 1998, the GA EPD conducted a follow-up inspection. At year end the findings of the second inspection and possible fines were still pending.<sup>188</sup>

A Notice of Deficiency dated 19 June 1998, was issued by GA EPD based upon a 12 February 1998 submittal titled: Resource Conservation and Recovery Act Facility Investigation, Facility-Wide Work Plan and supporting documents for Fort Gordon Military Reservation, Georgia. In September, the deficiency was corrected and approval of the plan was received from the state.<sup>189</sup>

In 1998, the Phase II Resource Conservation Recovery Act Facility Investigation for Operable Units I, II, and III was completed. The three units consisted of eighteen sites.

---

<sup>188</sup> Ltr, Bruce Khaleghi, Unit Coordinator, Hazardous Waste Management Branch to MG Michael W. Ackerman, 12 Aug 1998, subj: Notice of Violation; Ltr, Khaleghi to Ackerman, 17 Sep 1998, subj: Revised Facility-Wide Work Plan Approval.

<sup>189</sup> Ltr, Khaleghi to Ackerman, 19 June 1998, subj: Notice of Deficiency (NOD); Khaleghi Ltr, 17 Sep 1998.

During 1998, three regulated underground storage tanks were removed and replaced. An additional regulated tank was discovered in December 1998. The tank was emptied and scheduled for removal in January 1999. These actions ensured Fort Gordon's compliance with Federal Underground Storage Tank Regulations.

The Emergency Planning and Right-To-Know Act for reporting year 1997 was completed. An Environmental Protection Agency (EPA) Form R was submitted for chlorine on 22 June 1998.<sup>190</sup>

In 1998, the ENRMO processed turn-in documents for 124,700 pounds of hazardous waste and 195,808 pounds of hazardous materials for a total of 320,508 pounds.

Two hundred and ten metric tons of sewage sludge was land applied on Fort Gordon under National Pollutant Discharge Elimination System Permit GA0003484. The applications took place on 15 May and 3-4, and 17 December on Site 7 in Training Area 28. In December the applications were reported to GA EPD in the Annual Sewage Sludge Land Application Report.<sup>191</sup>

In 1998, the installation began tracking surface water withdrawals from Gordon Lake under GA EPD Surface Water Withdrawal Permit 121-0110-02 (Modified).<sup>192</sup>

The Air Program paid the minimum fee, associated with the Title V Operating Permit required under the Clean Air Act of 1990 (CAA). The actual emissions of criteria pollutants did not exceed the allowable 100 tpy in attainment areas. The fee was increased to \$1400.00 from previous years.<sup>193</sup> The Risk Management Plan Program required under the CAA Section 112(r) was in the final draft form and is currently being reviewed for comment. The only process that was covered under the plan at this time was chlorine storage and use at the Water and Waste Water Treatment Plants.<sup>194</sup> The plan must be submitted to the EPA by June 1999.

Mr. Robert Drumm attended training and was certified by the GA EPD to sample and verify visual opacity from air emission sources.<sup>195</sup>

The ENRMO applied to GA EPD for and received a permit to operate new boilers at the hospital plant.<sup>196</sup> Under the Source Performance Standards for the new boilers, quarterly reports were required to be submitted to GA EPD.<sup>197</sup>

During 1998, ENRMO prepared the following National Environmental Protection Act documentation. Environmental Assessments (EA) were completed for the construction and operation of the HAZMART and the new entry gate and connector road between current Gates 2 and 3. The Corps of Engineers, Savannah District prepared the EAs for a completed draft of the

---

<sup>190</sup> Executive Summary, "Emergency Planning and Community Right-to-Know Act (EPCRA) Section 313 Reporting for Calendar Year 1997;" Ltr, MG Peter M. Cuvillo to Burt Langley, GA Emergency Response Commission, 22 June 1998, subj: Toxic Chemical Releaser Reporting Information, w/atch: EPA Form R, ca. June 1998.

<sup>191</sup> Ltr, ca. 17 Dec 1998, Stephen C. Willard to Department of Natural Resources, subj: Land Application of Sewage Sludge for 1998 w/atchd report.

<sup>192</sup> USASC&FG Environmental and Natural Resources Report, "1998 Surface Withdrawal Report Surface Withdrawal Permit 121-0110-02 (Modified) Gordon Lake, Fort Gordon, GA," ca. Jan 1999.

<sup>193</sup> Georgia Air Emissions Fee Reporting Form-Calendar Year 1997, 29 July 1998

<sup>194</sup> Draft Risk Management Program Documentation for Fort Gordon, 18 Dec 1998.

<sup>195</sup> Ltr, 23 Arthur D. Hollis, GA Dept of Natural Resources Environmental Specialist to Robert L. Drumm, AZTH-DIE, Nov 1998, subj: Successful completion of field certification training of the Georgia Visible Emissions Evaluation Certificate. Ltr, 28 May 1998, Hollis to Drumm, subj: Completion of Certification Training.

<sup>196</sup> Ltr, Susan Jenkins to Robert Drumm, 9 July 1998, subj: SIP Air Quality Permit Application Number 10565 Dated 13 March 1998 w/attached amendment.

<sup>197</sup> Ltrs, Drumm to GA Dept of Natural Resources, ca. April, July, and October 1998, subj: Quarterly Reports: New Source Performance Standards; Ltr, Kathleen E. Lefko to Mr. Drumm, 2 Mar 1998, subj: Deliveries of #2 Fuel Oil.

Real Property Master Plan, the Endangered Species Management Plan, the Forest Management Plan, and the Pest Management Plan.<sup>198</sup>

Numerous, on-post projects such as military training and in-house construction were reviewed at the Record of Environmental Consideration Level by this office.

During the year, ENRMO's staff trained over 4,031 civilian and military personnel in environmental and natural resources awareness and hazardous waste/material handling and management. The training sessions covered a vast amount of information pertaining to protection, conservation, and improvement of the environment through compliance with applicable federal, state and local laws, regulations, and policies. The ENRMO setup displays and participated in several community activities at Fort Gordon; Fort Discovery; and the Richmond, Columbia, and Jefferson County schools.

The Cultural Resources Management Program continued a Cold War Era Survey of the installation's facilities to update Fort Gordon's Historic Preservation Plan. These projects were performed by contract through the Corps of Engineers Center of Technical Expertise for Preservation of Structures and Buildings. Received concurrence from the Georgia State Historic Preservation Officer on all Letters of No Effect on Historic Properties that were submitted for various projects on the installation.

On 23 March 1998, ENRMO personnel, in conjunction with the U.S. Fish and Wildlife Service and Fort Stewart Endangered Species personnel, translocated a single female Red-cockaded Woodpecker (RCW) (*Picoides borealis*). On 7 October five RCWs were relocated to Fort Gordon. Habitat management strategies on approximately 200 acres and the placement of 16 cavity inserts in an existing cluster site (Training Areas 21& 22) were accomplished in preparation for the October move. These efforts were critical in reaching Fort Gordon's population objectives of 25 pairs. Fish and wildlife personnel continued to monitor progress with these efforts. Preliminary indications are that these efforts were successful.

Community level mapping efforts conducted under Partnership Agreements established between Fort Gordon and the Nature Conservancy of Georgia in 1995 identified the presence of seven previously unidentified plant species to include Sandy-woods Chaffhead (*Carphephorus bellidifolius*), Woody Goldenrod (*Chrysoma paucifloculosa*), Sandhills Gay-feather (*Liatris secunda*), Oconee Azalea (*Rhododendron flammeu*), Carolina Pink (*Silene caroliniana*), Sandhill Crest (*Warea cunifolia*), and Cutleaf Agrimony (*Agrimonia incisa*). Identification of two new community associations unique to Fort Gordon were also identified as a result of these efforts.

The Fish and Wildlife Section, in conjunction with the Directorate of Community Activity, Sportsman Club members sponsored two kids fishing derbies (June and September) with a total of 320 kids ranging in age from 4-15 years participating in the two events. The Fish and Wildlife Section conducted management activities on approximately 190 acres of installation lake facilities. This activity included the application of herbicides for the control of nuisance weeds and 119 tons of lime to these facilities. Georgia Department of Natural Resources, Fisheries Division provided approximately 2,000 channel catfish to the installation for use in restocking efforts prior to kids fishing derby events. Fish and wildlife personnel established approximately 500 acres of wildlife clearings consisting of numerous, wildlife plant species. Documented game harvest for 1998

---

<sup>198</sup> Report, ca. Feb 1998, "Finding of No Significant Impact Construction and Operation of a Hazardous Materials Control Center (HMCC) on Fort Gordon, Richmond County, GA," w/atch Environmental Assessment; Report, ca. July 1998, "Finding of no Significant Impact Construction and Operation of a New Gate and Access Road on Fort Gordon," w/atch Environmental Assessment; Environmental Assessment of Real Property Master Plan for Fort Gordon, October 1998.

included 325 whitetail deer (*Odocoileus virginianus*), 41 eastern wild turkey (*Meleagris gallopavo*), 342 mourning doves (*Zenaida macroura*), 219 Eastern Gray Squirrel (*Sciurus carolinensis*) and Eastern Fox Squirrel (*Sciurus niger*), as well as 34 waterfowl of various species. Permit sales on the installation for 1998-99 season totaled 3,677 and brought in \$38,807 in Fish and Wildlife Program revenue.

On behalf of Augusta State University, Fort Gordon and Georgia State Board of Regents, initiated the development of a Memorandum of Understanding. This agreement will serve as the basis for cooperation between these agencies and provide for the exchange of knowledge regarding all aspects of Natural Resources Management on the installation as well as provide a host facility for the university's Applied Learning Experience Program.

In January, Fort Gordon was awarded the Tree City USA Award for the year 1997 by the National Arbor Day Foundation. The Tree City USA Award recognized Fort Gordon's commitment to preserving the urban forest environment. Lieutenant Colonel Peter Eliason, Director of Public Works, planted a tree in Freedom Park during the annual Arbor Day Ceremony on 20 February.

The Forest Management Program generated an income of \$200,000 from the sale of 1,000 cords of pulpwood, 250,000 boardfeet of pine saw timber, 300 acres of pine straw and 60 permits for minor forest products. Timber stand improvement was performed on 1,000 acres and 150 acres were reforested. Six woods fires occurred on the installation during the year burning approximately 60 acres. Approximately 15,000 acres were prescribed burned by ENRMO personnel during the year for fuel reduction, silvicultural benefits, and native ecosystem enhancement.

## LOGISTICS DIVISION

The Logistics Division was comprised of the Food Service, Maintenance, Supply/Property Book, and Transportation Branches. The branch chiefs were WO1 Sharon Simmons, CW3 Stefanos Kariotis, Ms. Olaree Hill, and Ms. Winifred Skelton, respectively. Mr. Wilson L. Head was Chief of the Log Div.

During the year, the Readiness Coordinator, Mr. William Martin, was involved in both overseas deployments and numerous special events.

Hurricane Mitch did extensive damage in Honduras. The country's infrastructure was so badly damaged that tactical communication equipment was required. The 93rd Signal Brigade and their subordinate units, the 67th Signal Battalion, the 63rd Signal Battalion, and the 235th Signal Company, provided personnel and equipment to support this requirement.<sup>199</sup> The Unit Movement Coordinators (UMCs) and operation personnel from the base operations contractor, Johnson Controls, Inc., were instrumental in assisting the deployment effort.

Simultaneously, elements of the 513th Military Intelligence Brigade deployed to Southwest Asia in support of Operation Desert Fox. Throughout the year Johnson Controls provided support for the ongoing deployments.

The Directorate supported 56 special events. The special events varied from a simple welcome ceremony or retirement ceremony to something more involved such as the extraction of paratroopers from trees during an airborne jump exercise and the XXVI Annual Signal

---

<sup>199</sup> SSG Kathleen T. Rhem, "93<sup>rd</sup> Signal Brigade: Troops Prepare to Aid Hurricane Mitch Clean-up," *The Signal*, 25 Nov 1998; Amy Joyner, "Hurricane Victims to Receive Aid," *The Augusta Chronicle* [Neighbors Section], 25 Nov 1998

Symposium. Special events had varying numbers of attendees. A welcome or retirement ceremony might have several dozen people but the semi-annual flea markets may have ten thousand attend. The DPW divisions considered each special event as unique and important and provided high quality support.

In a message the Army granted authority to bypass Supply Management, Army for all non-centrally managed and non-weapon systems related items. Included was the authority to bypass for wholesale approved local purchase. This same message also directed the elimination of stockage of local purchase items available within 72 hours.<sup>200</sup>

The Army Working Capital Fund, Fort Gordon, Georgia, had \$50,442,417.97 in gross sales to customers; \$46,994,928.68 in net sales to customers; \$46,110,981.83 in obligations to support issues and \$3,447,489.29 of credits granted to customers.

### **Food Service Branch**

The Food Service Branch experienced another successful year. The branch added carryout service to the short-order meal to improve customer satisfaction and attract customers back to the installation dining facilities (DF). This service will help reduce long lines and relieve overcrowding and has been very favorably received. In October the installation closed the TISA warehouse, saving the government an estimated \$100,000.

In November the branch assisted each operated DF in preparation for the Thanksgiving celebration. A post-wide competition was held to select the best Thanksgiving decorations. The Commanding General, MG Peter M. Cuviallo, gave an award for the best decorated DF for Thanksgiving.

The Fort Gordon Commanding General's Best Dining Facility Award's Program Competition was conducted each quarter during the fiscal year. The competition covers all aspects of the food service operations. The winners were DF#6 (1st quarter); DF#13 (2nd quarter); DF#6 (3rd quarter); and DF#6 (4th quarter).

This competition selected Fort Gordon's Philip A. Connelly Representative for the TRADOC competition. For 1998, the representative for the TRADOC and DA Field Kitchen category was Company A, 63rd Signal Battalion, and for the TRADOC Large Garrison Dining Facility Category was DF#13, 93rd Signal Brigade sponsored units. The 63rd Signal Battalion won a TRADOC award. In November 1998, the 63rd Signal Battalion was judged by the Department of the Army for a possible Army-Level Philip A. Connelly Award for excellence in food service.

In November 1998, the Installation Food Service Advisor, CW3 Felix Battle, retired from the Army after 30 years. WO1 Sharon D. Simmons replaced him. In October 1998, the Troop Issue Subsistence Officer, Mr. Al Rodriquez, retired and his replacement was Ms. Debbie Taylor.

### **Maintenance Branch**

In 1998, the Maintenance Branch coordinated the successful completion of 117 Modification Work Orders (MWO). The scope of this work ranged from tactical vehicles to various types of communications-electronics equipment. The Fort Gordon Modification Coordinator is a member of the Maintenance Branch, DPW. He represented Fort Gordon at the

---

<sup>200</sup> Msg, TRADOC (ATBO-H), 281933Z Apr 98, subj: Authority to Bypass Supply Mangement.

US Army Tactical Vehicle Command 98/99 CONUS/Pacific MWO Coordination Workshop, 12-16 May 1998, in Detroit, Michigan.

Throughout the year, CW3 Stephanos Kariotis continued in the performance of his duties as Installation Maintenance and Equipment Officer, Contracting Officer Representative, and Local Sustainment Maintenance Manager (LSMM). He had workload responsibility for all Army Sustainment Maintenance units, activities, and Associate Maintenance Activities for Fort Gordon and other designated installations regardless of component, type or MACOM. The LSMM managed end item and reparable item programs to meet local demands in support of the Integrated Sustainment Maintenance (ISM) concept. Mr. Raymond Wilcauskas, Communications Electronics (C-E/Weapons/COMSEC) and Mr. Larry House, Vehicles and Equipment Technical Monitors continued as Johnson Control Base Support Services Contract Monitors and government-in-nature (GIN) equipment specialists.

With the continued warranty coverage 167 Family of Medium Tactical Vehicles of various types, 1998 showed increased usage of the Army Warranty Program. These vehicles were manufactured by Stewart & Stevenson and came with a General Support (GS) warranty. Mr. Raymond Wilcauskas, the Fort Gordon Warranty Control Officer and a member of the DPW/Installation Maintenance and Equipment Officer's Staff, screened for applicability and coordinated the completion of 10 warranty claims by Stewart & Stevenson during the year. Additionally, 41 claims for warranty repair of commercial items, which were under manufacturer's warranty, were processed during the year. Fort Gordon activities greatly increased their inputs into the warranty database.

Fort Gordon continued the rechargeable battery implementation directed by HQDA. The Maintenance Branch distributed free issue rechargeable batteries, battery chargers, and charger adapters to Fort Gordon's units/activities in possession of SINCGARS Manpack Radio Sets, AN/PRC-119A. These batteries and accessories were supplied by CECOM with no charge to Fort Gordon.

Mr. Jack Donahoe continued as Electronic & Vehicle Maintenance Division Manager, Johnson Controls. During 1998, Johnson Control performed the following new tasks:

- TI for 201st MI BN
- TI for 63rd SIG BN
- Fort Gordon Credit Union Renovation
- Painting of UH1H Helicopter for RTS-MED
- Painting of TRC-112 for Ft Gordon Museum
- Painting of four Earth Moving Pans for Reserve Component
- Support of the AFCEA Symposium
- Lawn Mower Winterizing at Quickie Shop
- Fort Gordon Range Support
- Passed ACALA Radiation Inspection
- Relocating Remote Teams

### **Supply/Property Branch**

Personnel in this branch are responsible for supply support to Fort Gordon on-post/off-post customers as prescribed by Department of the Army policy. They serve as key personnel to perform GIN type functions such as Government Accountable Officers and Quality Assurance

Evaluators over contractor operated (CO) functions. They also serve as advisors and policy makers for applicable areas of responsibility.

There were several major changes during 1998, some of which are listed in the following paragraphs.

The Consolidated Installation Property Book was changed from GIN to contractor operated. This was the final supply function in DPW, which qualified for contracting out under A76. All other functions were contracted in 1980.

The post laundry facility closed. The plant operation was changed to a Contractor Owned Contractor Operated facility. The pickup and distribution point of laundry was moved from the main plant facility in preparation for future demolition of the building.

Troop Issue Subsistence Activity discontinued storage of Class I supplies. The cold and dry storage areas were closed and the administrative office relocated.

There were many changes in automated accounting systems. The greatest change was in the conversion from Standard Army Intermediate Level Supply (SAILS) to Standard Army Retail Supply System. The last major conversion in the post supply system was approximately 25 years ago.

### **Transportation Branch**

Ms Winifred Skelton, the Installation Transportation Officer, managed the Traffic Branch and served as the Contracting Officer Representative for Carlson Travel Agency. Mr. Robert Woodard served as Transportation Assistant and monitored the Transportation Motor Pool. Ms. Skelton and Mr. Woodard checked and signed all documents obligating government funds.

The Traffic Branch provided transportation services to all specified units and activities within the Fort Gordon area of responsibility. Services included material movement, passenger and port call movement operations, counseling personnel and processing of personal property movements. Services were under contract to Johnson Control. There were a total of 23 contract personnel in the Movement Branch and 14 in the motor pool.

The Personal Property Section was under the direction of Mr. Louis F. Suarez. He counseled the soldier on his/her entitlements and made an application for shipment/storage of their personal property. Inbound shipments of household goods/unaccompanied baggage shipments are cleared with the carriers and the soldier notified. The inbound clerk assigned a storage in transit number to the carrier when they are unable to contact the soldier for direct delivery. The section had a Quality Control Section that monitored the carrier's performance. There were two household goods inspectors who met their objective of inspecting 35 percent of all in/outbound shipments. Government Bills of Lading (GBL) for movement of household goods and unaccompanied baggage were prepared by two clerks, one for domestic shipments and one for overseas. The workload data for 1998 was as follows:

• Applications Processed	8,728
• Do It Yourself(DITY) Moves	1,576
• Inbound Shipment	6,307
• Shipments Into Sit(SIT)	5,666
• GBLs Processed	3,465
• Shipments into Non-Temporary Storage	2,401

The Transportation Operational Systems (TOPS) was the computer system used by this section.

The Passenger Section consisted of travel and unit movement coordinators who processed students, Temporary Duty (TDY), Permanent Change of Station, National Guard and Reserves travel. Port calls were requested from Air Mobility Command at Scott Air Force Base, Illinois. The travel operations and government transportation were then prepared. This office worked with Carlson Travel to obtain reservations, airline tickets, and rental cars. The cost of air travel was billed to American Express until 30 November 1998 and changed to Nations Bank on 1 December. The total charges amounted to \$3,741,668.48. Monitoring and corrections saved over \$440,084.80 in the cost of tickets. The cost came from Fort Gordon, other stations, and open allotment accounts. The workload data for this section was follows:

- TDY Travelers 6,698
- All Others 11,877
- Port Calls Processed 7,580

Unit Movement Coordinators, Mr. Heyward Cotton and Mr. Henry Pitts, worked with units on load plans and Automated Unit Equipment Listings using the Transportation Coordinator Automated Command and Control Information System. They were also involved with training and mobilization plans and training.

The Freight Section came under the Supply portion of the contractor. Ms. June Griswell was the supervisor who worked with local purchase shipments. All work concerning receipt and shipping fell under transportation regulations and was monitored by Transportation. This section handled Direct Procurement Movement of unaccompanied baggage, Parcel Post, United Parcel Service, and Federal Express serviced. Audit trail of all inbound shipments was maintained and discrepancies in shipment reports were processed. Rail and truck services were ordered when needed. The Freight Section used the CONUS Freight Management System to create shipment information records, cost the shipment and pass the information to the Defense Finance and Accounting Service. Workload data for 1998 is shown below:

- Inbound Shipments 67,284
- Outbound Shipments 13,475
- Short Tons Processed 5,925

In 1998, the Installation Transportation Motor Pool downsized from 432 vehicles to 423, causing no mission impact.

## **PUBLIC WORKS DIVISION**

The Public Works Division (PWD), under the direction of Mr. Larry Brown, was a government-in-nature function to oversee contracting activities by Johnson Controls. The division consisted of Facility Management Branch, Engineer Plans and Service Branch, and the Housing Branch. Branch chiefs were Mr. Curtis Oglesby, Mr. Jerry Delaughter, and Mr. Dean Anderson, respectively

### **Engineer Plans and Services Branch**

The division was active again this year in "Winning the Infrastructure War." Fifty-four buildings, with 240,386 square feet of space, were demolished.

Forty-two projects were designed and awarded for construction, maintenance, or repair. The construction work, funded by various sources, totaled approximately \$10, 850,000.

### **Facility Management Branch**

Again, Fort Gordon was a leader in the U.S. Army TRADOC energy performance. Energy performance for TRADOC installations was determined by factoring the total area of occupied spaces and weather conditions for the geographical area into the actual energy consumed by each installation. In 1998, Fort Gordon consumed 8.4 percent less energy than allowable by the goal set by TRADOC. This level of performance resulted in savings of \$796,000. Because these funds were not required to pay utility bills, more maintenance and repair work was accomplished to improve the living and working conditions for the Fort Gordon community.

### **Housing Branch**

Progress continued in the development and accomplishment of family housing projects even while in the throes of the Residential Communities Initiative (RCI) plans. This initiative, previously known as Capital Venture Initiatives (CVI), was a joint venture between the Army and private industry being developed to escalate the elimination of inadequate Army Family Housing (AFH).

Fort Gordon was successful in the completion of approximately three million dollars worth of improvement/maintenance projects. Projects included replacement of heating/air-conditioning units, privacy fences and storage shed roofs, bathroom renovations, installation of expansion tanks on water heaters, exterior door replacement. These projects were in addition to routine/recurring projects such as painting, floor refinishing, wall covering, asbestos abatement, air monitoring and of course, repair of "broken" items and preventive maintenance. All in all, the ability to accomplish related projects was a product of maintaining high occupancy rates since that was the basis for determining funding availability.

The RCI remained alive and well, as confirmed by several team visits to the installation in efforts to bring Fort Gordon on board. During May, a team comprised of National Home Builders Association representatives evaluated installation housing by inspection of approximately 70 dwelling units. Following this, a team from Department of the Army, Savannah District Corps of Engineers, TRADOC, and others visited the installation to coordinate with the commanding general and begin the preliminaries for developing Fort Gordon's AFH privatization proposal/qualifications process.

Precautions to reinforce safety and welfare of housing occupants from carbon monoxide poisoning were initiated by having Preventive Medicine sample gas appliances in the various types of housing on post. This effort was in addition to the annual checking/cleaning of heating systems accomplished in all dwelling units and, fortunately reflected existing satisfactory levels. This information was relayed to residents in a letter that included an informational pamphlet.

Late spring began with the usual flurry of the season through heavy turnover of family housing occupants. Included in the turnover was the change in commanding generals that generated a lot of attention. Work on Quarters One included a redesign of a closet in the master bedroom, painting, refinishing some floors and putting new carpet on others, and extra grounds maintenance.

Army Community Services relinquished the duty of mailing welcome packets to expected arrivals to the installation, so the Housing staff picked up the extra workload for this function. Housing was already performing this task to a partial degree so this meant just an expansion of their efforts.

In late Spring, Billeting was directed to vacate Building 28410, which was utilized to accommodate enlisted geographical bachelors. This direction was required to provide room for the bona fides and involved reshuffling approximately 50 personnel. This move also eliminated 46 of 69 billeting permanent party bed spaces.

With the new fiscal year came a reduction in the contracted work force in the billeting area. A cut-back in installation funds was the driving force to eliminate three custodial positions responsible for cleaning common use areas of billeting facilities. Non-Appropriated Fund personnel took over the cleaning tasks.

Continued renovation in Ring Hall brought the Visiting Officers Quarters accommodations in line with quality off-post hotel facilities. By the end of the year, five of eight floors were completed with new work eliciting numerous favorable comments.

Stinson Guest House improvements included total window replacement in the duplex (Building 18404) and "texturized" walls in the Annex (32 rooms). The "texturizing" process involved a new technique from which the results look like wallpaper. To enhance the morale and provide comfort to the staff during the summer, uniform shorts were purchased for the custodial crew.

In April, Performance Plus Training, a program purchased by the Department of the Army from the American Hotel/Motel Association, began its training sessions. The program was quite extensive and involved, and was slow to get started due to the instability of appointed local coordinators; one resigned and one retired. The end of the year brought a new employee/successor on board who will, upon completion of training, hopefully get the program in full force for 1999.

The end of the year brought with it a new automated system for the lodging operations. The Army Lodging Property Management System (ALPMS) was deployed in late November and fully operational by mid-December, with subsequent extensive training provided to all involved in its use. The ALPMS is a much easier system to work with and meets requirements for Y2K. The new system, combined with Performance Plus Training, should enable the lodging operations to provide top-notch customer service.

## **Summary**

Again this year, as in past years, the Directorate of Public Works continued to ensure that service is the watchword for the community of Fort Gordon. The directorate's civilian strength at year-end was 77, eight less than in 1997. At times workloads were overwhelming but with the dedicated DPW staff members, who demonstrated over and over again unfailing initiative and can-do attitudes DPW overall had a successful year.

## EQUAL EMPLOYMENT OPPORTUNITY

### **From the Director's Perspective:**

Fiscal year (FY) 1998 brought bad news for Fort Gordon's Equal Employment Opportunity (EEO) staff. The EEO Office lost its Equal Employment Opportunity Assistant position and an employee that was temporarily detailed to the office. Only one personnel included in the last report is still in the office in addition to the new EEO Officer who reported for duty in August 1998; and a Specialist who returned from a two-year overseas assignment. The loss of the Assistant position has impacted negatively on the accomplishment of the EEO Office's administrative duties. Personnel in the EEO Office continued to be extremely busy carrying out the initiatives set forth for this year as well as new commitments gained during the year. Budget constraints continued to limit recruitment, hiring, and long-term training actions that could have fostered the potential to increase the distribution of EEO groups in under-represented areas. Downsizing and low workforce participation in Special Emphasis Program (SEP) training workshops, served as major obstacles for meeting EEO and SEP goals and objectives. The number of people in the workforce decreased by approximately twelve percent, from 2,041 to 1,796 persons.

The decrease in the workforce is due, in part, to individuals electing to take the VSIP/VERA incentives. In citing a decrease in the workforce, the percentage of distribution for minorities and women changed slightly. The representation of black and white women decreased along with the total population during the year.

During FY98, 110 employees took advantage of the VSIP/VERA incentives. The departure of these employees subsequently saved jobs and prevented the need for a RIF. There were no significant impacts on any EEO group. The voluntary separations/retirements affected mainly the 1712, 318, 679, 560, 204, 1702, and 343 series positions.

### **Mission**

The Equal Employment Opportunity Office, headed by Diane F. Stallings, served as the principal advisory element for the commander, his staff, and other major commanders, on all matters related to the fair and equitable treatment of civilian applicants and employees in recruiting, hiring, promotions, training, assignments, disciplines, awards, and recognition. Title VII of the Civil Rights Act of 1964 as amended, Civil Rights Act of 1991, 29 CFR 1614, and Army Regulations 690-600 and 690-12, mandate the authority to execute the EEO program. The overall thrust of the program was to provide advice and support to supervisors, managers, and other key personnel in the removal of discriminatory practices and barriers that impeded employment opportunities, to include: race, color, sex, age, religion, national origin, physical and mental disabilities, and reprisal. The SEP was a functional responsibility of the EEO Office in accordance with Army Regulation 690-12. This program encompassed all special emphasis programs under one umbrella.

### **Resources**

Fort Gordon's EEO Office personnel changed in 1998. Ms. Ruth Sherman, former EEO Officer, departed Fort Gordon to accept an overseas tour in Germany. An individual that was

temporarily detailed to the office was reassigned to the Directorate of Human Resources. The EEO Assistant, Ms. Colette Terrell left Fort Gordon when her position was abolished. Ms. Shirley J. Scott, EEO Specialist departed in March 1998.

The office operated with one staff member for approximately two months. Even with the arrival of the new EEO Officer and Specialist, the office continued to operate with less than half of the staff of previous years. Budget limitations and new commitments continued to cause priorities to shift almost daily, however, the quality of the service provided remained above reproach.

Personnel losses and gains, coupled with the installation-wide budget constraints, affected units on Fort Gordon and severely impacted the execution of SEP goals. Managing Special Emphasis Program activities continued to be a great challenge. The EEO Special Emphasis Program Committee provided many diverse, challenging, and educational workshops; however, attendance remained poor at most of these functions. The combined SEP, one committee-one manager, was able to accomplish its objectives and execution appeared favorable despite the low attendance.

### **Activities and Accomplishments**

During FY98, the Equal Employment Opportunity Office conducted several programs to commemorate ethnic observances. The programs included:

**Hispanic Heritage Month, 15 September-15 October 1997:** The EEO SEP assisted the Equal Opportunity Office in hosting the command program on 8 October 1997. The program featured Dr. Lauro F. Cavazos, (former Secretary of Education), Tuft University School of Medicine in Boston, Massachusetts.

**National Disability Employment Awareness Month, October 1997:** The EEO SEP hosted a luncheon on 28 October 1997 to commemorate National Disability Employment Awareness Month. Mr. Terrence Smith, Deputy Garrison Commander, was the guest speaker.

**Native American Heritage Month, November 1997:** The Equal Opportunity Office sponsored a two-day Native American Heritage Month Festival. The festival featured a number of activities that were presented throughout the two days.

**Dr. Martin Luther King, Jr., Observance, January 1998:** On 16 January 1998, the EEO SEP, in conjunction with the Greater Augusta Area Counsel of Blacks in Government and the Equal Opportunity Office, hosted a luncheon. The guest speaker was Dr. Yvonne Shaw, Chair, Division of Education, Paine College in Augusta, Georgia.

**African-American History Month, February 1998:** The SEP hosted a Historical Workshop on 24 February 1998 featuring Dr. Edward J. Cashin, Jr., Professor of History, Augusta State University. The Equal Opportunity Office hosted a Black History Month Heritage Festival on 21 February 1998. The event consisted of a series of events that took place throughout the day.

**Women's History Month, March 1998:** In observance of Women's History Month and its theme "Living the Legacy of Women's Rights", the EEO SEP presented a series of three workshops. The first session, entitled "The Glass Ceiling" was presented by Ms. Teresa C. Smith,

Federal Women's Program Manager, Savannah River Operations Office." The second workshop entitled "The Seven Dynamics of Change and Survival Strategies" was presented by Ms. Peggy Larkin Kelly of CONCERN: Employee Assistance Program of Augusta. The third workshop entitled "Stress Management" featured Chaplain (LTC) David F. Roberts, Fort Gordon Chaplain Office, as guest speaker.

**Asian/Pacific American Heritage Month, May 1998:** The EEO SEP assisted the Equal Opportunity Office in hosting the Command Program. The theme for the event was "Pursuing Progress: One Voice, One Mission, and One Vision." The program featured Colonel George J. Kinoshita, Jr., Commander, HQ, 3rd MP Group, CID, as guest speaker.

**Women's Equality Day, 26 August 1998:** The EEO SEP hosted a Wellness Symposium and luncheon featuring Ms. Linda Schrenko, Georgia State Superintendent of Schools, as guest speaker.

### **Other Events**

The Equal Employment Opportunity Officer and EEO Specialist conducted Prevention of Sexual Harassment (POSH) training in several organizations throughout the installation. Strong emphasis was placed on Prevention of Sexual Harassment during FY98. The EEO Office will continue to schedule POSH initial and refresher classes through the end of FY99.

The EEO Office was seeking nominations for new counselors. The Basic EEO Counselor Course was tentatively scheduled for the third quarter of FY99 (April-June 1999). The EEO Office will schedule training for Course Managers for the Prevention of sexual harassment during second quarter of FY99.

In fiscal year 1998, there were 31 contacts made with the EEO Office. There were eight formal complaints serviced by the EEO Office in addition to the complaints that were on hand. Six of the formal complaints that were pending from the previous year were closed. There were 26 informal complaints filed during FY 1998. The Equal Employment Opportunity personnel conducted five mediations. All were successful.

EEO personnel conducted quarterly EEO Committee meetings to brief the Garrison Commander and Directorate leaders on issues, training, and changes related to the EEO program.

### **Summary**

Progress in the EEO program continued and many positive changes occurred despite barriers such as VSIP, other pre-RIF initiatives, and low attendance at training workshops. We have six certified mediators to include the EEO staff. The Department of the Army mandated annual POSH training for 100 percent of the civilian employees. At year's end, training was ongoing and has been a part of the New Employee Orientation Training. Initial and refresher POSH training was provided to all civilian supervisors, military supervisors of civilian employees, and to civilian employees. Classes were scheduled through the end of fiscal year 1998 (30 September 1998.)

Post-wide activities celebrated Martin Luther King, Jr. Observances, Black History Month, Asian American/Pacific Islander Month, Women's Equality Day, National Disability Awareness Month, and Women's History Month.<sup>201</sup>

## **EQUAL OPPORTUNITY OFFICE**

### **From the Director's Perspective**

The Equal Opportunity (EO) Office's primary goal for FY98 was to educate personnel regarding Army Command Policy, AR 600-20, Chapter 6, which pertained to the orchestration of the EO program. Equal Opportunity Advisors (EOA) conducted numerous surveys and sensing sessions to study the installation's human relation climate. In addition, EOA educated personnel on the procedures for filing formal and informal complaints. Various workshops on human relations were conducted to further enhance community relations. Equal Opportunity Advisors continued to encourage direct participation in training and to recognize cultural differences in order to strengthen relationships with similar organizations. This carried over into interactions with the Augusta and civilian community. Fort Gordon personnel participated in the Army's EO Reengineering Conference to identify needed changes to the overall EO Program. All EO goals were accomplished in 1998. Leaders were involved with ethnic awareness training as planners, facilitators, and trainers, and in implementing ethnic awareness programs.

### **Mission**

The mission of the EO Office has been, and continued to be, to assist the Commanding General, commanders, directors, special staff officers, leaders, and supervisors at all levels in attaining and maintaining an environment of equality and freedom from sexual harassment. The process was achieved by promoting harmonious relations, respect for cultural differences, and mission accomplishment in accordance with AR 600-20. Other facets of the EO mission was to develop a realistic Affirmative Action Plan for the installation and to articulate Department of Defense and DA policies concerning institutional and individual discrimination. Equal Opportunity Advisors planned and conducted ethnic observances, workshops, and seminars. Additionally, EOAs were responsible for training leaders on conducting classes and discussions, and for assisting commanders with EO procedures. Advisors collect, organize, and interpret demographic data concerning all aspects of the EO climate assessment. Furthermore, EO interacted with the Equal Employment Opportunity (EEO), local civil rights organizations, and groups who share Fort Gordon's objectives.

### **Resources**

The activities conducted and supported by the EO Office were made possible through the use of appropriated funds. The annual budget for 1998 was approximately \$88,000. The largest portion of the funds was used for civilian employee salaries, with approximately \$12,000 used for

---

<sup>201</sup> EEO input to the 1998 Annual Command History.

the operational aspects of the program. Later in 1998, the Garrison Command gave an additional \$11,000 to the EOO for operating expenses.

### **Command Programs**

The EO Office sponsored and presented several command programs in 1998. The programs provided Fort Gordon personnel an opportunity to learn something of other ethnic groups, races, and gender, and the contributions made by each. These programs are mentioned below.

**King Week.** Fort Gordon designated 11-17 January 1998 as "King Week 98." The national theme of "Remember, Celebrate, Act; A Day On, Not a Day Off." Provided the background for the Command Program held at the Network NCO Club on 16 January 1998. Dr. Yvonne J. Henry Shaw, Chair, Division of Education at Paine College, was the guest speaker for the program. The DDEAMC held another program, with the Reverend Robert Turner as guest speaker. These programs highlighted a week of ceremonies, luncheons, and other events.

**African-American/Black History Month.** The national theme of February's African-American/Black History Month was, "African-Americans in Business: The Path Toward Empowerment." Events included a Cultural Arts Festival held in the Sports Arena on 21 February. Throughout the month newspaper articles were published in The Signal, ethnic foods were served in the post dining facilities, cultural and arts exhibits were displayed all over the post and, a Black History Month Ball was held at the Officer's Club.

**Days of Remembrance (Holocaust).** From 19-26 April 1998, the post community celebrated the Days of Remembrance, remembering the victims of the Holocaust during World War II. The theme for the observance was, "Children of the Holocaust, Their Memories, Our Legacy." A Command Program was held on 21 April 1998 in the Friendship Chapel. Mr Moshe (Morris) Zilka, from Jerusalem, Israel, was guest speaker for the program.

**Asian-Pacific Heritage Month.** May was designated Asian-Pacific Heritage Month, with the theme of, "One Vision, One, Mission, One Voice." A Command Program took place in Alexander Hall, on 20 May, with Colonel George J. Kinoshita, Jr., Commander of the 3rd Military Police Group, Criminal Investigation Department, as guest speaker. As with the many of the other observances, there were cultural and arts exhibits and a ball held as part of the activities.

**Hispanic Heritage Month.** Hispanic Heritage Month observances took place from 15 September-15 October 1998; its theme was, "Hispanic Women in Leadership." Dr. Norma V. Cantu, Assistant Secretary for Civil Rights, U.S. Department of Education, was the speaker at a Command Program on 8 October. Included in celebration activities were articles in The Signal, ethnic foods were served in the dining halls, cultural arts exhibits, and a dance in the NCO Club.

**Native American Heritage Month.** November was designated as Native American Heritage Month. The theme for the observance was, "Traditional Family Values Generation to generation." Guest speaker for the Command Program on 12 November was Mr. Lloyd Arneach. Mr. Arneach, a Native American, was raised on the Cherokee Indian Reservation in Cherokee, North Carolina. Ethnic foods and arts exhibits were part of the celebration.

### **Other Activities**

Mr. John Gray assisted in the implementation of the Consideration of Others (CO2) Program on Fort Gordon. Mr. Gray and EOAs trained over 400 facilitators for the program. The

Equal Opportunity Advisors conducted Human Relations Training for the Richmond County Sheriff's Department. The EOAs attended and conducted training at the CSRA Diversity Forum in Aiken, South Carolina. Additional human relations and Diversity training took place at the Aiken Human Relation's Seminar, North Augusta High School, North Augusta Elementary School, Augusta State University, Metro Augusta Chamber of Commerce Youth Leadership Program, Walker Baptist Association, Senior Citizens Council of Augusta, Peach Corps in Thomson, Georgia, and the CSRA Girls Scout Council.

Human Relations and cultural awareness training proved to be vital for community interaction. Office personnel served on the steering committee for the fifth annual Arts in the Heart of Augusta Cultural Arts Festival. Equal Opportunity personnel served as a discussion leader and facilitator for the Community Diversity Training Workshop hosted by Augusta State University.

### **Summary**

1998 was a productive year. The command sponsored six ethnic observances, numerous training sessions with soldiers, civilians, and initiated new programs and ideas. Funds were used to update the computer automation systems as well as purchasing day-to-day supplies. Equal Opportunity Advisors continued to work with Richmond County and Aiken County schools, scouting organizations, and the local community. Partnerships with the Greater Augusta Arts Council, EEO, and several private organizations were strengthened and solidified.

## CHAPTER VIII

### COMMAND GROUP STAFF

#### OFFICE CHIEF OF SIGNAL

##### **From the Director's Perspective**

The Office Chief of Signal (OCOS) was very successful in 1998 accomplishing the Chief of Signal's proponent mission on all actions for doctrine, equipment, organization, training, and personnel affecting the branch, specified, and personnel proponent activities. On 24 July 1998, Colonel Craig L. Zimmerman replaced Colonel Peter T. Farrell and became the OCOS director and the ninth Regimental Adjutant. Colonel Farrell became commander of the 15th Regimental Signal Brigade.

Resources continue to be minimal. However, as the year ended, we are happy to say that our drive to identify and justify additional resource requirements to accomplish the personnel proponent mission as mandated by the Chief of Signal has been successful for future years. Seven additional requirements and two additional authorizations were transferred to OCOS effective with the 0199/0299 documents. Additionally, the Army Manpower Team visited the Enlisted Division in a mandatory audit of personnel requirements. All 17 Enlisted Division personnel requirements were validated during the audit.

Key projects this year have been the Strategic Planning Conference/Signal Regimental Strategic Plan, Change in NCO Structure (CINCOS), Enlisted Structure Review for Warfighter Information Network-Terrestrial (WIN-T), Officer Restructure Initiative (ORI), Officer Personnel Management System (OPMS) XXI, Regimental marketing initiatives, and reorganization of the Signal Corps Regimental Association (SCRA). This report will outline a wide range of accomplishments in the proponent mission area in 1998.

OCOS lost no civilian or military personnel spaces to reduction in force.

We continued software standardization, hardware improvement, and modernization of local-area network (LAN) capabilities. OCOS has a very modern LAN. We have been very successful in implementing automation modernization.

Office Chief of Staff printed the Army Communicator and placed updated copies on the World Wide Web (WWW). The Signal Regiment Proponent Handbook will be published every other year, so it was not published in 1998. An updated Signal Brochure was also published in 1998.<sup>202</sup>

##### **Mission**

The Office Chief of Signal served as the principal advisor to the Chief of Signal and staff on all matters pertaining to personnel proponent functions. It was the proponent manager on all actions for doctrine, training, and personnel as they pertain to branch-specific functional and personnel proponent activities. OCOS provided personnel lifecycle management for the branch,

---

<sup>202</sup> Signal Corps Brochure, 1998; Army Communicator, Winter 1998; Army Communicator, Spring 1998; Army Communicator, Summer 1998; Army Communicator, Fall 1998.

including the processes of structure, acquisition, training, distribution, deployment, sustainment, professional development, and separation. The directorate provided coordination and management of these functions Army-wide, to include Active, Reserve and National Guard components.

The directorate served as the primary marketing and information office for the Signal Regiment through its Regimental Division. Regimental Division educates soldiers and civilians about the Army's Signal Regiment, the Regimental system and the Signal Corps' historical importance. Regimental Division also keeps soldiers and civilians abreast of Signal Regiment activities, events and trends. Marketing and recruiting for qualified cadets to branch Signal is one of the most challenging directorate missions.

The OCOS director is also the chair for the Executive Committee that will implement the Signal Regimental Strategic Plan. This plan is a working document that provides the Chief of Signal's guidance on the Signal Regiment's way ahead to the future. The Strategic Plan is posted to the WWW for input and comments from all regimental soldiers.

## **REGIMENTAL DIVISION**

A major change occurred in July with the reorganization of SCRA. The Office Chief of Staff's Regimental Division, which had had managerial responsibility of SCRA, was divested of that responsibility with the reorganization and subsequent election of a SCRA governing board. Regimental Division's Chief, Ms. Susan Wood, served in the capacity of the government's liaison to SCRA, a private organization.

Another change took place in September with the renaming of the division from Branch Marketing Division to Regimental Division to better reflect the division's mission and support of the Signal Regiment.

Normal responsibilities for Regimental Division include the proponent responsibility for sustaining the Signal Corps Regimental Program in accordance with Army Regulation 600-82. In part, we did this by administering the Regimental Affiliation Program, Chief of Signal Regimental Awards Program, and Honorary/ Distinguished Member of the Regiment Program, as well as all Regimental Adjutant functions. Also, the office served as the principal worldwide point of contact for advising and representing the Signal Regiment on all Regimental matters in support of conferences, symposiums, and Corps anniversaries and balls, to include Signal Regiment unit activations and inactivations.

Other projects supporting the Regiment's well-being included procuring and distributing the Regimental Colors, plaques, certificates, posters, decals, coins, and other fabricated memorabilia, which served to advertise and promote the Signal Regiment. We provided promotional materials and coordination for equipment displays by the 501st and 29th Signal Battalions for the Reserve Officer Training Corps' (ROTC) Summer Camps at Fort Knox, Kentucky, and Fort Lewis, Washington. The Signal Center also provided one briefer for the ROTC Basic Summer Camps. We also provided support to several United States Military Academy events at West Point this year, to include a Chief of Signal reception for cadets selecting Signal as their branch and a tailgate party in September to market our Regiment to juniors and seniors.

Several of Regimental Division's ongoing initiatives include storing and maintaining all Signal Corps color-bearing Historical Data Cards, Lineage and Honors Certificates, and Distinctive Unit Insignia.

Ms. Wood provided speech material supporting the Chief of Signal and the Regimental Adjutant. When not writing for the Chief of Signal, Ms. Wood contributed materials for others to use. Ms. Wood also briefed students at the Pre-Command Course (PCC) monthly, about Regimental Division's mission.

Regimental Division's support of the 1998 Signal Symposium, "Revolution in Communications," included coordinating the design and content of advertising slides shown to attendees during breaks; and coordinating the Distinguished Member of the Regiment induction ceremony and writing remarks. Ms. Wood also briefed the Regimental Division's mission to warrant officers who attended the symposium. Army Communicator gave the symposium advance and after-the-fact coverage.

During the symposium, Dr. Paul Scheips was inducted as Distinguished Member of the Regiment for his long and outstanding work in Signal Corps history.

Regimental Division support of another major Signal Regiment event, Regimental Week, 15-20 June 1998, included the ceremony in which the new Honorary Warrant Officer and six new Distinguished Members of the Regiment were inducted. The Chief of Signal inducted retired CW4 Willie Battle as the Signal Regiment's Honorary Warrant Officer, as well as inducting retired LTG William Hilsman, retired Colonel Scott Long and Colonel Lamar Murphy as Distinguished Members of the Regiment. Also, inducted posthumously as Distinguished Members of the Regiment, were Medal of Honor recipients Major General Adolphus Greely, Colonel Gordon Johnston and Sergeant Will Barnes.

The Regimental Division continued to maintain a WWW presence. All editions of Army Communicator, dating from the Fall 1995 issue, were on the web. The Division's electronic information programs included "Currents" a news service for items of interest to Signal Regiment members; "Go Signal" an on-line marketing brochure on why young people should choose the Signal Corps as a career; and homepages and gateway links for the Regimental Noncommissioned Officer. The Regimental Division also had responsibility for managing the Signal Regimental Strategic Plan website, established in November. This website, for the entire Signal Regiment, forecasts where the Regiment would like to be in the next three to five years, and how it will get there.

Regimental Division's main sections -- the Regimental Noncommissioned Officer and Army Communicator -- are discussed in more detail below.

### **Regimental Noncommissioned Officer**

The Regimental Noncommissioned Officer, SFC Hurley Perry, gave Regimental briefings to Advanced Noncommissioned Officers Course (ANCOC) and Basic Noncommissioned Officers Course (BNCOC) students. These briefings continued to promote the Regimental program to the noncommissioned officer leadership. Briefings took place on the third Thursday of the month.

The Regimental Noncommissioned Officer also prepared information packets for the Regimental Adjutant's portion of the briefing to Pre Command Course (PCC) students.

Promotion of the Signal Regiment increased by distributing Regimental promotional material to units in the continental United States (CONUS) and outside CONUS (OCONUS), as well as to National Guard and U.S. Army Reserve units. To maintain proper management of awards, the Regimental Noncommissioned Officer maintained databases to keep an accurate account of awards presented. SFC Perry also updated and maintained the Signal Regiment Commanders and Senior Leaders Gallery and the Signal Corps Sergeant Major Gallery.

During 1998, the Chief of Signal approved several awards. These included 23 Chief of Signal Awards; 18 Fellowship Awards; 37 Honorary Members of the Signal Regiment; and eight Distinguished Members of the Regiment.

### **Army Communicator**

The Army Communicator is an authorized, official quarterly publication of the U.S. Army Signal Regiment. Its mission is promoting the professional development of Army communicators and information-management area managers through the dissemination of doctrinal and technical information. The magazine presents new ideas or concepts relating to communications, electronics, automation, and visual information.<sup>203</sup>

More than 4,000 copies of the magazine were distributed each quarter to Signal and Signal-related units; staff agencies and service schools; Active Component (AC) and Reserve Component (RC); other U.S. military branch subscribers (Air Force, Marine Corps and Navy); allied Signal services; industry partners; and individual subscribers.

The magazine, edited by Ms. Lisa Alley, published special editions on distance learning, upcoming force structure changes, and impact of the year 2000.

The magazine continued its writer's awards program during the year and an editorial board selected the Writers of the Quarter and Writer of the Year. Writers of the Quarter were: SFC Jim Ward (Winter); SFC Keith Butler (Spring); Mr. Stephen Larsen (Summer); and Mr. Larsen (Fall). SFC Ward was named Writer of the Year for 1998.

### **ENLISTED DIVISION**

OCOS conducted a Military Occupational Specialty (MOS) Restructure Study in May. This study determined that all Career Management Fields (CMF) – 25, 31, and 74 – were viable with all three components: AC, U.S. Army Reserve and National Guard.

Training in the components is a new initiative. As we are moving into the 21st century, it is imperative that training is standard throughout the Army. The Enlisted Division is converting all MOS-producing courses to the Total Army Training System Courseware (TATSC). TATSC is a courseware designed to train the same standard to all soldiers Army-wide.

CINCOS, mandated by the Vice Chief of Staff of the Army in June 1996, and approved by the Chief of Staff of the Army in June 1997, had a great impact on enlisted MOSs during 1998. Specific impacts are discussed below under each CMF. CINCOS is the Army's initiative in which NCO authorizations were downgraded to lower grade authorizations to bring each MOS in line with the Average Grade Distribution Matrix (AGDM).

The Integrated System Control (ISYSCON) is still undergoing major significant changes in software and hardware. The 124th Signal Battalion at Fort Hood, Texas, is being fielded with the equipment for the Division Slice, which will lead to the First Digitized Division (FDD). This is the only unit currently building and managing these types of networks and is the best source of the information needed to support (or disprove) any such initiative. The air defense artillery is continuing significant communications changes with Packet Switch and Switch Multiplex Units. Two Patriot battalions out of 10 have documented MOS 31F as the Network Switching System Operator-Maintainer for the system. This process will continue over the next 10 years.

---

<sup>203</sup> Army Communicator, Winter 1998, Spring 1998, Summer 1998, and Fall 1998.

OCOS added new information to our enlisted proponency website (<http://www.gordon.army.mil/ocos/ediv/default.htm> for the homepage) near 1998's end. Our new initiative is MOS posture sheets, updated monthly. Each MOS' posture sheet covers:

- Personnel Management Authorization Document (PMAD) information
- Enlisted Distribution Assignment System (EDAS)
- OCOS' authorization outlook
- Promotion status for junior and senior NCOs
- Retention within each MOS
- Information on initial terminal, mid-terminal and careerists
- Incentives
- Whether the MOS includes Army College Fund, enlistment bonus (EB), or Service Re-enlistment Bonus (SRB)
- In/out calls (if soldiers can come into or get out of the MOS)
- Training Resource Arbitration Panel (TRAP) data
- Fiscal-year-to-date course information and
- CINCOS' "current FY at PMAD release" information.

### **CMF 25, Visual Information Operations**

During 1998 the visual information field had relatively few changes. The fielding and testing of several new communications systems in 1997 revealed a future need for additional authorizations in MOSs 25R, 25V, and 25Z. In 1998 the personnel requirements for the battlefield videoteleconference (BVTC) system were approved for the Conservative Heavy Division (CHD). The first of these units will be fielded in FY00. Program guidance (PG) for MOSs 25V, 25M, and 25R dropped from 97 to 96 percent in 1998.

MOS 25M, Multimedia Illustrator, had few changes throughout the year. Promotions were extremely slow, as was the case with most Signal Regiment MOSs. This was mostly due to CINCOS' implementation. This MOS also had many problems with retention of initial-term soldiers. This resulted in the MOS receiving a 1A SRB in December. This MOS is projecting no increased authorizations in FY99.

MOS 25R, Visual Information Equipment Operator-Maintainer, had a very productive year, ending the year at 101.2 percent strength. This MOS shook off its attrition problems and started retaining its initial-term soldiers. This increased retention was aided by a 2A SRB. This MOS is projecting several new authorizations in the digitized division beginning in FY00.

The MOS 25V, Combat Documentation/Production Specialist, course completed its final class at Pensacola, Florida, in March. The MOS ended the year at 101.5 percent strength. This MOS retained soldiers better than MOSs 25R or 25M despite poor promotions throughout the year.

MOS 25Z, Visual Information Operations Chief, was affected greatly by CINCOS in 1998. The year started by sergeant major authorizations dropping from six to three, then raising to eight by year's end. CINCOS was good to the E-8 grade of MOS 25Z. Its increased authorizations resulted in it having the second highest master sergeant select rate in the Army at the 1998 board. Sergeant first class authorizations remained stable throughout the year but were approved for future authorization increases in BVTC cells at corps and division.

## CMF 31, Signal Operations

The MOS restructure study, which former Chief of Signal, Major General Michael W. Ackerman, endorsed on 11 May 1998, started with MOS 31C, Radio Operator-Maintainer. This MOS was looked at very closely as a candidate for deletion. However, authorizations continue to grow in this MOS, and future high-frequency requirements for the force have not been determined. This MOS also provides vital functions in the RC and Special Operations Forces. The study found there would be no clear value-added by deleting MOS 31C at this time. We will continue to watch this MOS closely for trigger points that may warrant its deletion in the future.

MOS 31F, Network Switching Systems Operator-Maintainer, ended FY98 at 94 percent, which is higher than FY97 but still 4 percent below PG. The strength increase was due more to a decrease in authorizations rather than an increase in the population. The MOS suffered from accession shortfalls, leaving 121 AC training seats unfilled. An EB and Army College Fund are authorized for the MOS in an effort to increase accessions. The MOS' SRB of 1A, authorized in February 1997, was raised to 1.5A in August. The MOS remains in the Bonus Extension and Retraining (BEAR) program.

Promotions to staff sergeant slowed in 1998 due to the CINCOS initiative, which reduced the number of staff sergeant authorizations. There were 118 staff sergeants selected for sergeant first class, a selection rate of 30.1 percent.

MOS 31L, Cable Systems Installer-Maintainer, ended the year at 89 percent PG strength. At the beginning of FY98, an Early Retirement Bonus, Voluntary Separation Incentive, and Selective Separation Bonus were offered to NCOs to bring the MOS in compliance with CINCOS. An SRB of 0.5A was added during the year to maintain the MOS' strength. There were 41 staff sergeants selected for sergeant first class, a select rate of 31.8 percent.

MOS 31P, Microwave Systems Operator-Maintainer, ended 1998 above PG strength at 97.2 percent and above strength in grade E-4. NCO authorizations were downgraded to lower grade authorizations to bring the MOS in line with the AGDM, which caused the increase in grade E-4. The selection rate of 0.6 percent for sergeant first class was the lowest among CMF 31. Programmed managed losses (PML) occurred Army-wide, creating further anxiety among junior NCOs concerning senior NCO selection rates. Retention rates for mid-term soldiers lagged 26 percent below the Army average in FY98.

MOS 31R, Transmission Systems Operator-Maintainer, ended FY98 at 103.7 percent. This was due largely to the fact that authorizations were cut significantly in the 9802 PMAD. We expect many of those authorizations to be recovered in FY99. Soldiers enlisting for MOS 31R are authorized the Army College Fund, but the EB and SRB have been removed.

CINCOS, which decreased NCO authorizations in most MOSs, provided a dramatic increase in staff sergeant authorizations for MOS 31R. This resulted in a significant increase in promotions (which had been severely stagnant for the past several years) to staff sergeant. There were 133 staff sergeants selected for sergeant first class, a selection rate of 37.5 percent.

MOS 31S, Satellite Communications Systems Operator-Maintainer, after several years of strength shortages finally reached its PG and ended the year at 100.6 percent strength. Training seat fill remains an issue to maintain the MOS strength, accessions filling only 88.3 percent of training seats for FY98. An EB of \$4,000 for six years (the minimum enlistment for 31S) has been authorized since November. The SRB was increased to 3A in this MOS. Initial-term soldier retention ended FY98 six percent below the Army average, with 42 percent of initial-term

soldiers being ineligible for re-enlistment. Mid-term soldier retention also ended FY98 14 percent below the Army average.

MOS 31T, Satellite/Microwave Systems Chief, is the capper MOS for MOSs 31S and 31P. Three soldiers were selected to 31T during the 1998 master sergeant board, and the MOS ended 1998 at 79.5 percent strength.

MOS 31U, Signal Support Systems Specialist, finished 1998 at 96 percent strength. The present and future for 31U has a large increase in automation responsibility, with the FDD/CHD as the driving force. The requirement document approved in FY98 for FDD/CHD added 33 more requirements for 31U. We are currently working initiatives to incorporate more automation training into ANCOC and BNCOC. The current strength of 31U in Table of Organization and Equipment (TOE) units is approximately 87.9 percent, and 12.1 percent in Table of Distribution and Allowances (TDA) units.

There were two selections to master sergeant, a select rate of 1 percent for FY98. Retention rates for soldiers in this MOS were at or above Army averages ending the year.

MOS 31W, Telecommunications Operations Chief, is the capper MOS for 31C, 31F, 31L, and 31R. There were 74 sergeants first class selected for master sergeant, a selection rate of 15.5 percent, and 23 master sergeants were selected for sergeant major on the calendar year 1998 selection list, a selection rate of 17.6 percent. The MOS ended FY98 at 111 percent strength.

MOS 31Z, Senior Signal Sergeant, is the capper MOS for 31T, 31U, and 31W. There were 54 soldiers selected for promotion to E-9 during the sergeants major board, a select rate of 23.5 percent. The MOS ended the year at 97 percent strength.

#### **CMF 74, Information Operations**

The United States Army Force Management Support Agency (USAFMSA)'s Manpower Requirement Criteria (MARC) interim study, conducted at Fort Hood, Texas, in June, recommended changes in distributing MOS 74B, Information Systems Operator-Analyst, in the CHD. We provided technical assistance to USAFMSA analysts for this study. The study recommended reducing manning in aviation brigades and cavalry divisions to support tactical operations centers' (TOC) networking requirements in maneuver battalions; however, the total number of 74Bs required in the CHD did not change.

Total Army Personnel Command (PERSCOM) published a Notification of Future Change in October, eliminating Additional Skill Identifier (ASI) H4 for 74B. The ASI had been used to track 74B soldiers with a software analyst (MOS 74F) background who had served in computer programming assignments with a software development center. The Army no longer relies on enlisted computer programmers, so the ASI was no longer needed.

In MOS 74C, Telecommunication Operator-Maintainer, more than 200 duty positions were converted from 74C to 74B. In addition, several MOS 74Z, Information Systems Chief, positions were created, including positions for first sergeants, increasing leadership opportunities for CMF 74 soldiers.

We also assisted USAFMSA in July in coordinating new equipment restructures for OCONUS Signal units fielding the Defense Message System (DMS). This led to position conversions resulting in 74C becoming overstrength and 74B becoming understrength. To provide balance between the two MOSs, we requested a Project Development Identifier (PDI) for 74B and 74C soldiers trained on DMS system administration in October. PDI B5 was approved, and Project Development Skill Identifier (PDSI) B5B was initiated. PERSCOM's Signal Branch

agreed to serve as the coordinating agency for inputting the PDSI into qualifying soldiers' records. In 1999, 74Cs with the PDSI B5B will be offered reclassification to 74B.

The MOS restructure study selected MOS 74G, Telecommunications Computer Operator-Maintainer, for deletion. The restructure study demonstrated that tasks performed by 74G belong to other MOSs. Deleting MOS 74G is a three-year process that began with the Chief of Signal's May 11 memorandum. At the beginning of FY99, we sent a formal request to PERSCOM to initiate a sequence of events that will lead to redocumenting The Army Authorization Document System (TAADS). This process will authorize replacement MOSs in March 2001. Soldiers will reclassify to an appropriate MOS in August 2001.

We also coordinated with the Regimental Directorate of Training (RDOT) and the training departments to revise or develop Course Administrative Data (CAD) and Programs of Instruction (POI) supporting AR 611-1 action to delete MOS 74G. Coordination is required because CAD/POI must be included in the Military Occupational Classification Structure (MOCS) action for MOS 74G deletion. Without CAD/POI, OCOS cannot gain approval of 74G deletion from PERSCOM.

## **ARMY RESERVE COMPONENT**

The RC experienced low MOS qualification (MOSQ) rates. The number of MOSQ soldiers assigned to the RC was 65.8 percent. We are working with RC units to develop a strategy to improve standards in meeting the requirements for waivers of formal training to award Signal MOSs. We will develop POIs for reclassifying soldiers according to their Standard Reporting Code (SRC) unit of assignment.

We are also working in concert with RDOT to develop the Signal portion of the Total Army School System (TASS). This system, although not yet widely accepted, will modularize training to meet the standard for soldiers in all three components. The leadership and major commands have been briefed on the project's current status, addressing its issues and challenges.

## **OFFICER DIVISION**

The Office Chief of Staff's Officer Division had many varied functions and responsibilities. It served as the personnel proponent for Branch 25 (Information Systems Operations), Functional Area (FA) 53 (Information Systems Management), FA 24 (Information Systems Engineering) and AC/RC Signal warrant officers. We are also responsible for the Signal Regiment's Training with Industry (TWI) and Advanced Civil Schooling programs.

The division had only one personnel change this year. After serving his country 32 years, CW5 Charlie Smith retired. CW5 Pete Hewitt replaced CW5 Smith as proponent manager for warrant officers. Major Christopher Kemp continued duties as the RC officer personnel manager for Branch 25 and FA 53, as well as deputy division chief. Major Mark Lundtvedt was promoted and continued duties as the FA 53 manager. Major Brian Prince was also promoted and continued duties as Branch 25 manager. CW5 Kenneth Rougeou continued his duties as Signal warrant officer manager. Mr. Phil Sines continued duties as the division chief, and Mr. Lindsey Phelps continued duties as the training manager and force integration specialist.

Throughout the year, Officer Division received many additional taskings that consumed much of its time and manpower. We conducted a Personnel Proponent Workshop, several OPMS XXI Councils of Colonels, a Signal Regimental Strategic Planning Conference (where the Signal

Regimental Strategic Plan was developed), an Automation and Warrant Officer Workshop during the 26th Signal Regimental Symposium, and several briefings on OPMS XXI.

The Office Chief of Signal provided the Signal Regiment's input to the Army's ORI II and updated the Signal Brochure, Signal Regiment Proponent Handbook ("Orange Book"), and versions of the Signal Bulletin. OCOS created and updated an officer proponency WWW site<sup>204</sup> in conjunction with the directorate's webmaster, MS. Alley; and created a Signal Regimental Network (SIGNET). OCOS personnel rewrote and updated several DA Pamphlets and started the planning and analysis process, including several action officer meetings, for the Signal Functional Review.

### **Branch 25 Information Systems Operations**

The Signal officer authorization base stabilized at approximately 2,535 for FY98. This was a decrease of only 237 from the FY97 authorizations. The Signal Corps continues as a shortage branch with inventory deficits at all officer ranks except lieutenant.

The "good news" is the Army began implementing OPMS XXI. This action included recoding Signal positions on the TOE, TDA, and Joint Duty Assignment List (JDAL). This process will require all officers to choose a career field before their records are reviewed for promotion to major. Under this new personnel management system, the Signal Regiment will reduce its authorizations by focusing its area of responsibility. Branch 25 reduces from two areas of concentration (AOC) to one (25A, Signal Operations). The engineering piece of information services will now fall in FA 24. The dual tracking system where FA 53 officers would bounce back and forth between Information Operation assignments and Information Management assignments is over. Signal officers will now (at the grade of major and above) focus only on operational communications. OPMS XXI is scheduled to be in place by FY00.

The Officer Division also revalidated 23 (Signal) Army Education Requirement System (AERS) positions. AERS is designed to fill certain positions with officers who possess specific graduate degrees. Ten officers who entered the TWI program in September 1997 graduated and proceeded to their follow-on assignments in September 1998. Ten other Signal officers entered TWI in September at the following industries and governmental agencies: Air Force Space Command; Directorate of Information Systems for Command, Control, Communications and Computers (DISC4); Boeing Computer Services; Hughes Aircraft Company; International Telephone and Telegraph Corporation; American Telephone and Telegraph (2 persons); TRW Systems and Information Technology Group; Armed Forces Electronics and Communications and Electronics Association; and Electronic Data Systems. The Signal Corps received eight quotas for the FY 99/00 program.

### **FA 53, Information Systems Management**

The FY99 Officer Distribution Plan (ODP) for FA 53 (non-Army Acquisition Corps) is shown in table 8-1.

---

<sup>204</sup> <http://www.gordon.army.mil/ocos/sigreg/sigreg.htm>

**Table 8-1**

**FA 53 Officer Distribution Plan**

	<b>AUTH</b>	<b>ODP</b>	<b>CURR</b>
CPT	38	30	13
MAJ	183	193	218
LTC	103	102	97
COL	24	26	15
Total	488	439	410

Source: OCOS ACH Input for 1998, p10.

Under OPMS XXI, FA 53 reduced from three AOCs (53A, 53B, and 53C) to one (53A, Information Systems Management). Many 53C positions (Army Acquisition Corps) will be recoded as 51R at grades captain through lieutenant colonel, and 51Z at colonel. Most 53B positions will be recoded either as 24A or 24B and will remain under the Signal Proponent. Position listings for FA 53 and FA 24 can be found on the proponent website at <http://www.gordon.army.mil/ocos/sigreg/sigreg.htm>.

Chief of Signal, MG Peter M. Cuvicello, who arrived at Fort Gordon in May, implemented several initiatives to enhance the posture of the FA 53 community. OCOS assisted in achieving his initiatives by drafting an e-mail message sent to all Signal leaders to embrace FA 53 officers. Additionally, the Army approved a revision to AR 600-82, The U.S. Army Regimental System, 18 November 1998. The change officially allows non-Signal Branch, single-track FA 53 and our future FA 24 officers to formally affiliate with the Signal Regiment. OCOS conducted a mass mailing to 1,474 FA 53 officers with a letter endorsed by the CG explaining the upcoming personnel changes under OPMS XXI. Enclosed with the letter was a proponent update. We sent 178 letters to officers in year groups 80 and 86 encouraging career field designation in either FA 53 or FA 24. (On 10 January 1999, the FA 53 PERSCOM Assignments Officer, MAJ Lance Lombardo, reported FA 53 is exceeding its target goal of officers selecting FA 53 as their first choice. FA 24 is slightly under the target goal of officers selecting FA 24 as their first choice.)

Our 1998 work on behalf of officer education resulted in some changes beginning in 1999. Beginning 1 October 1999, non-Signal FA 53 and FA 24 officers will attend the Information Operations Leveler Course (IOLC) before attending the Systems Automation Course (SAC) or the Information Systems Engineering Officers Course (ISEOC) respectively. The IOLC is designed to familiarize non-Signal officers with Signal networks and operational assets. Students gain an understanding of the environment in which they will work as well as the planning factors they will use when engineering Signal networks.

Additionally, OCOS is working in conjunction with the Education Center to bring a cooperative degree program to Fort Gordon. Under this program, officers attending Signal Captains Career Course (SCCC), SAC, or ISEOC would receive credits towards their master's degree in a field related to their branch/functional area. Officers would attend night school during their career course to achieve additional credits. Upon completion of the career course, officers would remain in a permissive temporary duty status to complete their degree.

## **Signal Corps Warrant Officers**

We conducted a technical review of 73 warrant officer applications from the RC. Thirteen of 20 were qualified for MOS 250B, Tactical Automated Network Technician, and 31 of 53 were determined qualified for MOS 251A, Data Processing Technician. From the AC, 75 applications were reviewed for MOS 250B, of which 50 were determined to be qualified. For MOS 251A, 33 applications were reviewed, of which 22 were determined qualified.

U.S. Army Recruiting Command (USAREC) convened four DA selection boards during the year to consider AC warrant officer applications. Thirty-one applicants were selected for MOS 250B, and 10 were selected for MOS 251A.

We recommended a change to the MOCS affecting MOS 251A, Data Processing Technician, update to AR 611-112, dated 30 September 1997. Our recommendation was to change the MOS' title to Information Systems Technician and change its description to incorporate significant advances in automation technology and the Army's digitization of the battlefield. Our recommendation was approved, and changes will be reflected in a NOFC.

The MOCS change merging MOS 250A, Communications Security Technician, and MOS 250B, Tactical Automated Network Technician, into MOS 250N, Network Management Technician, became effective 27 October 1998. HQDA, Deputy Chief of Staff for Personnel, approved these warrant officer structure changes in August 1996, which were announced by NOFC W-9704-1, dated 25 September 1996. All implementation actions should be completed by FY00.

We also coordinated the Warrant Officer Workshop, conducted 1 December 1998 at the 26th Signal Regimental Symposium. Forty-four warrant officers attended the workshop, which MG Cuvillo opened. The Warrant Officer Career Center, PERSCOM, the Regimental Officers Academy's Warrant Officer Division, the Computer Science School, and the Signal Regiment's warrant officer proponent manager provided presentations. The workshop ended with a "Council of CW5s," which focused and discussed issues affecting signal warrant officers.

## **DIRECTORATE OF RESOURCE MANAGEMENT**

### **Director's Perspective**

Our major goals for 1998 were to support and address funding to train the Signal force, support Combat Developments essential for XXI Century Warfare; and provide Base Operations support to maintain a viable post infrastructure and sustain an acceptable standard quality of life. Our FY98 Operation and Maintenance Army (OMA) totaled \$131,800,000, an amount insufficient to meet all training and base operations (BASOPS) requirements. Our Backlog Maintenance and Repair (BMAR) now stands at \$91 million.

We continued to meet the challenges brought about by downsizing and resource reductions but are no longer able to do "more with less." Now we do "less with less."

The FY99 budget was submitted in June 1998 and many shortfalls were identified as unfinanced requirements. FY99 will present numerous new challenges as it represents an approximate \$6 million decrement in funding the post's basic operational costs, i.e., civilian pay, contracts, utilities, etc.

In July, the Resource and Fiscal Policy Office assumed additional responsibility for residual accounting functions that belonged to the installation Defense Accounting Office (DAO)

prior to its consolidation into a Defense Finance Accounting System (DFAS) Operating Location (OPLOC). Again, numerous new challenges surfaced as the Fort Gordon "finance team" was dissected and a new relationship with the Lexington, Kentucky, OPLOC initiated.

In 1998, 20 interservice support agreements (ISAs), supporting 878 military and 79 civilian personnel, were updated. Pro-rata costs to provide requested base support services were \$2,886,986. Our tenant customers reimbursed Fort Gordon approximately \$1,405,776, which offset nearly 49 percent of the costs.

During the 4th Quarter, Commercial Activities Proposed Action Summaries (CPAS) were submitted for TRADOC-wide A-76 Commercial Activity (CA) studies to be conducted for the Directorate of Information Management (DOIM), the Training Support Center (TSC), and AG MILPO. The TRADOC timeline for completing the CA studies is 24 months (December 1998-December 2000.) These studies, along with resolicitations for our existing contracted activities, represent a significant workload for our already downsized staff.

Resources are being managed as effectively and efficiently as possible. The current resource environment remains extremely difficult and our efforts to sustain training, fix the installation infrastructure, and provide quality of life programs become more difficult each year.

## **Mission**

Our mission is to develop, execute, and analyze the budget, document manpower and equipment requirements, formulate and implement managerial and Non-Appropriated Fund (NAF) accounting, and conduct management analysis.

## **Resources**

As of 30 September 1998, there were 57 civilians authorized and 50 civilians assigned. There was one military personnel authorized and two assigned. The 52 personnel assigned represented 90 percent of the authorized strength. Personnel costs (including salary, benefits, overtime, voluntary separation incentive pay, and awards) amounted to \$2,751,700.

## **Resource and Fiscal Policy**

**Canceling Appropriations.** All outstanding obligations remaining against canceling FY93 appropriations were resolved and properly liquidated by September 1998. Fiscal year 1993 obligations totaling \$637,535.99 were reviewed and liquidated in three appropriations: OMA, \$599,021.55; Army Family Housing (AFH), \$31,241.41; and Real Property Maintenance, Defense (RPMD) \$7,273.03. These actions preclude the potential requirement to use a future year's appropriation to settle unresolved open items.

**FY98 Actual Unrecorded and Contingent Liabilities.** FY98 was the eighth year the Army prepared financial statements under the Chief Financial Officer's Act of 1990, as amended by the Government Management Reform Act of 1994. To comply with accounting and reporting standards issued by the Office of Management and Budget (OMB) and to improve the accuracy and reliability of the statements, Army had to capture all liabilities that existed on 30 September 1998. Fort Gordon's report identified four contingent liabilities and two actual unrecorded liabilities on 30 September for preparation of the annual financial statement.

**Defense Joint Accounting System.** The Army Standard Financial System (STANFINS) is to be replaced with a joint system. The Defense Joint Accounting System (DJAS) has been approved as the DOD replacement "accounting" system for Army and Air Force appropriated fund accounting. The Defense Finance and Accounting Service conducted a web based site survey for DJAS in August 1998. Major Fort Gordon and tenant activities provided detailed information for their areas to be used in the DJAS Economic Analysis package. The DJAS is a fully integrated financial management system with functionality that spans from recording initial funding through the payment phase of a transaction. Deployment implementation strategy for the level of capabilities used by the various DJAS customers is still being discussed. The DJAS is capable of:

**Funding:**

- Recording funding allotments

**Travel:**

- Originating travel orders
- Traveler can input settlement information directly into DJAS
- Certifier/approver can electronically approve orders, as well as, travel settlement vouchers
- Processing the payment

**Purchases:**

- Originating purchase requests/Form 3953
- Recording receipts of goods/services
- Processing the payment

**Time & Attendance:**

- Inputting employee time and attendance
- Electronic certification of time and attendance by payroll certifier

**Training:**

- Creating 1556 Training Requests
- Electronic certification and approval of 1556s

**Expenditure Accounting:**

- Performing all levels of accounting to include commitments, obligations, accruals, and payment transactions

**Reimbursement Accounting:**

- Performing all levels of reimbursement accounting to include orders received, earnings, and billings/collections

This is an ongoing project and is yet to be fielded. Fielding for the Army is currently scheduled from June 2000 to July 2003.

**Consolidation of Accounting Functions.** The Fort Gordon Defense Accounting Office was consolidated to a DFAS Operating Location on 1 July 1998. The OPLOC at Lexington, Kentucky, now provides accounting services to Fort Gordon. Since July, the Resource and Fiscal Policy Office has assumed additional responsibility for residual accounting functions that once belonged to the installation DAO and for coordinating all aspects of liaison between installation and tenant activities and the Lexington OPLOC. These additional duties include reviewing, evaluating and revising (as needed) installation financial procedures and business practices in order to facilitate consolidated processes; resolving payment issues for commercial accounts and travel; reconciling accounting reports and ensuring accurate reports; setting installation policies and procedures governing collecting and depositing funds, accounting, and related financial operations;

and developing and coordinating solutions to problems which arise between the OPLOC and installation activities processing financial documentation.

### **Interservice Support Agreements (ISA)**

During 1998, we updated 20 inter-service support agreements supporting 878 military and 79 civilian personnel. Pro-rata costs to provide the requested base support services totaled \$2,886,986. Our tenant customers reimbursed the installation \$1,405,776, offsetting approximately 49 percent of our costs.

Interservice Support Agreements for the 93rd Signal Brigade, a new tenant activated on Fort Gordon in February, was approved. The 93rd will reimburse total support cost for FY98 and FY99. They will reimburse \$292,485 in FY98 and \$398,216 in FY99.

We continued developing standard levels of support (SLOS) statements for 53 categories of base support services. Project is 21 percent complete. Our SLOs are subject to change each fiscal year due to resource fluctuations. Installation customers requiring above standard level of support must reimburse for services.

### **Army Stationing and Installation Plan (ASIP)**

As of the 20 June 1997, the Army Stationing and Installation Plan for fiscal year 1998 personnel authorizations were: military, 11,840, and civilian, 4,159, for a total of 15,999.

### **Fort Gordon Population Profile**

For fiscal year 1998, the average assigned strength on Fort Gordon was 11,814 military, 4,649 civilians and 2,121 on-post family members, for a total of 18,584 personnel. Other groups serviced by Fort Gordon were the 8,424 family members living off-post, 11,364 retired military, 18,762 family members of retired personnel, and 4,805 family members of civilian personnel. This represented a total population 61,939.

### **Army Ideas for Excellence Program (AIEP)**

Fiscal year 1998 ended with 41 suggestions received, compared with 114 in FY97. Adoption rate was eight percent compared with 15 percent in FY97. These reductions reflect the reduced man-hours applied to the program due to resource constraints and downsizing.

Five suggestions were adopted, two with tangible savings totaling \$75,759.55. Awards totaling \$1,800.00 were paid for four adopted tangible and intangible suggestions. The average savings per adopted tangible idea were \$37,879.78. The average award per adoption (tangible and intangible) was \$360.00.

### **Army Travel Charge Card**

In 1998 we had 1,320 active cardholders. At the end of October 1998, the latest month that complete statistics were available, our travel card delinquency was 9.4 percent compared to TRADOC's rate of 11.4 percent and DA's rate of 13.4 percent. Our dollar delinquency rate was 6.4 percent, compared to TRADOC's 18.4 percent and DA's 21.4 percent.

Due to resource constraints and downsizing, we completed decentralization of 20 accounts to directorate/unit level in September 1998 for day-to-day management of the program.

On 30 November 1998, NationsBank became the new government travel card contractor. NationsBank will use the automated system Electronic Account Government Ledger System (EAGLS) to manage the travel card program. However, at the end of 1998, the system was not operational. On line use of EAGLS is not expected before February 1999.

## **Management Analysis, Manpower, Equipment and Documentation**

### **A-76 Commercial Activities Program**

A CA provides a product or service that can be obtained from a commercial source. The goal of the CA Program is to obtain the most cost effective commercial services through fair and open competition, consistent with the Army's national defense requirements.

Renewed higher-headquarters emphasis in the CA Program has resulted in a significant study effort for the next several years. The A-76 POM wedge reduced TRADOC's BASOPS manpower by 2,191 civilian positions between FY99-03. The reduction is based on the conduct of cost comparison studies of nearly 11,000 positions TRADOC-wide during this timeframe. The initial study effort in TRADOC is the command-wide review of the remaining Directorates of Logistics and Public Works at 12 installations.

On 1 July 98, we completed the Defense Reform Initiative Directive (DRID) 20 review of all military and civilian authorizations. Each position was classified as Government-in-Nature (GIN) work performed only by Government personnel, or as a Commercial Activity contractible position. Fort Gordon identified 843 CA authorizations vice 1,771 tentatively proposed by DA. Some of the proposed changes were military slots for the Chief of Staff, Garrison Commander, 15th Signal Brigade Commander and Drill Sergeants. The TRADOC-wide DRID 20 position was forwarded to DA in late August 1998; we await the final DA decision.

During the 4th Quarter FY98, we submitted Commercial Activities Proposed Action Summaries (CPAS) for TRADOC-wide studies to be conducted between FY99-03. On 24 November 1998, DA announced to Congress that command-wide CA studies will be conducted for the DOIM and the Training Support Center. Congressional announcement of AG MILPO command-wide study was made on 7 December 1998. The TRADOC timeline for completing the CA studies is 24 months, from December 1998 to December 2000).

### **Manpower Program**

The most critical actions required to execute the 1998 Manpower Program for Fort Gordon are summarized below:

- **Quadrennial Defense Review (QDR) Civilian Manpower Reductions.** FY99-03 POM guidance reduces TRADOC manpower by 2,191 civilians. These QDR reductions are based primarily on the DA assumption that Commercial Activity studies will generate a 20 percent savings regardless of the study results (in-house or contract). All commands will be expected to have studied or to have initiated studies of all CA positions by the end of FY99. On 26 January 1998, Fort Gordon submitted to TRADOC a list with our share of QDR civilian positions to be abolished FY99-03, to include associated functions to be curtailed/eliminated.

- **0299/0100 Table of Distribution and Allowances (TDAs).** Implemented FY99-00 TRADOC Manpower Guidance (TMG) and documented all civilian/military manpower adjustments on the 0299/0100 TDAs. An update was submitted to TRADOC on 24 February 1998 and included DORN and QDR civilian manpower reductions.
- **Change in NCO Structure (CINCOS) I.** CINCOS objective was to reduce NCO enlisted strength to 47.8 percent of the force structure. Validated grade structure of enlisted/NCO positions on the 0299/0100 TDAs, regraded positions IAW New Standards of Grade, and submitted final response to TRADOC on 27 May 1998.
- **CINCOS II.** Documented DA directed NCO reduction/rolldown for 44 downgraded positions on the 0299/0100 TDAs. TDA information and impact statements were submitted to TRADOC on 4 September 1998.

### **Program and Budget**

During the FY98 year-end process, approximately \$4.3 million in OMA funding was applied toward engineering projects with an additional \$1.6 million applied to non-engineering projects. Projects funded with TRADOC and Installation resources during the year-end process included:

- purchase of automated data processing equipment (\$459,000)
- barracks furnishings (\$110,000)
- purchase of repair parts (\$500,000)
- purchase of office furniture (\$184,000)
- fund the UFR for the transportation account (\$116,000)
- a high temperature water distribution project funded by TRADOC (\$1,499,000)
- upgrade/repair circuit 9 project funded by TRADOC (\$1,069,000)
- audio visual equipment (\$97,100)
- upgrade exterior lighting (\$112,800)
- renovation of dining facility (\$160,000)
- upgrade 4kv electrical distribution system (\$377,000)
- replace chapel roof (\$80,000)
- recarpet chapel (\$6,000)
- modify classroom for SMART-T (\$37,000)
- repairs to Allison Hall electrical system (\$50,000)
- barracks repair projects (\$625,000)
- separate & secure barracks project (\$68,000)
- repairs to gyms (\$10,000)
- SATCOM training classroom security project (\$3,000)
- printing costs (\$10,000)

Fort Gordon received FY99 Command Operating Budget (COB) on 29 April 1998. After adjusting for increases and decreases, the COB was approximately \$114 million and was submitted to HQ TRADOC on 10 June 98, along with Fort Gordon Commander's Statement.<sup>205</sup>

<sup>205</sup> FY 99 TRADOC Command Operating Budget (COB) Fort Gordon Commander's Statement, 15 Jun 98.

## CHAPLAIN

### Director's Overview

The focus of both management and ministry for 1998 was to empower and enhance ministry by: improving team ministry, emphasizing soldier and family outreach efforts and congregational building, enhanced execution of the Command Master Religious Program, and insuring chapel facility upgrades and force structure integrity.

Team ministry among our chaplains and assistants was a top priority. This was accomplished through constant feedback mechanisms such as the Religious Information Center (RIC) "Report Card" which was an evaluation tool to provide feedback to our office on how we were serving and managing our Unit Ministry Teams (UMT). Career, family, assignment preferences were among a few of the subjects addressed. Evaluations of every training event were the norm to improve the relevancy of our training program. Chaplains and assistants were constantly encouraged to pursue educational objectives through local schools and universities. There was a constant emphasis on mentoring young chaplains and assistants by their supervisors.

Soldier and family outreach efforts such as the Walk Thru the Bible Program, Housing Area Visitation Program, Post-wide Ice Cream Social, Freedom Park Day Booth Activity were among the key programs to reach the "unchurched." Chapel attendance realized a modest increase in 1998 with a 0800 Gospel service leading the way in percentage of increase. Post wide seasonal services such as Thanksgiving and Christmas Eve Services realized a significant increase in attendance. Congregational building was an ongoing priority and emphasis as the Installation Chaplain preached in each of the services to encourage evangelism and fellowship.

Resource Management continued to be a challenge as Appropriated Funds (AF) were restrained. However, we did realize a significant benefit from the repair of the roof on Good Shepherd Chapel and new carpeting for Barnes Avenue Chapel. This could only be accomplished by coordination and cooperation with the post Resource Manager and the Commander of the 93rd Signal Brigade who donated \$6,000 to help meet the cost of the project. Regarding Chaplain Funds, extreme efforts were made to draw down the Chaplain Non-Appropriated Fund (NAF) so that the funds would be expended judiciously. A nominal amount was sent back to DA and funds were used to support troop ministry and purchase needed portable sound equipment. Also, there was an increased emphasis on publicizing and utilizing the Crisis Ministry Fund which merited at least a 30 percent increase in that outreach effort to soldiers.

Force Structure issues continued to haunt us. We lost one GS-4 (Supply Clerk) position (authorization and requirement) and a second requirement (DRE) to the TRADOC FEE and were unable to fill those positions again. Those tasks had to be farmed out to the remaining staff members for execution. This presented a problem in that we were short chaplain assistants.

### Mission

The mission of the Fort Gordon Chaplain's Offices was to develop, coordinate and execute a comprehensive Command Master Religious program. This program supported the Commanders and the total Army Community at Fort Gordon.

## Resources

The FY98 Command Master Religious Program was funded with \$529,055.42.<sup>206</sup> Appropriated fund expenditures were \$276,000, of which \$176,000 was for civilian pay; \$12,000 for travel; \$30,000 for rents and supplies; and \$58,000 for contracts. The Non-Appropriated Funds<sup>207</sup> totaled \$253,055.42.<sup>208</sup>

At the beginning of 1998, the Unit Ministry Team had 20 chaplains authorized and 20 assigned. There were 22 chaplain assistants authorized and 18 assigned. Four civilians were authorized and three assigned. By the end of 1998, there were still 20 chaplains authorized and 20 assigned and 21 chaplain assistants were authorized and 18 assigned. Mrs. Kimberly Coles, Supply Clerk, resigned in September under the Voluntary Separation Incentive Program. By year's end, there were two civilians authorized and two assigned in the Chaplain Section.<sup>209</sup>

## Turn-in of Religious Facilities

The Chaplain Section had two remaining World War II era facilities in 1998, Building 37504 (Faith Community Chapel) and Building 19160 (Soldier's Chapel). Building 37504 was demolished in April after a property disposal sale of furniture and chapel items. Members of the Faith Community (Gospel) Service, the largest congregation on Post, continued to meet in a split service. The 0800 service was held at Barnes Avenue Friendship Chapel and the 1100 service, with a larger congregation, met at the Signal Theater. The 513th MI Brigade worship service, which had been meeting at Soldier's Chapel (Building 19160), was closed down in June due to lack of air conditioning and on-going electrical problems. Soldier's Chapel was closed in mid-1998 and was scheduled for demolition in 1999.<sup>210</sup> Parishioners from the 513th Brigade Service were integrated into the other Collective Protestant Services at Bicentennial Chapel and Barnes Avenue Friendship Chapel.

## New Units and New Unit Chaplains Arrive

In January, the first chaplain for the Gordon Regional Security Operations Center (GRSOC)/702nd Military Intelligence Group, Chaplain (MAJ) P. K. Roberts, arrived at Fort Gordon.<sup>211</sup> In February, the 93rd Signal Brigade was activated at Fort Gordon and brought the 63rd and the 67th Signal Battalions, already at Fort Gordon, under the brigade. Chaplain (MAJ) Carol Mitchell arrived in late January 1998, to become Brigade Chaplain for the 93rd.<sup>212</sup>

---

<sup>206</sup> Command Master Religious Program (for USASC&FG), ca. Sep 1997.

<sup>207</sup> These were regular and designated offerings, donations, grants, and interest.

<sup>208</sup> E-mail, Robert F. Land, "Info for the Historical Report," 9 Feb 1999.

<sup>209</sup> Personnel Roster, Fort Gordon Chaplain's Office, 20 March 1998.

<sup>210</sup> Memorandum, 30 Sep 1998, COL Richard M. Hartsell, Installation Chaplain to Office of the Chief of Chaplains, subj: Chapel Decommission; Memorandum, 15 Oct 1998, COL Donald Taylor, Director, Information, Resource Management and Logistics for Chief of Chaplains to Commander, Fort Gordon, subj: Request for Disposal/Decommissioning of Chapels.

<sup>211</sup> SPC Sharron L. Grinder, "GRSOC/702nd MI Group Welcomes Chaplain Roberts," *The Signal*, 16 Jan 1998.

<sup>212</sup> Janet A. McElmurray, "93rd Signal Brigade Chaplain reunited with Brigade," *The Signal*, 23 Jan 1998.

## **Chapel Retreats**

Barnes Avenue Friendship Chapel Congregation conducted a two-day retreat for families of the fellowship. The theme for the retreat was, "What Would Jesus Have Me Do?" The program outline and feature presentation guide, were done by CH (LTC) Preston Creech, U.S. Air Force Reserve Chaplain. Singing, praying, and inspirational sessions resulted in a very positive response from everyone. Sixty people attended the retreat held at the Bishop Gravatt Retreat Center in Aiken, South Carolina. Chaplain Creech coordinated the event.<sup>213</sup>

## **Soldier and Family Outreach**

A post housing area visitation, sponsored by the post-wide Protestant Sunday School, was held on Saturday, 24 October. The purpose was to distribute information on religious education, worship, and other chapel programs and to invite and encourage soldiers and family members to participate in these programs. Military Police provided an escort with sirens blaring and lights flashing as ice cream and balloons were given to the children and adults who came out to meet the "parade." At the same time, information packets (small litterbags with brochures, flyers, etc., in them) were hung on the doors of every set of quarters in Fort Gordon family housing. Approximately 65 volunteers distributed 870 packets, 450 balloons and 480 ice cream products. Both the distribution of packets and the give-away of ice cream and balloons provided an opportunity to speak with residents, answer their questions and extend personal invitations to the programs offered by the chapels and religious education office. Mr. Randall L. Dillard, Religious Education Director, was in charge of the event.<sup>214</sup>

## **Officer Christian Fellowship Prayer Breakfasts**

The Fort Gordon Officer Christian Fellowship (OCF) program held a "Leaders Prayer Breakfast" monthly in 1998. The July prayer breakfast, held at the Religious Education Center, Bldg. 39713, had the largest attendance ever, at 75. After making waffles, eggs, bacon and grits once, the cooks had to cook again in order to feed everyone. The new Inspector General, LTC Bobby Rocha, spoke on leadership. Subsequent OCF prayer breakfasts were held at the Religious Information Center, a larger facility. Project officer for the July breakfast was Chaplain (CPT) Gary Williams, 551st Signal Battalion Chaplain.<sup>215</sup>

## **Military Council of Catholic Women**

Six members of the Military Council of Catholic Women (MCCW) from Good Shepherd Chapel attended the MCCW National Conference held in San Antonio, Texas, 8–12 October. The conference theme was "Women Called by the Spirit." Participants attended enriching and spiritually motivating talks on the Christian's call to leadership, empowerment, and hope. Keynote speaker was Rev. George T. Montague, S.M., a well-known and highly published speaker and author in the Catholic Church. He talked on leadership coming from the Holy Spirit and the

---

<sup>213</sup> Program Agenda, "What Would Jesus Have Me Do[?]" n.d.

<sup>214</sup> Announcement, "Soldier and Family Outreach," 18 Oct 1998.

<sup>215</sup> Flyer, ca. June 1998, subj: Officer's Christian Fellowship, Christian Military Fellowship Prayer Breakfast (2 July 98).

necessity for openness to the Spirit for authentic leadership in the Church. Those who attended found the conference insightful, rewarding, and informative. In part, the conference provides training for participants to become parish leaders. Senior Catholic Chaplain was Chaplain (LTC) David L. Arnoldt.<sup>216</sup>

### **Protestant Men of the Chapel (PMOC)**

On 23 May, the Protestant Men of the Chapel sponsored a Father/Son Bowling Celebration for fathers and young boys. They met at Bowling Alley #2, played several games and had pizza and drinks for refreshments. Some of the older men of the chapels “adopted” young boys from the chapels with no resident fathers and treated them to the event. The “adopted” kids really enjoyed this time with the fathers and sons; a total of 36 participated. Chaplain (MAJ) Richard Green, Barnes Avenue Chapel Pastor, sponsored the event.

In 1998 the PMOC conducted several visits to the Richmond County Correctional Institute (RCCI) located on Tobacco Road between Peach Orchard and Windsor Spring. The visits were designed to bring hope to the inmates of the RCCI. Approximately 15 men accepted Jesus as their Lord and Savior during the November/December visits. Approximately 75 people attended, including some of the PWOC members. Chaplain (CPT) Garry Kerr was the sponsoring chaplain for PMOC in late 1998. Dolphus Bell was the president of PMOC and coordinator for all of the visits to RCCI.<sup>217</sup>

### **Youth Program**

Twenty youth and eight adults attended the Fort Gordon Youth of the Chapel June Rally at Bowling Alley #2. The group bowled, ate pizza, and had a great time of devotion. The youth sat in a circle and listened to a short story about a Dad who loved his children enough to discipline them. Following the story, Chaplain Williams, Chaplain Youth Leader, initiated a discussion about parents and discipline, and the youth actively participated.<sup>218</sup>

### **Religious Education**

A “Walk Thru the Old Testament” Seminar was presented on Saturday, 2 May, at Barnes Avenue Friendship Chapel. The Chaplain Section, through the Religious Education Office, sponsored the event for active and retired military personnel, civilian employees, and family members. Mr. Jim Kinney, a retired Navy Captain and Vice President for the Seminar and Training Division of Walk Thru the Bible Ministries, led and facilitated the event. Ninety-five adults and youth participated in this innovative, interactive learning adventure. The floor of the chapel was turned into a giant map of the Holy Land through the participants’ imaginations. Participants learned verbal phrases and hand motions to trace the major geographical movements and the 77 key people, places, and events of the Old Testament. At the end of the day, the entire group was able to “walk thru” all 77 phrases and motions in approximately three minutes. Project officer was Randall L. Dillard, Religious Education Director.

---

<sup>216</sup> Flyer, “Women Called By The Spirit: Leadership, Empowerment & Hope, (8-12 Oct 98),” ca. Oct 1998.

<sup>217</sup> RCCI Visit Agenda, 18 Dec 1998.

<sup>218</sup> Flyer, “June 21st Youth Rally,” ca. June 1998.

In September a “Walk Thru the New Testament” Seminar for youth and adults and an accompanying “Kids In The Book” program for children were presented at Barnes Avenue Friendship Chapel. Jim Kinney facilitated the adult seminar for the 120 participants. The program for children was led by Ms. Sherri Skelton, a Ministry Consultant for Walk Thru the Bible Ministries, and her staff of seven volunteers. Her enthusiastic use of magic, skits, singing, illustration, and application kept the 33 kids participating, excited and involved. At the end of the day, both the children’s group and the adult/youth group were able to “walk thru” all the phrases and motions in approximately four minutes.<sup>219</sup>

### **Unit/Community Outreach**

On Thanksgiving day, thirteen soldiers from the 63rd Signal Battalion, with their Unit Ministry Team, Chaplain (CPT) Robert Leathers and SPC Farid Silwany, joined forces with the Augusta Assembly of God to feed the community’s homeless. The soldiers began putting up tents at 0800, on 26 November, while church buses and walkers canvassed the neighborhood with news of “free food.” More than two hundred people were served a Thanksgiving meal because of the generosity of the local church and these thirteen soldiers who shared their holiday doing something good for others.<sup>220</sup>

### **Deployment and Separation/Reunion Ministry**

Chaplain (CPT) Dennis Hysom, 202nd Military Intelligence Battalion Chaplain, established a comprehensive Deployment and Separation/Reunion Ministry for the soldiers and families of the battalion. A Separation and Reunion skills class was developed and taught in the Family Support Group Meetings. A Family Resource kit was developed using several different resources, and included the following items: (1) A “Battalion Deployment Booklet,” covering administrative issues such as finances, home/automobile maintenance, legal documents, emergency numbers, and family information forms; (2) A “Battalion Separation and Reunion Handbook,” covering emotional and family issues; (3) *Deployment Days: A Coloring Book for Military Families*, a month by month activity-filled coloring book that recorded the number of days until the parent(s) returned home; (4) *The Write Connection Basic Stationary Kit: Love your child by Mail*, a letter writing kit that provides a child with a weekly loving reminder of the parent (Source: The Write Connection); (5) *When the Yellow Ribbon Comes Down: Guide to a Mentally Healthy Reunion*.<sup>221</sup>

When Hurricane Mitch devastated parts of Central America the 93rd Signal Brigade was alerted, on 5 November 1998, for deployment to aid in the relief effort. The Brigade UMT immediately began preparing a UMT deployment brief for the soldiers deploying to El Salvador, Nicaragua, and Guatemala in support of Joint Task Force Aguila. The OPORDER Briefing and Family Support Briefing took place on 13 November, at 1600 and 1800, respectively. Approximately 65 soldiers attended the OPORDER briefing and 40 soldiers and family members attended the HHC Family Support briefing. The Brigade UMT provided information regarding the

---

<sup>219</sup> Flyer, “Walk Thru the New Testament (19 Sep 98),” ca. Sep 1998.

<sup>220</sup> Memorandum, 7 Dec 98, SPC Farid Silwany to CH Leathers, “Thanksgiving Volunteers.”

<sup>221</sup> Booklet, 202<sup>nd</sup> MI Bn, “Deployment Book,” nd; Booklet, “Separation and Reunion Handbook,” 202<sup>nd</sup> MI Bn, nd.

spiritual and psychological aspects of a humanitarian relief effort, and discussed separation and reunion issues with family members. This deployment was the most significant event for the Brigade in FY98. The 93rd Signal Brigade Chaplain was Chaplain Mitchell.<sup>222</sup>

### **Farewell Prayers with Deploying Soldiers**

The 513th MI Brigade routinely deploys soldiers to over 23 foreign countries. Before each group of soldiers left in 1998, the brigade scheduled a farewell meeting or ceremony, during which the battalion and brigade commanders issued a challenge to them and expressed their confidence in them. The brigade UMTs led the prayers with the soldiers just prior to departure. Normally, a chaplain leads the prayer; however, a chaplain assistant may do this. In November, SSG Ron R. Brooks, the 513th MI Brigade UMT NCOIC, led the prayer in the absence of the chaplain. Soldiers responded to this very well and all expressed their appreciation.<sup>223</sup>

### **Spiritual Fitness Guide**

In November, Chaplain (MAJ) Bryan J. Walker, the Ethics Writer/Instructor at the Regimental Officer Academy, published a Spiritual Fitness Guide. The guide was to be given to all incoming students to the Signal Officer Basic Course, Signal Officer Advanced Course, Warrant Officer Basic Course, and Warrant Officer Advanced Courses. The devotional guide consisted of 30 days of inspirational readings drawn from secular and sacred sources. Approximately fifty guides were distributed during November and December.<sup>224</sup>

### **Soldier Retreats**

Good Shepherd Chapel hosted the fortieth Troops Encounter Christ (TEC) Retreat for forty soldiers of Fort Gordon from 20-22 March. TEC is a spiritually intense weekend designed to educate and imbue participants with an experience of community, fellowship, and Christian values. One hundred fifty chapel volunteers helped with various aspects of the program. Chaplain Arnoldt, Installation Catholic Chaplain, was the spiritual director and project officer for the program. Because of lack of funding, only one TEC Retreat was held in 1998.<sup>225</sup>

Chaplain Richard Green, 551st Signal Battalion Chaplain, conducted an exciting one-day soldiers' retreat for the Advanced Infantry Training (AIT) soldiers at Barnes Avenue Friendship Chapel on 4 April 1998. The retreat focused on the soldiers from 15th Signal Brigade who were unable to leave post. The retreat's purpose fulfilled three goals: to introduce the chapel programs to the soldiers, to provide a cookout and home-cooked meal, spiritual entertainment and a bible study for them. The Barnes Avenue Friendship Chapel Men's and Women's Fellowships provided the meal. The youth presented skits and singing. Chaplain Green conducted a bible study appropriate to the needs of the soldiers in AIT. Two hundred soldiers attended. The soldiers

---

<sup>222</sup> Copy of UMT Briefing Slides, "93<sup>rd</sup> Signal Brigade Deployment: Joint Task Force Aguila," Nov 1998.

<sup>223</sup> SFC Pleasant Lindsey, "513<sup>th</sup> MI Brigade Deploys Intelligence Soldiers to Gulf," *The Signal*, ca. 13 Nov 1998.

<sup>224</sup> ROA Spiritual Fitness Guide, ca. Nov 1998.

<sup>225</sup> Memorandum, 26 Mar 98, CH David L. Arnoldt to Command Chaplain, "AAR For Troops Encounter Christ (TEC) #40, 20-22 Mar 1998.

enjoyed it, and many asked when the next retreat was scheduled. Project officer was Chaplain Green.<sup>226</sup>

The 201st MI BN Chaplain, (CPT) Kenneth Hancock, conducted a joint 513th MI Brigade Personal, Marital and Family Wholeness Workshop/Retreat entitled, "Growing Strong." Twenty-four soldiers and family members attended the one-day retreat on Friday, 1 May, from 0900-1500, at the Fort Gordon NCO Club. Each battalion and brigade contributed a portion of their religious support monies to fund the event. The presenters and topics included Chaplain David Roberts, Family Life Chaplain, on "Personal Growth: Becoming Who We Want to Be" and "Marital Happiness: Growing Strong With the One I Love;" Ms. Gwen Pugh, ACS Social Worker, "Family Health: Traits of a Healthy Family;" Mrs. Vanessa Stanley, ACS Social Worker on "Strengthening Stepfamilies."<sup>227</sup>

In August, Chaplain (CPT) Thomas Helms conducted a two-day marriage retreat at Fripp Island for 11 couples from the 73rd Ordnance Battalion. The purpose of the retreat was to teach marriage skills to permanent party soldiers in a relaxed environment. The retreat began with a beautiful welcome dinner and introductions. The next day Chaplain David Roberts conducted an exceptional marriage seminar focusing on communication and conflict resolution. Then couples were given time to relax and spend time together on the island. The seminar concluded with a collective Christian worship service. Chaplain Helms designed the service to involve participation of the couples. Retreat members said the opening and closing prayers, CH Roberts conducted the praise and prayer time, three family members read from the New Testament, and the congregation sang together. It was a wonderful retreat weekend. Project officer was Chaplain Helms.<sup>228</sup>

On 20-21 September the 67th Signal Battalion UMT conducted a single soldier retreat for twelve soldiers, at the Bishop Gravatt Retreat Center in Aiken, South Carolina. There was an opportunity to worship together during the Brigade Chapel Service on Sunday prior to traveling to the Center. Soldiers had free time on Sunday to enjoy swimming, tennis, hiking, and other recreational pursuits. After dinner a video on "Sex, Love and Relationships" was shown; a discussion followed. On Monday the group participated in both a high-ropes course and a low-ropes course to enhance their teamwork skills. All attendees enjoyed the retreat. The Unit Ministry Team sponsoring this event was CH (CPT) Paul Burns and SPC Darrell Huffman, 67th Signal Battalion.<sup>229</sup>

Members of the Barnes Avenue Friendship Chapel conducted an overnight retreat on 26-27 September at the Bishop Gravatt Retreat Center for members of the Chapel's 0930 Soldiers Worship Service. The retreat was designed primarily for those AIT soldiers who attend the 0930 service, and included members of the three battalions in the 15th Signal Brigade, the 447th Signal Bn, the 369th Signal Bn, and the 73rd Ordnance Bn. The retreat's theme was "The Spirit-Led Journey." The program included a good balance of recreation time interspersed with several blocks of Biblical teaching. Chaplain (CPT) Otto A. Mazzoni conducted the teaching, which focused on three aspects of the Christian journey, beginning at the point of one's conversion in Christ and ending with the goal of one's journey, one's "homecoming" with the Lord. The teaching incorporated a variety of approaches, including lectures, discussions, movies and small

---

<sup>226</sup> Flyer, "Be Fed Both Spiritually and Physically (4 Apr 98)," ca. March 1998.

<sup>227</sup> Brochure, "Growing Strong: A Workshop on Personal, Marital, and Family Wholeness (1 May 98)," ca. April 1998.

<sup>228</sup> Brochure, "73<sup>rd</sup> Ordnance Battalion Marriage Retreat (21-23 Aug 1998)," Aug 1998.

<sup>229</sup> Memorandum, 23 Sep 1998, CH Leotha P. Burns to Bn Cmdr, subj: AAR Single Soldiers Retreat, 20-21 Sep 1998.

group work. The discussions were lively and the overall response to the spiritual training was encouraging. Thirty-five attended, the maximum allocated, including the chaplain, his family and a chaplain assistant. Accommodations were very good and everyone seemed to enjoy the good food and opportunities for fellowship. The logistical support was provided by the 447th Signal Battalion, which arranged for the transportation and provided the bus driver for the event. The retreat went smoothly, the feedback from the soldiers was favorable, the goals were generally met and, hopefully, the Lord was glorified in this event.<sup>230</sup>

### **Ceremonies, Prayer Breakfasts, Power Lunches, Spiritual Renewal**

In January members of the GRSOC and the 702nd MI Command Group, chaplains, as well as Fort Gordon and Augusta community leaders gathered to welcome the arrival of the first Gordon Regional Security Operations Center Chaplain, Major P. K. Roberts. Two Religious Service Inauguration Ceremonies were held to accommodate the 24-hour shift-working service members. The celebration opened and closed with breakfast on 6-7 January and included a luncheon. Approximately 150 soldiers, airmen, sailors, marines and civilians attended. Chaplain (COL) James E. Russell, INSCOM Chaplain, was principal speaker at the ceremony.<sup>231</sup> On 15 December, the 702nd MI UMT conducted the Commander's Prayer Luncheon at the Bicentennial Chapel, with 103 persons in attendance. Project officer for these events was Chaplain P.K. Roberts.<sup>232</sup>

On 13 March Chaplain (LTC) Hershel Don Yancey, Brigade Chaplain, conducted a "Day of Recollection" for the 513th MI Brigade Chaplains located at Fort Gordon. Chaplains Yancey, Hancock, and Hysom attended. The first half of the day was devoted exclusively to spiritual development, and Chaplain (COL-Retired) Sonny Davis served as the speaker/facilitator. Held at Chaplain Davis's church, St. Andrews United Methodist, Chaplain Davis shared his thoughts on "spiritual priorities for ministry" and "spirituality and the seasons of life." Following a lively morning of discussion, Chaplain Davis joined the chaplains for lunch. The second half of the day was devoted to recreation, and the chaplains returned to the Fort Gordon Bowling Alley for several games of bowling and fellowship. The chaplains all said this was a very helpful time and planned to schedule these events quarterly, if possible. Project officer was Chaplain Yancey.<sup>233</sup>

On 31 March, Chaplain Yancey conducted a Brigade Chaplain's Power Lunch for soldiers in HHC and HQ, 513th MI Brigade, in the Brigade Training Room. The program was simple: a prayer, introduction of the speaker, Chaplain (COL) Richard Grice, and a concluding prayer for the pizzas furnished by the Brigade UMT. Chaplain Grice used magic and illusions in his talk and stressed "keeping on when you are tired and want to let go." Thirty-seven soldiers attended the luncheon. The program was well received; soldiers said that they liked the informal nature of the event. Attendees included junior enlisted soldiers, NCOs, and commissioned officers on the Brigade Staff. Advertisement was done using flyers and personal contacts by the Brigade UMT.<sup>234</sup>

Chaplain Preston A. Creech presided at a Memorial Service for veterans on 30 May. Sunset Memorial Garden & Mausoleum in Graniteville, South Carolina, sponsored the ceremony. A Joint

---

<sup>230</sup> Flyer, "Overnight Retreat, 26-27 Sep 98," ca. Sep 1998.

<sup>231</sup> Brochure, CH P.K. Roberts, "GRSOC/702<sup>nd</sup> MI Group Religious Services Inauguration Ceremony (6-7 Jan 98)," ca. Jan 1998.

<sup>232</sup> Brochure, "GRSOC/702<sup>nd</sup> MI Group Commander's Holiday Prayer Luncheon," ca. 15 Dec 1998.

<sup>233</sup> Advisory Council Notes, CH Mark F. Breinholt, 25 Feb 1998.

<sup>234</sup> Flyer, "Power Lunch: Lunch With A Meaning," ca. March 1998.

Color Guard posted the colors and a member of the Signal Corps Band played the national anthem and *Taps* for the ceremony. Chaplain Creech gave the invocation, delivered a Memorial Day speech, and pronounced the benediction. There were approximately 95 veterans and friends in attendance and many of these in attendance expressed appreciation for Fort Gordon's support.<sup>235</sup>

On 8 July Chaplain Carol Mitchell held the first Prayer Breakfast for HHC, 93rd Signal Brigade. It was held at 0700 at the 67th Signal Bn Dining Facility with eighteen soldiers attending. Prayer breakfasts are unique opportunities to gather together soldiers of all ranks, ages, genders, and cultures in order to join together for prayer and devotions. It was an excellent opportunity for commanders to "lead by example" and show soldiers the importance of being spiritually fit. Additionally, it provided a great opportunity for team building within the unit.<sup>236</sup>

The 442nd Signal Battalion conducted a Holiday Prayer Breakfast on 10 December. Past observances of this annual event had only sporadic attendance. In 1998 the Unit Ministry Team contracted with the Officer's Club to cater the meal in the Conference Room of the Signal Towers Cafeteria. The result was the largest attendance ever, approximately 65. The event featured holiday greetings from the Battalion Commander and program participation by soldiers of the command. An officer from the Signal Officer Basic Course provided a special musical solo. The guest speaker for the event was the First Sergeant of Headquarters and "A" Company, 1SG Melvin Ransom. Soldiers enjoyed a full-course buffet breakfast and an opportunity to sing Christmas Carols. Cloth napkins and tablecloths provided a special touch. Project officer was Chaplain (CPT) Michael Frazier, 442nd Signal Battalion Chaplain.<sup>237</sup>

### Chaplains as Trainers

The 201st MI Battalion Chaplain Kenneth J. Hancock coordinated a battalion OPD/NCOPD 29 May, 0900-1130, at the Fort Gordon Army Reserve Center. The workshop entitled "It Takes All Types" used the Myers Briggs Personality Type Indicator Test to determine the participants' personality types. The intent was to improve the participants' understanding and appreciation of theirs and others' personality traits. The goal was to improve their personal and professional skills. Chaplain Richard Grice served as the guest speaker for the event with 26 officers and NCOs in attendance.<sup>238</sup>

The 202nd MI Battalion Chaplain, Captain Dennis Hysom, designed and taught a three-block series of classes on morality and ethics for soldiers in the battalion. The classes were taught in both garrison and field environments. A small-group, discussion-oriented format with a Microsoft PowerPoint presentation was used in garrison, and the field classes were taught in a small-group discussion format with notes. The small-group format set an atmosphere that fostered a lot of honest and open dialogue. Comments from soldiers who attended the classes were very positive. The December Unit Ministry Team Monthly Training Program for all the UMTs on Post included Chaplain Hysom's *The Thin Veneer* class on core values; *The Moral Compass*, on moral leadership in the Army, with scenarios and small group discussion and *Beyond Duty, Honor, Country*, on the Ethical Decision-Making Process.<sup>239</sup>

---

<sup>235</sup> Tammie Phelps, Family Service Director at Sunset Memory Garden and Mausoleum, ca. May 1998.

<sup>236</sup> Flyer, "Prayer Breakfast (8 July 1998)," ca. July 1998.

<sup>237</sup> Program, 442nd Signal Bn Holiday Prayer Breakfast, 10 Dec 1998.

<sup>238</sup> Program, 201st MI Bn, "It Takes All Types: Building Leaders for Success," 29 May 1998.

<sup>239</sup> Memorandum, 30 Nov 1998, CH Richard M. Hartsell to Ft. Gordon Ministry Team, subj: December Training.

Chaplain Kenneth Hancock coordinated a Financial Planning Luncheon for 201st MI Battalion soldiers and family members on 1 December in the battalion conference room. Ten soldiers and family members attended. The chaplain provided a variety of submarine sandwiches from Blimpie Subs at a cost of \$60 for eight family-size subs plus an additional \$23 for refreshments.<sup>240</sup>

On 9 December, the 551st Signal Battalion UMT conducted the battalion's quarterly training on suicide prevention, religious accommodation, and ethics. The suicide awareness training was designed to inform the soldiers and civilians on how to identify the signs of a suicidal person. The religious accommodation portions informed personnel of chapel worship services as well as religious educational opportunities. The ethics training reinforced the eight Army values, essential for moral growth. Approximately 200 personnel attended. Chaplain Kerr and PFC Hollis, the 551st Signal Battalion Ministry Team, were the trainers.<sup>241</sup>

### **Chaplains in Training**

In 1998, Ministry Team training was normally conducted on the second Wednesday of each month for chaplains, chaplain assistants and civilians within the Chaplain Section. Training topics included domestic violence, suicide prevention, ministry in a joint environment, grief counseling, religious education across the developmental life cycle (particularly the Generation X population), the command operating budget, substance abuse in the family, and "You Don't Have to Go Home from Work Exhausted," presented by the Installation Chaplain (COL) Richard Hartsell. Chaplains and chaplain assistants also participated in a research study, taught by Chaplain (LTC) Lowell Roddy from the United States Chaplain Center and School, exploring how to maximize the ministry talents of chaplain assistants.<sup>242</sup> In April, the chaplain assistants received training in conducting PMCS on the HUMMV and setting up a GP Small Tent in a field environment. Several chaplains participated in "Prepare/Enrich" certification training (a marriage preparation and evaluation course), sponsored by the pastoral care team from DDEAMC. The Chaplain Training Manager in 1998 was Chaplain (LTC) David Roberts, Family Life Director.

The 513th MI Brigade Unit Ministry Team conducted the monthly training in March on Ministry Planning and Budgeting. This followed the 513th Brigade UMT's experience of more than doubling their appropriated funds and Non Appropriated Funds during the previous nine months. The 513th Brigade chaplains and chaplain assistants led the other Fort Gordon UMTs through the process of examining unit and soldier needs, exploring the resources available to the UMTs, formulating the ministry programs to address these needs, and how to sell the total package to their commands and staffs. The training was very well received and attendees said that the training was the most specific and helpful done in a long time. The training was expanded and presented to all the INSCOM UMTs at the July 1998 INSCOM UMT Training Conference in Orlando, Florida. Again, UMTs gave laudatory comments on what they learned.<sup>243</sup>

---

<sup>240</sup> Flyer, Presenting: "Would You Like To Be A Millionaire? (1 Dec 98)" ca. Nov 1998.

<sup>241</sup> E-mail. Denise R. Barnett, "Common Military Training on 9 Dec 98," 24 Nov 1998.

<sup>242</sup> Memorandum, 26 Oct 1998, CH Richard M. Hartsell to Ft. Gordon Ministry Team, subj: November Training.

<sup>243</sup> Memorandum, 2 Mar 98, CH Herschel D. Yancey to 513<sup>th</sup> MI Brgiade Chaplains, subj: Brigade UMT Program of Instruction (POI), FGGA UMT Training, 11 March 1998.

## **Chaplain Family Life Training**

Chaplain (LTC) David Roberts conducted an introductory marriage and family training program for six chaplains from 19 March–15 June 1998. The training was conducted at the Chaplain Family Life Center and was phase one of a two-phase training program. Phase one consisted of several didactic sessions aimed at enhancing marital and family assessment skills, as well as expanding the chaplains' ability to intervene in dysfunctional patterns of interaction. Phase two, the supervised counseling phase, was at the discretion of each chaplain who participated. The feedback from the training was overwhelmingly positive.<sup>244</sup>

## **Holiday Food Program**

Chaplain (CPT) Robert F. Land, Chaplain Resource Manager, coordinated the Holiday Food Program in early November. A total of 564 vouchers, \$25 each, were distributed to needy soldier families. Of the 564 vouchers, 489 were redeemed at the Commissary (\$12,225). The following is a breakdown of the available funds totaling \$24,342.69: (1) Private donations \$520, (2) Organizational donations \$2,425, (3) Designated offerings \$4,897.69; Chaplain's Fund contribution \$16,500. Army Community Service personnel handled Christmas Food Vouchers in the amount of \$50 each. Sixty vouchers were given to ACS for needy soldier families over the Christmas holidays. A total of \$3,000 was expended from the Chaplain's Fund for this purpose.<sup>245</sup>

## **Annual Events**

Fort Gordon's National Prayer Breakfast was held at the Network Club on 18 February at 0600. The 15th Signal Brigade Ministry Team was in charge of the event. Chaplain (COL) Mark F. Breinholt, Installation Chaplain, gave the welcome and invocation. After breakfast, Mrs. Peggy Heard sang a beautiful rendition of "He'll Do It Again!" Mr. Louis Silverman, the Jewish Lay Leader, gave the Hebrew reading. Air Force Technical Sergeant (TSgt) Carolyn Williams, read from the New Testament Book of Ephesians. SSG Abdullah Khalil, the Islamic Lay Leader, gave a reading from the Koran. Chaplain (BG) Gaylord T. Gunhus, Deputy Chief of Chaplains, gave a meaningful and inspiring message that focused on the gifts and how special each individual is. Four hundred soldiers and guests were blessed by this superb program. Project officer was Chaplain Patrick Easley, 15th Brigade Chaplain.<sup>246</sup>

The Palm Sunday Triumphal Entry March was held 5 April. The procession started at the Snyder Dental Clinic on Brainard Avenue and marched to Bicentennial Chapel. The "disciples," who were performers in the "Living Last Supper" drama, led the procession. "The Living Last Supper" performance was given on two nights, 8-9 April at 1900. A total of 436 attended the two performances at Bicentennial Chapel. On 12 April, at 0630, the Easter Sunrise Service was held at the new Freedom Park Gazebo for the first time. Chaplain Yancey spoke to the 41 persons who attended. The Religious Education Center's Easter Program and Egg Hunt was held 11 April with 36 children and 31 parents participating.

---

<sup>244</sup> Memorandum, 4 Mar 1998, CH David F. Roberts to CH Bassaw et al., subj: Pastoral Counseling Training Course.

<sup>245</sup> Brfg Slide, "Chaplain Directorate Thanksgiving Food Voucher Program," ca. Oct 1998.

<sup>246</sup> Memorandum, 12 Mar 1998, CH Patrick O. Easley to CH Mark F. Brienholt, subj: 1998 Fort Gordon National Prayer Breakfast After-Action Report.

The Unit Ministry Team invited Fort Gordon personnel to join them in celebrating the 223rd Chaplain Corps Anniversary. The celebration was held at the picnic pavilion at Engineer Field. Barbecue sandwiches were catered by Motts BBQ and were enjoyed by the 200 plus folks who attended.

In September the annual Ice Cream Sundae Drop-In was held to say thanks to Fort Gordon personnel for their support during the year. Over 300 Fort Gordon workers came and enjoyed the free sundaes, "veggies," fruit and the well-deserved afternoon "break" from work. A post-wide Inter-Faith Thanksgiving Service was held Wednesday, 25 November at 1030, at Barnes Avenue Friendship Chapel. The Protestant Post-wide Christmas Eve Candlelight Service was held at Bicentennial Chapel at 1900, attendance was up, 185. Project officers were Chaplains Grice and Kerr. Catholic Masses were held Christmas Eve and Christmas Day at Good Shepherd Chapel by Chaplain Arnoldt. Attendance for the events was 475. A "Religious Services" brochure listing worship services, religious support activities, special groups and events, complete with telephone numbers and a map was printed in October.<sup>247</sup>

## Summary

In 1998 the Chaplain Section sought to optimize ministry, even with dwindling resources. The Section lost one GS-4 Supply Clerk position authorization and requirement and was unable to fill it. Farming out these tasks was a problem due to a shortage of chaplain assistants. On the up-side, two new unit chaplains were added early in the year. The 93rd Signal Brigade moved to Fort Gordon and assigned a chaplain, and the 702nd MI Group (already here) brought a chaplain on board. Two more WWII-era chapel facilities were closed, or gone, in 1998. Building 37504 (formerly Faith Community Chapel) was bulldozed in the Spring. Building 19160 on 19th Street (formerly Soldiers Chapel, housing the 513th MI Brigade Service) was closed due to electrical and on-going maintenance problems. The facility was then decommissioned. Protestant Sunday worship services continued at Bicentennial Chapel at 0830 and 1100, at Barnes Avenue Friendship Chapel at 0800 (Gospel), 0930 and 1100, and the largest congregation (Gospel) met at Signal Theater. Catholic services were held at Good Shepherd Chapel Monday through Thursday at noon, Saturday at 1700 and Sundays at 0930 and 1100. Outreach programs to publicize religious services and activities were highly successful – a housing area visitation extravaganza, a booth at the Freedom Park Information Fair, a day-long Seminar to "Walk Thru the Bible," as well as many soldier, family and marriage retreats, prayer breakfasts and luncheons, and self-improvement workshops. The chaplains conducted excellent training on subjects like morality, ethics, suicide prevention and religious accommodation. Training Manager, Chaplain David Roberts, provided a wide array of instruction for the chaplains and assistants during monthly training sessions, as well as specific marriage and family training to a group of six chaplains. The Chaplain Section reached out to the needy both here and abroad -- in the form of holiday food vouchers for soldiers at Fort Gordon, Thanksgiving meals for the needy

---

<sup>247</sup> Flyer, "Triumphant Entry Portrayal (5 Apr 98), ca. March 1998; Flyer, "the Living Last Supper (8-9 Apr 98)," ca. Apr 1998; Program, "Easter Sunrise Service," 12 Apr 1998; "Happy 223<sup>rd</sup> Birthday Chaplains Corps," *The Signal*, 31 July 1998; Memorandum, 11 Sep 1998, CH Hartsell to Ministry Team Members, subj: MOI-Post Appreciation Ice Cream Sundae Open House; Program, "Post-Wide Interfaith Thanksgiving Service," 25 Nov 1998; Program, "Christmas Eve Service," 24 Dec 1998; Newsletter, "December Herald," ca. Nov 1998; Brochure, "Religious Services: Fort Gordon, GA," Oct 1998.

in Augusta, and aid and assistance by the 93rd Signal Brigade to victims of Hurricane Mitch in Central America.

## **INSPECTOR GENERAL**

### **From the Director's Perspective**

The mission and functions of the USASC&FG Inspector General (IG) did not change in 1998. The IG conducted a total of eight various inspections at Fort Gordon even with a three-month hiatus to transition new personnel, and assisted the Department of the Army Inspector General (DAIG) in the conduct of a post-wide TRICARE survey that included over 473 soldiers. The compliance/systemic methodology of inspections continued as the standard procedure; however, the quick-look inspections were restructured as informal assessments of units/directorates.

The Inspector General staff processed a substantial amount of Inspector General Action Requests (IGAR) for assistance/inquiry during the year. No formal investigations were conducted. The IGAR system provided data for quarterly trends and analysis relating to soldiers' problems. This data was provided to commanders for their use in implementing proactive measures to reduce IGAR visits to the IG.

The IG focused efforts on teaching and training that educated leaders on ways of taking care of soldiers. This education was primarily provided by "Role of the IG " briefings.

### **Mission**

The IG represented the commanding general on matters affecting mission performance and the state of economy, efficiency, discipline, morale, training, and readiness of the command. In accordance with the guidance contained in AR 20-1, Inspector General Activities and Procedures, the IG provided the Commanding General (CG) with a continuing assessment of the operational readiness of the command.

### **Resources**

The Table of Distribution Assets authorized two officers, two civilians, and five noncommissioned officers for the IG office. The approved budget for 1998 was \$105,000. Budgetary resources and authorized military and civilian positions were adequate to accomplish the mission requirements for the IG.

### **Activities and Accomplishments**

On 26 January 1998, the USASC&FG IG Office, Building 32503, was dedicated as Wilson Hall. Major General Michael W. Ackerman, Commanding General, officiated at the ceremony honoring Colonel Calvin O. Wilson. Colonel Wilson served as USASC&FG Chief of Staff and as USASC&FG Inspector General from 1972-1974. He died in 1996.<sup>248</sup>

---

<sup>248</sup> Memorandum, MG Michael W. Ackerman to HQ, USASC&FG et al., 26 Jan 1998, subj: Memorialization of Wilson Hall.

As the USASC&FG proponent for broad inspection policy, the Inspections Branch conducted two, special, one quick-look, and five follow-up inspections during 1998. The inspection topics consisted of Suicide Prevention, Intelligence Oversight, the Better Opportunity for Single Soldiers (BOSS) Program, Noncommissioned Officer Evaluation Reports/Counseling, and Administrative Actions. The 1998 inspection plan was developed from an analysis of IGARs, audits, previous inspection reports, impact from command and staff, and Department of the Army (DA) topics of special interest. The compliance and systemic methodology of inspecting was carried forward from 1997 as the standard procedure. The CG approved the biennial inspection plan on 22 August 1997.

The IG staff conducted one climate of command assessment for a signal battalion during 1998. These assessments provide newly assigned battalion commanders reliable, representative command climate information and feedback to the chain of command on soldiers' perceptions of conditions of their units. The methodology used in the program includes a combination of sensing sessions, written questionnaires, and complaint periods.

The IG office hosted the Training and Doctrine Command IG Assistance Visit to the USASC&FG, 16-20 March 1998. The objectives of the assistance team were to assess initial entry training, determine the understanding and application of principles of the advanced officer and noncommissioned officer courses, assess perceptions of the installation command climate, and determine if pre-command and cadre training courses were being conducted in accordance with regulations. The Fort Gordon IG staff provided initial coordination and planning, arranged accommodation, published a memorandum of instruction/itinerary, provided administrative support, IG augmentees, work area, and transportation for the TRADOC IG team. The assistance team assessed the Fort Gordon IG inspection and assistance policies and documentation.

The IG staff conducted 155 training classes during 1998. Of these, five classes on mission and functions of the IG and the commander's role in the organizational inspection program were provided to senior signal officers attending the pre-command and senior leaders courses. Briefings on the role of the IG were conducted for three drill sergeants classes; forty advanced individual training (AIT) courses; five signal officers advanced and basic courses; ninety-six Regimental Noncommissioned Officers Academy classes; three company commanders and first sergeants courses; and three unit equal opportunity (EO) advisors courses.

The IG attended and/or conducted 90 meetings on Fort Gordon. Many were office calls for soldier concerns with brigade and battalion commanders. Briefings were also presented to other command staff personnel and visiting dignitaries to Fort Gordon.

One important function of the IG mission is to provide assistance, report injustices affecting individuals, and eliminate conditions detrimental to the efficiency or reputation of the Army. The Assistance and Investigations Branch processed 340 IGARs in 1998--this included four DAIG inquiries. No formal IG investigations were conducted during this period. IGAR cases decreased from 433 in 1997 to 340 in 1998. The requests for assistance required that IG personnel screen and evaluate each request and make a determination as to what agency or commander should address the client's request. A follow-up action on each referred case was made to ensure that the client asking for assistance or rendering a complaint did receive the appropriate attention or assistance. The recurring trend and analysis determined that the most prevalent problems were in personal conduct, personnel management-military, finance and accounting, command management of organizations, and transportation of household goods.

To support the proactive approach to reducing the IGARs, the IG provided a quarterly trends and analysis report to the Commanding General, Deputy Commanding General, Garrison

Commander, 15th Regimental Signal Brigade Commander, and the Regimental Command Sergeant Major. The report was for use in identifying soldiers' problems that could be resolved or alleviated at the unit level. The IG revised the IG's "Company Commanders and First Sergeants Information Handbook"<sup>249</sup>. This handbook contains advice to commanders and their staffs on the resolution of soldier's problems and printed copies were made available to all commanders. The handbook can also be downloaded on the Fort Gordon Inspector General website.

The IG office revised its website to incorporate a listing of IG personnel and functions, contact information, inspection schedule, and training class dates. The website contained information regarding other IG agencies such as the DOD Hotline.

The IG's forecast of IG goals and objectives for fiscal year 1999 included plans to conduct three special inspections and eight quick-look inspections. The IG will conduct inspections to produce stable and continuous solutions to systemic problems and issues, and continue to improve on the planning and analysis process to ensure the IG identifies "high payoff" inspections. Inspector General personnel will continue to develop, implement, and present classes on IG activities to the USASC&FG Senior Signal Officers Pre-Command Course, the Signal Officers Advanced and Basic Course, Noncommissioned Officer Academy, Warrant Officers Candidate Course, AIT students orientation course, new company commanders and first sergeants course, newly assigned drill sergeants course. The IG will give presentations during the quarterly training of unit EO advisors and to units during NCODP when requested. And, the IG will continue to keep the Commanding General, the command group and staff, and unit commanders informed through briefings, training classes, correspondence, staff meetings, and officer calls.

## **Summary**

The IG accomplished its mission as required in AR 20-1, Inspector General Activities and Procedures and in AR 1-201, Army Inspection Policy. Resources were considered adequate to conduct the tasks required in 1998.

The goals for 1999 are to perform inspections approved in the biennial inspection plan and to continue to provide assistance to soldiers, family members, and civilians. The IG information booklet will continue to be available to all commanders and first sergeants. IGARs will be processed for IG assistance and, when required, the IG will conduct inquiries and investigations. The IG staff will continue the "teach and train" function for leaders and soldiers in the art of taking care of soldiers and themselves.

## **OFFICE OF STAFF JUDGE ADVOCATE**

### **From the Director's Perspective**

1998 was a landmark year for the Office of Staff Judge Advocate (OSJA). The office moved from its location in four separate buildings at the Five Corners area into a newly renovated barracks building along Chamberlain Avenue. The renovation contract was \$1,200,000. The new facilities dramatically improved the ability of the OSJA to provide the full range of legal services in a first class legal environment. The new courtroom was built to

---

<sup>249</sup>Booklet, USASC&FG IG, "Company Commander's and First Sergeants Information Handout," April 1998.

Courtroom XXI standards, allowing OSJA the potential to conduct various court proceedings by video teleconferencing with Fort Stewart, Georgia, Fort Jackson, South Carolina, or the Brig at Charleston. The new courtroom is also fitted with monitors for panel members and automation capabilities for trial and defense counsel.

The goal of the OSJA for 1998 and future years was to be the best installation legal operation in the Army, providing the full range of legal and non-legal support with excellence and distinction. The SJA envisions this legal operation as a total soldier-civilian team effort that reflects the seven Army values; is an integral part of the Signal Regiment and Fort Gordon community; and responds quickly to the legal and non-legal needs of commanders, staffs, soldiers, and civilians.

During 1998, OSJA was active in the emerging arena of Information Operations. In October, OSJA announced the start of a new initiative to assist the Signal Regiment in its mission of achieving information dominance as part of the Army XXI strategy for winning the information war. To that end, OSJA joined a Department of the Army-level working group tasked with developing a concept for the provision of legal support to Information Operations. The Signal newspaper published a four-part series of articles from the OSJA that provided information to the Signal Regiment community on "Information Operations in the Global Information Environment," on how the Signal Regiment fits into the Army's Information Operation Campaign Plan, and how the law, as it exists today, impacts the conduct of Information Operations.

OSJA continued to provide legal support to the Signal Center in a variety of ways. OSJA personnel taught a total of 21 days of instruction to Signal Officer Basic and Captains' Career Courses, while working with the Directorate of Training to bring the instruction into compliance with the TRADOC Program of Instruction. In addition, OSJA continued to refine the legal instruction given at company level Pre-Command Courses for company commanders, which included military justice and administrative law subjects.

To further assist commanders, OSJA published weekly electronic tips for commanders detailing legal issues concerning military justice, ethics, and legal assistance. Military justice topics ranged from unlawful command influence to the complicated areas of search and seizure. Ethics topics included travel benefits, use of government vehicles, and gifts.

At the Commanding General's request, OSJA continued providing a Quarterly Senior Ethics Seminar for field grade commanders, directors, and senior civilian employees. Each seminar covered a different subject area of the Joint Ethics Regulation in depth. This program has been cited as the most aggressive ethics training program in DA.

As we have for the past two years, OSJA continued to process tickets for minor traffic offenses committed by military personnel, within command channels. During 1998, OSJA took numerous steps to attempt to change this process and once again have military personnel prosecuted in U.S. Magistrate Court. Several letters were sent and in the summer, the SJA discussed with the U.S. Attorney for the Southern District of Georgia, the OSJA request that military personnel be prosecuted in the U.S. Magistrate Court. In September, the SJA met with Federal Magistrate Judge Barfield on the issue. Although Judge Barfield viewed the request favorably the matter remained pending before U.S. District Court Judge Bowen.

OSJA continued building the relationship between Fort Gordon and the U.S. Attorney's Office for the Southern District of Georgia. Judge Advocates continued to be involved in Federal District Court in the prosecution of civilians who committed felony crimes on post. Judge Advocates participated in pretrial hearings, grand jury presentations, and other hearings.

An aggressive Federal Magistrate Program resulted in the Special Assistant U.S. Attorney trying nine bench trials, all resulting in convictions. The civil forfeiture program continued to grow. The program resulted in over \$3,500 being returned to the Army Air Force Exchange Service (AAFES) for shoplifting cases.

For the first time in years, Fort Gordon was the busiest court-martial jurisdiction in the 2nd Judicial Circuit. Raw court-martial statistics for 1998 reflect the following: 46 preferrals; 33 referrals, 29 trials, five cases dismissed; six cases with an approved Chapter 10 discharge or resignation in lieu of court-martial; and only 1 acquittal. A majority of the cases were tried the second half of the year. Despite the busy docket, the Chief of Criminal Law began a comprehensive Trial Counsel Training Program consisting of weekly training sessions involving all company grade attorneys in OSJA.

The issue of gender-integrated training remained a hot topic. In December, OSJA received a tasking from the Blair Commission to provide every record of courts-martial, non-judicial punishment, reprimand filed in soldiers' OMPF, and chapter actions related to sexual misconduct for the period 1 January 1996 to 1 December 1998. Analysis of the raw data revealed that Fort Gordon does not have any major problems in the area of sexual misconduct in the training environment.

A seventeen-member Reserve Judge Advocate team from the 213th Legal Support Organization continued to operate in support of reserve units in the area, including the 359th Signal Brigade (USR) assigned at Fort Gordon. As a result of the move to the new OSJA building with reserve office space set aside, the Reserve JA team has moved in equipment and records and now operates from their own offices within OSJA.

The Administrative Law Division was involved with a number of very important legal issues during 1998. A discussion of these issues follows:

a. Lautenberg Amendment: This law requires commanders to conduct surveys to determine which soldiers had a record of domestic violence and whether these soldiers should not be allowed to carry a weapon. The law is confusing and required frequent coordination between commanders, Administrative Law attorneys, and higher headquarters.

b. Bingo: Administrative Law Division worked extensively with the Offices of the Garrison Commander and the Director of Community Activities in their efforts to preserve contractor-operated bingo at Fort Gordon. Fort Stewart and Fort Knox ordered against the Fort Gordon contract. Due to inquiries by the U. S. Attorney in Kentucky, the Department of the Army reviewed its bingo policy and determined that contractor-operated bingo and expanded patronage would end as of 4 January 1999.

c. Traffic Policy: Admin Law helped the command develop new anti-speeding policies for military and civilian personnel at Fort Gordon. An important component of the policy was mandatory training for military personnel.

d. Beer Sales at Fort Gordon Recreation Area (FGRA): Admin Law attorneys worked with the Garrison Commander and the Director of Community Activities to resolve the issue of beer sales at FGRA. Columbia County authorities determined that Fort Gordon was not in compliance with State and local law as required by the permit from the Corps of Engineers. After meeting with the Columbia County attorney, the Columbia County Commission amended its ordinance to authorize Fort Gordon to sell beer without a State or local permit provided Fort Gordon met other conditions. It was the position of OSJA that Fort Gordon was not required to follow local law. However, Fort Gordon discontinued beer sales in an effort to satisfy local officials while pursuing resolution of the problem through discussions with the Corps of Engineers.

e. Labor-Management Agreement: After years of negotiations, Admin Law was instrumental in helping the Director of Human Resources complete the Labor-Management Agreement with the local chapter of the American Federation of Government Employees.

f. Environment: Georgia Environmental Protection Division heightened its oversight of Investigative Derived Waste. An inspection during the 4th quarter resulted in a proposed Consent Order, which continues under discussion and review. The Environmental Law attorney reviewed the Butler Creek Wastewater Management Plan to make sure that Fort Gordon's water was protected. This is of great significance now because a new housing project is under development outside Gate 1 in the vicinity of Butler Creek reservoir.

Administrative Law Division prepared 789 written legal opinions during 1998. They provided telephone advice and counsel 3,644 times.

The legal assistance office provided legal services to more than 25,000 clients in 1998. More than 6,500 powers of attorney and 1,800 wills were prepared and more than 12,000 notarizations were performed. Legal assistance attorneys participated in numerous Soldier Readiness Processing and in the annual Retiree Activity Days. The legal assistance office again operated a self-contained "Tax center" on Fort Gordon. The center was made possible by the loan of equipment from the Computer Science School and free tax software and training provided by the Internal Revenue Service. The tax center prepared over 5,000 federal and state tax returns and filed approximately 2,500, electronically. The total savings to users of the tax center were approximately \$225,000.

The Claims Section processed 958 claims against the Government and 477 local carrier recovery claims during calendar year 1998. Collections for the Government from household goods carriers were \$116,243.03 and medical care recovery was \$333,955.74. A total of \$686,557.60 was approved and paid on claims against the Government. Two civilian employees of the claims section taught at the U.S. Army Claims Service Worldwide Claims Training Course.

OSJA supported the full range of military activities of this military community. OSJA personnel assist in community relation events, band concerts, and volunteer efforts. OSJA hosted several Law Day activities. These included holding a mock trial in Alexander Hall; hosting a luncheon where Mr. Edmund Booth, the First Assistant U.S. Attorney from the Augusta office of the U.S. Attorney's Office for the Southern District of Georgia spoke; and running a golf tournament at the Gordon Lakes Golf Club. During the year, several soldiers were identified for their outstanding performance and potential. One OSJA soldier was selected to attend the Army's Officer Candidate School at Fort Benning, Georgia. A team of soldiers from OSJA won the Battalion CTT competition. OSJA participated with several local community organizations, including the Augusta and Federal Bar Associations. As a service to the military community, OSJA continued to publish informational articles in the post newspaper and the Fort Gordon "Weekly Bulletin."

## **Mission**

The OSJA provided legal advice across the military and civil law spectrum to all commanders, staff directors, and other key leaders on Fort Gordon. This involved administrative law, environmental law, contract law, labor law, criminal law, tort and claims law, and a wide range of personal legal assistance to active duty and retired military personnel and their family members.

## **Resources**

Forty-one people staffed the Staff Judge Advocate's Office. This included nine military and seven civilian attorneys, one warrant officer, 18 enlisted legal specialists and NCOs, and six civilian legal support personnel. The Director of Resources Management managed all OSJA office related costs.

## **PROTOCOL OFFICE**

### **From the Protocol Officer's Perspective**

The U.S. Army Signal Center and Fort Gordon hosted numerous general officers and other significant military persons. These included: General William Hartzog; General (Ret) Carl Vuono; General (Ret) Gordon Sullivan; General John Abrams; LTG William Bolt; LTG David Kelley; LTG Montgomery Meigs; LTG William Campbell; LTG Douglas Buchholz; LTG Paul Kern; LTG (Ret) Peter Kind; LTG (Ret) Robert Donahue; LTG (Ret) Otto Guenther; and Sergeant Major of the Army Robert E Hall. The Protocol Office also coordinated visits by such dignitaries as Secretary of the Army Louis Caldera, Senator Max Cleland (D-GA), Ms. Norma Cantu, Honorable Arthur Money, and Congressman Charlie Norwood (R-GA).

Several international visitors came to Fort Gordon during the year. Among them were: MG Patrick Henry (France), MG Jenn-Ming Lee (Taiwan), BG Richard Baly (Britian), BG Gerhard Beenders (Germany), and BG David Innes (United Kingdom).

The Protocol Office suffered a tremendous loss with the passing of Mrs. Murdock on 2 October 1998.

### **Mission**

The Protocol Office, headed by Mrs. Dixie Murdock, was directly responsible to the Chief of Staff. The primary mission of the Protocol Office was to provide for the coordination of billeting, messing, transportation and itinerary planning for visiting dignitaries, COL(P) and above, or civilian equivalents, both American and foreign, in accordance with USASC&FG Regulation 210-20, "*Official Visitors and Distinguished Guests.*"

Mrs. Murdock's staff advised and assisted the command group staff and commanders on the etiquette and social customs relative to formal courtesies, ceremonies, and entertainment in accordance with pertinent regulations and directives of this and higher headquarters. The office formulated plans for the administration and conduct of all official visits to the U.S. Army Signal Center and Fort Gordon.

In addition, the Protocol Office provided support during all command sponsored conferences and meetings as designated by the Chief of Staff. Responsibilities included the coordination of administrative matters, logistical and maintenance requirements, transportation for attendees, billeting arrangements, printing requirements, Military Police support, reservation of buildings, security coordination and the conduct of social functions associated with these conferences.

## **Resources**

Throughout the year, Protocol averaged eight assigned civilian and military personnel. The Office operated with a budget of approximately \$114,000 and was responsible for \$142,000 worth of property and equipment.

## **Visitors Summary**

A list of distinguished visitors to the U.S. Army Signal Center can be found at Appendix C. In all there were 237 general officers and sergeant majors and 98 foreign general officers and civilian equivalents.

## **Ceremonies and Conferences**

The Protocol Office arranged 68 ceremonies during the year. They included a SIGCEN change of command ceremony, the Regimental Retirement Ceremony, monthly retirement ceremonies, welcome ceremonies for foreign dignitaries, Freedom Park Celebrations, and promotion ceremonies. A list of ceremonies and conferences is located in Appendix D.

# **PUBLIC AFFAIRS OFFICE**

## **From the Director's Perspective**

Fort Gordon's Public Affairs Office (PAO) completed another year of changes and increased responsibility in its mission of telling the Signal Corps' story to higher headquarters, internal and external audiences and a wide variety of special interest, governmental and service organizations. During 1998, the Signal Corps and Fort Gordon gained increased attention and awareness throughout the nation and the southeast region. The installation's increasing impact on Force XXI, the Army of the future, has taken more and more interest and attention by PAO and its many audiences. Increased awareness of the impact of our continued transition into the Information Age also increased attention to Fort Gordon's and the Signal Corps' essentialness.

The installation construction program was a major source of interest for internal and external audiences and the local media. 1998 saw the completion of the new barracks complex to house the 513th Military Intelligence (MI) Brigade and the new Consolidated Maintenance Facility for the Directorate of Public Works (DPW). The Staff Judge Advocate (SJA) moved from its previous location adjacent to the "Four Corners" commercial area to a renovated, brick barracks building on B Street between Darling Hall and Signal Towers. Removal of its old buildings will nearly complete the goal of total demolition of the World War II wooden structures on post.

A tangible example of Fort Gordon's prominent role in the economic and physical growth of Augusta and the entire Central Savannah River Area (CSRA) was the opening of the Bel Air Road extension<sup>250</sup> from Gate 1 to Interstate 20 in Columbia County. Work on the enlargement of Gordon Highway and the construction of a new Gate 2 continued into 1999. These developments are in

---

<sup>250</sup>Named and dedicated the Dyess Parkway.

keeping with Fort Gordon's primacy as the CSRA's number one employer and a locale for continued economic development and population growth.

Growth was also seen in the increased number of joint service personnel assigned to Fort Gordon. The Gordon Regional Signals Operations Center and other elements of the intelligence community were enlarged. Increased numbers of communications trainees from other services came to Fort Gordon for training. 1998 saw the first of a series of communications classes composed solely of Air Force trainees. GTE also graduated its first class of foreign students, such as those from Taiwan. Growth in the utilization of courses and facilities by active and reserve Army component units also continued. All of these showed the importance of Fort Gordon becoming a major installation for joint service operations and activities. These developments would appear to bode well for Fort Gordon as the probability of future Base Realignment and Closure (BRAC) actions continues unabated.

Within PAO, personnel were quite active during 1998. James L. Hudgins completed his third year as the first civilian Public Affairs Officer assigned to Fort Gordon. As PAO, he continued to learn more about the CSRA, continued to enhance his positive working relationship with local media, and to build on his local contacts to "sink roots" into the Augusta community. Mr. Hudgins assumed responsibilities within the Metro Chamber of Commerce as a program director and small group mentor for this year's class of "Leadership Augusta." As an alumnus of the program, contacts with local "influencers" was greatly enhanced. He continued his role as liaison with local academia by being the installation's representative on the Military Affairs Committee of Augusta State University.

The civilian staff remained unchanged during 1998. However, the year saw continuous personnel shortages due to permanent change-of-station (PCS) moves and separations (ETS), and the unplanned transfer of personnel in support of Operation Joint Endeavor. Support of this, and other operations, increased this office's media relations activities. Overall, media contacts increased with the addition of a PAO within the 513th Military Intelligence Brigade and 93rd Signal Brigade. These additions increased awareness of military intelligence and deployable assets at Fort Gordon. This translated into added responsibility for this office in support of tenant activities. For example, support was required to "tell the story" during deployment of personnel to Central America following the impact of Hurricane Mitch, as well as following deployment to the Middle East as part of Operation Desert Fox. These developments emphasized Fort Gordon's expanding role as a forward projection platform.

Staff Sergeant Joey A. Gaspard demonstrated great skill and ability in his second year as Fort Gordon's Webmaster. As the first 74B30, Information Systems Operator/Analyst, to be assigned to an installation PAO, he is working to establish procedures, guidance and directives that will be effective TRADOC-wide. All World Wide Web activities within the command will need his review and coordination. A commander's Web policy was constructed and refined.

Much success was accomplished by PAO through its outreach to the community in all aspects of public affairs activities. Media contacts were expanded and enhanced, as well as contacts with local chambers of commerce and other service organizations. This outreach was so successful that a great increase was achieved in media coverage and interest, most of which was positive in nature and enhanced the image of the U.S. Army and the installation with its neighbors. Special support was provided to the Signal Corps command staff through PAO involvement with the 1998 Signal Symposium, providing speeches and coverage, and in liaison with various governmental representatives and agencies.

PAO successfully completed several major issues that gained national attention. These included such issues as Operation Joint Endeavor, which involved the steady deployment of Fort Gordon soldiers to Bosnia throughout the year, as well support to our tenant command affected by Operation Desert Fox and in response to relief efforts following Hurricane Mitch in Central America. Public Affairs Office handled many issues and stories of great local interest such as the continued growth and construction in and around the installation. Scores of special events that affected Fort Gordon, its residents and the nearly half-million population of the CSRA were mainly coordinated and monitored by PAO. One of the larger stories and special events was the second annual "Freedom Jubilee" at Freedom Park.

Mr. Hudgins enhanced his working relationship with the two, local liaison officers representing Senator Max Cleland (Scott MacGregor) and Senator Paul Coverdell (Don, "Stew" Stewart). It was Mr. Hudgins' strong opinion that great progress was made in forwarding and championing the positive impact that the Signal Center and Fort Gordon has on the CSRA, the U.S. Army and the nation. Fort Gordon enhanced its image as a "good neighbor," something essential to the mission of America's Army. We will continue to be committed to the principles of highest quality customer service, providing expeditious and accurate information, unwavering accessibility, and genuine concern for the welfare of the internal and external community and their people.

## **Mission**

The United States Army Signal Center and Fort Gordon Public Affairs Office managed an active information program for military personnel, civilian employees, retirees, family members and the CSRA population. Public Affairs command information programs included a weekly newspaper, weekly television news and feature programs, and an installation map and guidebook.<sup>251</sup> Media relation efforts with commercial news media targeted the large external audience affected by Fort Gordon's services and missions, Department of Defense (DOD) and other Army communities. Similarly, the community relations program worked with local associations, civic and government leaders, educational institutions and other groups to provide military support for events. Fort Gordon's community relations program served a two-state region by providing tours, speakers and coordinating post support of events.

## **Resources**

Public Affairs spent \$307,000 to support all of the office's mission requirements that included pay, transportation of items, travel, rentals, contracts, supplies and equipment. Manpower strength averaged 11 military and six civilians at the end of 1998.

## **Activities and Accomplishments**

### **Command Information Branch, Newspaper Operations**

The Command Information Branch's Newspaper Section produced 50 editions of Fort Gordon's newspaper, The Signal, during 1998. The 18,500 weekly copies of the newspaper covered major news stories, information for military, civilians and families, sports, community

---

<sup>251</sup>1998 Map of Fort Gordon; 1998 Fort Gordon Installation Guide.

calendars and special events. To enhance readability of The Signal, the popular Swap and Shop Advertising Section was revised into a tabloid format and included as an insert to the newspaper.

On 30 January 1998, The Army Family Action Plan insert<sup>252</sup> was published. This was a cooperative effort between the Garrison Command's Strategic Management Office, Directorate of Community Activity's (DCA), Family Life Center, and PAO. The entire section was designed and illustrated by newspaper volunteer Dennis Garman and editor Janet A. McElmurray. A special Retiree Activity Days edition<sup>253</sup> was published on 18 September 1998. The front cover illustration was the result of excellent work, again, by volunteer Dennis Garman. The design, layout and production was done by editor Janet A. McElmurray with material compiled by Marla B. Jones, command information chief and deputy PAO, staff writer SPC Sharron L. Grinder and Eisenhower Army Medical Center's PAO Jennifer Chipman.

Biographies and photographs of the service member, civilian and volunteer of the month, quarter, and year were used throughout 1998 and the "Kudos" section continued to be featured.

The Signal's coverage focused on military personnel and the support provided to the installation and the local community. Fort Gordon welcomed a visit from the new Sergeant Major of the Army Robert E. Hall in January 1998. One of the installation's Military Police (MP)-canine security teams spent part of the holiday season guarding the safety of President Bill Clinton and his family during their stay at Hilton Head, South Carolina, during Renaissance Weekend. DCA's Marketing and Advertising began a new campaign to sell 20,000 commemorative bricks for Freedom Park.

The Inspector General's office on post was memorialized, dedicated and renamed on 26 January 1998 in honor of Colonel Calvin O. Wilson, former chief of staff and Inspector General of Fort Gordon. A Tactical Telemedicine Technology demonstration showed how the combat medic's speed and effectiveness on the battlefield is increased. Fort Gordon was first in energy conservation, leading TRADOC in energy performance.

Fort Gordon captured two BOLD grants this year from TRADOC. BOLD, or Base Operations (BASOPS) Opportunities Leveraging and Development, is a TRADOC initiative; 180 initiatives were submitted from all TRADOC installations and Fort Gordon received funding for a \$25,000 SJA desktop video teleconference system and a \$60,000 renovation of Leitner Lake Lodge.

Soldiers of the 513th Military Intelligence Brigade deployed for Saudi Arabia. The 93rd Signal Brigade activated at Fort Gordon on 19 February 1998 in a ceremony on Barton Field, assuming control of the post's 63rd and 67th Signal Battalions from the 11th Signal Brigade, Fort Huachuca, Arizona. The brigade also assumed control of the Army Signal Activity-Miami and the 56th Signal Battalion, Panama.

Members of the Regimental Noncommissioned Officer course provided yard care for senior citizens at various locations throughout Augusta as a part of the Augusta We Care Program.

Former installation commander, Major General (Retired) Harley L. Moore died on 19 February at Eisenhower Army Medical Center following an extended illness. General Moore, 79 at the time of his death, served as the commanding general of Fort Gordon from July 1971 until July 1973.

The Fort Gordon Officers' Wives' Club and the Morale, Welfare and Recreation Programs hosted the 1998 Community Auction on 28 February. The Family Advocacy Program introduced

---

<sup>252</sup>Insert to The Signal, subj: The Army Family Action Plan, dated 30 January 1998.

<sup>253</sup>Insert to The Signal, subj: Retiree Activity Days, dated 18 September 1998.

the New Parent Support Program to Fort Gordon that is intended to give new parents support, information educational services, and training at no cost.

General William W. Hartzog, commanding general of the U.S. Army Training and Doctrine Command, visited Fort Gordon to learn how the Army is keeping up with the exploding pace of new technology—the future of the U.S. Army. U.S. Senator Max Cleland held a public Military Health Care Roundtable fact-finding session at Fort Gordon on 7 March 1998. Many concerns were raised about continuing health care for retirees. Soldiers from the 93rd Signal Brigade went to the field and participated in Exercise Southern Frost II; elements of the 93rd set up in Fort Gordon's training areas and in Panama. Five bomb threats in three months caused concern for Fort Gordon officials and heightened awareness of the possible threat of terrorism on post.

On 6 March 1998, Major General Ackerman presented the Soldiers Medal to helicopter pilot Hugh C. Thompson, Jr. and door gunner Lawrence Colburn for their heroism in saving Vietnamese civilians from attack by U.S. troops in the village of My Lai in 1968. The ceremony was held near the Vietnam Veterans Memorial, Washington, D.C.

The Eisenhower Army Medical Center's pharmacy got a face-lift to ensure a more patient friendly atmosphere. Fort Gordon's 442nd Signal Battalion became the Army's first unit to work with the new battlefield communications satellite equipment called Secure Mobile Anti-jam Reliable Tactical Terminal (SMART-T). The Military ID Card Section in Darling Hall received new ID card equipment, bringing this part of the Department of Defense into the 21st century. An increase in shoplifting at the Post Exchange resulted in increased public knowledge of the consequences to those who shoplift and their sponsors.

Members of the Air Force's 31st Intelligence Squadron volunteered to help abused, abandoned and neglected children in the Augusta community by helping with the 9th Annual Cookin' for Kids Wild Game and Fish Cookoff on 7 March 1998. Fort Gordon's Springfest '98 was held at the Sports Arena on 28 March 1998 and included the Made in America Craft Show, a Car Show, a "Fit To Win" 7K Fun Run plus entertainment, food and fun. April's Recycling Awareness Month program and unit competitions were fun for all involved and created a healthier environment for the community.

Fort Gordon's Drill Sergeant of the Year, SFC Dale Shortt, Company B, 73rd Ordnance Battalion, was selected by a panel of senior noncommissioned officers for his outstanding performance. The driving policy on post was updated and the penalties more severe. The 23rd Annual U.S. Army Culinary Arts Competition was held 9-10 March 1998 at Fort Lee, Virginia, and chefs from Fort Gordon won five events.

The 67th Signal Battalion helped host Georgia's Area Nine Special Olympic Spring Games on Barton Field. The National Military Family Association held an open forum at the Fort Gordon Officers' Club and updated the military community about Army Family Action Plan issues and about their rights and benefits.

Over 200 satellite communicators attended the Army's Satellite Communication Conference on post in April 1998. The conference provided an update on the development of satellite communications systems that are being fielded and projected to be fielded to units. To recognize outstanding noncommissioned officers, the Sergeant Audie Murphy display board was unveiled on 16 April 1998 in Signal Towers, featuring names and photos of current inductees and names of past inductees. To be inducted into the Sgt. Audie Murphy board, soldiers must complete a three-day test that included a physical fitness portion and a two-part written test.

Major General Ackerman said farewell to the Fort Gordon community on 11 May 1998 during a change of command ceremony. Colonel Gary W. Smith, Fort Gordon's Military Judge for the 2nd Judicial Circuit, became the chief trial judge for the U.S. Army in June 1998.

The Regional Training Site-Medical on Fort Gordon coordinated an "invasion" during a simulated chemical and biological terrorist attack that was evaluated by the Mass-Casualty Medical Training and Evaluation Team in which more than 800 people from several states took part in the 48-hour exercise in April 1998. Specialist Ryan D. Pittman, military police officer, received the Newgarden/Morris Award at Fort Gordon's Armed Forces Day ceremony 16 May 1998 at Freedom Park.

The Signal published several articles on Y2K (Year 2000) computer problems and fixes. The Army will spend \$366 million to fix these computer problems as many computer software systems were not established to change over from the 1900s to 2000; they could either revert to a 1900 date or shut down. In addition to the government, this problem most clearly impacts on banks and other long-term credit lenders in establishing payment schedules, expiration dates of credit cards, and so on.

Over 2,200 students, teachers and volunteers from 11 Georgia counties with exceptional children participated in the 13th Annual Very Special Arts Festival held on Fort Gordon's Engineer Field. The festival, to give children with disabilities an opportunity to feel artistic for a day, included face painting, drum making, musical performances, a talent show and storytelling.

A mock trial was conducted on 1 May to celebrate Law Day 1998. The Staff Judge Advocate's Office developed a mock scenario involving charges of indecent exposure, assault consummated by battery and drunk and disorderly conduct which served as an educational avenue to advise the installation of the processes and procedures involved in military trials.

Army Family Team Building's (AFTB) first conference was held at Fort Gordon and included approximately 70 people from 14 of the 16 TRADOC installations. AFTB has helped thousands of families enjoy their life in the military by continually updating service members and families on Army programs, processes and procedures.

Fort Gordon's new Student Recreation Center opened on post in May 1998 providing the latest in high-tech arcade games, projection TVs with satellite reception, pool tables, a snack bar and special programs to include dances and live bands. The recreation center gives students a place to relax after class without having to go off post; no alcohol is served.

Brigadier General Peter M. CuvIELLO became the 28th Chief of Signal on 11 May 1998. In an interview with The Signal newspaper MG CuvIELLO revealed insights into his leadership style. Several issues of importance were discussed during the Commanding General's first Fort Gordon Town Hall meeting held in May 1998.

A group of amateur herpetologists (those who study the zoology of reptiles and amphibians) gathered in the wetlands on Fort Gordon to seek these creatures out. This was the first time a field trip of this sort was held at Fort Gordon; the trip is an annual event that rotates throughout the state.

On 20 May 1998, the Army said farewell to its former secretary, Togo D. West, Jr., in ceremonies at Fort Myer, Virginia. More than 1,000 service members attended the Fort Gordon Stand-Up Safety Day on 21 May 1998 on Barton Field. Soldiers were urged to use care and extreme caution over the Memorial Day weekend. As of 1 July 1998, all disbursing, vendor pay, accounting operations and temporary duty (TDY) travel services previously handled by the Fort Gordon Defense Accounting Office moved to the Lexington, Kentucky, Operating Location.

On 27 May 1998 the first of many Air Force communications classes graduated at Fort Gordon as part of the Interservice Training Review Organization (ITRO) decision to consolidate multi-service satellite training at Fort Gordon. The National Parent Teacher Association selected the Fort Gordon Parent Teacher Association (FGPTA) for the 1997-98 Together Everyone Achieves membership Community Awareness Award. This is only the second time the award has been presented to a PTA.

Since its delivery to Fort Gordon in March, personnel of the 442nd Signal Battalion put the SMART-T through its paces. Six SMART-Ts have been set up, used to establish communications, torn down and moved to a new location to start all over again every 12 hours since 1 June 1998. The testing, sometimes using up to 70 soldiers a day, is an effort to see if this new technology has what it takes to help the U.S. Army Signal Corps dominate the flow of information on future battlefields.

Approximately 7,000 reserve and active component soldiers engaged in the world's largest signal exercise, Grecian Firebolt 98, from 6-27 June 1998. More than 35 signal battalions participated in this coast-to-coast communications exercise and Fort Gordon served as one of the major sites for the exercise. The exercise gave senior leaders and soldiers the information they need to improve theater level signal operations in support of major Army headquarters elements anywhere in the world.

Sergeant LeJohn Washington, military police dog handler, stopped to render assistance to the victims of an auto accident in which six children were involved. Sergeant Washington was presented an impact Army Commendation Medal, an award from Governor Zell Miller, and a certificate of appreciation from the American Society for Industrial Security on 21 May 1998.

Brigadier General Jerry W. McElwee, Deputy Commanding General, departed Fort Gordon on 30 June 1998 for his new assignment as Director of Command, Control, Communications and Computer Systems, J-6, U.S. Atlantic Command, Norfolk, Virginia. Colonel Velma L. Richardson assumed the position of Deputy Commander, the first female to fill this position.

It was announced in June 1998, that Fort Gordon's summer concert series with ThirdEyeBlind would be held on 1 August 1998 at Barton Field.

The 138th Signal Corps Regimental Week, 16-20 June 1998, was highlighted by the annual Regimental Retirement Review during which 22 service members were honored on Barton Field. Keeping the troops informed is the key to winning wars and the latest in the evolution of communications technology to help the Army achieve this goal is the new and improved (AN/PSC-5) Spitfire satellite communications terminal. Fort Gordon is doing its part so soldiers will be up to speed on this new equipment by teaching them how to use the Spitfire in the 31U (maintainers) course. Fort Gordon's Signal Corps Museum held an open house during Regimental Week in its new, permanent building at Conrad Hall.

The 513th Military Intelligence Brigade moved into their new barracks in June 1998. The new living quarters, part of an Army-wide upgrade that started in 1993, consist of four, three-story buildings that house soldiers of the 201st, 202nd and 297th Military Intelligence Battalions, along with Brigade Headquarters and Headquarters Company soldiers.

Outstanding service members from units throughout post were honored on 25 September 1998 at the installation's first ever Service Members' Recognition Ball. Major General Cuvillo said:

This event was the first service members' recognition ball; not the soldiers' ball or the Army ball; this distinction is very significant because it clearly shows that as an installation, as members of America's military, Fort Gordon is moving forward as a

joint-services team. Although Fort Gordon proudly remains the “Home of the Signal Regiment” and stands at the forefront of America’s Army of the future, Fort Gordon is becoming, more and more, a training and operational center for soldiers, sailors, airmen and Marines.”<sup>254</sup>

Eisenhower Army Medical Center unveiled its hyperbaric chamber on 27 July 1998, becoming one of the first DOD facilities in the Army and the only multiplace chamber in the CSRA to provide this advanced method of healing. The chamber is the only one in the Army and only one of five in DOD; there are three in the Air Force and one in the Navy. Clinical hyperbaric medicine is a program in which patients receive 100 percent oxygen at pressure greater than sea level in order to raise the level of oxygen in the body which allows healing to take place in patients with circulation and healing problems.

In a dedication ceremony on 8 July, the 513th Military Intelligence Brigade honored a fallen comrade and officially opened its new dormitory. As fellow soldiers and guests watched, officials dedicated Brown Hall, the unit’s new community center. Brown Hall honored Specialist Jeremy Brown who was killed in July 1997, in a traffic accident while deployed in Bosnia. Specialist Brown was assigned to the brigade’s 203rd Military Intelligence Battalion, based at the Aberdeen Proving Ground, Maryland.

Eisenhower Army Medical Center announced that SSG Mary C. Smith successfully passed the National Certification Board of Infection Control and is the first and only enlisted service member in DOD to be nationally certified in infection control. The mission of the Certification Board of Infection Control and Epidemiology, Incorporated is to develop and administer a certification process designed to measure knowledge of infection prevention and control and applied epidemiology.

Twenty-nine 513th Military Intelligence Brigade soldiers returned to Fort Gordon on 25 June 1998, following a five-month deployment to Southwest Asia where they provided intelligence support to the combined task force in Kuwait.

The safety of troops while training became the number one concern for commanders and noncommissioned officers up and down the chain of command as temperatures soared in the 100’s during record heat waves in the Augusta area.

West Point Class of 1978 graduate Louis Caldera, became the 17th Secretary of the Army during a 2 July 1998 swearing-in ceremony at the Pentagon. Over 700 U.S. Army Reserve soldiers of the 331st Medical Group participated in Operation Prairie Medic, a 72-hour mass casualty exercise, which provided a learning experience for doctors and medics in a combat situation. Fort Gordon celebrated Independence Day with a concert on Barton Field featuring Augusta’s Impulse Ride, Flashback and the Signal Corps Band.

General William W. Hartzog, commander of the U.S. Army Training and Doctrine Command, promoted Brigadier General CuvIELLO to Major General on 16 July 1998.

More than 2,000 soldiers from 40 units from states east of the Mississippi participated in Exercise Golden Medic at Fort Gordon and Fort Dix, New Jersey. This two-week exercise trains medical personnel to coordinate their efforts, alongside non-medical units to provide wartime combat health support. Lightning struck Fort Gordon soldiers on 17 July 1998 in Training Area 23, injuring 31 soldiers; one soldier remained at Eisenhower Army Medical Center and was listed in “good condition;” the others were treated and released to their units.

---

<sup>254</sup>1998 ACH for the Fort Gordon Public Affairs Office, ca. Feb 1999.

It was announced that Classroom XXI would soon be up and running for all resident courses on post, allowing students to view instructors via video teleconferencing or take lessons on the military occupation specialty by using a networked computer system.

Fort Gordon hosted one of the largest concerts to be held in Augusta on Barton Field 1 August 1998 as "ThirdEyeBlind," "Our Lady Peace," and "Eve Six" entertained crowds from early evening until midnight.

Woodworth Library was chosen as one of six libraries in the nation to host a videotaping of a show for the U.S. Postal Service as part of the Parent Teacher Association's America Goes Back To School event. Students from Terrace Manor Elementary School, where a large number of Fort Gordon children are zoned, attended the filming.

The 93rd Signal Brigade participated in exercise Gallant Warrior that provided an opportunity for the unit to set up communications systems in a real-world hostile environment.

Georgia State Superintendent of Schools Linda Schrenko was the guest speaker at Fort Gordon's Women's Equality Day luncheon on 26 August 1998. Schrenko, a native of Augusta and a graduate of Augusta State University, holds the honor of being the first woman in Georgia history to be elected to a statewide constitutional office.

Major Gordon Roberts, soldier, scholar, competitive marksman, father and the youngest living recipient of the Medal of Honor, was commander of the 249th General Hospital on Fort Gordon. Major Roberts earned the Medal of Honor, the highest U.S. military decoration awarded by Congress for gallantry and bravery, during the Vietnam War. He was 19 years old, and point man for his squad, when his platoon was attacked. He "took out a bunker" and assisted a large number of wounded until his company was secure.

Signal Towers and Alexander and Conrad Halls were evacuated when a suspicious package was found inside Conrad Hall. After the buildings were evacuated and the area cordoned off, the package and immediate area were searched by a bomb dog. Investigation revealed the package was harmless, a backpack secured by a reflectorized band, placed at the library by a soldier who had no ill intent.

General William W. Hartzog handed over command of the U.S. Army Training and Doctrine Command on 14 September 1998 to General John N. Abrams, then-deputy commanding general of TRADOC.

On 17 October 1998, Fort Gordon and the Augusta community united for the "Partners in Freedom Celebration" to commemorate the outstanding relationship between the installation and the Augusta community. Performances by the Green Beret Sports Parachuting Team, equipment displays, a mobile van from the National Science Center, a Black Hawk and an Apache helicopter, food, fun and entertainment were included during the day at Freedom Park. Rhett Atkins and Mark Chestnutt set the stage on fire on Barton field over the Labor Day weekend's "Dog Days of Summer" concert tour on Fort Gordon.

Retired General Gordon R. Sullivan, the 32nd Army Chief of Staff, was guest speaker for Retiree Activity Days held on post 18-19 September 1998. Activities included free health screenings and information booths with over 1,000 retirees attending. A memorial service was held on Fort Gordon in observance of National Prisoner of War/Missing in Action (POW/MIA) Day on 18 September 1998. This service honored all former American Prisoners of War, those still missing, and the families who have endured and are enduring extraordinary sacrifices on behalf of the United States of America.

The 513th Military Intelligence Brigade sent members of the 202nd and 297th Military Intelligence Battalions to Fort McPherson in Atlanta on 11 November 1998, the first leg of their

journey to Southwest Asia to begin their mission to augment U.S. forces already deployed to the Persian Gulf region. The brigade conducts theater level multi-discipline intelligence, electronic warfare and information operations in support of U.S. Army Southern Command and U.S. Army Central Command and other deploying forces during peace, war and support and stability operations. On 22 November 1998, soldiers from the 93rd Signal Brigade deployed to Central America to aid in cleaning up the devastation left by Hurricane Mitch, which caused widespread damage when it swept through the region in October. The soldiers set up a communications network for the Disaster Relief Joint Task Force under the command of U.S. Southern Command.

Secretary of the Army Louis Caldera visited the Computer Science School on post and Fort Discovery in Augusta during his visit on 17 November 1998.

Information superiority was the main emphasis of Major General Peter M. CuvIELLO's State of the Signal Regiment speech on 2 December 1998 during the 26th Regimental Signal Symposium.

Fort Gordon welcomed 40 soldiers and their families of the 252nd Signal Company on 16 December 1998 as the unit relocated to the installation from Panama, part of the scheduled drawdown of U.S. forces in Panama. The unit is under administrative control of the 63rd Signal Battalion, 93rd Signal Brigade.

The Provost Marshal's Corner provided highlights from the Military Police blotter as news of interest to readers. MPs increased patrols to catch speeders on post and provided information on summer safety.

Observances covered throughout the year included Martin Luther King, Jr.'s Birthday (Jan); African American History Month (Feb); Women's History Month (Mar); Take Your Sons/Daughters To Work Day (Apr); Asian Pacific American Heritage Month (May); Women's Equality Day (Aug); Hispanic Heritage Month (Sep); National Disability Employment Awareness Month (Oct); and in November, Native American Heritage Month. Other events covered included Arbor Day, National Volunteer Week, Recycling Awareness Month, National Library Week, Fire Prevention Week, Energy Awareness Month, Earth Day, Law Day, Military Family Week, Red Ribbon Week, Military Spouse Appreciation Day, Army Birthday and Flag Day.

Articles and photo coverage of memorial events included Memorial Day, Fourth of July, POW/MIA Day, German-Italian Memorial Day and Holocaust Remembrance Day ceremonies. Veterans Day activities and programs highlighted the sacrifices made by military personnel who served to defend the freedoms enjoyed today.

Safety articles on fire prevention, driving, swimming, boating, hunting, "home-alone" children, Halloween and Christmas holiday safety tips were covered in The Signal. The post Safety Stand-Up Day provided displays and demonstrations to inform and teach about safety issues and hazards. The Safety Office scheduled the mandatory Motorcycle Safety Course for military cyclists.

Articles on surfing the Internet, WWW links, on-line shopping, computer net talk, search engines, home pages, and cybershopping became part of the Fort Gordon news.

Town Hall meetings for military and civilian personnel, and their families, were covered throughout the year. Questions, issues, and concerns were raised concerning quality of life on post, downsizing civilian and military numbers to meet DOD stipulations, an on-post elementary school, the need for automation training, construction of new facilities, Gate 1, Gate 2 ½, Freedom Park's commemorative bricks for sale and use of the park.

The U.S. Army Soldier Show, community auction, flea markets, craft shows, car shows, concerts and dinner theater productions were covered in the newspaper.

Other stories included Army Family Team Building classes which help families understand the every day world of soldiering from use of acronyms to long and short deployments. AFTB's goals are to improve overall readiness of the force by teaching and promoting personal and family readiness, assisting in adapting to change due to draw-down, reduced resources and frequent deployments, and to respond to family issues in lessons learned from recent deployments. Articles on terrorist training were also published as the Army adopted terrorism awareness training to protect military personnel going overseas.

The Signal staff included Marla B. Jones, command information chief and deputy PAO; Janet A. McElmurray, editor; SPC Sharon G. McBride, military editor; SPC Michelle L. Helms, staff writer; SPC Sharron L. Grinder, staff writer; volunteer writer, Willis Irvin, Jr., contributing cartoonist Dennis Garman and illustrator Henry Wynn.

Linda E. Means, administrator of Fort Gordon's Dial-A-Boss program, processed 364 questions in 1998. Top concerns included using telephones for unofficial business, patronizing the Fort Gordon Recreation Area by nonmilitary personnel, post gymnasium hours of operation, illegal parking, reserved parking, handicapped parking, uniform policies and lack of barracks space for soldiers.

### **Radio/Television Operations**

Throughout 1998, the broadcast staff continued coverage of local events using a consistently small amount of material from outside sources. The "Fort Gordon Report" remained a one-anchor newscast. The report, considered one of the best in TRADOC, was under constant change, due to new personnel who come on board, using new ideas and new ways of doing things.

Two new soldiers joined the Public Affairs Office broadcast team in 1998 including SPC Daisy C. Bueno in May and SPC Tia C. Batiste in June. Both soldiers arrived at Fort Gordon from the Defense Information School, Advanced Individual Training (AIT) at Fort Meade, Maryland. Despite being new, both soldiers learned and adapted quickly, helping to fill the void left by the departure in June of SSG Lawrence (Larry) T. Gillick, Jr. SPC Bueno and SPC Batiste were well up to the task of maintaining the high standards that the "Fort Gordon Report" has achieved in the past.

Throughout the year, the broadcast staff provided narration services to the command group for many high level events and command programs including the Annual Regimental Signal Symposium, as well as talent support to the Educational Television (ETV) Branch which aided them in the production of many command information video productions.

A regular external release program was used to send new stories about Fort Gordon with worldwide interest to the Soldiers Television and Soldiers Radio Satellite Network (SRSN). These reports are then sent out to public affairs offices with cable television broadcast capabilities within the United States and the Armed Forces Radio and Television Service (AFRTS) overseas. The external release program gives Fort Gordon wide exposure with stories airing to a potential audience of over one million people.

The year ended with MSG Harry N. (Buz) Yarnell retiring and SSG Joey Gaspard serving as temporary NCOIC of Public Affairs. Staff members included broadcasters SGT Jeffrey T. Stevenson, Broadcast NCO; SPC Daisy Bueno and SPC Tia Batiste. Due to lack of personnel to take over the community relations program, broadcaster PFC Tamie M. Ramsey was assigned as community relations manager upon her return in November from Bosnia. Another new soldier joining PAO in February was engineer SPC Brett E. Pelotte, MOS 25R10, Visual Information

Equipment Operator Maintainer. Although there was no official engineer position to maintain, his contributions to PAO have been immeasurable. In addition to handling the disposition of approximately \$50,000 in excess equipment, he has helped out as a grip for the broadcast section and on tours and other community relation activities. He has truly been the "all purpose" soldier.

### **Community Relations**

The Community Relations Section continued to be a presence in the CSRA community, fostering positive relationships with citizens, businesses and local governments. Requests for the U.S. Army Signal Corps Band, color guard, unit demonstrations, tours, speakers, volunteer work and various post assets including Signal displays, parade vehicles and use of post facilities made up more than 130 community relations supported missions.

The band provided a great deal of support to the community with 45 concerts, parades and clinics; support varied from parades in Augusta and band clinics at local schools to concerts for pre-kindergarten classes. The band also received a great deal of exposure through the Riverwalk Concert Series and many events celebrating Veteran's Day and the Christmas holiday period. The presence of the Signal Corps Band in the community continues to be the biggest impact in the CSRA. Band requests were approved based on policy and the reflection its presence would have on the local community and Fort Gordon.

The color guard represented the post at 20 events in 1998 including Memorial Day, Veterans Day celebrations and area Christmas parades. Professionalism and expertise made the color guard a vital part of the post's community relations program.

Support was provided to the Total Army Involvement in Recruiting (TAIR) program with several requests for Fort Gordon's Military Police Working Dog Section for demonstrations throughout Georgia and South Carolina and tours of Fort Gordon's dining facilities.

Tours of Fort Gordon accounted for 20 community relations missions and included Boy Scout troops, groups of educators from various states, recruiting commands and Junior Reserve Officer Training Corps (JROTC) units. The Community Relations NCO conducted several windshield tours.

A valuable part of the community relations program, tours served as the installation's opportunity to show the community what is offered on post as well as the advantages of joining the military. Educator tours increased because of the many incentives offered to join the proud tradition of being a part of the military. Feedback from educators to their students helped local recruiters bring in only the best and most qualified people for military service.

In addition to tours, Fort Gordon provided speakers for the Department of Justice, Federal Bureau of Prisons, War Veterans Nursing Home, Veteran's and Memorial Day Services, and to area schools.

The monthly awards ceremony provided another way to bring the local community and Fort Gordon together. Twenty-nine presenters, representing local businesses, the Chambers of Commerce, military organizations, the credit union and a local congressman, honored members of the post community. The Service Member of the Month, Volunteer of the Month, Civilian of the Month and, on a quarterly basis, the service member, NCO and instructor of the quarter were given gifts, letters of appreciation, money, plaques and gift certificates. Businesses involved in the ceremony were: the Fort Gordon Federal Credit Union, Army and Air Force Exchange Service, Total Force, Baldino's, Holiday Inn West, Comfort Inn, Sheraton Augusta Hotel, Radisson Suites

Inn, Gordon Highway Holiday Inn, Augusta Super 8 Motel, the Brass Ring, Amerisuites, Lee's Hoagie House and Enterprise Rent-A-Car.

Four new businesses became sponsors this year: Comfort Inn Medical Center, Fort Discovery, Powerhouse Gym and the Partridge Inn. Military organizations included: Directorate of Community Activities' MWR program, Association of the United States Army (AUSA), Armed Forces Communications and Electronics Association (AFCEA), Noncommissioned Officer Association (NCOA), United Services Planning Association and Independent Research Agency, United Armed Forces Association, and the Military Benefits Association and the Federal Managers Association. Congressman Charlie Norwood's office and both the Augusta and North Augusta Chambers of Commerce continued their support of the awards ceremony. The North Augusta Chamber invited all of the winners to the chamber's monthly breakfast meetings.

### Media Relations

Media relations continued to be the primary way in which the public, as represented by the news media, obtained information on the missions and functions of Fort Gordon. The Media Relations Officer, William H. (Henry) Holmes Jr., ensured all information sent to the public print and electronic media was timely and accurate. Media relations arranged all interviews, escorted media representatives while on the installation, and served as media liaison. Of significant interest, articles about the Signal Corps and technology appeared in publications during the year. The post was featured in a cover story in an issue of *Army Times* and the publication, *Defense News*, reported on the Signal Corps. For the first time ever on the installation, a local television station, WJXT in Jacksonville, Florida, covered Reservists in training on the post and sent the story back by satellite. Local media continued their coverage of Fort Gordon in activities like the Thanksgiving meal, EXODUS, dedications, and ceremonies. Augusta's Jones Intercable continued broadcasting PAO's Fort Gordon Report. *Augusta Chronicle* reporter, Amy Joyner, remained the paper's Fort Gordon beat reporter.

In mid-January, local media covered a visit to Fort Gordon by the new Sergeant Major of the Army Robert E. Hall.<sup>255</sup> On 13 February 1998, soldiers of the 513th Military Intelligence Brigade deployed for duty in Southwest Asia.<sup>256</sup> The 93rd Signal Brigade was reactivated on 19 February 1998.<sup>257</sup> Major General (Retired) Harley L. Moore, commanding general of Fort Gordon from July 1971 until his retirement in July 1973, died on 19 February 1998.<sup>258</sup> On 27 February 1998, TRADOC Commander General William W. Hartzog visited the installation.<sup>259</sup>

During March, the SMART-T (Secure Mobile Anti-jam Reliable Tactical Terminal) arrived on post for testing in June.<sup>260</sup> On 16 April 1998, Exercise Consequence Management 98 began on post.<sup>261</sup> Major General Michael W. Ackerman met with the civilian work force on 28

---

<sup>255</sup> Article, "Enlisted Men Respect, Fear Top Soldier," *The Augusta Chronicle*, by Amy Joyner, 13 Jan 1998; Article, "Mixed Training Supported," *The Augusta Chronicle*, by Amy Joyner, 14 Jan 1998.

<sup>256</sup> Willie Mae Worthy, "Local Troops Deploy," *The Augusta Chronicle*, 14 Feb 1998.

<sup>257</sup> Amy Joyner, "Post Getting New Brigade," *The Augusta Chronicle*, 13 Feb 1998; Amy Joyner, "Army Unit Gets Status Reactivated," *The Augusta Chronicle*, 20 Feb 1998.

<sup>258</sup> Kevin Bonsor, "Former Fort Gordon Commander Dies at 79," *The Augusta Chronicle*, 21 Feb 1998; Editorial, "Gen. Harley Moore Jr.," *The Augusta Chronicle*, 25 Feb 1998; Editorial, "Footnote to History," *The Star*, 26 Feb 1998.

<sup>259</sup> Karin Schill, "General: Fort's Future Bright," *The Augusta Chronicle*, 28 Feb 1998.

<sup>260</sup> Amy Joyner, "Fort To Test Satellite System," *The Augusta Chronicle*, 23 Mar 1998.

<sup>261</sup> Alisa DeMao, "Training Exercise Simulates Attack," *The Augusta Chronicle*, 17 Apr 1998.

April 1998 to bid farewell as he leaves Fort Gordon to become the Deputy Inspector General of the Army.<sup>262</sup> On 11 May 1998, Brigadier General Peter M. Cuvillo became the new commanding general of Fort Gordon.<sup>263</sup> Army Times published a branch profile of the Signal Corps in its 18 May 1998 issue<sup>264</sup> and an article about the 74B MOS Course in its 25 May 1998 issue.<sup>265</sup> On 14 June 1998, The Augusta Chronicle published an interview with Fort Gordon's new commanding general.<sup>266</sup> During Regimental Week it was announced the new deputy commander for the installation would be Colonel Velma Richardson, the first female to hold the position.<sup>267</sup> The 513th MI Brigade moved into its new barracks, a decided contrast from past facilities.<sup>268</sup> The post participated in Exercise Grecian Firebolt in June.<sup>269</sup> Fort Gordon helped the local community when brush fires broke out in Richmond County.<sup>270</sup> The Commanding General received his second star on 16 July 1998.<sup>271</sup> In late July, the post served as site of a large medical exercise involving Reserve and National Guard soldiers from 13 states. A television station in Jacksonville, Florida, WJXT Channel 4 (CBS) owned by Post-Newsweek, covered some of its soldiers in the exercise, doing a live report via satellite back to Jacksonville from Fort Gordon, which was a first for the installation.<sup>272</sup>

On 17 August 1998, The Augusta Chronicle ran an interview with the new deputy commander, Colonel Velma L. Richardson.<sup>273</sup> Security on post increased on 28 August 1998 following recent terrorist attacks at U.S. embassies in Africa.<sup>274</sup> In the 7 September 1998 issue of Defense News, reporter George Seffers reported on the Army's informational technology purchases.<sup>275</sup> On 2 October 1998, the installation was saddened by the news of the death of Dixie Murdock, chief of Protocol.<sup>276</sup> The status of Morse Code was published by The Washington (DC) Times.<sup>277</sup> In a story on 8 October 1998, The Augusta Chronicle revealed the Pentagon is looking again at turning Eisenhower Army Medical Center into a community access to the post from hospital.<sup>278</sup> Dyess Parkway opened 30 October 1998 making Columbia County much easier.<sup>279</sup>

---

<sup>262</sup> Article, "Fort Leader Looks Back On His Work," The Augusta Chronicle, by Amy Joyner, 26 Apr 1998; Amy Joyner, "Ackerman Bids Post Farewell," The Augusta Chronicle, 29 Apr 1998.

<sup>263</sup> Amy Joyner, "Flag Passes at Fort Gordon," The Augusta Chronicle, 12 May 1998.

<sup>264</sup> Jim Tice, "Sending the Right Signal," Army Times, 28 May 1998.

<sup>265</sup> Jane McHugh, "Information Technology Provides Career Gateway for Some Enlisted," Army Times, 25 May 1998.

<sup>266</sup> Amy Joyner, "General Likes New Challenges," The Augusta Chronicle, 14 June 1998.

<sup>267</sup> Amy Joyner, "Woman Fills Position at Fort," The Augusta Chronicle, 19 Jun 1998.

<sup>268</sup> Amy Joyner, "Barracks Allow Privacy," The Augusta Chronicle, 19 Jun 1998.

<sup>269</sup> Amy Joyner, "Local Soldiers Part of Giant Contact Effort," The Augusta Chronicle, 24 Jun 1998; Article, "Exercise Tests Military Communication Skills," The Atlanta Journal-Constitution, Associated Press, 26 Jun 1998.

<sup>270</sup> Alisa DeMao and Tracie Powell, "Brush Fires Scorch Area," The Augusta Chronicle, 1 Jul 1998.

<sup>271</sup> Amy Joyner, "Fort's New Commander Receives Stars," The Augusta Chronicle, 17 Jul 1998.

<sup>272</sup> Amy Joyner, "Fort Gordon Trains Medical Personnel," The Augusta Chronicle, 21 Jul 1998.

<sup>273</sup> Amy Joyner, "Fort Gets A First," The Augusta Chronicle, by 17 Aug 1998.

<sup>274</sup> Editorial, "Ft. Gordon Security," The Augusta Chronicle, 27 Aug 1998; Amy Joyner, "Tighter Security at Base Causing Waits," The Augusta Chronicle, 29 Aug 1998.

<sup>275</sup> George Seffers, "Signal Corps Charts U.S. Army Info Tech Buys," Defense News, 7 Sep 1998.

<sup>276</sup> Obituary, "Mrs. Dixie Murdock, Signal Corps chief of protocol," The Augusta Chronicle, 4 Oct 1998.

<sup>277</sup> Rachel Roemhildt, "Tap-Tap-Tap of Morse Code Is Slowly Going Silent At Sea," The Washington Times, 7 Oct 1998.

<sup>278</sup> Amy Joyner, "Plan Suggests Downsizing Eisenhower," The Augusta Chronicle, 8 Oct 1998; Editorial, "Bad Eisenhower Plan," The Augusta Chronicle, 12 Oct 1998.

<sup>279</sup> Jason B. Smith, "Project To End Weeks Early," The Augusta Chronicle, 27 Oct 1998.

Secretary of the Army Louis Caldera visited Fort Gordon on 17 November 1998.<sup>280</sup> The Signal Corps Museum rededicated its Medal of Honor exhibit on 20 November 1998.<sup>281</sup> Fort Gordon said goodbye to some soldiers of the 93rd Signal Brigade heading for duty in Central America as a result of Hurricane Mitch.<sup>282</sup> The Augusta Chronicle reported how the installation was stretching its dollars with funds being scarce.<sup>283</sup> The 93rd Signal Brigade again sent soldiers to Central America to help out with relief efforts from Hurricane Mitch. On 16 December 1998, the 93rd welcomed soldiers from the 252nd Signal Company who moved to Fort Gordon from Panama.<sup>284</sup> On 17 December 1998, trainees departed for the holidays. Media coverage included for the first time live coverage on the 11 p.m. newscasts of the three local TV stations.<sup>285</sup> The National Science Center's two Mobile Discovery Center Vans received local media and Web page coverage in the cities they visited during the year.<sup>286</sup>

## Summary

Despite many personnel changes the Public Affairs Office successfully fulfilled its multifaceted mission. The office assisted local and national news media in reporting installation events. The command information's newspaper section produced and distributed more than 18,500 copies of The Signal each week while the television section carried on its operations in television with the "Fort Gordon Report." Fifteen thousand copies of the 1998 Fort Gordon Installation Guide were distributed along with 10,000 new 1998 Fort Gordon/Augusta maps.

The Community Relations mission continued supporting many events on the installation and throughout the local area. PAO received, processed and forwarded 150 hometown news release forms, providing an opportunity for Fort Gordon's military personnel to tell their hometowns about their successes in the military.

Public Affairs soldiers took the 1st Place trophy when the 551st Signal Battalion tested common task training skills during a validation course in April 1998. Proving that teamwork and motivation are essential to getting the job done, PAO's soldiers came out winners as directorates challenged one another. The Inspector General's Office and Protocol won 3rd Place and the Regimental Directorate of Training took 2nd Place.

The winners for the 1998 TRADOC Keith L. Ware journalism competition were announced on 29 January 1999. Fort Gordon PAO staff took fifteen of the awards: The Signal won 3rd Place in Category D, Civilian Enterprise Newspapers, Metro. SPC Sharron Grinder won 2nd Place and SPC Michelle Helms took 3rd Place in Category K, Stand Alone or Single Photograph. PAO's volunteers Dennis Garman won 1st Place and Henry Wynn received an Honorable Mention in Category N, Illustrative Art. An Honorable Mention was received for the Family Action Plan Insert in Category O, Special Achievement in Print Media and PAO volunteer Willis Irvin, Jr. received an Honorable Mention in Category Q-1, Special Contributor Writing.

---

<sup>280</sup> Amy Joyner, "Secretary Visits Fort, Hospital," The Augusta Chronicle, 18 Nov 1998.

<sup>281</sup> Amy Joyner, "Ceremony Recognizes Servicemen," The Augusta Chronicle, 21 Nov 1998.

<sup>282</sup> Amy Joyner, "Fort Gordon GIs Part With Families," The Augusta Chronicle, 22 Nov 1998.

<sup>283</sup> Amy Joyner, "Fort Stretches Scarce Funds," The Augusta Chronicle, 30 Nov 1998.

<sup>284</sup> Meghan Gourley, "Families See Off Troops Helping in Mitch Relief," The Augusta Chronicle, 6 Dec 1998; Amy Joyner, "Fort Gordon Greets New Unit," The Augusta Chronicle, 17 Dec 1998.

<sup>285</sup> Amy Joyner, "Soldiers Leave Fort For Holiday," The Augusta Chronicle, 18 Dec 1998.

<sup>286</sup> Janine DeFao, "Army Sergeant Brings Science To Life For Wary Young Students," The Sacramento Bee, 9 Dec 1998.

Broadcast media winners took all the awards this year. Winners in Category J, Television News Story, were SPC Tia Batiste, 1st Place; SGT Jeff Stevenson, 2nd Place; SPC Daisy Bueno, 3rd Place and PFC Tamie Ramsey, Honorable Mention. In Category K, Television Feature Story, SGT Jeff Stevenson won 1st Place; SPC Tia Batiste, 2nd Place and SPC Daisy Bueno, 3rd Place. In Category M, Local Television Newscast, the "Fort Gordon Report" won 1st Place. In Category P, Broadcast Journalist of the Year, SGT Jeff Stevenson won and became TRADOC Broadcast Journalist of the Year.

## COMMAND HISTORIAN OFFICE

### From The Director's Perspective

In 1998, the Command Historian Office, under the direction of Dr. Carol E. Stokes, continued to document the activities of Fort Gordon and the Signal Corps. Mark W. Dunn, Historian/Archivist, continued to maintain professional control of the archives. The archives provided a ready source of information for military personnel at Fort Gordon, throughout the Army, and to civilian researchers.

### Mission

The Command Historian continued to coordinate the Signal Corps and Fort Gordon History Program. The Signal Corps Archives, a part of the History Office, served as the repository for material documenting the history of the Corps, Fort Gordon, and the role of the Army in the Central Savannah River Area. The Command Historian served as the coordinator for the Military History Education Program.

### Resources

The History Office received adequate funds to conduct its mission. The staff of two provided the Signal Center with the resources of a professional archives, publishing capabilities, and historical insights to assist the command in the decision making process.

### Activities and Accomplishments

**Researching and Publishing:** Mark Dunn compiled, edited, printed, published, and submitted the 1998 Annual Command History and met TRADOC's 30 June suspense. This document served as the institutional memory of the Signal Center and Fort Gordon, and was the primary method of collecting approximately two cubic feet of important material that became a permanent part of the archives. In addition, the Command History Office published and distributed copies of various monographs. These included *A Concise History of the U.S. Army Signal Corps*, *The U.S. Army Signal Corps in Operation Desert Shield/Desert Storm*, *The Signal Corps and the U.S. Army Regimental System*, and *The Signal Corps Recipients of the Medal of Honor*.

The largest single user of the publications was the Office Chief of Signal, specifically the Regimental NCO, SFC Hurley E. Perry. He requested approximately 450 copies of *The*

*Concise History*, the Desert Shield/Desert Storm monograph, and the Regimental System publication. These were distributed to various Reserve Officer Training Corps units around the country.

**Speaking Engagements:** Dr. Stokes spoke to several groups in 1998. Included were presentations to schools, retired associations, and courses at Fort Gordon. Perhaps the most significant was the Army Values presentation during Regimental Week, in June 1998.

**Branch History Video:** The TRADOC commander directed all schools, including the Signal School, produce branch histories to install army values at the AIT level. A private company had been contracted to produce the video but personnel in Fort Gordon's history office, as well as those at other history offices at other TRADOC schools, were greatly involved in the process. This included doing a large portion of the script research, writing, and editing. This office was involved

**Army Values:** TRADOC also directed the schools to produce examples of individuals or groups to fit each of the seven, army values. Dr. Stokes worked this issued and culminated with her one-hour presentation during Regimental Week in which she presented slides of individuals selected to representing each of the values.

**SOMA Study:** Completed during the latter part of 1998 was the Signal Organization and Mission Alignment (SOMA) study. This study incorporated several oral; interviews with general officers on their views on the new alignment of signal organizations.

**Archival Activities:** By the end of January 1998, the final processing off the MSE collection was completed. There were some 185 boxes in the collection.

## CHAPTER IX

### NATIONAL SCIENCE CENTER-ARMY

#### From the Director's Perspective

In 1998, Fort Discovery celebrated its first anniversary of being open to the public in the Augusta Riverwalk location, while continuing to expand its educational outreach programs across the nation. The newly formed Secretary of the Army Advisory Board to the National Science Center created a Working Group who examined the national goals and began to make programmatic suggestions and offer support in strategic ways.

One of the prime concerns and areas needing improvement was the Web site. GTE Government Systems provided design, hardware, software, and programming support for the development of a new Web site that was in place by the beginning of 1999. Two staff members, a National Science Center Army (NSC-A), computer specialist and the NSCDC Inc., illustrator, continue to update and maintain the site, located at a second address. The address can be found at <http://www.nationalsciencecenter.org>.

Reaching out electronically to classrooms became a reality this year with the installation and development of programs for the Georgia Statewide Academic and Medical System (GSAMS), a video teleconferencing network. A series of programs, Fort Discovery Live, was initiated by staff demonstrators and now reaches Georgia classrooms weekly. At the same time, the National Guard supported the installation of a distance-learning classroom, designed for teleconferencing communication by video, audio, and computers. Instructional programs, teleconferenced meetings, and industry programs are being sought to use this system.

A venture in partnership with the Association of the United States Army (AUSA) was initiated and included participation in the Lewis and Clark Bicentennial Commemoration beginning in 2003 and going through 2007. Initial discussions explored ways to use the NSC vans across the country, to design programs on celestial navigation<sup>287</sup> for the portable planetarium programs, and to otherwise support educational programs about this early scientific expedition that was carried out by an all-Army team, the Corps of Discovery.

The most dramatic direction the NSC outreach program is taking is the digital route. Students, teachers, and the general Internet using public will eventually have electronic access to all of NSC produced materials and programs, including "virtual field trips" to Fort Discovery. New equipment and new staff taskings will forge ahead with this process for the new millennium.

#### Mission Statement

The National Science Center (NSC) was a joint effort between the NSC Discovery Center Inc., and the US Army, represented by the NSC-Army staff, established to support and improve science, math, communications and electronics education, and training; stimulate interest in technology and science; improve technical literacy; and facilitate technology transfer.

---

<sup>287</sup>Lewis and Clark used this method of navigating.

## Resources

A total of \$3,037,000 was expended from the NSC budget in FY98. Personnel salaries, awards, overtime, and VSIP accounted for \$2,040,500; contracts accounted for \$400,900; supplies and equipment required \$301,500; travel accounted for \$181,400; and "other" expenses amounted to \$112,700.

Vicki Johnson's detail as the NSC Liaison Officer at the Pentagon terminated in July; she returned to the National Science Center to resume her position as Chief of Education and Technology. Micki Bowman returned from "leave without pay" status to resume her position as the NSC Liaison Officer.

In February, Sharon Weathers' detail as Chief of the Administration Department ended and Ollie Washington was appointed Chief of Administration.

## Exhibits and Special Programs

The Explainer Staff, a mixed staff including NSC-Army employees, NSCDC Inc employees, and volunteer, continued to develop expertise and services as guides to the various exhibit areas in Fort Discovery. Explainers were scheduled to cover each area of the building. Some exhibits, especially those with safety issues such as the high-wire bike, the pendulum swing, and the moon walk, were always staffed during operating hours. The Fort Discovery policy for the explainer staff was to provide assistance, encouragement, and guidance to visitors to ensure that each visitor had a positive learning experience in the science center.

Science demonstrations in the Power Station were a key component of the educational experience offered to students and the general public. The trained demonstrators, led by Dick Donnelly and Waymon Stewart, included members of the explainer staff and volunteers. They were also called upon to visit schools to fulfill specific requests. They began a series of short demonstrations weekly on a local morning television show. As the year ended, plans were initiated to begin a weekly, 45-minute series of demonstrations, "Fort Discovery Live", on the Georgia State Academic and Medical Systems teleconferencing network.

Special programs focusing on specific themes were presented as added value to the visitor experience, for students and the general public, throughout the year. Two groups formed to focus on specific themes: the Space Week Committee and the CSRA Environmental Science Education Cooperative. Space Week was observed the last week of January; Fort Discovery co-sponsored the event with the Savannah River Chapter of the National Management Association. Space Week '98 featured NASA exhibits at Fort Discovery, a visiting astronaut, Commander Susan Still, NASA educator Les Gold, and NASA engineer Mark Steiner. In addition to presentations at Fort Discovery, each NASA visitor spent several days addressing students in local schools. The committee continued to work throughout the year in preparation for Space Week '99.

The Environmental Science Education Cooperative was formed by 13 different organizations in the area, representing Georgia and South Carolina, federal, state, and local governments, universities, and private groups. After adopting a Memorandum of Understanding, the group set up displays for Earth Day '98 in April, shared information about summer programs, established a Web Site to provide information to teachers about resources, and hosted an Educator's Reception in November. The Reception introduced the Cooperative and featured a guest speaker, Dr. Whit Gibbons, from the University of Georgia Savannah River Ecology Lab.

A biology research representative from the Lab, Tony Mills, conducted a Saturday public program at Fort Discovery in February, displaying the bio-diversity of wildlife found at their site. Another field researcher, David Scott, also gave a presentation in August, focusing on the peculiarities and wildlife found in the unique swamps and Carolina Bays found in this area. Other programs during the year included:

- A "Create a Kite" workshop for parents and children in March,
- an Earth Day dramatic production of "Emily Earth" presented by a local playwright with a student cast,
- celebration of National Science and Technology Week in April with the theme "Polar Connections",
- public presentation on the Antarctic discovery and research on a Mars Rock by one of the researchers, Chris Romanek,
- participation in the Parent-Teachers Association First Synergy Conference, hosting a dinner and presentation at Fort Discovery in late July,
- a Lynx Educator's Night at Fort Discovery to introduce the new ice hockey team concept and their educational programs available to school systems, (Note: a Science of Ice Hockey demonstration was given as a sample of what would be available from Fort Discovery demonstrators).
- participation in the Arts in the Heart festival with special displays and demonstrations on the Riverwalk in September,
- participation in the Children's Festival on the Riverwalk with displays and the introduction of the Fort Discovery mascot, Seymour Squirrel,
- Aeronautics and Flight Workshops for teachers, home schoolers, and youth leaders presented in October by Pat Biggs, a NASA representative from Langley, Virginia.

Proposals to the American Association for the Advancement of Science resulted in two educational projects connected with exhibits. A summer workshop for girls was granted funding in conjunction with Girls, Inc., of Augusta, and the Georgia Public Television. Inner city girls were given hands-on opportunities to investigate and create science projects and meet female scientists and engineers. The second proposal was granted to the National Science Center and Sege Middle School to develop a curriculum project and Web Site on the theme, The Changing Earth, for Public Science Day '99 in January. NSC was one of eight sites selected nationally.

Three traveling exhibits were hosted at Fort Discovery after the NASA exhibits for Space Week moved out. A Lego in space exhibit featured creations by Lego engineers of various space topics and themes, while several "free" areas offered opportunities for visitors to create their own. A contest for the best space-related creation was held for young designers one Saturday.

"Mysteries of the Bog" was the next exhibit to be installed which features both interactive, live, and static displays featuring the peculiarities of bogs around the world, and particularly the history and biology of the cranberry bogs in New England.

The last traveling exhibition of the year was "Turbulent Landscapes" which artistically and dynamically depicted the forces of nature upon the earth, including wind, water, and gravity. Featured exhibits allowed visitors to feel a tornado forming, to watch wind action on desert terrain, and see the eye of a hurricane form and move.

### **Portable Planetarium (STARLAB)**

The Starlab portable planetarium outreach program continued to be a successful educational program for the NSC. There were three training sessions conducted for teachers in 1998. All three sessions were taught on site at Fort Discovery using a classroom, the Knox Gallery and the Paul S. Simon Theater stage area. One of these training sessions, Starlab Level 2, was a newly developed course, for previously trained NSC Starlab level-one teachers. There are approximately 375 teachers who have been trained by NSC at level one. There are now 11 new graduates of the level two training. We continued a collaboration with the Berkeley-Dorchester Math and Science Hub in Moncks Corner, South Carolina, near Charleston. This hub rents one of our planetariums for the year and coordinates the Starlab in their hub district with NSC trained teachers.

Starlabs continued to be rented throughout the year to schools as usual. In 1998 NSC started renting the Starlabs to civic groups and churches in the Central Savannah River Area. The Starlab was featured at several vacation bible school classes, the Boy Scouts and Girl Scouts, Walton Rehab Hospital Camp and the Cooking for Kids civic program. Another new use of the Starlab program included presentations using the NSC larger dome that seated approximately 60 people. This dome, housed in the Paul S. Simon Theater, was used for evening events, camp-ins, and Starlabs Level 2 training.

### **Mobile Discovery Center Vans**

Two expandable theater vans and the mobile discovery centers, continued to cross the country reaching schools in rural and inner city areas. During the 1998 school year, 33,828 students were hosted in the vans at 58 stops, serving 80 schools.

This year, the van visited sites in Georgia, Washington D.C., New Jersey, Pennsylvania, Virginia, South Carolina, Texas, Washington, Oregon, and California.

Each van was staffed by two enlisted personnel provided by the Recruiting Support Battalion (RSB) headquarters at Fort Knox, Kentucky. The Non-Commissioned Officer in charge (NCOIC) of the vans, located at Fort Discovery, handled scheduling of the vans, maintenance, personnel schedules, supply and other concerns. The NCOIC also served as a replacement in case of emergency.

### **Math and Science Summer Camps**

The number of Math and Science Camp programs using NSC hands-on curriculum continued to grow nationwide with careful planning and shared funding with partners. The NSC provided the curriculum, instructor training, Camp Coordinators, and materials for the curriculum.

Camps were held with 45 partners in 19 states, reaching a total of 3,149 students with participative math and science activities. Site were located in Georgia, South Carolina, Maryland, Virginia, Kansas, New York, Texas, Tennessee, Illinois, Michigan, New Mexico, Arizona, Indiana, New Jersey, California, South Dakota, Colorado, and Mississippi. The student camps, sponsored by NSC locally, were scheduled at middle and elementary schools in Richmond County and at Fort Discovery.

## **Junior Reserve Officers' Training Corps (JROTC) Camps**

### **JROTC Summer Camps**

The NSC continued to expand the JROTC Summer Camp Outreach Program across the country in 1998. Total participation grew from 18,736 cadets at 46 camps to 21,000 cadets at 58 camps. Camps were held in Arizona, Arkansas, California, Pennsylvania, Virginia, Florida, Massachusetts, Georgia, Wisconsin, Louisiana, Mississippi, Texas, West Virginia, Alabama, Michigan, New Jersey, North Dakota, Utah, Colorado, Indiana, Kentucky, North Carolina, Puerto Rico, and the Panama Canal Zone. We also welcomed eight new Air Force JROTC schools into the program.

The NSC provided the curriculum and materials for eight hours (4 hours of science and 4 hours of math) of hands-on activities. Battery powered cars, spinning coil motors, telegraphs, and flashlights, were constructed as part of the science activities. Problem solving, role playing, and modeling were used in the math activities. Train-the-trainer workshops were conducted at six locations across the country. There were 117 senior military and civilian educators that attended the NSC-A's training.

### **JROTC In-School Program**

There are nearly 1,400 JROTC high school programs. It is estimated from information provided by camp commanders that less than half of the schools participate in the summer camps. It is also estimated that of the JROTC high school programs that attend camps, that less than 10 percent of their cadets attend the camps due to limited funds, billeting, etc. In 1998, the NSC implemented the in-school Math and Science Program (ISMSP) on an experimental bases. JROTC math and science kits were provided to 15 high schools across the country. It is estimated that 2,160 cadets will be conducting the math and science activities during the 1998-1999 school year. Plans are to possibly double or triple the number of schools during the 1999-2000 school year.

### **Summer Teacher Workshops**

For the eighth year, summer workshops were offered to teachers; registration fees were \$25 per staff development unit. Teacher workshops covering technology, physics, mathematics, grant writing, and STARLAB training were offered in six sessions with 30 hours of instruction. Courses offered to the 81 attendees also included instruction ranging from seven to 20 hours in computer applications, puppetry, Project Learning Tree, and Project Wild and Aquatic. Staff development credits were approved from the State of Georgia, through the Georgia Department of Education Technology Training Center.

### **TELTRAIN**

The NSC broadcast two satellite programs, called TELTRAINS, in 1998. The prerecorded programs focused on science, math, and technology subjects. The programs were usually geared to middle school teachers and students, but anyone with the capability to receive a C band signal was able to participate. Program manager and producer for the broadcasts was Jan Hemphill.

The first broadcast in March, "Exploring Polar Connections," demonstrated the activities for National Science and Technology Week (NSTW) 1998. The program featured a studio audience of teachers who enjoyed some of the hands-on activities available in the '98 NSTW teacher packets. David Heil, host of the PBS Emmy-award winning show "Newton's Apple," guided the teachers through the activities. The program was recorded in the ETV studios on Fort Gordon. "Spooktacular Science," was broadcast in October. The program featured six demonstrators presenting hands-on science demonstrations. Theme was that the experiments were science, not magic.

### **NSC-A Focus Newsletter**

Editor, Jan Hemphill, published The National Science Center FOCUS newsletter four times this past year. The content included information about the mission and programs of the NSC, serving as another outreach to the nation. A mailing list reached over 10,000 including all Fort Discovery members and those who have participated in NSC programs or expressed an interest in the NSC. There was no subscription fee.

### **Teacher Resource Center (TRC)**

The National Science Center's TRC located at Fort Discovery, has another very successful year. The local center had 942 visitors in 1998. Three different large kit programs and six new software titles were added to the resource collection. Our resident TRC presently has a total of 4,963 items.

### **Satellite TRCs**

The off-site program also experienced a successful year. Sites at Columbus State University in Columbus, Georgia, and the Berkeley-Dorchester Mathematics and Science Hub at Moncks Corner, had a total of 400 teachers using 718 NSC items in their classrooms. Each site continued numerous staff development programs utilizing these loaned materials. In March 1998, cooperative agreements were renewed after successful site evaluations. This established a first for using and evaluating five-year cooperative agreements with annual evaluations.

### **Education Technology**

The NSC at Fort Discovery in partnership with the Department of Administrative Services (DOAS), State of Georgia brought a Georgia Statewide Academic and Medical System to Fort Discovery. The GSAMS is a world leader in providing distance learning, telemedicine, and other programs and services. The GSAMS serves citizens throughout Georgia with an emphasis on connecting rural communities with urban resources. To accomplish its mission, GSAMS uses state-of-the-art two-way video teleconferencing systems connecting over high speed telephone lines (T1s) to create a virtual medical and educational community across Georgia. The GSAMS community has eliminated the barriers of distance and provided access to resources and opportunities only limited by one's imagination.

The GSAMS was created through the Georgia Distance Learning and Telemedicine Act of 1992. The DOAS Information Technologies Services implemented GSAMS in partnership with

the Medical College of Georgia College, the Board of Regents, the Department of Education, the Department of Technical and Adult Education, the Department of Corrections, the Department of Children and Youth Services, Bellsouth, 33 Georgia independent telephone companies, others in private industry and science centers, and museums, to include Fort Discovery.

During 1998, the NSC staff supervised the installation of GSAMS equipment at Fort Discovery, and provided staff training on technical and program implementation aspects of GSAMS. Programming was designed, developed, and prepared for implementation during January 1999. Programming schedules were developed and advertised for 21 programs to be implemented in January 1999. Presenters were trained and participants for the programs were scheduled.

These first few months operation, January-May 1999, will serve as a pilot, with the intent to offer programming across the US in the near future.

### **Basic Electronics Training**

The NSS-A received the basic electronics training materials in a new format: Compact Disk - Read Only Memory (CD-ROM). Curriculum used in the Signal Center's Basic Electronics Training Program was converted into CD-ROM format that is IBM and Apple compatible. ADOBE Acrobat reader is included on each CD-ROM. The material was made available to schools for their vocational or technology courses as well as to supplement science classes. Topics include alternating/direct current fundamentals, power supplies, transistor theory, AM/FM/single side band theory, and computer fundamentals.

### **National Science Center Discovery Center, Inc. - The Partner**

The past year has been exciting as well as challenging one. It was exciting to see the thousands of students and visitors who came to Fort Discovery to experience the many hands on exhibits, demonstration, workshops, and educational opportunities. It was challenging to work through the difficulties of going from the grand opening to the day to day operation of a National Science Center.

In January, a new volunteer coordinator was hired. She immediately set out to increase the number of active volunteers on our staff. Her hard work has resulted in the largest active staff of volunteers ever. Over 150 people serve in various capacities ranging from greeting visitors to presenting live science demonstrations on TV. These volunteers have been an invaluable addition to the staff of Fort Discovery.

In February a new Manager of Operation and Visitors services was hired to oversee the operations of Fort Discovery. This improved the coordinating of the various events and day to day operations of the center.

With the resignation of the Marketing Director in October, a reorganization of the marketing, sales and public relations departments was accomplished. A new focus in marketing was begun to give Fort Discovery a greater exposure in the local area. Radio billboards, television, coupons, and printed media were all used to inform the public about the "Smart place to have fun" - Fort Discovery. In addition, there is now a person who is concentrating on providing special services to the members of Fort Discovery by informing them of special "member only" events, encouraging their continued support and seeking new members. Birthday parties and private

facility rentals are also continuing to increase as more and more people and corporations learn of the unique facilities of Fort Discovery.

Over the past year Fort Discovery has hosted more than 140,000 visitors including 53,000 students, 21,000 visits by Fort Discovery members, and 1,500 visits by members of other science centers. These visitors have experienced over 250 interactive exhibits, several different traveling exhibits, various special events, workshops and many other learning opportunities. With the recent completion of a new long distance learning facility and plans for a statewide weekly science broadcast into Georgia schools, these opportunities will be even greater in the future. The Paul S. Simon Theater continued to be a popular attraction and was recently awarded an international award for its special effects. The Power Station, cart demonstrations, and million-volt tesla coil added to the unforgettable experience of a visit to Fort Discovery.

### **Summary**

The National Science Center's first year of celebrating its existence at Fort Discovery marked a great success in all aspects of the program. We only touched the "tip of the iceberg," as we became more digital. Nevertheless, our outreach programs and special emphasis programs remained vital to our mission, and continue to add great value to our vision.

## APPENDIX A

### C4RDP BRANCH BRIEFINGS-1998

**Jan 20-23** -- Briefing on C4RDP and working group with members of System Architecture Branch and CASCOM in support of the Global Combat Service Support - Army (GCSS-Army) to identify GCSS-Army requirements in the 2<sup>nd</sup> Digitized Force System Architecture (2DFSAs).

**Jan 21** -- Members of C4RDP participated in a Medical Operational Architecture (OA) working group to identify areas that are common to the Medical OA and C4RDP.

**Jan 27** -- Final Study Advisory Group (SAG) meeting in support of the C4RDP Modernization Program.

**Feb 3** -- Briefed members of General Telephone and Electronics (GTE) on the C4RDP program, products, and development processes.

**Feb 5** -- Briefed members of the Architecture Branch, Requirements Division, USMC Combat Development Command on the C4RDP program, products, and development processes.

**Feb 10** -- Briefed CG, SIGCEN on the C4RDP program status and demonstrated the C4RDP Support System Version 3.0 Beta.

**Feb 27** -- Briefed GEN Hartzog on the C4RDP program and demonstrated the C4RDP Support System Version 3.0 Beta.

**Mar 18** -- Members of C4RDP attended the Army Operational Architecture (AOA) Configuration Control Board (CCB) Video Teleconference (VTC) to address the format and content of FORCE XXI Information Exchange Requirements (IERS).

**Mar 30-1 Apr** -- Participated in the Functional Description of the Battlespace (FDB) Training Requirements Analysis Process (T RAP) technical working group to develop a methodology to import and use data from the C4RDP databases in the T RAP.

**Apr 14-15** -- Participated in the TRADOC Program Integration Office Army Battle Command Systems (TPIO-ABCS) technical working group to develop the Operational Architecture products.

**Apr 20** -- Briefed members of the Chaplain Corps on C4RDP and discussed the requirement for Chaplains to have FORCE XXI Battle Command Brigade and Below (FBCB2) included in their Operational Facility (OPFAC) Rules.

**May 1** -- Attended the Core Architecture Data Model (CADM) in Alexandria, VA to interpret C4RDP IER data and data structure for CADM incorporation.

**MAY 5-7** -- Participated in the TPIO-ABCS Army Operational Architecture (AOA) workshop at Fort Leavenworth, KS to discuss and review the current and future Operational Architecture development efforts.

**May 8** -- Briefed the Deputy Under Secretary of the Army (DUSA) Operations Research (OR) on the C4RDP AR 5-5 Study conducted from 1 Jan through 31 Dec 97.

**May 13** -- Members of C4RDP branch conducted a technical working group with members TPIO-ABCS to identify and determine the processes and product formats required to integrate the C4RDP, Operational Architecture (OA), Systems Architecture - Conceptual (SA-C) and Modeling Simulation (M&S) products.

**May 26** -- Briefed CG, SIGCEN on the C4RDP program and demonstrated the C4RP Support System Version 3.0 Beta.

**Jun 9-11** -- Briefed and demonstrated the C4RDP Support System Version 3.0 at the Armed Forces Communications-Electronics Association (AFCEA) TECHNET 98 Conference.

**Jul 14** -- Briefed members of the Architecture Division Director, DISC4 and C4I Division, HQ TRADOC on the C4RDP program and products.

**Jul 16** -- Attended the Army Operational Architecture (AOA) Configuration Control Board (CCB) meeting at Fort Leavenworth, KS, to receive a brief-out of Product Change Requests (PCRs) Action from the Product Change Review Board (PCRB).

**Jul 23** -- Briefed CG, Combined Arms Center (CAC) on the C4RDP program and products

**Jul 28** -- Briefed and demonstrated the C4RDP Support System Version 3.0 to members of the Naval Research Laboratory, Washington, DC.

**Jul 28** -- Briefed Director of Programs and Architecture, DISC4 on the C4RDP program and products.

**Jul 28** -- Participated in a telephone conference with members of TPIO-ABCS to discuss requirements to facilitate the integration of the Operational Architecture (OA).

**Aug 13** -- Conducted a technical working group with members of TPIO-ABCS to address issues pertaining to OPFAC, Information Exchange Requirements (IERS), and a prioritized list of Data Elements required by the C4RDP and Modeling and Simulation Branches.

**Aug 24** -- Met with members of CASCOM Information Systems Directorate to coordinate CASCOM OPFAC issues in preparation for the Sep 98 OPFAC Board.

**Sep 21** -- Participated in the Enhanced Brigade (eBDE) conference at New Orleans, LA to address issues from members of National Guard Bureau (NGB) Enhanced Brigades on understanding the OPFAC process.

**Oct 23** -- Briefed members of the DCD, Fort Bliss on the C4RDP program and products.

**Nov 4-6** -- Participated in the TPIO-ABCS Army Operational Architecture (AOA) workshop at Fort Leavenworth, KS to discuss and review the current and future Operational Architecture development efforts.

**Nov 10** -- Briefed the CG, SIGCEN on the results of the Joint Tactical Radio System (JTRS) Quick Study to provide an estimate of JTRS requirements for DSCOPS.

**Nov 17-19** -- Participated in the Joint Operational Architecture (JOA) working group meeting hosted by J-6, Washington, DC to define and gain consensus on the JOA components, scope, deliverables, methodology, timelines and milestones.

**Dec 3** -- Briefed members of NATO, HQ Allied Command Europe, Rapid Reaction Force (HQ ARRC) on the C4RDP database and on the OPFAC and Information Exchange Requirements (IERS) approval mechanism built into the C4RDP Support System. NATO requires a similar system to identify and control equipment and information exchanges in the European Theater.

**Dec 9** -- Briefed the Director, Directorate of Combat Developments (DCD), Ft Sill, Ok and his staff on the C4RDP process and products.

**Dec 9-11** -- Attended the National Guard Enhanced Separate Brigade (eSB) Conference, Charleston, SC and briefed the conference on C4RDP and the Joint Tactical Radio Study (JTRS) being conducted. Also, reviewed the eSB TOE/MTOE changes (DA Forms 2028) being requested through the National Guard Bureau.

**Dec 10** -- Briefed and demonstrated the C4RDP Support System to a member of TRADOC Analysis Center (TRAC), Ft. Leavenworth, KS. Also, discussed the Joint Tactical Radio System (JTRS) AR 5-5 study and their participation in the Study Advisory Group (SAG).

**Dec 16** -- Briefed and demonstrated the C4RDP Support System to a member of DISC4.



## APPENDIX B

### TRADOC System Manager for Tactical Radios Significant Events - 1998

<u>Date:</u>	<u>Event:</u>
Feb/Mar	NTDR Field Test I
5 Mar	ASIP SINCGARS PMR at Fort Wayne, Indiana
23 Mar	JROC Validated the JTRS KPPs
25 Mar	SINCGARS Automated ACUS Interface Demo at Taunton, Massachusetts
20-24 Apr	MIDS Logistics IPT at San Diego, CA
6 May	ASIP SINCGARS PMR at Fort Wayne, Indiana
30 May	JTIDS 2M Full Rate Production (FRP) decision approved
3 Jun	JTIDS 2M Full Rate Production (FRP) Contract award completed
10-12 Jun	GDLS SIP SINCGARS PMR at Tallahassee, Florida
Jul	Completed EPLRS Net Control Station Retrofit (13SigBn)
21 Jul	ASIP SINCGARS PMR at Fort Wayne, Indiana
Aug	FBCB2 Limited User Test (LUT)
24 Sep	ASIP SINCGARS PMR at Fort Wayne, Indiana
14 Nov - 19 Dec	JTIDS LUT conducted at Fort Bliss, Texas
2-11 Dec	ASIP SINCGARS Customer Test at Fort Bragg, North Carolina
10 Dec	ASIP SINCGARS PMR at Fort Wayne, Indiana
12-14 Dec	SINCGARS ICWG held at Fort Wayne, Indiana



## APPENDIX C

### DISTINGUISHED VISITORS – 1998

#### General Officers, Colonels, Sergeant Majors

4-5 Jan	LTG Tommy R. Franks, Commanding General, Third US Army, Ft McPherson, GA
5-7 Jan	MG (R) William Olesky, Dahlongea, GA
7-8 Jan	MG (R) Burlyn Sutton, Greenville, SC
9-10 Jan	BG Lowell Detamore, Deputy Commander, 335 <sup>th</sup> Signal Brigade, East Point, GA
11-12 Jan	MG (R) Burlyn Sutton, Greenville, SC
11-14 Jan	SMA Robert E. Hall, Sergeant Major of the Army, Washington, D.C.
15-16 Jan	MG (R) Robert Wiegand, Big Canoe, GA
19-20 Jan	LTG (R) Thomas Ayers, Columbia, SC
26-27 Jan	LTG William J. Bolt, Deputy Commanding General for Initial Entry Training, USATRADO, FT Monroe, VA
26-28 Jan	BG (R) Dallas C. Brown Jr., Bluffton, SC
26-30 Jan	COL Michael Anderson, Judge, Social Security Office, Hearing and Appeals, Montgomery, AL
27-28 Jan	MG Larry G. Lehowicz, Commanding General, US Operational Test & Evaluation Command, Alexandria, VA
2-5 Feb	COL Robert Murphy, G1 for Army Signal Command, FT Huachuca, AZ
4-6 Feb	BG James Bryan, Office of Director of Info Systems for Comd, Control, Communications and Computers, 107 Army Pentagon, Washington, DC
4-6 Feb	Chaplain (COL) Calvin Sydnor, TRADOC Staff Chaplain, United States Army Training and Doctrine Command, FT Monroe, VA
5-6 Feb	BG Roger Burrows, Assistant Division Commander for Maneuver, 38 <sup>th</sup> Infantry Division, Wyoming, Michigan
5-6 Feb	MG (R) William Olesky, Dahlongea, GA
6-8 Feb	BG David Foley, Deputy Commanding General, USA MP School, FT McClellan, AL
9 Feb	BG William Russ, Deputy Director, Chief Information Office, USA Signal Command, FT McPherson, GA

9-12 Feb	MG (R) Guy Hairston, Shelbyville, TN
11-12 Feb	BG (R) James Kreidler, Hilton Head, SC
11-15 Feb	BG Alfred Valenzuela, ADCS 3d ID, FT Stewart, GA
12-13 Feb	MG (R) Forrest Abbott, Greenville, SC
12-13 Feb	MG James Emerson, Deputy Commanding General-ARNG, TRADOC, FT Monroe, VA
16-19 Feb	BG Gaylor Gunhus, Deputy Chief of Chaplains, DA, Washington, DC
17-12 Feb	COL Kenneth Gongaware, Commander, 11 <sup>th</sup> Signal Brigade, FT Huachuca, AZ
18-19 Feb	MG Charles G. Suttan Jr., CG, USASC Command, FT Huachuca, AZ
18-20 Feb	BG (R) William Dwyre, Parrish, FL
18-20 Feb	LTG David J. Kelley, Director, Defense Information Systems Agency, Arlington, VA
18-20 Feb	BG (R) Howard Kreidler, Hilton Head, SC
18-20 Feb	SMA(R) Leon Vanautreve, San Antonio, TX
19-20 Feb	BG (R) Wilford Hoff, Manning, SC
22-23 Feb	LTG (R) Thomas Ayers, Columbia, SC
22-24 Feb	MG (R) John Brashear, Roswell, GA
22-24 Feb	BG (R) Allen Grum, Macon, GA
24 Feb	LTG George Fisher, Commanding General, 1 <sup>st</sup> USA, FT Gillem, GA
25-26 Feb	MG (R) Story Stevens, Hilton Head, SC
26-27 Feb	GEN William W. Hartzog, CG TRADOC, FT Monroe, VA
3 Mar	GEN(R) Carl Vuono, MPRI International Group, Alexandria, VA
5-6 Mar	MG (R) Robert Seedlock, Savannah, GA
6-7 Mar	MG (R) James Pennington, National Association of Uniformed Services, Alexandria, VA
7-11 Mar	BG (R) Larry Capps, Huntsville, AL
9-10 Mar	BG (R) Howard Kreidler, Hilton Head, SC
10-11 Mar	LTG Montgomery C. Meigs, Commanding General, USACAC, FT Leavenworth, KS
10-13 Mar	MG (R) Guy Hairston, Shelbyville, TN
15-16 Mar	MG (R) Robert Wiegand, Big Canoe, GA

16-17 Mar BG (R) Houston Houser, Atlanta, GA

16-17 Mar BG (R) Eugene Phillips, Royston, GA

16-20 Mar COL Daniel Fake, TRADOC Inspector General Team, TRADOC, Ft Monroe, VA

18-19 Mar MG (R) Robert Seedlock, Savannah, GA

18-21 Mar COL Randy Treiber, Chief Medical Service Corp Branch PERSCOM, Alexandria, VA

22-23 Mar BG (R) Howard Kreidler, Hilton Head, SC

22-23 Mar MG John D. Thomas, CG, INSCOM, Ft Belvoir, VA

22-25 Mar COL Barbara Fast, Commander, 66<sup>th</sup> MI Group, Augsburg, Germany

23-24 Mar BG (R) John Hedrick, Haymarket, VA

23-24 Mar LTG (R) John Yeosock, Peachtree City, GA

24-28 Mar LTG (R) Alcide LaNoue, MacDill AFB, FL

26-27 Mar LTG (R) Samuel Wakefield, Oskosk, WI

26-28 Mar BG (R) Allen Grum, Macon, GA

27-28 Mar BG Jamie Barkin, Commander, 332d Medical Brigade, Nashville, TN

28-29 Mar BG (R) Ray Leonard, Georgetown, SC

29-31 Mar BG Dee A. McWilliams, Director, Enlisted Personnel Management, PERSCOM, Alexandria, VA

1-2 Apr LTG Tommy R. Franks, Commanding General, Third US Army, FT McPherson, GA

6-10 Apr BG Charles Johnson, USAF, Program Director for CIT SPO, Wright-Patterson AFB, OH

7-8 Apr MG Clyde Hennies, Adjutant General Alabama NG, Montgomery, AL

7-13 Apr LTG Douglas Buchholz, Dir, Comd, Control, and Computer, Washington, DC

8-12 Apr LTG William Kernan, Commanding General, XVIII Airborne Corps, FT Bragg, NC

8-13 Apr GEN(R) Sam Walker, Pinehurst, NC

8-13 Apr MG(R) Kenneth Hagemann, Highlands Ranch, CO

8-13 Apr MG(R) Donald Brown, Lagovista, TX

8-13 Apr BG(R) Edwin Dosek, Crofton, MD

8-13 Apr BG(R) Robert Lee, Riverside, CA

9-12 Apr BG(R) Bruce Staser, Ponte Vedra Beach, FL

10-11Apr MG James Riley, CG, 3D INF DIV (MECH), FT Stewart, GA

10-13 Apr LTG(R) Edgar Anderson, Kansas City, Missouri

11-12 Apr LTG(R) John Blount, Columbia, SC

11-13 Apr BG(P) Harry Raduege, Director, Command, Control, Comm and Computer Systems, MacDill AFB, FL

13-14 Apr LTG Tommy R. Franks, Commanding General, Third US Army, FT McPherson, GA

13-15 Apr MG (R) Guy Hairston, Shelbyville, TN

14-15 Apr BG Darrell Porr, Commanding General, 44<sup>th</sup> Medical Brigade, FT Bragg, NC

15-16 Apr BG Jamie Barkin, USAR, Commander, 332d Medical Brigade, Nashville, TN

15-19 Apr MG (R) Joseph Gray, Winchester, VA

15-17 Apr MG (R) Joseph Fant, Columbus, MS

16-18 Apr BG Donna Barbish, Deputy Commander, 3d MEDCOM, Atlanta, GA

17-20 Apr BG Fred Haddad, Deputy for Command Administration, 3d MEDCOM, Decatur, GA

19-24 Apr COL Dan Baker, Special Assistant to J3, Joint Chief of Staff, Washington, DC

21-24 Apr BG James Bryan, Office of the Dir of Info Systems for Comd, Control, Comm & Computer Systems, Army Pentagon, Washington, DC

22 Apr LTG Edward G. Anderson III, Commander, USA Space and Missile Defense Command, Arlington, VA

22 Apr BG Steven W. Boutelle, PEO, Command, Control, & Communications Systems, FT Monmouth, NJ

22-24 Apr LTG William H. Campbell, Dir of Information Systems for Command, Control, Communications and Computers, Office of the Secretary of the Army, Washington, DC

28-29 Apr MG (R) William Olesky, Dahlongea, GA

29-30 Apr MG (R) Warren Johnson, Woodstock, GA

29-30 Apr RADM Richard Nibe, Deputy Director for Military Support for the National Reconnaissance Office, Washington, DC

29-30 Apr MG (R) John McWaters, Cumming, GA

30 Apr – 1 May BG (R) Allen Grum, Macon, GA

2-15 May BG Peter CuvIELLO, Director, Programs & Architecture, DISC4, Washington, DC

5-6 May MG (R) Story Stevens, Hilton Head, SC

9-12 May	LTG David J. Kelley, Director, Defence Information Systems Agency, Arlington, VA
10-11 May	LTG Douglas Buchholz, Director, Command, Control, Communications and Computers, J6, 6000, Joint Staff, The Pentagon, Washington, DC
11 May	MG Gerard Brohm, Commanding General, USA Communications-Electronics Command & Ft Monmouth, FT Monmouth, NJ
11 May	LTG William H. Campbell, Dir of Information Systems for Command, Control, Communications and Computers, Office of the Secretary of the Army, Washington, DC
11 May	LTG (R) Peter Kind, Salt Lake City, UT
11 May	BG (R) Robert E. Wynn, Alexandria, VA
11 May	BG (P) Thomas A. Wessels, Deputy Commander, 335 <sup>th</sup> Sig Command, East Point, GA
12-13 May	GEN William W. Hartzog, Commanding General, USATRADOC, FT Monroe, VA
13-14 May	BG Jack Davis, Commanding General, Parris Island, Parris Island, SC
18-21 May	BG Daniel R. Zanini, Deputy Chief of Staff for Combat Developments, TRADOC, FT Monroe, VA
19 May	MG James W. Darden, Commanding General, US Army 81 <sup>st</sup> Regional Support Command, Birmingham, AL
19-21 May	MG David Hale, DA IG Office, Washington, DC
20 May	COL George Kinoshita, Asian-Pacific Command
20-21 May	MG (R) Story Stevens, Hilton Head, SC
26-27 May	MG Larry G. Lehowicz, Commanding General, US Operational Test & Evaluation Command, Alexandria, VA
26-30 May	MG David Hale, DA IG Office, Washington, DC
26-27 May	BG (R) Maxie Redic, Hartsville, SC
30 May – 1 Jun	LTG (R) Jeffery G. Smith, Alexandria, VA
2-3 Jun	MG (R) Peter Boylan, Milledgeville, GA
2-3 Jun	BG Hawthorne Proctor, Commander, Defense Supply Center-Philadelphia, PA
2-4 Jun	MG (R) Charles Scanlon, Fairfax Station, VA
7-8 Jun	BG (R) Dennis Crumley, Fayetteville, GA
10-11 Jun	MG Alfred Valenzuela, Deputy Commander and Commander-in-Chief, USSOUTHCOM, Miami, FL
11-12 Jun	GEN (R) Aurthur Brown, Hilton Head, SC

12-13 Jun	MG Charles G. Suttin, Jr., Commanding General, USA Signal Command FT Hucachuca, AZ
13-14 Jun	BG David Foley, Deputy Commanding General, USA MP School, FT McClellan, AL
16 Jun	MG John A. Van Alstyne, Commanding General, US Army Training Center & Ft Jackson, FT Jackson, SC
17-19 Jun	LTG(R) Robert Donahue, Herndon, VA
17-19 Jun	BG Darwin Simpson, NG, Commander, 228 <sup>th</sup> Sig Bde, Spartanburg, SC
17-19 Jun	MG Woodrow D. Boyce, Commanding General, 311 <sup>th</sup> Theater Signal Command, FT Meade, MD
18 Jun	BG George Bowman, Deputy Commander, 311 <sup>th</sup> Theater Signal Command, FT Meade, MD
18-19 Jun	LTG William H. Campbell, Dir of Information Systems for Command, Control, Communications and Computers, Office of the Secretary of the Army, Washington, DC
19-20 Jun	BG(P) Thomas A. Wessels, USAR, Deputy Commander, 335 <sup>th</sup> Sig Command, East Point, GA
20-24 Jun	MG (R) James McAdoo, Roswell, GA
21-22 Jun	MG (R) Peter Boylan, Milledgeville, GA
21-23 Jun	MG William Allen, Commanding General, 89 <sup>th</sup> Regional Support Comd, Wichita, KS
22-27 Jun	COL Richard Lee, Commander, 1 <sup>st</sup> Signal Brigade, Korea
23-24 Jun	LTG William J. Bolt, Deputy Commanding General for Initial Entry Training, USATRADO, FT Monroe, VA
24-25 Jun	BG Thomas Dickinson, Chief of Ordnance, Aberdeen Proving Ground, MD
27 Jun – 8 Jul	LTG Douglas D. Buchholz, Director, Command, Control, Communications and Computers, J6, Joint Staff Pentagon, Washington, DC
27 Jun – 31 Jul	COL Dan Baker, Special Assistant to J3, Joint Chief of Staff, Washington, DC
28-29 Jun	BG (R) Wilford Hoff, Manning, SC
28-29 Jun	BG (R) Maxie Redic, Hartsville, SC
29-30 Jun	GEN (R) Edwin Burba, McDonough, GA
29 Jun-13 Jul	COL James Elmore, Commander, 100 <sup>th</sup> Medical Detachment, Germany
3-4 Jul	BG (S) Dan Leaf, USAF, Commander, 20 <sup>th</sup> Fighter Wing, Shaw AFB, SC
5-12 Jul	MG (R) Frank Miller, Roundrock, TX

6-7 Jul	BG (R) Howard Kreidler, Hilton Head, SC
7 Jul – 7 Aug	COL (P) Velma Richardson, Incoming Assistant to CG, FT Gordon, GA
8-9 Jul	LTG (R) Charles Eichelberger, Peachtree City, GA
8 - 9 Jul	LTG(R) Sidney Weinstein, Greatfalls, VA
8 -10 Jul	BG John D. Thomas, Commanding General, INSCOM, Ft Belvoir, VA
11-12 Jul	MG Thomas A. Wessels, USAR, Deputy Commander, 335 <sup>th</sup> Signal Command, East Point, GA
15-16 Jul	MG (R) Gordon Duguemin, Roswell, GA
16 Jul	General William W. Hartzog, Commanding General, USA Training Doctrine Command, FT Monroe, Va
16-17 Jul	MG James Darden, Acting Deputy CG, USARC, FT McPherson, GA
16 -17 Jul	BG Darrell Porr, Commanding General, 44 <sup>th</sup> Medical Brigade, Ft Bragg, NC
16-18 Jul	BG (R) Erwine A. Heese, Jacksonville, FL
17 - 25 Jul	BG Fred Haddad, Deputy for Command Administration, 3d MEDCOM, Decatur, GA
18-19 Jul	MG Thomas A. Wessels, USAR, Deputy Commander, 335 <sup>th</sup> Signal Command, East Point, GA
19 - 20 Jul	MG Ralph Haynes, Commander, 3d Medical Command, Decatur, GA
20-21 Jul	BG (R) Maxie Redic, Hartsville, SC
20 - 22 Jul	LTG Montgomery C. Meigs, Commanding General, USACAC, Ft Leavenworth, KS
21-22 Jul	BG Michael Seely, CDR, 78 <sup>th</sup> Troop Comd, Decatur, GA
24 - 25 Jul	MG Ralph Haynes, USAR, Commander, 3d Medical Command, Decatur, GA
27-28 Jul	BG John Vines, Chief of Staff, 18 <sup>th</sup> Airborne Corps, FT Bragg, NC
28 Jul	BG William H. Russ, Director, Programs and Architecture, Director for Information Systems for Command, Control, Communications and Computers, Washington, DC
28-29 Jul	LTG (R) Donald Rosenblum, Savannah, GA
30 Jul	GEN(R) Carl Vuono, MPRI International Group, Alexandria, VA
30-31 Jul	MG (R) Joseph Fant, Columbus, MS
31 Jul-2 Aug	SMA (R) Richard Kidd, Fairfax, VA
2 - 3 Aug	LTG (R) John Myers, Vienna, VA

2-3 Aug	BG (R) Allen Grum, Macon, GA
5-6 Aug	MG (R) Story Stevens, Hilton Head, SC
11-12 Aug	MG (R) John McWaters, Cumming, GA
12 Aug	MG John O'Connell, USAR, Commander, 88 <sup>th</sup> Regional Support Command, Ft Snelling, MN
12-13 Aug	MG Daniel G. Brown, Commanding General, USA Combined Arms Support Command & Ft Lee, Ft Lee, VA
13-14 Aug	GEN (R) Edwin Burba, McDonough, GA
18-20 Aug	LTG (R) Leonard Wishart, Fairfax Station, VA
18-21 Aug	BG James Hylton, Commander, DISA-Western Hemisphere, Arlington, VA
19-20 Aug	COL Martin Best, Commander, 3d Bde, 84 <sup>th</sup> Div, Minneapolis, MN
19-20 Aug	BG (R) Floyd Adams, Greensboro, NC
19-28 Aug	RADM Michael Bordy, Deputy Commander, US Navel Forces, Central Command, MacDill, AFB
25-26 Aug	LTG William J. Bolt, Deputy Commanding General for Initial Entry Training, USATRADO, Ft Monroe, VA
31 Aug – 4 Sep	COL Howard Butler, Director, Combat Developments, CSS, CASCOM, Ft Lee, VA
31 Aug-4 Sep	COL James Bessler, Director, TPIO-ABCS, Ft Leavenworth, KS
3-4 Sep	MG (R) John McWaters, Cumming, GA
5-7 Sep	BG David Foley, Commanding General, USA Criminal Investigation Command, FT Belvoir, VA
5-8 Sep	LTG Douglas Buchholz, Director, Command, Control, Communications and Computers, J6, Joint Staff Pentagon, Washington, DC
10-11 Sep	BG Alex Burgin, Commander, 42 <sup>nd</sup> Separate Infantry Brigade, Portland, OR
10-15 Sep	LTG (R) Donald Rosenblum, Savannah, GA
13-14 Sep	BG (R) Dan Williamson, Atlanta, GA
14-15 Sep	BG (R) Charles Prather, Tega-Cay, SC
14-16 Sep	COL Bernard Barnes, Director, Operations Evaluation Command C3, Alexandria, VA
15-16 Sep	LTG Roger Thompson, Deputy Commander-in-Chief, US Transportation Command, Scott AFB, IL
15-17 Sep	COL Anthony Badolto, USAF, Program Manager, Joint Tactical Radio Systems, FT Belvoir, VA

16-17 Sep	LTG Tommy R. Franks, Commanding General, Third US Army, FT McPherson, GA
18-19 Sep	GEN (R) Gordon R. Sullivan, President, AUSA, Washington, DC
21-22 Sep	COL Virgil Deal, MEDDAC, FT Campbell, KY
21-28 Sep	COL William Bester, MEDDAC, FT Jackson, SC
22-24 Sep	MG (R) Guy Hairston, Shelbyville, TN
25-26 Sep	MG Thomas A. Wessels, USAR, Deputy Commander, 335 <sup>th</sup> Signal Command, East Point, GA
28 Sep – 1 Oct	COL Bonnie Demars, Chief, OT Branch, Ft Sam Houston, TX
29-30 Sep	MG (R) Hugh Claussen, Seneca, SC
5-6 Oct	BG (R) Charles Prather, Tega-Cay, SC
8-9 Oct	BG (R) Howard Kreidler, Hilton Head, SC
9-10 Oct	MG George Harmeyer, Commanding General, USA Armor Center & Fort Knox, FT Knox, KY
14-15 Oct	BG (R) Floyd Adams, Greensboro, NC
15-16 Oct	COL Frank Beaty, CSG Japan, Japan
18-19 Oct	BG (R) Floyd Adams, Greensboro, NC
19-20 Oct	BG (R) Frank Blazey, Hendersonville, NC
21-24 Oct	BG (R) Chales Prather, Tega-Cay, SC
28 Oct- 9 Nov	MG Alfred Valenzuela, Deputy Commander and Commander-in-Chief, USSOUTHCOM, Miami, FL
5-7 Nov	MG (R) Guy Hairston, Shelbyville, TN
9-10 Nov	GEN Thomas Schwartz, Commanding General, FORSCOM, FT McPherson, GA
11-13 Nov	MG (R) Leroy Suddath, Savannah, GA
16-17 Nov	BG (R) Floyd Adams, Greensboro, NC
17-18 Nov	LTG (R) Samuel Wakefield, Oskkosk, WI
18-20 Nov	MG (R) Story Stevens, Hilton Head, SC
24-28 Nov	MG (R) James Montgomery, Blacksburg, VA
25-28 Nov	BG (R) Dennis V. Crumley, Fayetteville, GA
29-30 Nov	MG Randall Rigby, Deputy Commanding General, TRADOC, FT Monroe, VA

29 Nov- 4 Dec	MG Woodrow D. Boyce, Commanding General, 311 <sup>th</sup> Theater Signal Command, FT Meade, MD
29 Nov- 4 Dec	BG Darwin Simpson, Commander, 28 <sup>th</sup> Signal Brigade, Spartanburg, SC
29 Nov- 5 Dec	LTG David J. Kelley, Director, Defense Information Systems Agency, Arlington, VA
30 Nov- 1 Dec	CSM John Beck, TRADOC Command Sergeant Major, FT Monroe, VA
30 Nov- 1 Dec	MG David Bockel, Deputy Commanding General, USA Reserve Command, FT McPherson, GA
30 Nov- 3 Dec	LTG (R) Otto Guenther, Reston, VA
30 Nov- 3 Dec	MG Charles G. Suttin, Jr., Commanding General, USA Signal Command, FT Huachuca, AZ
30 Nov- 4 Dec	MG Michael W. Ackerman, Deputy Inspector General, Office of the Secretary of the Army, Washington, DC
30 Nov- 4 Dec	BG Reid K. Beveridge, ARNG, Commander, 261 <sup>st</sup> Signal Brigade, Dover, DE
30 Nov- 4 Dec	LTG Douglas Buchholz, Director, Command, Control, Communications, and Computers, J6, 6000, Joint Chief of Staff, The Pentagon, Washington, DC
30 Nov- 4 Dec	COL (P) David L. Cain, Commander, 83d Troop Command, Jacksonville, FL
30 Nov- 5 Dec	LTG (R) Robert Donahue, Herndon, VA
1-3 Dec	BG Steven Boutelle, Program Executive Officer for Command, Control and Communications Systems, FT Monmouth, NJ
1-3 Dec	MG David R. Gust, Program Executive Officer, Intelligence, Electronic Warfare and Sensors, FT Monmouth, NJ
1-3 Dec	LTG (R) William Hilsman, Philadelphia, PA
1-3 Dec	LTG (R) Peter Kind, Lorton, VA
1-3 Dec	LTG (R) Clarence McKnight, McLean, VA
1-3Dec	BG Jerry W. McElwee, Director, Command, Control, Communications and Computer Systems, J6, Norfolk, VA
1-3 Dec	MG (R) Robert D. Morgan, Alexandria, VA
1-3 Dec	LTG (R) Charles R. Myer, Warrenton, VA
1-3 Dec	BG Troy Oliver, Commander, 142d Signal Brigade, Decatur, AL
1-3 Dec	LTG (R) Norman Wood, AFCEA International, Washington, DC
1-4 Dec	LTG (R) Vaughn O. Lang, Vienna, VA

1-4 Dec BG William Russ, Director, Programs & Architecture, ODISC4, Washington, DC

2 Dec MG Dennis Jackson, Chief of Ordnance, Aberdeen Proving Ground, MD

2-3 Dec BG Anthony (Bud) W. Bell Jr., Vice Commander Air Force Communications and Information Center, Washington, DC

2-3 Dec LTG Paul Kern, Director, Army Acquisition Corps, OSARDA, Washington, DC

2-3 Dec Vice Admiral Robert J. Natter, USN, Director, Space, Info Welfare, Command Control (N6), OPNAV, Navy Pentagon, Washington, DC

2-3 Dec BG Robert Shea, Assistant Chief of Staff (C4I), USMC, Washington, DC

2-4 Dec LTG William H. Campbell, Director of Info Systems for Command, Control, Communications and Computers, Pentagon, Washington, DC

2-4 Dec BG (R) Robert E. Wynn, Alexandria, VA

3 Dec BG Lowell "Rip" Detamore, USAR, Deputy Commander, 335<sup>th</sup> Signal Command, East Point, GA

3 Dec BG (R) Brad Konitzer, Evans, GA

3-4 Dec BG Bettye H. Simmons, Chief Army Nurse Corps/FORSCOM Chief Surgeon, FT McPherson, GA

3-4 Dec MG Thomas Wessels, USAR, Commander, 355<sup>th</sup> Signal Command, East Point, GA

3-6 Dec BG Emile Bataille, Commander, 359<sup>th</sup> Signal Brigade, FT Gordon, GA

4-10 Dec LTG John Hendrix, CG, V Corps, USAE&7<sup>th</sup> Army, Germany

7-8 Dec LTG Larry Jordan, The Inspector General, Washington, DC

7-9 Dec BG Stan Green, Assistant Deputy Chief of Staff for Combat Development, TRADOC, FT Monroe, VA

8 Dec GEN John Abrams, Commanding General, TRADOC, FT Monroe, VA

11-12 Dec BG Alfonsa Gilley, Deputy Commanding General, Intelligence & Security Command, FT Belvoir, VA

16-20 Dec BG William (Glenn) Webster, Commanding General, National Training Center, FT Ord, CA

17-20 Dec BG David Foley, Commanding General, USA Criminal Investigation Command, FT Belvoir, VA

### **International Officers and Civilians**

6-10 Jan NF 5 (GS-13 – 15) Rich Gorman, General Manager, Army Recreation Program, Germany

15 Jan	COL Andrzej Barczak, Deputy Chief of the CIS Department of General Staff of the Polish Armed Forces, Legionowo, Poland
22-23 Jan	SES 5 Ernest J. Gregory, Deputy Assistant Secretary of the Army for Financial Operations, FT Belvoir, VA
10 Feb	LTC Francis C.G. Souter, CDLS Washington, Canadian Forces Medical Liason Officer, Canada
26-27 Feb	SES 4 James Skurka, Deputy Commander, STRICOM, Orlando, FL
7 Mar	Senator Max Cleland, U.S. Senator of Georgia, Washington, DC
7 Mar	Patrick T. Henry, Professional Staff Member, Senate Armed Services Committee Staff, Washington, DC
7 Mar	Charles S. Abell, Professional Staff Member, Senate Armed Services Committee Staff, Washington, DC
15-16 Mar	COL(GS) Joachim Rabe, German Army Liaison Officer to Headquarters TRADOC, FT Monroe
24-25 Mar	SES4 Robert Kittle, Special Assistant to Judge Advocate General for Communication, Transportation, and Utilities, Washington, DC
25 Mar	Mr. Fred Jenny, Consul General of Switzerland for the SE USA, Atlanta, GA
1-5 Apr	BG Gerhard Beenders, German Army Main Liaison Staff, Germany
20-23 Apr	GM 15 Glenn Larue, Chief, Space Systems Division, FT Monmouth, NJ
20-23 Apr	GS-15 Pete Stevens, Chief Basic Knowledge Branch, FT Monmouth, NJ
21-22 Apr	GS-15 Harry Light, Director, Intelligence Evaluation Directorate, Alexandria, VA
28-29 Apr	COL Stojan Angelovski, Macedonia Signal Corps Training Center, Macedonia
28-30 Apr	GM-15 Richard Rose, G6, INSCOM, FT Belvoir, VA
6-8 May	VADM(R) Albert Baciocco, Army Science Board Chairman, MT Pleasant, VA
6-8 May	Mr. Ray L. Leadabrand, Leadabrand and Associates, President, Portola Valley, CA
6-8 May	Dr. Gregory H. Canavan, Los Alamos National Laboratory, Senior Scientific Advisor, Los Alamos, NM
6-8 May	Mr. Bran Ferren, Walt Disney Engineering, Executive Vice President, Creative Technology/Research & Development, Glendale, CA
6-8 May	Dr. Robert E. Douglas, Lockheed Martin, Director, Systems Analysis, Orlando, FL
6-8 May	Dr. Phillip C. Dickinson, Consultant, Fairfax, VA

6-8 May	Mr. John Cittadino, JCC Technology Associates, President, Arlington, VA
6-8 May	Dr. Lynn G. Gref, Jet Propulsion Laboratory, Program Manager, Pasadena, CA
6-8 May	Dr. Edward T. Gerry, Executive Vice President and Chief Technical Officer, Arlington, VA
6-8 May	Ms. Susan G. Lowenstan, OCLC Online Computer Library Center Inc., Vice President, General Counsel and Secretary, Malibu, CA
6-8 May	Dr. Wade M. Kornegay, MIT Lincoln Laboratory, Division Head, Lexington, MA
6-8 May	Mr. Erling E. Rasnuissen, Motorola, Corporate Vice President and General Manager, Information Security Division, Scottsdale, AZ
6-8 May	Mr. Robert R. Phillips, GTE, Director of Technology Planning, Arlington, VA
6-8 May	Dr. Charles T. Nardo, Dyncorps, Sr. Vice President and General Manager, Fort Worth, TX
6-8 May	Dr. Hans Mark, Professor of Aerospace Engineering and Engineering Mechanics, University of Texas, Austin, TX
6-8 May	Dr. W.J (Jim) Sarjeant, Department of Electrical and Computer Engineering, State University of New York, Buffalo, NY
6-8 May	Mr. Claron W. "Ron" Swonger, President Executive Automation Systems, Inc., Palm Habor, FL
6-8 May	Dr. Harry L. Tredennick, Tredennick, Inc., President, Los Gatos, CA
6-8 May	VADM Richard H. Truly (USN Ret.), National Renewable Energy Laboratory, Director, Golden, CO
6-15 May	SES 3 John Barrett, NSA IG, FT Belvoir, VA
18-19 May	SES 2 Dennis Heinbuch, Army Senior Executive Account Manager NSA, FT Belvoir, VA
18-21 May	BG Bernard LE Roy, French Army Headquarters Combat Developments, France
18-21 May	BG Jean-Philippe Wirth, Assistant to the Chief of Staff of the Army for Planning/Combat Development/Finances, France
28-29 May	SES 4 Brian Barr, Technical Director, TEXCOM, FT Hood, TX
2-3 Jun	Mr. Philip E. Coyle, Director, Operations Test & Evaluation, Washington, DC
2-3 Jun	SES 5 George G. Wauer, Deputy Director, Strategic and C31 Systems, Washington, DC
4 Jun	Mayor Larry Sconyers, Mayor of Augusta, Augusta, GA
4-5 Jun	BG David Innes, Director, Land Digitization, Ministry of Defence, United Kingdom

4-6 Jun	GS-15 Brian Wood, Deputy Director, Information Systems, FT Lee, VA
16-17 Jun	GS-15 Paul Vilcoq, Deputy Chief of Staff for Force Development, US Army Reserve Command, FT McPherson, GA
18 Jun	Jozsef Balogh, Hungarian Mayor, Hungary
22-25 Jun	COL Alexander Kovatchev, Chief, Communications and Information Systems Directorate, GS, Bulgaria
30 Jun-2 Jul	SES 4 Joe Jefferis, Acting Chief of Staff for Reserve Management, FT Monroe, VA
30 Jun-2 Jul	SES 5 Philip Sakowitz, Deputy Chief of Staff for Base Operations Support, FT Monroe, VA
1 Jul	Dr. William Bloodworth, President, Augusta State University, Augusta, GA
7 - 8 Jul	SES 4 Henry Dubin, Technical Director, OPTEC, Alexandria, VA
10 - 11 Jul	Representative Saxby Chambliss, Subcommittee: Morale, Welfare and Recreation, Washington, DC
13 - 16 Jul	COL Martin Marko, Dean Of Communications Systems Department, the Military Academy, Slovakia
18 Jul	Jozsef Balogh, Mayor of Győr, Sandor Kali, Deputy Mayor of Miskolc Hungary
21 - 24 Jul	BG Jorge Munoz, Chief, Communications for the Peruvian Army, Peru
23 - 24 Jul	SES 6 James Taylor, Director of Operations, NSA, Ft Meade, MD
3-4 Aug	GS-16 Charles McMillian, Ecclesiastical Endorsing Agent, Washington, DC
18-21 Aug	GS-16 Clarence Rohrer, Regional Vice President, AAFES, Dallas, TX
25-28 Aug	Mr. Patrick Moore, Legislature Asst for Senator Paul Coverdell, Washington, DC
26 Aug	Dr. Linda Shrenko, Georgia Superintendent of Schools, Atlanta, GA
30 Aug-3 Sep	GS-15 Glenn Harrison, Deputy Director, DCD, FT Rucker, AL
17-18 Sep	SES 5 Diane Tabler, Assistant Secretary of Defense for Health Affairs, Washington, DC
18-19 Sep	Mr. Hershel W. Gober, Deputy Secretary of Veterans Affairs, Washington, DC
21-23 Sep	COL Virgilio Lameda Hernandez, CDR, 34 <sup>th</sup> Signal Regiment, Venezuelan Army, Venezuela

28-30 Sep	GM-15 George Morgan, Director, Safety Office, TRADOC, FT Monroe, VA
27-28 Sep	GS-15 Brian Wood, Director, Information Systems, FT Lee, VA
7-8 Oct	Ms. Norma Cantu, Assistant Secretary for Civil Rights, US Dept of Education, Washington, DC
21-22 Oct	MG Jenn-Ming Lee, Signal Service Taiwan Army Director, Taiwan
27 Oct	SES 6 Robin Keese, Director, Human Research and Engineering Directorate, Aberdeen Proving Ground, MD
3-5 Nov	SES 5 Charles Wiker, Regional Director, Defense Commissary Agency, Washington, DC
7-11 Nov	GS-16 John Breslin, Chairman, IFSEA, FT Lee, VA
9-10 Nov	SES 6 Mark McHenry, Chief Scientist, Defense Advisory Research Project Agency, Arlington, VA
11-12 Nov	Mr. Lloyd Arneach, Ashville, NC
12-13 Nov	SES 4 Roger Jackson, Chief of NSA, Europe
12-13 Nov	Mr. Richard Brolly, Senior Enlisted Advisor, Washington, DC
17 Nov	Honorable Louis Caldera, Secretary of the Army, Washington, DC
23-24 Nov	SES 3 Allan Resnick, Assistant Deputy Chief of Staff for Combat Developments, TRADOC, FT Monroe, VA
29 Nov- 3 Dec	SES 4 Peter Paulson, Defense Information Systems Agency, Arlington, VA
1-3 Dec	SES 4 Victor Ferlise, Deputy to the Commanding General, USA CECOM, FT Monmouth, NJ
1-3 Dec	SES 6 David W. Keetley, Director, Space & Terrestrial Comm Research, Development and Engineering Center, CECOM, FT Monmouth, NJ
2 Dec	Honorable Arthur L. Money, Senior Civilian Official of the ASD (C4I), The Pentagon, Washington, DC
6-9 Dec	MG Patrick Henry, Chief of Signal/Inspector General, French Army Signal Corps, France
9 Dec	Congressman Charlie Norwood, US Representative, Georgia, Washington, DC
9-11 Dec	Mr. Keith Alexander, Central Command J6, MacDill, AFB, FL
16-17 Dec	COL Arnon Zuretz, Head of Central Signal School, Israeli Defense Forces, Israel
16-17 Dec	Dr. Walter J. Atkins, General Manager and Business Unit Leader Military Satellite Communications Systems Hughes Space Communications Company, Los Angeles, CA

16-17 Dec	Mr. John Cittadino, JCC Technology Associates, President, Arlington, VA
16-17 Dec	Dr. Phillip C. Dickinson, Consultant, Fairfax, VA
16-17 Dec	Dr. Larry Gladney, Associate Professor of Physics, University of Pennsylvania, Philadelphia, PA
16-17 Dec	Dr. Lynn G. Gref, Program Manager Flight Systems Office Jet Propulsion Laboratory, Pasadena, CA
16-17 Dec	Mr. Ray L. Leadabrand, President, Leadabrand and Associates, Portola Valley, CA
16-17 Dec	Dr. Samuel A. Musa, Executive Director Center for Display Technology and Manufacturing, University of Michigan, Ann Arbor, Michigan
16-17 Dec	Mr. Robert R. Phillips, Director of Technology Planning, GTE, Arlington, VA
16-17 Dec	Dr. Harry L. Trednnick, President and CEO (Trednnick Inc.), Senior Vice President of R&D (Pacific Fiberoptics, Inc.), Los Gatos, CA
16-17 Dec	Dr. Robert S. Ziemnicki, President and CEO Mirage Systems, Sunnyvale, CA
24-25 Dec	BG Richard Baly, Military Attache, British Embassy, Washington, DC

## APPENDIX D

### CEREMONIES AND CONFERENCES 1998

#### Ceremonies

11 Jan	New Year's Reception
16 Jan	Martin Luther King Luncheon
29 Jan	January Monthly Retirement Ceremony
6 Feb	Afro American Ball for Black History Month
18 Feb	1998 National Prayer Breakfast
19 Feb	93 <sup>rd</sup> Signal Brigade Activation Ceremony
21 Feb	African-American/Black History Month Command Festival
21 Feb	MG (R) Harley L. Moore, Funeral Service
26 Feb	February Retirement Ceremony
27 Feb	Ribbon Cutting Ceremony for GPT & ITRO Training Implementation
20 Mar	Chamber of Commerce Breakfast
26 Mar	March Retirement Ceremony
28 Mar	Retirement/Dining Out Ceremony
1 Apr	Special Olympics Games
3 Apr	Drill Sergeant of the Year Luncheon
12 Apr	Easter Sunrise Service
16-18 Apr	Regional Training Site Medical Exercise Consequence Management 98
24 Apr	Very Special Arts Festival
30 Apr	April Retirement Ceremony
30 Apr	TRADOC Sergeant Audie Murphy Club Induction Ceremony
1 May	Regimental Noncommissioned Officer Academy Change of Command Ceremony
9 May	Commanding General's Farewell Dinner
11 May	Commanding General's Change of Command Ceremony
16 May	Newgarden Morris Award Ceremony

16 May	Opening Ceremony for Fort Gordon Armed Forces Day Celebration
21 May	Safety Stand-Up Day
28 May	May Monthly Retirement Ceremony
17 Jun	Army's Birthday Cake Ceremony
19 Jun	June Regimental Retirement Ceremony
3 Jul	Independence Day Festival
16 Jul	BG (P) Cuvillo's Promotion Ceremony
30 Jul	July Monthly Retirement Ceremony
1 Aug	Summer Music Festival
27 Aug	August Monthly Retirement Ceremony
28 Aug	Sergeant Audie Murphy Induction Ceremony
1 Sep-15 Oct	Combined Federal Campaign and Recognition Ceremony
4 Sep	"Dog Day's of Summer" 98 Concert
18 Sep	POW/MIA Recognition Ceremony
18-19 Sep	Retiree Activity Day Ceremony
24 Sep	September Monthly Retirement Ceremony
25 Sep	Annual Recognition Ball
9 Oct	20 <sup>th</sup> Field Artillery, 4 <sup>th</sup> Division Wreath-Laying Ceremony
17 Oct	Partners in Freedom Celebration
22 Oct	Welcome Ceremony for MG Jenn-Ming Lee
29 Oct	October Monthly Retirement Ceremony
9 Nov	Massing of the Colors Ceremony
15 Nov	German-Italian Memorial Ceremony
19 Nov	November Monthly Retirement Ceremony
19 Nov	Audie Murphy Induction Ceremony
30 Nov	Christmas Tree Lighting Ceremony
1 Dec	Signal Symposium's Recognition and Retreat Ceremony
2 Dec	Signal Symposium Opening Ceremony

3 Dec	Distinguished Member Induction Ceremony
4 Dec	Signal Symposium Closing Ceremony
7 Dec	MG Patrick Henry's Welcome Ceremony
16 Dec	Taiwan Army IMSE Graduation/Dinner Graduation

### **Conferences**

10 Feb	Leaders Luncheon
12 Mar	Federal Executive Association Luncheon
16-18 Apr	Regional Training Site Medical Exercise Consequence Management 98
6-8 May	Army Science Board
18- 21 May	France/United States Army Staff Talks
26 May	Leaders Luncheon
18-21 Aug	Signal Regimental Strategic Planning Conference
1 Sep-15 Oct	Combined Federal Campaign
9-10 Sep	House of Appreciation Committee
13 Nov	Blacks- in -Government/Quest Foundation Fund Raiser
30 Nov- 4 Dec	Signal Symposium
16-17 Dec	Army Science Board



## KEY PERSONNEL

### SIGNAL CENTER COMMAND GROUP

#### **Commanding General**

Major General Michael W. Ackerman 2 October 1996-10 May 1998  
Major General Peter M. CuvIELLO 11 May 1998 – 31 December 1998

#### **Deputy Commanding General**

Brigadier General Jerry W. McElwee ca. July 1996 – ca. 30 June 1998

#### **Deputy Commander**

Colonel Velma L. Richardson ca. June 1998 – 31 December 1998

#### **Chief of Staff**

Colonel Robert C. Zelazny 15 July 1996 – 31 December 1998

#### **Signal Center Command Sergeant Major**

CSM John Holden, Jr. May 1996 – 31 December 1998

### 15th SIGNAL BRIGADE

#### **Commander, 15th Signal Brigade**

Colonel Michael W. Karpinsky August 1996 – 2 August 1998  
Colonel Peter Farrell 3 August 1998 – 31 December 1998

#### **Deputy Commander**

LTC Horace Ragler, Jr. ca. August 1996 – 31 December 1998

#### **Brigade Chaplain**

Major Patrick Easley ca. January 1997 – December 1998

#### **Command Sergeant Major**

CSM Noel Cartegena ca. 8 August 1997 – December 1998

#### **Commander, 73th Ordnance Battalion**

LTC Mardi U. Mark June 1996 – 25 June 1998  
LTC Edward M. Sererak 26 June 1998 – 31 December 1998

#### **Commander, 369th Signal Battalion**

LTC Joan C. Arnold August 1996 – ca. July 1998  
LTC William R. Pope ca. July 1998 – 31 December 1998

#### **Commander, 447th Signal Battalion**

LTC Steven W. Shively 8 July 1997 – 31 December 1998

### RC/ACD

**Director**

Samuel Hagood, Jr.

ca. January 1995 – 31 December 1998

**Sergeant Major**

SGM James F. Anderson

July 1996 – 31 December 1998

**Chief, Training Support Division**

Janice E. Mousseau

May 1995 – 31 December 1998

### RC/TSD

**Director**

Douglas A. Wilson

July 1995 – 31 December 1998

**Chief, Training Support Division**

Foncile B. Powell

May 1995 – 31 December 1998

**Chief, Operations Branch**

Mae Ann B. Perez

May 1995 – 31 December 1998

**Department Sergeant Major**

SGM William H. Menefee, III

SGM Terry Russell

ca. January 1995 – ca. Jan 1998

ca. Jan 1998 – 31 December 1998

### REGIMENTAL OFFICER ACADEMY

**Commandant, ROA**

LTC Joseph D. Young

Colonel George M. Bryan

October 1997 – ca. August 1998

August 1998 – 31 December 1998

**Sergeant Major**

SGM Paul Blood

MSG (P) Terry Robinson

November 1997 – ca. October 1998

ca. October – 31 December 1998

**Chief, Office of Academic Instruction**

Mr. Phillip E. Hoover

ca. January 1996 – 31 December 1998

**Chief, Training Support Branch**

Mr. Earl E. Holmes

ca. January 1996 – 31 December 1998

**Chief, Professional Development Division**

Mr. John R. Turns

ca. January 1996 – 1998

**Chief, Leadership Development Division**

Ms Judy W. Quattlebaum April 1997 – 31 December 1998

**Chief, Warrant Officer Division**

Ms Beverly Friend April 1997 – 31 December 1998

**REGIMENTAL NCO ACADEMY****Commandant**

CSM Wilbur S. Graham, Jr. 8 August 1997 – ca. 30 April 1998  
CSM Randy Lowery ca. 1 May 1998 – 31 December 1998

**Deputy Commandant**

CSM Russell McCray 1 September 1996 – ca. February 1998  
CSM Reginald Curtis ca. February 1998 – 31 December 1998

**Chief, Training Support**

Mr. William J. Myers ca. January 1991 – 31 December 1998

**Chief, Training Development**

Mr. Milton Keene August 1991 – 31 December 1998

**COMPUTER SCIENCE SCHOOL****Director**

Colonel Michael W. Lemons August 1996 – 31 December 1998

**Sergeant Major**

SGM Bronwyn L. Young January 1997 – 31 December 1998

**Chief, Training Support Division**

Mr. Ralph K. Willey May 1995 – 31 December 1998

**Chief, Operations**

Mr. Edward C. Tyler February 1995 – 31 December 1998

**Chief, Officer Training Division**

Major Alan J. Makowsky July 1996 – May 1998  
Major Bruce D. Caulkin June 1998 – December 1998

**Chief, Enlisted Training Division**

Mr. Jerry Pollard ca. January 1991 – 31 December 1998

**Chief, Technology Integration Division**

CWO4 Robert McCampbell

ca. January 1995 – 31 December 1998

**DIRECTORATE OF COMBAT DEVELOPMENTS****Director**

Colonel William S. Rodakowski

13 August 1996 – 31 December 1998

**Senior Requirements Analyst**

Mr. Ronald W. Saeger

31 October 1997 – 31 December 1998

**Sergeant Major**

SGM Leslie C. Davis

1 December 1997 – September 1998

MSG June Payton

September 1998 – December 1998

**Chief, Material Requirements Division**

LTC Steven C. Maida

1 August 1997 – July 1998

LTC Thomas Tabler

July 1998 – December 1998

**Senior Electronics Engineer**

Mr. Charles L. Blair

Unknown – 31 December 1998

**Chief, Automated Systems Integration Branch, MRD**

CPT (P) Michael H. Kautz

ca. January 1996 – 31 December 1998

**Chief, Combat Communications Branch, MRD**

Major John K. Beuckens

ca. 1998 – April 1998

Major Obediah Blair

April 1998-31 December 1998

**Chief, Architecture Branch**

Major Brian Hamilton

10 July 1998 – 31 December 1998

**Chief, Switching and Networks Branch, MRD**

Major Byron Browning

ca. 1998 - 1998

**Chief, Power Projection Branch, MRD**

Major Anthony Townsend

ca. 1998 - 1998

**Chief, Concepts and Architecture Division**

LTC Joseph S. Yavorski

14 April 1997 – July 1998

LTC Jeffrey G. Smith, Jr.

July 1998 – 31 December 1998

**Chief, Concepts and Doctrine Division**

LTC Bruce Ashman

ca. January 1998 – 31 December 1998

<b>Chief, Signal Support Division</b> CPT A. Mark Jordan	31 October 1997 – 31 December 1998
<b>Chief, Power Projection Division</b> LTC(P) Thomas G. Allen	January 1998 – 31 December 1998
<b>Chief, First Digitized Cell</b> LTC George Akins, Jr.	August 1998 – 31 December 1998
<b>NCO/Supply Operations, Signal Support Division</b> SFC Ismael Irrizarry	ca. January 1997 – 31 December 1998
<b>Program Management Office</b> Mr. Robert Merritt Mr. Willie M. Davis	ca. June 1996 – ca. January 1998 ca. January 1998 – 31 December 1998
<b>Operations Officer, Signal Support Division</b> CPT A. Mark Jordan	ca. January 1998 – ca. 31 December 1998
<b>Chief, Threat Office</b> CPT Karen Pujals	July 1997 – December 1998

**BATTLE COMMAND BATTLE LABORATORY (GORDON)**

<b>Director</b> Colonel Benjamin Fletcher LTC Buddy Bridges	9 July 1996 – ca. September 1998 ca. September 1998- 31 December 1998
<b>Chief, TAD</b> Mr. Mims	17 August 1992 – 31 December 1998
<b>Chief, IED</b> LTC Lundeen	22 August 1997 – 31 December 1998
<b>Chief, Operations</b> CPT Rowshanaee	2 September 1997 – 31 December 1998
<b>Chief, Modeling and Simulation</b> Ms Digby	8 March 1994 – 31 December 1998
<b>NCOIC</b> SFC Rivera	11 August 1995 – 1998

## TSM-BATTLEFIELD COMPUTERS

### **TSM-BC**

Colonel J. Sherwood Everette  
Colonel Thomas E. Taylor

August 1995 – February 1998  
February 1998 – 31 December 1998

### **Deputy, TSM-BC**

Mr. Marvin M. Macuch

ca. January 1992 – 31 December 1998

### **Assistant TSM**

Major Gregory M. Johnson  
CPT La Shawn E. White

April 1996 – 31 December 1998  
February 1997 – 31 December 1998

### **Deputy TSM TACMIS**

Mr. James H. Hillis

ca. January 1994 – December 1998

## TSM NETWORK MANAGEMENT

### **TSM-NM**

Colonel Douglas Key  
Colonel Hollister

August 1996 – ca. September 1998  
ca. September 1998 – 31 December 1998

### **Deputy, TSM-NM**

Don Jones

April 1996 – 31 December 1998

### **Assistant TSM (Logistics)**

Major Douglas Kuehl

August 1996 – 31 December 1998

### **Assistant TSM (Personnel)**

Major Julius W. Davis

ca. January 1997 – 31 December 1998

### **Assistant (Training)**

Vacant

January 1997 – 31 December 1998

### **Secretary**

Sherry Lemons

October 1996 – 31 December 1998

### **Supplemental Staff**

#### **Subject Matter Expert**

SFC Terry Watson

September 1996 – 31 December 1998\

#### **Contract Support**

Billy W. Rogers

June 1996 – 31 December 1998

**Contract Support**

Robert T. Gulley

June 1997 – 31 December 1998

**TSM- SATELLITE COMMUNICATIONS****TSM-SATCOM**

Colonel Mary Hammond

16 June 1997 – 31 December 1998

**Deputy TSM-SATCOM**

Paul Chernek

8 August 1994 – 31 December 1998

**Assistant TSM (Logistics)**

Major Mark Ernyei

12 June 1995 – 1 September 1998

Major Victor Harper

1 September 1998 – 31 December 1998

**Assistant TSM (Training)**

Major James C. Lord

1 July 1996 - 31 December 1998

**Secretary**

Sherree Dzikiewicz

1 September 1980 – 31 December 1998

**Contractual Staffing****PM-Milsatcom Technical Liaisons**

Frank Stein

1 September 1993 – 31 December 1998

Bill Campbell

16 October 1994 – 31 December 1998

Steve Churm

18 January 1994 – 31 December 1998

**PM-GPS**

Bill Clark

18 January 1994 – ca. July 1998

Rich Solchenberger

July 1998 – ca. August 1998

Ronnie Baldwin

ca. August 1998 – 31 December 1998

**SATCOM Architecture**

Debbie Linton

1 May 1995 – 31 December 1998

**PEO IEW**

Scott Long

1 February 1996 – 31 December 1998

**UHF Technician Liaison**

Corrine Braswell

10 June 1996 – 31 December 1998

## TSM-TACTICAL RADIOS

### **TSM-TR**

Colonel James T. Schroeder

July 1996 – 31 December 1998

### **Deputy TSM-TR**

Mr. Glenn J. Strellner

February 1995 – 31 December 1998

### **Assistant TSM-TR (JTIDS)**

Major Michael B. McDuffie

August 1995 – 31 December 1998

### **Assistant TSM-TR (NTDR)**

CPT Richard J. Dickson

June 1996 – 31 December 1998

### **Assistant TSM-TR (EPLRS/TI)**

CPT Timothy Reaves

September 1997 – ca. October 1998

CPT Charles W. Shrader

October 1998 – 31 December 1998

### **Contractor Representatives**

Mr. Theodore Fillgrove (INNOLOG)

January 1995 – 31 December 1998

Mr. Jack V. Keever (MARCONI)

February 1995 – 31 December 1998

Mr. Jack Durshimer (MARCONI)

November 1998 – 31 December 1998

## REGIMENTAL DIRECTORATE OF TRAINING

### **Director**

Colonel Thomas E. Taylor

October 1996 – July 1998

Colonel Larry E. Turgeon

July 1998 – 31 December 1998

### **Acting Director, RDOT**

Wanda C. Butler

ca. 15 December 1997 – ca. July 1998

### **Deputy Director, RDOT**

Wanda C. Butler

October 1996 – 31 December 1998

### **Sergeant Major, RDOT**

SGM John R. Smalls

ca. 1 May 1997 – 31 December 1998

### **Chief, Training Management Division**

Gayle A. Olszyk

February 1995 – 31 December 1998

### **Supervisory Education Specialist/Instructional Systems Specialist**

Gayle A. Olszyk

January 1997 – 31 December 1998

**Chief, Resident Training Management Branch**

Major Allen Lewis January 1997 – 31 December 1998

**Chief, Unit Training Branch**

Charles Kirkey ca. January 1991 – 31 December 1998

**Chief, Course Management Branch**

Susan Mesner January 1997 – 31 December 1998

**Chief, Individual Training Branch**

Rosemary Berlin January 1997 – 31 December 1998

**Training Management Division NCOIC**

MSG Aaron General August 1997 – 31 December 1998

**New Systems Integration Division**

LTC George Akins, Jr. December 1997 – July 1998  
LTC Jackie Roper July 1998 – September 1998  
Major Jeffrey Daniels September 1998 – 31 December 1998

**Chief, Training Support Division**

Barbara H. Walton May 1995 – 31 December 1998

**Chief, PMO/Accreditation Branch**

Eugene Laughridge January 1997 – 31 December 1998

**Chief, Publications Branch**

Terry Moehlman ca. January 1991 – 31 December 1998

**Chief, Staff and Faculty Development Branch**

James A. Mercer April 1997 – 31 December 1998

**Chief, Conrad Library**

Linda Orne January 1997 – 31 December 1998

**Chief, Total Army School System**

Major Martha Hahn January 1997 – October 1998  
CPT Randy Riedy October 1998 – 31 December 1998

**GARRISON COMMAND****Garrison Commander**

Colonel Thom E. Tuckey 16 August 1996 – 31 December 1998

<b>Deputy Commander</b> Mr. J. Terrence Smith	5 June 1995 – 31 December 1998
<b>Garrison CSM</b> CSM Lester Q. Hatcher	15 March 1997 – 31 December 1998
<b>Strategic Management Office</b> Ms Patricia Buchholz	1 March 1995 – 31 December 1998
<b>Commander, 249th Medical Detachment</b> Major Brian J. DiCiancia Major Gordon R. Roberts	January 1996 – 16 July 1998 17 July 1998 – 31 December 1998

### 551st SIGNAL BATTALION

<b>Commander,</b> LTC Monica Gorzelnik LTC Robert B. Mayr	July 1996 – 1 July 1998 1 July 1998 – 31 December 1998
<b>Executive Officer</b> Major Thomas B. Gilbert Major Linda K. Beukens	January 1997 – March 1998 March 1998 – 31 December 1998
<b>Sergeant Major</b> CSM Edward F. McKeown	April 1997 – 31 December 1998
<b>Headquarters and Alpha Company Commander</b> CPT Keith R. Hedgspeth CPT Juan M. Vazquez	April 1997 – 13 July 1998 13 July 1998 – 31 December 1998
<b>Commander, Bravo Company</b> CPT Richard J. Meehan CPT Lisa Willadsen	September 1997 – 30 July 1998 30 July 1998 – 31 December 1998
<b>Commander, 434th Army Band</b> WO1 Glen W. Nardin	December 1997 – 31 December 1998
<b>US Army Signal School Detachment (USASSD)</b> CPT Marvin Powell	January 1997 – 31 December 1998
<b>Air Force Detachment</b> CPT Allen E. Lacey	January 1997 – ca. 31 December 1998
<b>Navy Detachment</b> ETCM Joseph Colpaert	April 1997 – 31 December 1998

## DIRECTORATE OF COMMUNITY ACTIVITIES

### **Director**

Mr. Charles H. Large ca, July 1991 – 31 December 1998

### **Chief, Financial Management Division**

Ms Mildred H. Hazelrigs ca. October 1994 – 31 December 1998

### **Chief, Community Operations Division**

Mr. Alvin D. Gelineau March 1990 – 31 December 1998

### **Chief, Family and Soldier Activities Division**

Mr. Kerry L. Jones May 1986 – 31 December 1998

### **Chief, Services Division**

Mr. Keith D. Hazelrigs September 1987 - 31 December 1998

### **Curator, Signal Corps Museum**

Mr. Theodore F. Wise ca. 1985 – 31 December 1998

## DIRECTORATE OF HUMAN RESOURCES

### **Director of Human Resources**

William H. "Ted" Sharpe January 1991 – 31 December 1998

### **Alcohol and Drug Control Specialist**

Keith Crum September 1996 – 31 December 1998

### **Transition Services Manager**

Ethoin Rowe ca. January 1992 – 31 December 1998

### **Personnel Management Specialist**

Sharon Henson January 1996 – 31 December 1998

### **Chief, Education and Career Development Division**

Gene S. Bussell ca. January 1994 – 31 December 1998

### **Chief, Library Services Division**

Fred L. Danes (Acting) January 1998 – February 1998  
Linda Orne March 1998 – 31 December 1998

### **Chief, Military Personnel Division**

Sandra M. Huffman August 1992 – 31 December 1998

**Program Operations Specialist**

Donna R. Anderson

ca. January 1991 – 31 December 1998

**DIRECTORATE OF CONTRACTING****Director of Contracting**

Patricia D. Wallace

September 1991 – 31 December 1998

**Assistant Director and Chief, Policy & Automation Support Division**

William M. Rogers, Jr.

June 1991 – 31 December 1998

**Acting Chief, Installation Support Contract Administration Division**

Joel K. Mason

January 1996 – 31 December 1998

**Chief, Purchasing Division**

Britton Goodwin

May 1994 – 31 December 1998

**Chief, Construction Division**

James Bodine

January 1998 – December 1998

**Supervisor, Automation Support Team**

Patricia Y. Owens

October 1992 – 31 December 1998

**Chief, Supply and Services Division**

Julie Carroll

October 1998 – 31 December 1998

**DIRECTORATE OF INFORMATION MANAGEMENT****Director**

Mr. Jose' C. Miller

ca. January 1993 – October 1998

Barbara M. Poole

November 1998 – 31 December 1998

**DOIM NCOIC**

MSG John L. Darden

September 1997 – July 1998

MSG Constance M. Faulk

July 1998 – 31 December 1998

**DIRECTORATE OF PUBLIC SAFETY/MILITARY POLICE ACTIVITY****Director/Commander**

LTC David A. Dlugolenski

August 1995 – 22 September 1998

LTC Thomas B. Howe

23 September 1998 – 31 December 1998

<b>Provost Sergeant</b> MSG Louis Carrow MSG Floyd Thomas	January 1997 – ca. January 1998 ca. January 1998 – 31 December 1998
<b>Chief, Law Enforcement Division</b> Major Ronald L. Martin	ca. January 1996 – 31 December 1998
<b>Commander, Military Police Company</b> CPT Henry H. Washington, III	June 1997 – 31 December 1998
<b>Chief, Safety Division</b> Steven Buzhardt	April 1995 – 31 December 1998
<b>Chief, Fire Prevention and Protection Division</b> Mr. Kimpton R. Bonner	March 1997 – 31 December 1998
<b>Chief, Security Division</b> Mr. David Williams	ca. January 1995 – 31 December 1998

#### **DIRECTORATE OF PLANS, TRAINING, AND MOBILITY**

<b>Director</b> Major Christopher Baughman Major Michael Mitchell LTC Terry S. Peardon	September 1997 – March 1998 March 1998 – 28 July 1998 28 July 1998 – 31 December 1998
<b>Sergeant Major</b> SGM Michael E. Davis SGM Bobbie L. Paterson	June 1996 – July 1998 July 1998 – December 1998
<b>NCOIC, Plans, Operations, and Training Division</b> MSG Peter W. Cheselka SFC Ray A. Abraham	October 1997 – ca. January 1998 ca. January 1998 – 31 December 1998
<b>Chief, Training Support Center</b> Mr. Craig A. Bannecke	ca. January 1991 – 31 December 1998
<b>Commander, Signal Corps Band</b> CW1 Glen W. Nardin	December 1997 – 31 December 1998
<b>Reserve Component Support Division</b> LTC Dennis F. Barbee LTC Norris O. Brickhouse	October 1995 – March 1998 April 1998 – 31 December 1998

## DIRECTORATE OF PUBLIC WORKS

**Director,**  
LTC Peter R. Eliason July 1997 – 31 December 1998

**Chief, Environmental and Natural Resources Management Office**  
Mr. Stephen C. Willard ca. January 1991 – 31 December 1998

**Chief, Housing Branch**  
Mr. E. Dean Anderson June 1991 – 31 December 1998

**Chief, Logistics Branch**  
Mr. Wilson L. Had ca. January 1991 – 31 December 1998

**Chief, Public Works Division**  
Mr. Larry J. Brown ca. January 1991 – 31 December 1998

## EQUAL EMPLOYMENT OPPORTUNITY OFFICE

**Equal Employment Opportunity Officer**  
Ruth D. Sherman June 1995 – ca. August 1998  
Diane F. Stallings ca. August 1998 – 31 December 1998

**Equal Opportunity Specialist/Special Emphasis Program Manager**  
Kathleen A. Silling September 1996 – 31 December 1998

**Equal Employment Opportunity Specialist**  
Colette W. Terrell February 1994 – ca. September 1998  
Sonja E. Simon ca. September 1998- 31 December 1998

## EQUAL OPPORTUNITY OFFICE

**Equal Opportunity Officer**  
Ms. Mary G. Jones ca. May 1987 – 31 December 1998

**NCOIC**  
SFC Beverly K. Timmons January 1997 – April 1998  
MSG Cynthia Garcia-Sallis May 1998 – 31 December 1998

**Equal Opportunity Advisors**  
SFC Cynthia Garcia-Sallis June 1996 – May 1998  
SFC Christopher Kaiden January 1997 – 31 December 1998  
SFC Ramiro Gueda January 1997 – 31 December 1998  
SFC Terry Watson April 1998 – 31 December 1998  
SFC Artis Gosa August 1998 – 31 December 1998

## INTERNAL: REVIEW AND AUDIT

### **Chief, Audit Compliance Branch**

Frank D. Bennett ca. 1977 – 31 December 1998

### **Chief, Internal Audit Branch**

Gregory W. Mims ca. 1982 – 31 December 1998

## OFFICE CHIEF OF SIGNAL

### **Chief, Office Chief of Signal**

LTC (P) Peter T. Farrell 21 July 1997 – 24 July 1998  
COL Craig Zimmerman 24 July 1998 – 31 December 1998

### **Deputy Director of OCOS**

Mr. Franklin D. Swain 21 July 1997 – 31 December 1998

### **Chief, Regimental Division**

Ms. N. Susan Wood May 1993 – 31 December 1998

### **Chief, Enlisted Division**

SGM L. Dale Manion 1 May 1995 – 31 December 1998

### **Chief, Officer Division**

Mr. Phillip F. Sines ca. April 1996 – 31 December 1998

## DIRECTORATE OF RESOURCE MANAGEMENT

### **Director**

Mr. Vincent DiGirolamo (Acting) October 1997 – February 1998  
Colonel J. Sherwood Everette February 1998 – 31 December 1998

### **Chief, Resource and Fiscal Policy Office**

Mr. David Gillum ca. January 1991 – 31 December 1998

### **Chief, Program and Budget Division**

Mr. Vincent DiGirolamo ca. January 1991 – 31 December 1998

### **Chief, Force Management Analysis Division**

Mr. Robert Petty ca. January 1991 – 31 December 1998

## CHAPLAIN'S OFFICE

### Center Chaplain

Colonel Mark F. Breinholt  
Colonel Ricahrd M. Hartsell

1 July 1996 – June 1998  
July 1998 – 31 December 1998

### Operations & Support Chaplain

LTC Frank J. Bruning

October 1997 – December 1998

### Resource Manager

CPT Robert T. Land

June 1997 – 31 December 1998

### Chapel Centers/Religious Activities

LTC Richard H. Grice

August 1996 – 31 December 1998

### Family Life Chaplain

LTC David F. Roberts

July 1997 – 31 December 1998

### NCOIC

SFC David B. Bowen

January 1997 – 31 December 1998

## INSPECTOR GENERAL

### Inspector General

LTC Bobby M. Rocha

November 1997 – 31 December 1998

### Chief, Assistance and Investigations

Mr. Buford Brown

ca. January 1994 – 31 December 1998

## STAFF JUDGE ADVOCATE

### Staff Judge Advocate

Colonel Thomas Frank England  
LTC Frederick Broach

ca. January 1995 – July 1998  
July 1998 – 31 December 1998

### Deputy Staff Judge Advocate

LTC James E. Macklin

July 1997 – 31 December 1998

### Chief, Criminal Law Division

CPT Gene B. Hughes  
CPT Edward K. Lawson, IV

August 1997 – July 1998  
August 1998 – 31 December 1998

### Chief, Administrative Law Division

Mr. Terrence Cleary

ca. January 1993 – 31 December 1998

**Chief, Legal Assistance Division**

Mr. David C. Cross

ca. January 1993 – 31 December 1998

**Chief, Claims Division**

Mr. Allan T. Downen

ca. January 1993 – 31 December 1998

**Legal Administrator**

CW2 Richard J. Okiishi

May 1995 – 31 December 1998

**Chief Legal NCO**

SFC Kerry T. Campbell

January 1996 – 31 December 1998

**PROTOCOL OFFICE****Chief, Protocol Office**

Ms. Janice Kitchens

September 1998 – 31 December 1998

Ms. Dixie Murdock

September 1995 – September 1998

**PUBLIC AFFAIRS OFFICE****Chief, Public Affairs**

Mr. James L. Hudgins

September 1995 – 31 December 1998

**Command Information Chief**

Ms. Marla B. Jones

ca. May 1992 – 31 December 1998

**Community Relations**

SSG Debra Avent

November 1997 – November 1998

PFC Tamie Ramsey

November 1998 – 31 December 1998

**Media Relations Officer**

Mr. Henry H. Holmes, Jr.

ca. January 1991 – 31 December 1998

**NCOIC, PAO**

MSG Harry N. Yarnell

May 1996 – November 1998

SSG Joey A. Gaspard

November 1998 – 31 December 1998

**Editor, The Signal**

Ms. Janet A. McElmurray

ca. January 1994 – 31 December 1998

**NCOIC, Radio/Television**

SSG Lawrence T. Gillick, Jr.

October 1997 – June 1998

SGT Jeffrey L. Stevenson

June 1998 – 31 December 1998

## COMMAND HISTORIAN OFFICE

### **Command Historian**

Dr. Carol E. Stokes ca. January 1985 – 31 December 1998

### **Historian/Archivist**

Mark W. Dunn 15 July 1994 – 31 December 1998

## NATIONAL SCIENCE CENTER

### **Director**

Dr. George J. Fry, Jr. October 1995 – 31 December 1998

### **Deputy Director & Chief, Discovery Center**

Mr. James W. Frye, Jr. October 1995 – 31 December 1998

### **Pentagon Liaison**

Ms. Vicki Johnson (Detailed) August 1997 – July 1998

Micki Bowman July 1998 – 31 December 1998

### **Chief, Exhibits and Special Programs Department**

Mr. James W. Frye, Jr. ca. January 1995 – 31 December 1998

### **Chief, Education and Technology Department**

Ms. Jan Hemphill (Detailed) August 1997 – March 1998

Rhonda Carroll (Detailed) March 1998 – July 1998

Vicki Johnson July 1998 – 31 December 1998

### **Chief, Engineering and Automation Department**

Mr. Ollie Washington, Jr. ca. January 1995 – 31 December 1998

### **Chief, Administration**

Ms. Sharon Weathers (Detailed) June 1997 – February 1998

Ollie Washington February 1998 – 31 December 1998

### **Research and Special Projects Officer**

Ms. Mary Ann Navarro ca. January 1995 – 31 December 1998

## GLOSSARY OF ACRONYMS AND ABBREVIATIONS

AAN	Army After Next
AAN-SA	Army After Next System Architecture
AAO	Army Acquisition Objectives
AAR	After Action Report
AASLT	Air Assault
ABCS	Army Battle Command System
ABIC	Army Battlefield Interface Concept
ABMOC	Air Battle Management Operations Center
ABNE	Airborne
AC	Active Component
ACAP	Army Career and Alumni Program
ACCB	Army Configuration Control Board
ACCP	Army Correspondence Course Program
ACCS	Army Command and Control System
ACD	Area Communications Department
ACE	Academic Counselor Evaluator; American Council on Education; Advanced Communications Elective
ACERT	Army Computer Emergency Response Team
ACES	Automated/Army COMSEC Engineering System
ACES	Automated Communications Engineering Software
ACMS	Automated Communications Management System
ACN	Airborne Communications Node
ACPM	Activity Career Program Manager
ACS	Army Community Service
ACSO	Assistant Corps Signal Officer
ACUS	Area [Army] Common User System
ADA	Air Defense Artillery
ADC	Automatic Data Controllers
ADCCS	Air Defense Command and Control System
ADCO	Alcohol and Drug Control Officer
ADCOM	Air Defense Artillery Command
ADDS	Army Data Distribution System
ADG	Advanced Development Group
ADIP	Army Driver Improvement Program
ADLP	Army Distance Learning Plan
ADLP-MP	ADLP Master Plan
ADO	Army Digitization Office
ADP	Automated Data Processing
ADPE	Automated Data Processing Equipment
ADRP	Army Defense Information System Network (DISN) Router Program
ADSO	Assistant Division Signal Officer
ADT	Active Duty Training
AECP	Army Experimental Campaign Plan
AER	Academic Evaluation Report; Army Emergency Relief

AERS	Army Education Requirement System
AF	Appropriated Fund
AFATDS	Advanced Field Artillery Tactical Data System
AFB	Air Force Base
AFCEA	Armed Forces Communications-Electronics Association
AFFES	Army Air Force Exchange Service
AFES	Army Frequency Engineering Software
AFSC	Air Force Specialty Code
AFSCN	Air Force Satellite Control Network
AFTB	Army Family Team Building
AIMS-R	Automated Instructional Management System-Redesigned
AIT	Advanced Individual Training, Automated Identification Technology
AKMS	Army Key Management System
AMSC	Army Management Staff College
ANCOC	Advanced Noncommissioned Officer Course
ANG	Air National Guard
AOC	Area of Concentration
AOSP	Army Occupational Survey Program
AR	Army Regulation
ARCIS	Army Company Information System
ARFOR	Army Force
ARI	Army Research Institute
ARNG	Army National Guard
ARSPACE	Army Space Command
ARTEP	Army Training and Evaluation Program
ARTEP-MTP	ARTEP-Master Training Plan
ASARC	Army System Acquisition Review Council
ASAS	All Source Analysis System
ASAT	Automated System Approach to Training
ASB	Automations Support Branch
ASC	Automatic Digital Network (AUTODIN) Switching Center; Army Signal Command
ASI	Additional Skill Identifier; Automated Systems Integration
ASIMS	Army Standard Information Management System
ASIP	Advanced System Improvement Plan; Army Stationing & Installation Plan
A2C2	Army Airspace Command and Control
AT	Annual Training
ATA	Army Technical Architecture
ATCCS	Army Tactical Command and Control System
ATM	Asynchronous Transfer Mode
ATMP	Advanced Technology and Management Program
ATRRS	Army Training Requirements and Resources Systems
ATSC	Army Training Support Center
ATT	Advanced Technology Team
ATTCS	Army Tactical Command and Control System
AUSA	Association of the United States Army

AUTODIN	Automated Digital Network
AWCF	Army Working Capital Fund
AWE	Army Warfighter Exercise, Advanced Warfighting Experiment
AWS	Automated Work Station
BAFO	Best and Final Offer
BAS	Battlefield Automated System
BASOPS	Base Operations
BC	Battlefield Computers
BCBL	Battle Command Battle Laboratory
BCT	Basic Combat Training
BDE	Brigade
BET	Basic Electronic Training
BFA	Battlefield Functional Area
BFMA	Battlefield Functional Mission Area
BG	Brigadier General
BIOS	Basic Input/Output System
BITS	Battlefield Information Transmission System
BLAST	Blocked Asynchronous Transfer
BLOS	Beyond Line-of-Sight
BMDO	Ballistic Missile Defense Organization
BN	Battalion
BNCO	Basic Noncommissioned Officer Course
BOIP	Basis of Issue Plan
BQ	Branch Qualification
BRAC	Base Realignment and Closure
BSA	Brigade Support Area
BSM	Battlefield Spectrum Management
BSMC	Battlefield Spectrum Management Course
BSO	Battalion/Brigade Signal Officer
BTB	Basic Training Branch
BVTC	Battlefield Video Teleconferencing
C&A	Concepts and Architecture
C&GSC	Command and General Staff College
C2	Command and Control
C3	Command, Control, and Communications
C3I	Command, Control, Communications and Intelligence
C4	Command, Control, Communications, and Computers
C4I	Command, Control, Communications, Computers, and Intelligence
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
C4RDP	Command, Control, Communications, and Computers Requirements Definition Program
C4RDPSS	C4RDP Support System
C4TI	C4 Technology Information
CA	Commercial Activities
CAC	Combined Arms Command

CACDA	Combined Arms Combat Developments Activity
CAD	Course Administrative Data
CADM	Core Architecture Data Model
CAIRS	Cable Assignment Information Retrieval System
CAISI	Combat Service Support (CSS) Automated Information System Interface
CAP	Crisis Action Planning
CAPEX	Capability exercise
CA&R	Course Analysis & Redesign
CASCOM	Combined Arms Support Command
CATS	Combined Arms Training Strategy
CAW	Certification Authority Workstation
CBI	Circuit Bundling System
CBS	Corps Battle Simulation
CBT	Computer Based Training
CCB	Combat Communications Branch; Configuration Control Board
CCS	Communications Control Set
CCD	Circuit Control Division
CD	Cavalry Division; Compact Disk; Combat Developments
CD-ROM	Compact Disc-Read Only Memory
C-E	Communications-Electronics
CECOM	US Army Communications-Electronics Command
CF	Career Field
CFC	Combined Federal Campaign
CG	Commanding General
CGSOC	Command and General Staff Officer Course
CH	Chaplain
CHD	Conservative Heavy Division
CHS	Common Hardware/Software
CINC	Commander-in-Chief
CINCOS	Change in NCO Status
CIP	Command Inspection Program
CLT	Combat Leadership Team
CMB	Course Management Branch
CMD	Color Monitor Device
CMF	Career Management Field; Consolidated Maintenance Facility
CMMC	Corps Materiel management Center
CMP	Course Management Plan
CMT	Communication Military Training
CNPS	Common Network Planning Software
CNR	Combat Network Radios
CNSI	Communication Network and Simulation
COC	Council of Colonels
COE	Common Operating Environment
COIC	Critical Operational Issues and Criteria
COL	Colonel
COMSEC	Communications Security

CONUS	Continental United States
COR	Contracting Officer's Representative
COS	Chief of Staff
COSCOM	Corps Support Command
COTS	Commercial-off-the-shelf
CO2	Consideration of Others
CP	Command Posts/Career Program
CPAC	Civilian Personnel Advisory Center
CPR	Cardiopulmonary Resuscitation
CPT	Captain
CPT PME	Captain's Professional Military Education
CPU	Central Processing Unit
CRC	Computer Resource Center
CRD	Capstone Requirements Document
CRP	Communications Relay Package
CS	Combat Support
CSA	Chief of Staff of the Army
CSB	Computer Support Branch; Corps Support Branch
CSCE	Communication System Control Element
CSG	Corps Support Group
CSM	Command Sergeant Major
CSRA	Central Savannah River Area
CSS	Computer Science School; Combat Service Support; Communications Control Set
CSSCS	Combat Service Support Control System
CSSTSS	Combat Service Support Training Simulation System
CT	Contractor Trained
CTB	Course Management Branch
CTC	Cadre Training Course; Combat Training Center
CT/SSB	Critical Task/Site Selection Board
CTS-U	Common Traffic Simulator-Upgrade
CTSF	Central Technical Support Facility
CTT	Communications Task Training
CUITN	Common User Installation Transport Network
CWO	Chief Warrant Officer
CY	Calendar Year
DA	Department of the Army
DAO	Defense Accounting Office
DAG	Detailed Analysis Group
DAGR	Defense Advanced GPS Receiver
DAMA	Demand Assignment Multiple Access
DAMO	Division Automation Management Office
DAWE	Division XXI Advanced War-Fighting Experiment
DBMS	Data Base Management System
DCA	Defense Communications Agency
DCD	Directorate of Combat Development

DCG	Deputy Commanding General
DCSS	Digital Communication Satellite Subsystem
DCT	Digital Patch and Access System Controller Terminal
DDEAMC	Dwight D. Eisenhower Army Medical Center
DDN	Defense Data Network
DE	Designer's Edge
DESCOM	Depot System Command
DFAS	Defense Finance Accounting Service
DFCC	Digital Force Coordination Cell
DFCS-NCT	DSCS Frequency Division Multiple Access Control Systems-Net Control Terminal
DGM	Digital Group Multiplexer
DHCP	Dynamic Host Control Protocol
DHR	Directorate of Human Resources
DII	Defense Information Infrastructure
DIL	Digital Integration Laboratory
DIMS	DSCS Integrated Management System
DIS	Directorate of Installation Support
DISA	Defense Information System Agency
DISC4	Director, Information Systems for Command, Control, Communications and Computers
DISCOM	Division Support Command
DISN	Defense Information System Network
DISTR	Distribution
DIV	Division
DL	Distance Learning
DLOC	Division Logistical Operational Center
DMAIN	Division Main
DMMC	Division Materiel Management Center
DMS	Defense Message System
DNVT	Digital Non-Secure Voice Terminal
DOC	Directorate of Contracting
DOCS3	DSCS Operational Center System Support Services
DOD	Department of Defense
DOES	Director of Evaluation and Standardization
DOIM	Directorate of Information Management
DOTSP	Doctrinal and Organization Test & Support Package
DPAS	Digital Patch Access System
DPS	Directorate of Public Safety
DPTM	Directorate of Plans, Training and Mobilization
DPW	Directorate of Public Works
DRM	Directorate of Resource Management
DS	Direct Support; Drill Sergeant
DSA	Directory Services Agent
DSCS	Defense Satellite Communication System
DSCS-TD	Defense Satellite Communications Systems-Training Device

DSP	Digital Signal Processor
DSU	Direct Support Unit
DSVT	Digital Subscriber Voice Terminal
DTAC	Digital Training Access Center
DTD	Data Transfer Device; Digital Topographic Data
DTLOMS	Doctrine, Training, Leader Development, Organization, Material, and Soldiers
DTOM&L	Doctrine, Training, Organization, Materiel, and Leadership
DTSS	Digital Topographic Support System
DTT	Doctrine and Tactics Training
DTU	Diskless Terminal Unit
DX	Direct Exchange
EAC	Echelons Above Corps
EAMC	Eisenhower Army Medical Center
EBBT	Echelons Brigade and Below Team
EBC	Echelons Below Corps
ECB	Echelons Corps and Below
ECCM	Electronic Counter-Counter Measure
ECP	Engineering Change Proposal
ECV	Extended Capacity Vehicles
EEO	Equal Employment Opportunity
EGRU	EPLRS Grid Reference Unit
EHF	Extra High Frequency
EKMS	Electronic Key Management System
ELO	Enabling Learning Objective
e-mail	Electronic Mail
ENRMO	Environmental and Natural Resources Management Office
EO	Equal Opportunity
EPLRS	Enhanced Positioning Location Reporting System
ESOP	Enhanced Switching Operational Program
ETM	Electronic Technical Manual
ETP	Exportable Training Package
EUROS	Enhanced User Readout Simulator
EXFOR	Experimental Force
FA	Functional Area
FAA	Functional Area Assessment
FAAD	Forward Area Air Defense
FAADC2	Forward Area Air Defense Command and Control
FAADC3I	Forward Area Air Defense Command, Control, Communications and Intelligence System
FACNET	Federal Acquisition Computer Network
FAT	Final Acceptance Test
FBCB2	Force XXI Battle Command Brigade and Below
FDB	Functional Description of the Battlespace
FDD	First Digitized Division
FDDI	Fiber Distributed Data Interface

FDR	Future Digital Radio
FEC	Forward Error Correction
FEW	Federally Employed Women
FHMUX	Frequency Hopping Multiplexer
FIB	Force Integration Branch
IDACR	1 <sup>st</sup> Digitized Armored Cavalry Regiment
1DCSA	1 <sup>st</sup> Digitized Corps System Architecture
1DFSFA	1 <sup>st</sup> Digitized Force System Architecture
1LT	First Lieutenant
1SG	First Sergeant
FM	Field Manual; Frequency Modulation
FMS	Foreign Military Sales
FMSS	Flyaway Message Switch System
FORSCOM	Forces Command
FOT&E	Follow on Test and Evaluation
FRP	Full Rate Production
FSB	Forward Support Battalion
FSEN	Future Small Extension Nodes
FSG	Family Support Group
FTP	File Transfer Protocol
FTX	Field Training Exercise
FUE	First Unit Equipped
FY	Fiscal Year
GB	Gigabyte
GBS	Global Broadcast Services
GCCS	Global Command and Control System
GCCS-A	Global Command and Control System-Army
GDLS	General Dynamics Land System
GII	Global Information Infrastructure
GMF	Ground Mobile Force
GNCC	Ground Mobile Forces Net Control Console
GO	General Officer
GOSIP	Government Open Systems Interconnect Profile
GPS	Global Positioning System
GPTS	Generic Principles Trainer Suite
GPU	General Purposes User
GRSOC	Gordon Regional Security Operations Center
GRT	Ground Receiver Terminal
GSA	General Services Administration
GTA	Graphic Training Aid
GTE	General Telephone and Electronics
GTR	GPS Tactical Receiver
HAE	High Altitude Endurance
HAEMP	High Altitude Electromagnetic Pulse
HCLOS	High Capacity Line-of-Sight (Radio)
HCU	High Capacity Unit

HDR	High Data Rate
HF	High Frequency
HMDA	High Mobility Digital Group Multiplexers
HMMWV	High Mobility Multipurpose Wheeled Vehicle
HMT	High Mobility Trailer
HQ	Headquarters
HQ&A	Headquarters and Alpha Company
HQDA	Headquarters, Department of the Army
HSMUX	High Speed Multiplexer
HTML	Hyper Text Mark-Up Language
HT/MT	Heavy Terminal/Medium Terminal
HTU	Hand-held Terminal Unit
I3A	Installation Information Infrastructure Architecture
ICC	Information Control Center
ICH	Instructor Contact Hours
ICT	Integrated Concept Team
ICTS	Integrated Communications Training Systems
ICW	Interactive Courseware
ID	Infantry Division
IDNX	Integrated Digital Network Exchange
IDT	Individual Duty Training
IET	Initial Entry Training
IEW	Intelligence and Electronic Warfare
IEW&S	Intelligence, Electronic Warfare and Sensors
IG	Inspector General
IHFR	Improved High Frequency Radio System
IKP	Instructor Key Personnel
IKPT	Instructor Key Personnel Training
ILS	Integrated Logistics Support
IMA	Information Mission Area
IMC	Information Management Center
IMETS	Integrated Meteorological System
IMI	Interactive Multimedia Instruction
IMO	Information Management Operations
IMSE	Improved Mobile Subscriber Equipment
IMSO	International Military Student Office
IMTD	International Military Training Detachment
INE	Intelligence Network Encryption
INMS	Integrated Network Management System
INSCOM	Intelligence and Security Command
INTEL	Intelligence
IOC	Initial Operational Capability
IQQPRI	Initial Quantitative & Qualitative Personnel Requirement
IOT&E	Initial Operational Test and Evaluation
IPR	In-Process Review
IPT	Integrated Process Team

ISA	Inter-service Support Agreement
ISC	Information Systems Command
ISD	Instructional Systems Design
ISEOC	Information Systems Engineering Officer Course
ISM	Installation Support Module
ISSO	Information System Security Officer
ISSOC	Information Systems Staff Officer Course
ISVAP	Information Systems Vulnerability and Protection
ISYSCON	Integrated Systems Control
ITB	Individual Training Branch
ITC	Instructor Training Course
ITP	Individual Training Plan
ITRO	Inter-service Training Review Organization
ITTSP	Initial Training Test Support Package
JBSMC	Joint Battlefield Spectrum Management Course
JCS	Joint Chiefs of Staff
JNMS	Joint Network Management System
JOIN	Joint Optical Information Network
JPO	Joint Program Office
JRBECS	Joint Revised Electronic-Communication CEOI/SOI System
JRISS	Joint Recruiting Information Support System
JROC	Joint Requirements Oversight Council
JROTC	Junior Reserves Officer Training Corps
JRTC	Joint Readiness Training Center
JSIM	Joint Simulation System
JSTA	JTIDS System Training Aid
JSTARS	Joint Surveillance Target Attack Radar System
JTA	Joint Technical Architecture
JTACCS	Joint Tactical Automated Communications Control Systems
JTC	Joint Tactical Information Distribution System (JTIDS) Terminal Controller
JTCB	Joint Tactical Communication Branch
JTF	Joint Task Force
JTFSC	Joint Task Force Systems Course
JTFSWA	Joint Task Force Southwest Asia
JTIDS	Joint Tactical Information Distribution System
JTRS	Joint Tactical Radio System
JWID	Joint Warrior Interoperability Demonstration
Ka	Knowledge Acquisition
Kb	Kilobits; Kilobytes
Khz	Kilohertz
LAN	Local Area Network
LC	Lightweight Computer
LCD	Liquid Crystal Display
LCSMM	Life Cycle System Management Model
LCU	Lightweight Computer Unit
LDD	Leadership Development Division

LDR	Low Data rate
LEAD	Leadership Education and Development
LED	Law Enforcement Division
LEN	Large Extension Node
LENS	Large Extension Node Switch
LOGEX	Logistics Exercise
LOGT	Logistics Team
LOI	Letter of Instruction
LOS	Line-of-Sight
LPI/LPD	Low Probability of Intercept/Low Probability of Detection
LRIP	Low Rate Initial Production
LT	Lieutenant
LTC	Lieutenant Colonel
LTG	Lieutenant General
LTR	Letter
LTU	Line Terminal Unit
LUT	Limited User Test
MACOM	Major Command
MAFTRS	MILSTAR Air Force Terminal Remoting System
MAJ	Major
MANPRINT	Manpower Personnel Integration
MAPEX	Map Exercise
MB	Megabytes; megabits
MBPS	Megabytes per second
MCS	Maneuver Control Systems
MDTP	Maintainability Demonstration Test Plan
MEADS	Medium Extended Air Defense System
MEGABYTE	Megabyte
METL	Mission Essential Training List
MG	Major General
MHS	Message Handling System
MHz	Megahertz
MI	Military Intelligence
MICAD	Multipurpose Integrated Chemical Agent Alarm
MIDAS	Multiplexer Integration and Digital Communications Subsystem (DCSS) Automation System
MIDS	Multifunctional Information Distribution System
MII	Military Information Infrastructure
MILSATCOM	Military Satellite Communication
MILSTAR	Military Strategic and Tactical Relay Satellite
MLSSI	Multi-Level System Security Initiative
MMBSL	Mounted Maneuver Battle Space Lab
MMI	Man Machine Interface
MNS	Mission Needs Statement
MOA	Memorandum of Agreement
MOS	Military Occupational Specialty

MPN	MSE Packet Network
MRD	Material Requirements Division
MSE	Mobile Subscriber Equipment
MSERS	MSE Resident School
MSEU	Mass Storage Expansion Unit
MSG	Message; Master Sergeant
MSRT	Mobile Subscriber Radiotelephone Terminal
MTOE	Modified Table of Equipment
MTP	Material Training Plan
MTS	Movement Tracking System
MTT	Mobile Training Teams
MWR	Morale, Welfare, and Recreation
NAF	Non-Appropriated Fund
NAM	Network Assessment Model
NAVSTAR	Navigation System Timing and Ranging
NC	Node Center
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officer Academy
NCOIC	Noncommissioned Officer-in-Charge
NCOPD	NCO Professional Development
NCS	Net Control Station
NCS-E	NCS-Enhanced
NDI	Non-Development Item
NES	Network Encryption System
NET	New Equipment Training
NG	National Guard
NMC	Network Management Center
NMT	Network Management Tool; Network Management Team
Non-IET	Non-Initial Entry Training
NPT	Network Planning Tool; Network Planning Terminal
NSC	National Science Center
NSS	Nodal Switch System
NSTB	New Systems Training Branch
NT	New Technology (Trade Mark for Windows NT)
NTC	National Training Center
NTDR	Near Term Digital Radio
OA	Operational Assessment
OAI	Office of Academic Instruction
OBC	Officer Basic Course
OCOS	Office Chief of Staff
ODARS	Occupational Data Analysis Requirements and Structure
ODISC4	Office of the Director of Information Systems Command, Control, Communications, Computers and Intelligence Objective Defense Satellite Communications Systems (DSCS) Operations Center
OEMTD	Ordnance Electronics Maintenance Training Department
OFS	Officer Foundation Standards; Officer Formation Service

OIC	Officer-in-Charge
OMA	Operations and Maintenance Army
OMB	Office of Management and Budget
OMMCS	Ordnance Missile & Munitions Center and School
OOTW	Operations Other Than War
OPD	Office of Professional Development
OPFAC	Operational Facility
OPLAN	Operation Plan
OPLOC	Operating Location
OPMS	Officer Personnel Management System
OPORD	Operations Order
OPTEC	Operational test and Evaluation Command
ORD	Operational Requirements Document
OS	Other Services
OSCAR	Outside Cable Rehabilitation Program
OSD	Office of the Secretary of Defense
OSJA	Office of the Staff Judge Advocate
OTAD	Over-the-Air-Distribution
OTAR	Over-the-Air-Rekey
OTRR	Operational Test Readiness Review
PAB	Personnel Automation Branch
PAC3	Projection for Army Command, Control, and Communications
PAO	Public Affairs Office
PAT	Process Action Team
PBO	Property Book Office
PCC	Pre-Command Course; Principles of Counseling Course
PCS	Permanent Change of Station; Permanent Communication Services
PCU	Portable Computer Unit
PDD	Professional Development Division
PDN	Professional Development Network
PEO	Program Executive Officer
PERSCOM	Personnel Command
PFC	Private First Class
RIC	Religious Information Center
PLGR	Precision Lightweight GPS Receiver
PLL	Prescribed Load List
PLRS	Positioning Locating and Reporting System
PM	Program Manager; Project Manager; Product Manager
PME	Professional Military Education
PMO	Program Management Office
PMR	Program Management Review
PM-TRCS	Program Manager Tactical Radio Communications Systems
POB	Personnel Operations Branch
POC	Point of Contact
POI	Program of Instruction
POIMM	Program of Instruction Management Module

POM	Program Objective Memo
PO&T	Plans, Operations, and Training Division
PPB	Power Projection Branch
PPS	Precise Positioning System
PROFS	Professional Office System
PSE	Program Support Environment
PTMP	Personnel and Training Management Program
PVT	Private
QEAM	Quick Erect Antenna Mast
QOL	Quality of Life
QRSA	Quick Reaction Satellite Antenna
QQPRI	Qualitative and Quantitative Personnel Requirements Information
RAF	Royal Air Force
RAM	Random Access Memory
RAU	Radio Access Unit
RBECs	Revised Battlefield Electronic CEOI System
RC	Reserve Components
RC/ACD	Regimental Communications/Area Communications System
RCNSC	Reserve Component National Security Course
RCSD	Reserve Component Support Division
RC/TSD	Regimental Communications/Transmission Systems Department
RDOT	Regimental Directorate of Training
REMED	Regional Medical Reserve Components Training Center
RF	Radio Frequency
RIF	Reduction-in-Force
RISC	Reduced Instruction Set Computer
RNCOA	Regimental Noncommissioned Officer Academy
ROA	Regimental Officer Academy
ROB	Regimental Ordnance Battalion
ROC	Requirements Operational Capability
ROTC	Reserve Officer Training Course
RS	Radio Sets
RSB	Regimental Signal Brigade
RSCCE	Replacement Satellite Communications Configuration and Control Element
R/T	Receiver/Transmitter
RTMB	Resident Training Management Branch
RTS-MED	Regional Training Site-Medical
RWS	Rigid Wall Shelter
S-3	Tactical Signal S-3 Course EAC/ECB
SAG	Study Advisory Group
SAIC	Science Applications International Corporation
SA/ISSO	System Administrator/Information System Security Officer
SAIT	Science Application International Technology
SAMS	Satellite Automatic Monitoring System
SAR	Satellite Access Request
SARSS	Standard Army Supply System

SAT	Systems Approach to Training
SATCOM	Satellite Communications
SATS	Standard Army Training System
SBIS	Sustaining Base Information System
SBU	Sensitive But Unclassified
SCAMP	Single Channel Anti-Jamming Manportable (Radio)
SCC	System Control Center
SCCC	Standardized COMSEC Custodian Course; Signal Captain's Career Course
SCRA	Signal Corps Regimental Association
SCSI	Small Computer System Interface
SDR	Special Design Review
SDS	Senior Drill Sergeant
SDT	Self-Development Tests
2DFSA	2nd Digitized Force Systems Architecture
SEC	Software Engineering Center
SECOMP-I	Secure Enroute Communications Package-Improved
SECPOC	Southeast Regional Civilian Personnel Operations Center
SEN	Small Extension Node
SENS	Small Extension Node Switch
SFC	Sergeant First Class
SFDB	Staff and Faculty Development Branch
SGI	Small Group Instruction
SGL	Small Group Leader
SGLT	Small Group Leader Team
SGM	Sergeant Major
SGS	Secretary General Staff
SGT	Sergeant
SHF	Super High Frequency
SIB	Systems Integration Branch
SICPRWS	Standard Integrated Command Post Rigid Wall Shelter
SICPS	Standard Integrated Command Post System
SIGCEN	Signal Center
SINCGARS	Single Channel Ground and Airborne Radio System
SIP	System Improvement Plan
SJA	Staff Judge Advocate
SLD	Signal Leadership Department
SLT	Senior Leadership Team
SMART-T	Secure, Multi-Channel, Anti-Jam Reliable Tactical Terminal
SMDR	Structure Manning Decision Review
SME	Subject Matter Expert
SMS	Service Management System
SMT	Spectrum Management Team
SMU	Switch Multiplexer Unit
SNB	Switching and Networks Branch
SOAC	Signal Officer Advanced Course
SOAC-RC	Signal Officer Advanced Course - Reserve Component

SOBC	Signal Officer Basic Course
SOBC-RC	Signal Officer Basic Course - Reserve Component
SOBQ	Signal Officer Branch Qualification Course
SOCOM	Special Operations Command
SOF	Special Operations Forces
SOM	Software Operating Manual
SOMA	Signal Organization and Mission Alignment
SPC	Specialist; Systems Planning Computer(s)
SPITFIRE	AN/PSC-5, Single Channel Tactical Satellite Terminal
SPOCK	Security Proof of Concept Keystone
SRT	Standard Remote Terminal
SSCN	Survivable Secure Communications Network
SSG	Staff Sergeant (Army)
SSgt	Staff Sergeant (Air Force)
SSS	Single Shelter Switching
STAMIS	Standard Army Management Information Systems
STAR-T	Super High Frequency (SHF) Tri-Band Advanced Range Extension Terminal
STB	Specialized Training Branch
STD	Signal Tactics Division
STE	Secure Terminal Equipment
STEP	Standard Tactical Entry Point
STMS	Switching Transmission and Microwave System
STRAP	System Training Plan
STRICOM	Simulation, Training, and Instrumentation
SVGA	Super Video Graphics Adapter
SWA	Southwest Asia
SYSCON	System Control
TAA	Total Army Analysis
TAC	Trainer/Advisor/Counselor; Tactical
TACCOM	Tactical Computer Branch
TACCS	Tactical Command and Control System
TACMIS	Tactical Management Information System
TACSAT	Tactical Satellite
TACSIM	Tactical Simulation
TACSTE	Tactical Secure Terminal Equipment
TADIL	Tactical Digital Information Link
TAITC	Total Army Instrument Training Course
TAQ	Total Army Quality
TASC	Tactical Audiovisual Support Centers
TASS	Total Army School Systems
TATS	Total Army Training System
TAV	Total Asset Visibility
TCC	Telecommunications Center
TCIM	Tactical Communications Interface Module
TCS	Tactical Communications Systems

TCU	Transportable Computer Unit
TD	Training Development
TDA	Table of Distribution and Allowances
TDMA	Time Division Multiple Access
TDY	Temporary Duty
TELNET	Terminal Emulation
TEXCOM	Test and Experimental Command
TF	Task Force
TF XXI	Task Force XXI
TGRS	Transportable Ground Receiver Suites
THAAD	Theater High Altitude Air Defense
TI	Tactical Internet
TLO	Terminal Learning Objective
TM	Technical Manual
TMA	TRADOC Manpower Activity
TMD	Training Management Division
TMDE	Test Measurement Diagnostic Equipment
TMG	Tactical Multinet Gateway
TNAPS	Tactical Network Analysis Planning System
TNET	Teletraining Network
TOC	Tactical Operations Center
TOE	Table of Organization and Equipment
TPIO	TRADOC Program Integration Office
TPN	Tactical Packet Network
TRADOC	Training and Doctrine Command
TRAP	Training Resources Arbitration Panels
TRAS	Training Requirements Analysis System
TRI-TAC	Tri-Service Tactical Communications
TSB	Training Support Branch
TSC	Training Support Center
TSC-A	Theater Signal Control-Army
TSD	Training Support Division
TSM	TRADOC System Manager
TSM BC	TRADOC System Manager Battlefield Computers
TSM NM	TRADOC System Manager Network Management
TSM SATCO M	TRADOC System Manager Satellite Communications
TSM TR	TRADOC System Manager Tactical Radio
TSP	Training Support Package
TSSOC	Tactical Signal Staff Officer Course
TSVT	Tactical Secure Voice Terminal
TTA	Tactical Terminal Adapters
TTP	Tactics, Techniques, and Procedure
TTSP	Training Test Support Package
UAV	Unmanned Aerial Vehicle
UCMJ	Uniform Code of Military Justice
UCU	Ultra Computer Unit

UFD	Unit [User] Functional Description
UHF	Ultra High Frequency
UHF-SC	Ultra High Frequency-Single Channel
UL	Unit Level
ULLS	Unit Level Logistics Systems
ULM	Unit Level Maintainer
UMT	Unit Ministry Team
UNIX	Computer Program (Multi tasking/User Operating System)
US	United States
USA	US Army
USAF	United States Air Force
USAR	US Army Reserves
USARNG	US Army National Guard
USASC&FG	US Army Signal Center & Fort Gordon
USMA	United States Military Academy
USMC	US Marine Corps
USN	United States Navy
UTB	Unit Training Branch
VCSA	Vice Chief of Staff of the Army
VECP	Value Engineering Change Proposal
VEE	Virtual End-to-End
VHF	Very High Frequency
VHF-FM	VHF Frequency Modulation
VHSIC	Very High Speed Integrated Circuit
VIS	Vehicular Intercommunication System
VMF	Variable Message Format
VSIP	Voluntary Separation Incentive Pay
VTC	Video Teleconference; Video Telecommunications Conference
VTT	Video Tele-Training
WAN	Wide Area Network
WARSIM	War-Fighter Simulation
WFLA	War-Fighter LENS Analysis
WGS	Wideband Gapfiller System
WIN	War-Fighter Information Network
WIN-MS	WIN management System
WIN-T	War-Fighter Information Network-Terrestrial
WOAC	Warrant Officer Advanced Course
WOBC	Warrant Officer Basic Course
WOD	Warrant Officer Division
WOES	Warrant Officer Education System
WRAP	Warfighter Rapid Acquisition Program
WWW	World Wide Web

## INDEX

Aberdeen Proving Grounds (MD): 5,6, 42, 268  
ABCS: 89-90, 93, 112-117, 131 *See Army Battlefield Command System.*  
Abrams, GEN John N.: 154, 260, 269  
ABRAMS Main Battle Tank (M1A2): 85  
Ackerman, MG Michael W.: 9, 19, 135, 231, 254, 266, 273-274  
Additional Skill Identifier (ASI):  
    ASI1C, Satellite Systems Network Coordinator: 15, 17, 43, 44, 46  
    ASI3E, Satellite Communications System Repair Technician: 58  
    ASIF2, Antenna Installer: 15  
    ASIF6, Cable Splicer: 15  
    ASIF113, Satellite Communications Operator: 15  
    ASIH4: 232  
    ASIQ7, Satellite Communications Terminal Operator-Maintainer: 15  
    ASIT1, EPLRS NCS Operator/Maintainer: 45  
    ASIZ2, Automatic Message Switching Center Operator: 15, 23, 30, 31  
    ASIZ4, 22  
Advanced Noncommissioned Officers Course: 18, 56, 61, 64, 190, 228 *See ANCOC.*  
AER: 1-2, 6, 9, 13, 20, 62  
AFCEA: 1, 14, 20, 215, 273  
AIMS-R: 24, 50. *See Automated Instructional Management System-Redesigned.*  
Air Defense Artillery School: 79  
AKMS: 62, 87-89, 148  
Alexander Hall: 53, 203, 207-208, 269  
Allen Hall: 24, 142, 241  
Allison Hall: 3, 241  
ANCOC: 18, 29, 35, 56, 61-64, 66-67, 125, 175, 190, 207, 228, 231-232, 269  
AN/ARC-54: 101  
AN/ARC-114: 101, 127  
AN/ARC-131: 101, 127  
AN/ARC-208(V)2: 39  
AN/CYZ-10: 34, 55, 89, 207  
AN/FCC-98: 27  
AN/FSC-78: 122  
AN/FSC-79: 122  
AN/GRC-149  
AN/GRC-226: 33, 149  
AN/GRM-122: 101  
AN/GSC-39: 122  
AN/GSC-49: 122  
AN/GSC-52: 122  
AN/GSC-63: 43  
AN/GSC-256: 44  
AN/GYK-33B: 62  
AN/PRC-77: 101, 127  
AN/PRC-119A: 215  
AN/PSC-3: 147  
AN/PSC-5: 25, 98, 143, 147, 267  
AN/PSC-7: 147  
AN/PSN-11: 102  
AN/TRC-138C: 99  
AN/TRC-170: 28, 36, 136  
AN/TRC-173B: 99

AN/TRC-174B: 99  
 AN/TRC-175B: 99  
 AN/TSC-11: 39  
 AN/TSC-85: 43, 104, 121, 146  
 AN/TSC-93B: 43, 104, 121, 146  
 AN/TSC-156(V): 43  
 AN/TSQ-158: 42, 43, 45  
 AN/TTC-39A: 23, 107, 148  
 AN/TTC-39D: 32, 148  
 AN/TTC-47: 32  
 AN/TTC-48: 32  
 AN/TYC-19: 34  
 AN/TYC-39: 30, 31, 136  
 AN/TYQ-30: 31, 95  
 AN/TYQ-31: 31, 95  
 AN/TYQ-76: 143  
 AN/UGC-144: 55  
 AN/USC-28: 43, 44  
 AN/UYK-100: 31  
 AN/VRC-12: 101, 127  
 AN/VRC-90D: 32, 34  
 AN/WSC-(V): 52, 145  
 AN/WSC-6: 45  
 Area of Concentration (AOC): 50, 235  
     AOC 25E, Information Systems and Networking Course: 52  
     AOC 25A, Signal Operations: 141, 142, 234  
     AOC 25C, Signal Capatins Course: 50, 142  
     AOC 53A, Information Systems Management: 233-235  
     AOC 53C, Army Acquisition Corps: 235  
 Armed Forces Communications-Electronics Association: 1. *See AFCEA.*  
 Armor Center: 78-79  
 Army Battlefield Command System: 89, 113, 1250. *See ABCS*  
 Army Emergency Relief: 9  
 Army Key Management System: 62, 87, 88, 148 *See AKMS.*  
 Army Training XXI: 51, 137. *See Army XXI; Division XXI; Force XXI; Task Force XXI, and TF XXI.*  
 Army Values: 10, 18, 168  
 Army XXI: 81, 128, 144, 175, 257 *See Army Training XXI; Division XXI; Force XXI; Task Force XXI; and TF XXI.*  
 Army Warfighter Experiment: 92, 123. *See AWE and Advanced Warfighter Experiment.*  
 Arnold, LTC Joan C.: 1, 8  
 ASAT: 23, 34-35, 50, 51, 58, 132. *See Automated Systems Approach to Training.*  
 ASIs: *See Additional Skill Identifier*  
 Audie Murphy Club: 10, 12, 16, 17, 21, 63, 204, 265, 278  
 AUSA: 1, 3, 5, 20, 273  
 Automated Instructional Management System-Redesigned (AIMS-R): 50  
 Automated Systems Approach to Training: 23, 50, 1323. *See ASAT.*  
 Avionics Center: 78-79  
 Avionics Flight Communications Systems Repairer:  
 Avionics Radar Repairer:  
 AWE: 92, 123 *See advanced Warfighter Experiment and Army Warfighter Experiment.*

Baker, COL (Commander, 513<sup>th</sup> MI Brigade): 207  
 Barnes Avenue Chapel: 242-244, 247-248, 253

Barracks:

513th MI Brigade: 152, 209, 267, 274

Rolling Pin: 202

Bldg 21706: 202

Bldg 21707: 202

Bldg 21708: 202

Bldg 21715: 202

Bldg 21716: 202

Bldg 21720: 202

Barton Field: 151, 205, 208, 265-267, 269

Basic Noncommissioned Officer Course: 29, 61, 64, 190, 228 *See BNCOC.*

Baskin-Robins: 152

BASOPS Opportunity Leveraging and Development: 188, 264. *See BOLD Grants.*

Battalions:

29th Signal Battalion: 227

39th Signal Battalion: 47

56th Signal Battalion: 264

63rd Signal Battalion: 11, 19, 60, 172, 195, 203, 213-215, 264, 270

DA Field Kitchen Competition: 214

67th Signal Battalion: 17, 213, 243, 248, 250, 264-265

73rd Ordnance Battalion: 1-10, 12-13, 48, 248, 265

124th Signal Battalion (USAR): 88, 106, 137, 229

Force XXI: 88

Fort Hood: 229

201st Military Intelligence Battalion: 182, 215, 248, 250, 251, 267

202nd Military Intelligence Battalion: 246, 250, 267, 269

203rd Military Intelligence Battalion: 268

297th Military Intelligence Battalion: 267, 269

369th Signal Battalion: 1, 7-13, 143, 248

391st Reserve Engineer Battalion: 199

442nd Signal Battalion: 143, 250, 265, 267

447th Signal Battalion: 10, 14-21, 195, 248, 249

501st Signal Battalion: 227

551st Signal Battalion: 153-158, 244, 247, 251

721st Military Intelligence Battalion: 161

Battle Command Battle Laboratory-Gordon: 68, 113, 118. *See BCBL.*

Battlefield Functional Area: 70, 118. *See BFA.*

BCBL: 68-69, 113, 118. *See Battle Command Battle Laboratory.*

Belgium: 10, 17, 173

BFA: 70, 91, 124-125. *See Battlefield Functional Area.*

Bicentennial Chapel: 243, 252, 253

BNCOC: 29, 35, 61, 62-66, 125, 190, 228, 231-232

BOLD Grants: 167, 188, 264. *See BASOPS Opportunity Leveraging and Development.*

Bolt, LTG William (Dep Cmdr TRADOC): 5, 19, 260

Bosnia: 1, 10, 14, 16, 87, 155, 156, 173, 199, 200, 228, 231, 263, 268, 270-271

Operation Joint Guard: 108, 200

Bowling Alley (#2): 245

BRADLEY Fighting Vehicle (M2/3A3): 85

Brant Hall: 2, 134-135, 209

Brems Barracks: 209

Brigades:

1st Brigade (4ID): 125

11th Signal Brigade: 264

15th Signal Brigade: 1, 5, 7, 10, 20, 47, 207, 226, 252, 256  
     Strategic Planning Conference: 1  
 35th Signal Brigade: 199  
 59th Ordnance Brigade: 4-7  
 93rd Signal Brigade: 17, 31, 54, 158, 213, 214, 239, 246, 250, 254, 269-270, 275  
     Large Garrison Dining Facility Category: 214  
 359th Signal Brigade: 258  
 513th Military Intelligence Brigade: 109, 152, 182, 202, 207, 209, 213, 243, 247-249, 251, 253,  
     261-262, 264, 267-269, 273-274  
     Barracks: 152, 209, 264, 274  
     Brown Hall: 268  
     Commanders: Baker, COL 207  
 Brown Hall: 268  
 Buchholz, LTG Douglas D.: 260  
 Buildings:  
     Alexander Hall: 53, 203, 207-208, 269  
     Allen Hall: 24, 142, 241  
     Allison Hall: 3, 241  
     Barnes Avenue Chapel: 242-244, 247-248, 253  
     Barracks for 513th MI Bde: 152, 209, 264, 274  
     Bicentennial Chapel: 243, 252-253  
     Brant Hall: 3, 134-135, 209  
     Brems Barracks: 209  
     Brown Hall (513th MI Bde): 268  
     Building 961: 206  
     Building 2006 (Old Photo Lab): 203  
     Building 18404 (Stinson Guest House): 219  
     Building 19160 (Soldier Chapel): 243, 253  
     Building 21706: 202  
     Building 21707: 202  
     Building 21708: 202  
     Building 21715: 202  
     Building 21716: 202  
     Building 21720: 202  
     Building 24701: 185  
     Building 25705: 11  
     Building 25707: 185  
     Building 25718: 185  
     Building 25720: 185  
     Building 28410: 219  
     Building 29602: 8  
     Building 29705: 8, 11  
     Building 29706: 8  
     Building 29707: 8  
     Building 29708: 9, 11  
     Building 29714: 8-9  
     Building 29715: 8  
     Building 29720: 9, 202  
     Building 29721: 9  
     Building 32503 (Wilson Hall): 254  
     Building 33720 (Darling Hall): 198, 261  
     Building 37504 (Faith Community Chapel): 243, 253  
     Building 39713: (Religious Education Center): 244, 252  
     Building 41101: 132

Building 41102: 132  
 Building 41103: 132  
 Building 41104: 132  
 Building 41105: 132  
 Building 41201: 132  
 Building 41202: 132  
 Burkhardt Hall: 24  
 Cobb Hall: 3, 52-53, 57, 64, 66-67  
 Conrad Library (Hall): 152, 1756, 267, 269  
 Darling Hall (Bldg 33720): 198, 261  
 Dixon Hall: 64, 67  
 Faith Community Chapel: 243, 253  
 Fisher Hall: 3, 53  
 Greely Hall: 53, 55, 142  
 Gym 3: 168  
 Gym 4: 168  
 Gym 5: 168  
 Gym 6: 168  
 Hazen Hall: 3  
 Moran Hall: 24, 34  
 Nelson Hall: 205  
 Olmstead Hall: 207  
 Quarters 4: 46  
 Ring Hall: 219  
 Saltzman Hall: 33, 38, 48, 53, 142  
 Stansell Hall: 3, 53  
 Stinson Guest House: 219  
 Vincent Hall: 38, 47-48  
 Woodworth Library: 175, 269  
 World War II Era: 202, 253, 261  
 Burkhardt Hall: 24

Caldera, Louis (Sec of Army): 192, 260, 268, 270, 275  
 Campbell, LTG William: 260  
 CAPEX: 53  
 Career Management Force (CMF): 62  
     CMF 25, Visual Information Operations: 229  
     CMF 31, Radio Operations-Maintenance: 229  
     CMF 35, Electronic Maintenance Calibration: 62  
     CMF 74, Information Systems Operator-Analyst: 229, 232  
 CASCOM: 76, 106  
 CECOM: 31, 32, 88, 115, 215. *See Communications-Electronics Command.*  
     Guenther, LTG Otto: 115, 199, 260  
 Chaplain's Center: 80  
 Chief of Signal: 9, 19, 57, 67, 226-229, 231, 235, 266  
     MG Michael W. Ackerman: 9, 19, 135, 231, 254, 266, 273-274  
     MG Peter M. Cuvillo: 235, 266  
 Chief of Staff (USASC&FG): 47, 67  
     COL Robert C. Zelazny: 47, 67  
 Christmas House: 3, 6, 7, 10-11, 13, 18, 20-21, 163, 198, 201  
 CINCOS: 226, 229-231, 241  
 Civilian Personnel Advisory Center: 170-171. *See CPAC.*  
 Cleland, Senator Max: 203, 260, 263, 265

Classroom XXI: 29, 50, 135, 142, 205, 269  
Clinton, President (William Jefferson [Bill]): 264  
CNR: *See Combat Net Radios.*  
Cobb Hall: 52, 53, 57, 64, 66-67  
Combat Net Radio: 98, 105. *See CNR.*  
Combined Arms Center: 78-79  
    CAC: 120  
Combined Arms Support Command: 76, 79, 88. *See CASCOM.*  
Commanding General: 9, 11-12, 19, 64, 129, 135, 197, 214, 254, 274  
    Fort Gordon CG's Best Dining Facility Awards Program: 214  
Communications-Electronic Command: 31, 88, 115. *See CECOM.*  
Computer Science School: 64, 66-67  
Conrad Library (Hall): 47, 152, 168, 175, 201, 267, 269  
Consideration Of Others (CO2) Training : 22, 27, 36, 132  
Consolidated Maintenance Facility: 152  
CORPS:  
    Corps XXI: 81  
    III Corps: 97, 200  
    V Corps: 200  
    XVIII Airborne Corps:  
CO2 Training: 22, 27, 36, 132  
Coverdell, U.S. Senator (GA), Paul: 203, 263  
CPAC: 170-171. *See Civilian Personnel Advisory Center.*  
CSS (Computer Science School): 64  
CuvIELlo, MG Peter M.: 9, 19, 57, 64, 197, 206, 207, 214, 235, 236, 266-268, 270, 274

DAMA: 55, 75, 121  
Darling Hall: 198, 261, 265  
DAWE: 21, 82, 116, 126 *See Digital Advanced Warfighter Experiment.*  
Defense Message System: 66, 72, 84, 232 *See DMS.*  
Deputy Commander USASC&FG: 29, 207, 267  
    BG Jerry W. McElwee: 53, 267  
    COL(P) Velma L. Richardson: 47, 207, 267, 274  
Desert Fox: 213  
DFCC: 82. *See Digitized Forces Coordination Cell.*  
Digital Advanced Warfighter Experiment: 21, 1156 *See DAWE.*  
Digitized Forces Coordination Cell: 82. *See DFCC.*  
Dining Facilities:  
    Dining Facility #4: 9  
    Dining Facility #6: 214  
    Dining Facility #7: to Central Issue Facility: 184  
    Dining Facility #13: 214  
Directorate of Contracting: 176-186  
    Contracts: 175-185  
Directorate of Information Management: 24, 52, 186-190  
Directorate of Public Safety/Military Police Activity: 190-197. *See DPS/MPA.*  
    Commanders:  
        LTC David A. Dlugolenski: 190  
        LTC Thomas B. Howe: 190  
Directorate of Public Works: 182-183, 209-219  
Directorate of Resource Management: 22, 236-241  
DISC4: 64, 66-67, 70, 234

Divisions:

- 1st Cavalry Division: 200
- 1st Infantry Division: 200
- 4th Infantry Division: 97, 117, 123, 125, 200, 72-73, 124
- 25th Infantry Division: 126
- 40th Infantry Division: 200
- 82nd Airborne Division: 200
- 101st Airborne [Air Assault] Division: 200
- Division XXI: 113, 116, 117, 126 *See Army XXI; Army Training XXI; Force XXI; Task Force XXI, and TF XXI.*
- Division Advanced Warfighter Experiment: 21, 82. *See DAWE and Digital Advanced Warfighter Experiment.*
- Division Warfighter Exercise: 200
  - V Corps and 1st Infantry Division: 200
  - 10th Airborne Division: 200
  - 1st Cavalry Division: 200
  - 40th Infantry Division: 200
  - III Corps and 4th Infantry Division: 200
- Dixon Hall: 64, 67
- Dlugolenski, LTC David A.: 190
- DMS: 66, 84, 109, 136, 137, 150, 188, 232. *See Defense Message System.*
- Dog Days of Summer Concerts: 163
  - Mark Chestnutt: 163
  - Rhett Akins: 163
- Donahue, LTG (Ret), Robert: 260
- DPS/MPS: 190. *See Directorate of Public Safety/Military Police Activity.*

- EAMC: 171, 173 *See DDEAMC and Eisenhower Army Medical Center.*
  - BG Robert Griffin, Commander: 173
- Egypt: 10, 173, 199
- Eisenhower Army Medical Center: *See EAMC and DDEAMC.*
- Electronic Maintenance Calibration: . *See CMF 35*
- Electronic Maintenance Chief: . *See MOS 35W.*
- Engineer School: 79
- England: 155-156
- Enhanced Position Location Reporting System: 15, 16, 38, 40, 42, 45, 48, 83, 92, 98, 104. *See EPLRS*
- EO: 23, 139, 223-225. *See Equal Opportunity.*
- EPLRS: 15, -38, 40-43, 45, 48, 72-73, 83, 92, 98, 100, 104, 123-125 *See Enhanced Position Location Reporting System.*
- Equal Opportunity: 23, 223-225. *See EO.*
  - POSH Training: 23, 139
- Exercise:
  - Exercise Bold Knight: 201
  - Exercise Bright Star (Egypt):
  - Exercise Desert Fox (SWA): 213
  - Exercise Foal Eagle(Korea): 56, 200
  - Exercise Gallant Warrior: 269
  - Exercise Grecian Firebolt '98: 98, 267, 274
  - Exercise Ocean Venture 97 (VA):
  - Exercise ULCHI FOCUS LENS (Korea): 28
- EXFOR: 117
- EXODUS: 1; 6; 9, 11-14; 17-18; 20; 135, 172

Facilities:

Barnes Avenue Chapel: 242, 244, 247-248, 253  
Baskin-Robins: 152  
Bowling Alley #2: 245  
Brems Barracks: 209  
Child Development Centers: 183  
Clothing Sales Store: 152  
Consolidated Maintenance Facility: 152  
Faith Community Chapel: 243, 253  
Gate 1: 152, 261, 270  
Gate 2: 152, 211, 261, 270  
Gate 3: 211  
Good Shepherd Chapel: 247, 253  
Gym #3: 168  
Gym #4: 168  
Gym #5: 168  
Gym #6: 168  
HAZMART: 211  
Java Hut: 152  
OSJA Facility: 256  
Popeye's: 152  
Post Gas Chamber: 200  
Pxtra: 152  
Soldier's Chapel (Bldg 19160): 243, 253  
Starbuck's: 152  
Training Areas (TAs)  
    TA-9: 26, 34  
    TA-16: (Post Gas Chamber): 200  
    TA-19: 199  
    TA-23: 199, 268  
    TA-25: 199  
    TA-26: 199  
Faith Community Chapel: 243, 253.  
Farrell, COL Peter: 1, 9, 47, 207, 226  
FBCB2: 25, 27, 85, 92, 98-99, 101, 105, 114, 123, 125-127. *See Force XXI Battle Command Brigade and Below.*  
FDD: 82, 99, 229, 231. *See First Digitized Division.*  
    124th Signal Battalion: 88, 106, 137, 229  
FDR: 100, 123 *See Future Digital Radio.*  
FHMUX: 98, 99, 109, 148. *See Frequency Hopping Multiplexer.*  
Finance School: 80  
1st Cavalry Division: 72, 73, 104, 125, 200  
First Digitized Armored Cavalry Regiment: 71  
First Digitized Corps System Architecture: 71-73. *See IDCSA:*  
First Digitized Division: 82, 121-123, 126, 229 *Also see FDD.*  
IDACR: 71, 73.  
IDCSA: 71, 73  
IDFSA: 71-72. *See 1st Digitized Force Systems Architecture.*  
1st Digitized Force Systems Architecture: 71-73. *See IDFSA and Digitized Force Systems Architecture.*  
First Infantry Division (1ID): 200.  
Fisher Hall: 3, 53, 57.  
Exercise Foal Eagle: 56, 200  
Force XXI: 25, 40, 54, 61, 72, 75-77, 84, 88, 92-93, 97-98, 114, 123-124, 126, 128, 129, 261. *See Army XXI, Army Training XXI, Division XXI, Task Force XXI, and TF XXI.*

Force XXI Battle Command Brigade and Below : 25, 98, 105, 124. *See FBCB2.*  
 Forces Command (FORSCOM): 56, 63, 200, 204.  
 Fort Belvoir, VA: 41-42, 81  
 Fort Benning, GA: 4, 79, 156, 259.  
 Fort Bliss, TX: 13, 35, 79.  
 Fort Bragg, NC: 27, 36, 42, 53, 56, 79, 144, 147, 199-201, 205.  
     XVIII Corps: 27, 147  
 Fort Campbell, KY: 200  
 Fort Carson, CO: 91  
 Fort Discovery: 1, 199, 205, 212, 270, 278-280, 283-285. *See National Science Center.*  
 Fort Dix, NJ: 268  
 Fort Eustis, VA: 42, 80, 91, 140-142, 204-205.  
 Fort Gordon  
     Fort Gordon Recreation Area: , 166, 182, 258, 271  
     Fort Gordon Sportsman's Club: 167  
 Fort Huachuca, AZ: 79-80, 264.  
 Food Hood, TX: 33, 35, 38, 57, 60, 72-73, 80, 82, 97, 113, 116, 125, 137, 143, 200, 229, 232.  
     124th Signal Battalion: 88, 106, 137, 229  
 Fort Irwin, California: 200  
     National Training Center: 200  
 Fort Jackson, SC: 11, 79.  
 Fort Knox, KY: 10, 20, 25, 79, 201, 227, 258.  
 Fort Leavenworth, KS: 53, 79, 80, 117, 144, 200.  
     Prarie Warrior '98: 200  
 Fort Lee, VA: 76, 70, 265  
     Combined Arms Support Command: 76  
     CASCOM: 76  
 Fort Leonard Wood, MO: 79  
 Fort Lewis, WA: 227  
 Fort McClellan, AL: 79, 201  
 Fort McPherson, GA: 27, 184, 201, 204, 269  
 Fort Meade (MD): 271  
 Fort Monmouth, NJ: 30,40, 42, 80, 201.  
 Fort Monroe, VA: 5  
 Fort Myer, VA: 266.  
 Fort Polk, LA: 36, 91  
 Fort Riley, KS: 91  
 Fort Rucker, AL: 79.  
 Fort Sam Houston, TX: 79-80  
 Fort Sill, OK: 57, 79  
 Fort Stewart, GA: 38, 125, 258.  
 434th Army Signal Band: 154, 156, 208, 221-222, 248, 257  
     Signal Corps Band: 151, 154-156, 198, 208, 268, 272  
 4th Infantry Division: 72-73, 97, 104, 117, 123, 125, 128, 200  
 French Chjef of Signal: 20  
 Freedom Park: 67, 151, 192, 242, 252, 253, 261, 269, 270  
 Frequency Hopping Multiplexer: 14. *See FHMUX.*  
 Functional Area: 64  
     FA 24B, Information Systems Engineer: 52, 233-235  
     FA53A, Systems Automation Manager: 64-65, 147, 150, 233-235.  
     FA 245A, Telecommunications System Engineer: 52  
     FA 251A, Data Processing Technician:  
 Future Digital Radio: 98, 123. *See FDR.*

Gallant Warrior: 269  
Garrison Command(er): 151  
Gate 1: 152,261, 270. (*McKenna Gate*)  
Gate 2: 152, 211, 261, 270  
Gate 3: 211  
GBS: 84, 92, 99, 109, 122, 146.  
Generic Principles Training Suite: 37-39, 48. *See GPTS.*  
Germany: 10, 17, 155-156, 173, 200.  
Global Broadcast System: 40, 84, 99. *See GBS.*  
Global Medic Advanced Technology Demonstration: 126  
Global Positioning System: 87, 92, 98, 101, 109, 121, 127. *See GPS.*  
Good Shephard Chapel: 247, 253  
Gordon Lakes Golf Course: 159, 259.  
Gordon Regional Security Operations Center: 109, 111, 243. *See GRSOC.*  
Gorzelnik, LTC Monbica M.: 158.  
GPS: 87, 101, 109, 121, 127, 145. *See Global Positioning System.*  
GPTS: 37, 39, 145. *See Generic Principles Training Suite.*  
Gray, LTG (Ret), Robert E.: 199  
Grecian Firebolt '98: 98, 267, 274  
Greely Hall: 52-55, 142.  
Griffin, BG Robert F. (Commander, EAMC): 173  
Griffith Hall (Billeting Office):  
GRSOC: 109, 111, 243, 249. *See Gordon Regional Security Operations Center.*  
702nd Military Intelligence Group: 243, 249, 253  
Guatemala: 173.  
Guenther, LTG Otto J. (Commander, CECOM): 115, 199, 260

Haiti: 173.  
Hall, CSM Robert E. (CSM of the Army): 4, 260, 264, 273  
Hammond, COL Mary: 119  
Hartzog, GEN William (TRADOC Commander): 260, 265, 268, 269, 273  
Hazen Hall: 3  
HAZMART: 211  
Hillsman, LTG (Ret) William: 228  
Honduras: 155, 156, 173, 200, 213  
Hurricane Mitch: 213, 246, 254, 275  
93rd Signal Brigade: 213, 246, 254, 270, 275  
63rd Signal Battalion: 213  
67th Signal Battalion: 213  
235th Signal Company: 213  
Howe, LTC Thomas B.: 190  
Hungary: 10, 155, 156, 173  
Hurricane Mitch: 213, 246, 254, 262, 263, 270, 275  
Central America: 254  
93rd Signal Brigade: 254

Infantry Center: 80  
Integrated System Control: 33, 34, 57, 60, 62, 84, 87, 92, 95, 96, 143, 229 *See ISYSCON.*  
Intelligence Center: 79  
ISYSCON: 33, 34, 57, 60, 62, 84, 87, 92, 95-96, 116, 143, 229 *See Integrated System Control.*  
Italy: 173  
ITRO: 27, 136. *See Interservice Training Review Organization.*

Jackson, MG (Chief of Ordnance): 6  
Java Hut: 152  
Joint Readiness Training Center: 36. *See JRTC.*  
Joint Review Oversight Council: 94, 121, 124, 126. *See JROC.*  
Joint Tactical Radio [System]: 40, 84, 98, 123, 147. *See JTR[s].*  
Joint Task Force (JTF): 94, 103  
    JTF: 94  
    JTF/AFOR: 103  
    JTF Aquila: 246  
    JTF Bravo: 200  
    Joint Task Force SWA: 113, 200  
JROC: 94, 105, 121, 124. *See joint Review Oversight Council.*  
JRTC: 36. *See Joint Readiness Training Center.*  
JTIDS: 98, 103, 123, 125 *See Joint Tactical Information Distribution System.*  
JTRS: 40, 73, 84, 98, 100, 110, 123, 126, 147, 201 *See Joint Tactical Radio.*  
JWID: 201 *See Joint Warrior Interoperability Demonstration.*  
JWID 98: 139-140

Karpinsky, COL Michael W.: 1, 9, 20, 47  
Kelly, LTG David: 260  
Kern, LTG Paul J.: 122, 260  
Kind, LTG (Ret) Peter M.: 260  
Korea: 10, 13, 17-19, 28, 56, 155, 173, 200  
    Exercise Foal Eagle: 56, 200  
    Exercise ULCHI FOCUS LENS: 28, 200  
    Hyun Sum Kim (Colonel): 220  
    Tango Bunker: 13  
Kuwait: 10, 17, 25, 155, 156, 173, 200, 268  
    Kuwaiti Forces Training: 25  
KY-68: 107

Lee, MG (Taiwan): 135  
Lemons, COL, Michael W.: 67  
Long Range Advanced Scout Surveillance System: 86. *See LRAS3.*  
LRAS3: 86. *See Long Range Scout Surveillance System.*

Marks, LTC Mardi U.: 1, 2, 3.  
Mayr, LTC Robert D.: 158  
McElwee, BG Jerry W.: 29, 53, 267.  
McKenna Gate: *See Gate One.*  
Meigs, LTG Montgomery: 260  
MIDS: 103, 125-126. *See Multifunctional Information Distribution System.*  
Military Occupational Specialties. *See MOS.*  
    MOS 18E, Communications Specialist: 147  
    MOS 25C, Signal Operations: 144, 150  
    MOS 25M, Multimedia Illustrator: 230  
    MOS 25R, Visual Information Equipment Operator-Maintainer: 230, 270-271  
    MOS 25V, Combat Documentation Production Specialist: 141, 150, 230  
    MOS 25Z, 141, 230  
    MOS 31C, Radio Operator-Maintainer: 15-16, 19, 21, 37-41, 48, 137, 139, 147, 231

MOS 31F, Network Switching Systems Operator-Maintainer: 8, 12-13, 21, 23, 30, 32, 34-36, 137, 140-141, 144, 146, 150, 229, 231  
 MOS 31L, Cable System Installer-Maintainer: 15-16, 21, 37, 40, 41, 43, 48, 137, 231  
 MOS 31P, Microwave System Operator-Maintainer: 8, 11, 21-22, 27-30, 36, 136, 231.  
 MOS 31R, Multichannel Transmissions Systems Operator-Maintainer: 15, 17, 19-21, 23, 30, 32, 34-36, 137, 141, 150, 231.  
 MOS 31S, Satellite Communicator System Operator-Maintainer: 15-17, 37, 39, 43-46, 48, 104, 136, 141, 144, 146, 150, 231  
 MOS 31T, Satellite/Microwave Systems Chief: 231  
 MOS 31U, Tactical Signal Support System Specialist: 8, 11, 13-14, 21-23, 25-27, 34, 64, 108, 140, 144, 146, 147, 150, 207, 231, 267  
 MOS31W, Telecommunications Operations Chief: 108, 144, 232  
 MOS 31Z, Senior Signal Sergeant: 231-232  
 MOS 35E, Radio/Communications Security Repairer: 2, 147  
 MOS 35W, Telecommunications Operations Chief: 33, 60, 62, 139, 144, 150, 231  
 MOS 74B, Information System Operator Analyst Automation Course: 15, 20, 64, 66, 137, 139, 141, 144, 150, 232, 2623, 274.  
 MOS 74C, Telecommunications Operator-Maintainer: 15, 20, 64, 137, 232  
 MOS 74F, Software Analyst: 232  
 MOS 74G, Telecommunications Computer-Operator Maintenance Course: 8, 11, 15, 23, 30, 31, 34, 36, 66, 1236, 138, 232  
 MOS 74Z, Information Systems Chief: 232  
 MOS 250A, Data Processing Technician: 6, 58  
 MOS 250B, Tactical Automated Network Technician: 58-61, 236  
 MOS 250N, Network Management Technician: 58, 142, 144, 150  
 MOS 251A, Data Processing Technician: 57, 64, 66, 144, 150, 236  
 MOS 918B, Electronic Maintenance Warrant Officer Basic/Advanced Course: 60  
 Military Police School: 78-79  
 Miller, Zell (Gov of Georgia): 267  
 MILSTAR: 39, 119  
 Mobile Subscriber Equipment: 13, 32, 55, 72. *See MSE.*  
 Mongolia: 173  
 Moore, Harley L. (MG-Ret): 201, 264, 273  
 Moran Hall: 24, 34. *See Military Occupational Specialty.*  
 MSE: 13, 32-33, 55-56, 72, 100, 107, 110, 135. *See Mobile Subscriber Equipment.*  
 Museum:  
     Signal Corps Museum: 152, 168, 169, 267  
  
 National Science Center (NSC): 269, 275, 278 *See Fort Discovery:*  
 National Training Center: 124, 200 *See NTC.*  
 NBC School (Fort Gordon): 200  
 Near Term Digital Radio: 83, 98, 123, 126. *See NTDR.*  
 Nelson Hall: 205  
 Newgarden-Morris Award: 197  
 Nicaragua: 173  
 Norwood, Congressman Charlie: 260  
 NTC: 200 *See National Training Center.*  
 NTDR: 83, 98, 100, 123, 126. *See Near Term Digital Radio.*  
  
 OCOS: 29, 35, 64, 120, 226, 230, 235. *See Office Chief of Signal.*  
     COL Peter Farrell: 226  
     COL Craig L. Zimmerman: 226

Regimental NCO Academy: 35. *See RNCOA.*  
 Regimental Officer Academy: 33, 49, 52. *See ROA.*  
 Religious Education Center (Bldg 39713): 244, 252  
 Richardson, COL(P) Velma L. (Dep Cmdr USASC&FG): 135, 207, 267, 274  
 Ring Hall: 219  
 RNCOA: 35, 61, 139, 142, 143. *See Regimental NCO Academy.*  
 ROA: 33, 49-50, 52, 55. *See Regimental Officer Academy.*  
     Class 01-98: 54  
     Class 02-98: 52  
 Rodakowski, COL William S.: 68

Saltzman Hall: 33, 38, 48, 53, 57, 142  
 Saudi Arabia: 2, 155-156, 173, 199, 264  
 Satellite Communications Systems Operator-Maintainer: *See MOS 31S.*  
 SCAMP: 33-34, 76, 98, 110, 144 *See Single Channel Anti-Jam Manportable Terminal.*  
 SCCC: 49, 51, 53-56, 66, 142, 235. *See Signal Captain's Career Course.*  
 SCRA: 1, 14, 20, 226, 227 *See Signal Corps Regimental Association.*  
 SECOMP-I: 98, 103, 146-147. *See Secure Enroute Communication Package.*  
 2nd Digitized Force Systems Architecture: 72. *See 2DFSA and Digitized Force Systems Architecture.*  
 Secure Enroute Communications Package-Improved: 98, 103, 146 *See SECOMP-I.*  
 Secure Mobile Anti-Jam Reliable Tactical Terminal: 22, 31, 98, 101, 145, 265, 273 *See SMART-T.*  
 SEPOC: 170-171. *See Southeast Regional Civilian Personnel Center.*  
 Sekerak, LTC Edward M.: 1, 2, 3, 5  
 702nd Military Intelligence Group: 243, 249, 253. *See GRSOC.*  
 Shively, LTC Steven W.: 15  
 Signal Captain's Career Course: 49, 52-53, 66, 142, 235. *See SCCC.*  
 Signal Companies:  
     235th Signal Company (TROPO): 213  
     252nd Tactical Signal Company: 172, 270, 275  
 Signal Corps Band (TUSASCB): 151, 154-156, 198, 207-208, , 268, 270, 272  
     434th Army Band: 154, 156, 208, 221-222, 248, 257  
     WO1 Glen W. Nordin: 208  
 Signal Corps Regimental Association: 1. *See SCRA.*  
     SCRA: 20, 226, 227  
 Signal Corps XXI: 71  
 Signal Officer Advanced Course: 49, 52, 247. *See SOAC.*  
 Signal Officer Basic Course: 49, 53, 66, 125, 247. *See SOBC.*  
 Signal Officer Branch Qualification: 53, 61, 66. *See SOBQ.*  
 Signal Symposium: 9, 18, 49, 56, 67, 68, 213, 228, 262, 270  
     26th Annual Symposium: 49, 68, 133, 213, 233, 236, 270  
     Theme, "Revolution in Communication Information Exchange Solutions for the 21<sup>st</sup> Century": 49  
 SINGGARS: 32, 34, 55, 83, 87, 92, 100-101, 124, 127, 148, 215  
     PRC-119A, Manpack Radio Sets: 215  
 Single Channel Anti-Jam Manportable Terminal: 98, 144. *See SCAMP.*  
 2DFSA: 71-73  
 Single Channel Ground and Airborne Radio Systems: 34, 55, 83, 87, 101, 124, 127, 148. *See SINGGARS.*  
 SMART-T: 22, 30-31, 33, 39, 75, 84, 97-98, 101, 110, 145, 241, 265, 267, 273 *See Secure Mobile Annti-Jam  
 Reliable Tactical Terminal.*  
 SOAC: 49, 53, 12555-57, 61, 66, 184.  
     Class 01-98: 54  
     Class 02-98: 54  
     Class 03-98: 54  
     Class 05-98: 54  
     Class 01-99: 54

SOBC: 49, 52-56, 66  
 SOBQ: 53, 55-56, 66. *See Signal Officer Branch Qualification.*  
 Soldier's Chapel (Bldg 19160): 243, 253  
 Southeast Regional Civilian Personnel Operations Center: 170. *See SEPOC.*  
 Southwest Asia: 213, 270, 273  
     Exercise Desert Fox: 213  
 Spectrum XXI: 58, 89  
 SPITFIRE: 55, 83, 98, 103, 147, 267.  
 SPOCK( AN/PSC-5 Radio Set):  
 Standardized Tactical Entry Point: . *See STEP.*  
 Stansell Hall: 3, 53  
 Starbucks' [Coffee Shop at EAMC]: 152  
 STAR-T: 40, 75, 76, 98, 104, 110, 121-122, 146. *See Super HF Tri-Band Advanced Range Extension Terminal.*  
 Stinson Guest House (Bldg 18404): 219  
 Student Officer Basic Course: 40. *See SOBC.*  
 Sullivan, GEN (R) Gordon: 1173, 260, 269  
 Super HF Tri-Band Advanced Range Extension Terminal: 98, 104, 146. *See START-T.*

TACSAT: 103, 146  
 Tactical Airspace Information System: 85. *See TAIS.*  
 Tactical Automated Network Technician: *See MOS 250B.*  
 Tactical Operations Center: 84, 93. *See TOC.*  
 TAIS: 85. *See Tactical Information System.*  
 Task Force XXI: 37, 104, 110, 113, 116, 124. *See Army XXI; Army Training XXI, Division XXI, Force XXI, and TF XXI.*  
 TASS: 33-34, 46, 51, 136, 233.  
 TATS: 22, 25, 28, 35, 37, 43-45, 48, 50-51, 53, 58-59, 136-137, 229. *See Total Army Training System.*  
 TDA 0100: 241  
 TDA 0199: 65  
 TDA 0298: 23, 97  
 TDA 0299: 241  
 TDA 0399: 38, 50  
 TF XXI: 101, 113. *See Army XXI; Army Training XXI; Division XXI; Force XXI, and Task Force XXI.*  
 III Corps: 97  
 3rd Armored Cavalry Regiment: 73, 176  
 3rd Infantry Division: 183  
 Total Army School System: 37, 51, 192, 195  
 Total Army Training System: 53  
 TNET: 26, 102  
 TOC: 84, 93. *See Tactical Operations Center.*  
 TRADOC: 50, 53, 81, 177, 204-206, 257  
     ABCS ORD: 166  
     Chief of Staff:  
         Bolt, LTG: 5  
     Commanders:  
         Abrams, GEN John N.: 154, 269  
         Hartzog, GEN William: 265, 268-269, 273  
         MOA with Commander, Fort Gordon: 142  
     Common Core Tasks: 51-52, 59  
     Conservative Heavy Division (CHD) Design: 72  
     Inspector General: 5, 11  
         Major Franks: 204

OPFAC Rule Book: 77-78  
 Pamphlet 71-9, *Requirements Determination*: 81, 87  
 Safety Team: 19  
 Status Report: 51  
 Standard Procurement System: 177  
 WIN-T ORD: 108  
 TRADOC System Managers: 86, 88  
     TRADOC System-Battlefield Computers: 112. *See TSM-BC.*  
     TRADOC System Manager-Satellite Communications: 118 *See TSM-SATCOM.*  
     TRADOC System Manager-Tactical Radios: 123-124  
 Training Resources Arbitration Panel: 136. *See TRAP.*  
 TRAP: 136. *See Training Resources Arbitration Panel.*  
 TRI-TAC (Radio): 104-105, 107-108, 146, 149  
 Trojan Spirit: 120-122  
 TSM-BC: 112-113, 117-118  
 TSM-SATCOM: 118-120, 123  
 TSM-TR: 123-124, 127-128  
 Tuckey, COL Thom E.  
 Turgeon, COL Larry: 129  
 249th General Hospital: 151, 153, 201, 269

ULCHI FOCUS LENS(Korea): 28, 200  
 United Kingdom: 173: 152  
 United States Army Reserve Units:  
     4/84: 40, 134  
     3/108: 134  
     124th Signal Battalion: 137  
 United States Military Academy: 51, 201, 227  
     Chief of Signal Reception: 227  
 US/UK Combat Development Talks: 68

Values Training System: 10, 168  
     Army Values: 18  
 Vincent Hall: 38, 47-48  
 Vuono, Carl (GEN-Ret): 135, 260

Warfighter Information Network: 21, 39, 75, 132. *See WIN and WIN-T.*  
 Warfighter Information Network-Terrestrial: 83. *See WIN-T.*  
 Warrant Office Advanced Course: 51, 59, 66. *See WOAC.*  
 Warrant Officer Basic Course: 33, 54. *See WOBC.*  
 Warrior Training XXI: 51  
 Warrior XXI VTC: 26  
 West, Togo D. Jr.: 266  
 West Point: 201, 227  
     United States Military Academy: 227  
 Wilson, COL Calvin O.: 254, 264. *See Wilson Hall.*  
 Wilson Hall (Bldg 32503): 254. *See Calvin O. Wilson.* IG facility named after, and dedicated to COL Wilson.  
 WIN: 40, 46, 71, 75, 87, 92-94, 108, 110, 132. *See Warfighter Information Network.*  
 WIN-MS: 93, 143-144  
 WIN-SS: 105, 110, 149-150. *See WIN Security System.*

WIN-T: 70, 73, 75-76, 83, 98, 105-108, 110, 134, 147, 150, 226. *See Warfighter Information Network-Terrestrial*

WOAC: 51, 54-55, 59-61

WOBC: 33, 54-56, 60-61

Woodworth Library: 152, 170, 175, 201, 269.

World Wide Web: 46, 102, 262 *See WWW.*

WWW: 46, 227-228. *See World Wide Web.*

XVIII Airborne Corps: 27, 147

Year 2000: 33-34, 102, 186, 266

Y2K: 33, 37, 95, 102, 186, 219, 266

Zelazny, COL Robert C.: 47, 67, 135. *See Office Chief of Staff: OCOS.*

Zimmerman, COL Craig L: 226

