U.S. ARMY SIGNAL CORPS AND FORT GORDON

ANNUAL COMMAND HISTORY

1 JANUARY 1999 – 31 DECEMBER 1999

HEADQUARTERS,
UNITED STATES ARMY SIGNAL CENTER AND FORT GORDON
FORT GORDON, GEORGIA 30905-50000

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Compiled and Edited
By

Mark W. Dunn

15 September 2000

COMMAND HISTORIAN OFFICE
U.S. ARMY SIGNAL CENTER AND FORT GORDON
444 BARNES AVENUE
FORT GORDON, GEORGIA, GEORGIA 30905-5747

PREFACE

The calendar year, 1999 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 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 civilian researchers 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: Historian Office, ATTN: ATZH-MH (Attn: Mark Dunn), Fort Gordon, Georgia 30905-5747. One can send e-mail to Mark W. Dunn at dunnmw@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.

15 September 2000

MARK W. DUNN
Archivist/Historian

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CHRONOLOGY
For 1999

Date(s):	Event:	Page:
c. Feb	Defense Message System training started at Fort Gordon.	75ii
Mar	The new Staff Judge Advocate facility dedicated as Winship Hall.	248
22-26 Mar	Signal Renaissance Conference held at Fort Gordon.	120
May	First Sergeant Matthew Andrulewitz became acting bandmaster, of the Signal Corps Band, replacing WO1 Glen W. Nardin.	287
c. 5 May	Bldg 19160, Soldiers Chapel, turned over for demolition.	237
Jun	For the first time in recent memory, the ROA and RNCOA Field Training Exercises were combined. Also held in October.	22
Jul	COL Michael W. Barron became the Director of the Directorate Of Combat Developments.	281
9 Jul	LTC Karen S. Adams replaced LTC Steven W. Shively as the commander of the 447th Signal Battalion.	23
17 Jul	WO1 John W. Mitchell replaced 1Sgt Andrulewitz as bandmaster.	287
28 Jul	The "new" Gate 2 opened for traffic.	267
30 Jul	LTC Howard became commander of the 442nd Signal Battalion. replaced LTC Joseph D. Young.	278
2 Aug	MG Peter M. Cuviello approved a Brigade Reorganization. The International Military Student Office, ROA, and the RNCOA merged Into the Regimental Leadership Department. This reorganization Also included creation of the office of Director or Instruction. The RC/ACD and RC/TSD came under DOI.	55
Aug	COL Michael J. Debow replaced LTC Peter R. Eliason as Director of Public Works.	290
c. 1 Aug	COL Janet A. Hicks became the new Chief of Staff, replacing COL Robert C. Zelazny.	278
24 Aug	COL Charlette I. Roman replaced COL Thom E. Tuckey as the Garrison Commander.	156

Sep	COL Roger Know replaced COL Perry M. Bridges as Director of Battle Command Battle Laboratory.	282
Sep	COL Perry M. Bridges replaced COL George M. Bryan as the Commandant fo the ROA.	279
8 Sep	CFC Kickoff.	259
16 Sep	COL Keith Snook replaced COL James Van Paten as commander of the 93rd Signal Brigade.	260
Oct	Signal Soldiers were integrated into Company "D" of 73rd Ordnance	10
Oct	The second joint FTX with ROA and RNCOA tool place.	22
1 Oct	The Directorate of Public Works transferred control and operation of billeting facilities to the Directorate of Community Activities. This included Ring and Griffith Halls, Wainwright Circle Cottages, ANCOC facilities, and Stinson Guest House.	260
12 Oct	Army MOS 31F10 training.	141
15 Oct	Delta Company, 73rd Ordnance, became the 15th Signal Brigade's sole Non-IET company. It increased in strength from 130 to over 450 who were at Fort Gordon to reclassify into either signal or ordnance MOSs.	10
19 Oct	POI 7E-53A, Systems Automation Course, was completed and signed by COL Michael W. Lemons, Director of the Computer Science School. It was the first approved POI since 1992.	57
30 Oct	MOS 31F0 training began in BNCOC at Fort Gordon.	141
10 Nov	Freedom Fest '99.	262
29 Nov-3 Dec	27th Signal Symposium held at Fort Gordon. The theme was *Support to the CINCs: Enabling the Force.* GEN John M. Keene, Vice Chief of Staff of the Army, gave the keynote speech	263
Dec	Critical Task and Site Selection Board for FA 53 Officers completed by the Computer Science School.	75ii

CHAPTER I

15th REGIMENTAL SIGNAL BRIGADE

Commander's Perspective

Throughout 1999, the challenges of producing Signal soldiers for the Army continued. We graduated over 10,000 highly motivated, well-disciplined, and physically fit soldiers.

We facilitated a number of significant projects that improved living conditions in the brigade area. We completed the gender-integrated training modifications to the barracks in the fall. This involved adding extra doors, locks, alarms, and a second floor laundry room to every barracks. Additionally, we added outside lights to the barracks to increase the lighting in the area around the buildings. Contractors replaced the heating, ventilation, and air conditioning (HVAC) system in Building 25707 and the brigade turned over Buildings 25718 and 25720 to the Directorate of Public Works (DPW) for HVAC and additional renovation. In the early spring, DFAC #4 underwent renovations. In the late spring, Dining Facility (DFAC) #6 underwent renovations, to include the addition of a solarium for "take out" service at lunch.

We continued to conduct Strategic Planning Conferences. During these conferences, leaders at all levels within the brigade continued the development of the 15th Regimental Signal Brigade's Strategic Plan. During these conferences, the Major Focus Area groups, Training, Resources, Soldiers, and Command and Control, focused on resolving current, day-to-day issues.

We reorganized the brigade in the latter half of 1999. On 30 July 1999, 442nd Signal Battalion became a part of the brigade. The addition of the 442nd Signal Battalion to the brigade's team, made possible some significant changes in two companies' missions: Alpha Company, 442nd Signal Battalion became the brigade's Inactive Company and Delta Company, 73rd Ordnance Battalion, became the brigade's Non-IET company. In addition to these changes, we added a Directorate of Instruction to the brigade. Ms. Wanda Butler served as its interim director.

During the HRAP Surge that occurred between July and September 1999, we encouraged over 700 soldiers to participate in this worthy program. Our HRAP program continued to be a success story throughout the remainder of 1999.

During 1999, our drill sergeants developed a Drill Sergeant Lifecycle Program modeled after a similar program in use at Fort Lee, Virginia. The 1999 Drill Sergeant of the Year, SSG(P) Anderson Freeman and the Brigade Chaplain, Major John Ellis, were critical players in the development of this successful program. The Brigade and Battalion Command Sergeants Major promoted the benefits of this program. The First Sergeants ensured that the program, from its start, was executed to standard in their respective units.

The brigade's EXODUS 00 operations were a major success. We were able to successfully employ the 442nd Signal Battalion as the pusher unit. They performed superbly in this role. We had an assigned population of 4,445 soldiers on 17 December 1999. During EXODUS 00 Movement Phase, we safely deployed 4,226 of our 4,445 assigned soldiers to their homes for the holidays. The other 219 soldiers remained in the holding company, Foxtrot Company, 369th Signal Battalion, either temporarily or during the entire EXODUS period, 17 December 1999 to 2 January 2000.

The brigade continued its 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, and the Association of the United States Army (AUSA) Bowl-A-Thon. We especially excelled in the AUSA Membership Drive. Brigade personnel also supported the annual Signal Symposium, working with the Armed Forces Communications Electronics Association (AFCEA), to organize and coordinate activities.

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.

Resources

The brigade's FY 99 budget was $141,200 dollars.

73rd ORDNANCE BATTALION

Commander's Perspective

The 73rd Ordnance Battalion graduated highly motivated, technically and tactically competent, and values driven soldiers in eighteen military occupational specialties (MOSs), two additional skill identifiers (ASI), and two functional courses.

1999 was a busy year for the Battalion with the continued multiple shifts in the 35E Radio/COMSEC Repair Course, 31P Strategic Microwave Systems Operator and Maintainer, 31S SATCOM Systems Operator and Maintainer, and Basic Electronic Training (BET) for the Ordnance Corps and the Signal Corps at Fort Gordon. In addition the Battalion experienced a major re-organization in October by realigning Bravo and Charlie Companies as initial entry training (IET)-only companies for our Ordnance Electronics Maintenance MOSs and Delta as the Non-IET Company with all Ordnance and Signal Non-IET MOSs from across the 15th Signal Brigade. This reorganization added over 450 Non-IET soldiers to the Battalion strength. 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 but they supported numerous "real-world" taskings to Saudi Arabia. The professionalism of the military and civilian instructors and cadre guaranteed the highest standard of education.

1999 was a transitional year for the 73rd Ordnance Battalion, with the departure of all four Company Commanders, and the Battalion Command Sergeant Major, Sergeant Major Josephus Willis. In June, the Battalion welcomed Command Sergeant Major Fernando P. Coral.

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, Blood Drives, and several other noteworthy community events.

Esprit de corps was high in the 73rd Ordnance Battalion as its members demonstrated by several activities they supported. Among these were the monthly Ordnance Corps Association Luncheons and the May luncheon celebrating the Ordnance Corps' 187th Anniversary with MG Dennis K. Jackson, Chief of Ordnance, as the guest speaker. Also, personnel participated in the third annual Ordnance Corps Association Christmas Dinner with MG Robert Shadley, as the guest speaker as well as other sponsored events. Fort Gordon has the largest and most active chapter in the Association with over 125 current members.

Mission

Train and develop motivated, disciplined, physically-fit Ordnance and Signal Soldiers who live by Army Values and are competent in entry-level MOS and common soldier skills.

Resources

The Battalion averaged 165-200 permanent party soldiers and between 500-950 student soldiers throughout the year. To support these soldiers, the Battalion was allocated $17,000 for the Government Service Agency (GSA) budget and approximately $2,000 for the Morale, Welfare, and Recreation (MWR) funds.

Accomplishments

"HQ & A" Company

Provide command and control, training, and all required support to permanent party soldiers, and families of the 73rd Ordnance Battalion.

Throughout 1999, Headquarters and Alpha Company (HQ&"A" Co) set standards of excellence and professionalism. It continued its twofold mission of training the finest Ordnance and Signal Soldiers in the world and providing support to the soldiers and 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 720 soldiers, non-commissioned officers (NCOs), and warrant officers, to repair and maintain the Army's communications and electronic systems.

OEMTD Mission

The OEMTD was responsible for conducting resident training courses in electronic maintenance to meet Army-wide and other service training requirements in support of active and reserve component units. Personnel trained Ordnance soldiers in electronic maintenance Military Occupational Specialties 35D, 35E, 35F, 35J, 35L, 35N, 35Q, and 35R and warrant officers in Military Occupational Specialty 918B, as well as conducting basic electronic training for Signal and Ordnance soldiers undergoing Advanced Individual Training (AIT). Provide technical support to the development and fielding of new equipment and systems. Support the development of electronic maintenance doctrine, organizational structure, training programs and products.

On 20 April, 1SG Kevin Baldwin assumed responsibility for Headquarters and Alpha Company as the First Sergeant and, on 14 September, CPT Maria L. Morgan assumed command. With new leadership at the helm Headquarters and Alpha Company continued to accomplish its mission of training and supporting, the company never failed to excel at other tasks and challenges as well.

Headquarters and Alpha Company excelled in the area of sports competition as well. The Company finished an impressive second place post wide in volleyball. The softball and flag football teams had equally impressive records, with both taking third place post wide.

HQ & "A" CO took second place during the Battalion Organizational Day in October. 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 over $6,000 during the Combined Federal Campaign in November. The Company also raised over $700 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 Jamestown Elementary School. In addition soldiers participated in the Jamestown Education Appreciation Week and Military Career Day.

In addition to its normal activities, HQ &"A" CO took time out for relaxation, professional development, and team building. In June, the company held its Annual Organizational Day. The Family Support Group headed to Six Flags for a day of fun in July. In November, the Company proudly paid tribute to area veterans by participating in the Augusta Veteran's Day Parade as part of the Battalion. The HQ & "A" Family Support Group held a Pizza Party in honor of Military Family Month in November.

In December HQ & "A" CO participated in the Battalion Safety Show, with two skits which met with rave reviews. Staff Sergeant Shelton, was the Non-Commissioned Officer-in-Charge (NCOIC) for the "Twelve Safety Days of Christmas", and SFC McAdams was the NCOIC for "The Careless Parent".

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 – 1999

OEMTD Instructor of the Year
SSG Carolyn Ford
OEMTD Instructor of the Quarter
1st quarter: SSG Carolyn Ford
2nd quarter: SFC Raymond Aske
3rd quarter: SGT Todd Rosengarten
4th quarter: SSG Christopher Whitney
73rd Ordnance Battalion NCO of the Month
AUG 99: SSG Roy Thacker
NOV 99: SSG Paul Thompson
DEC 99: SSG John Penman
73rd Ordnance Battalion NCO of the Quarter
4th quarter: SSG Roy Thacker

73rd Ordnance Battalion Soldier of the Month
JAN 99: SPC Jessica Torres
OCT 99: SPC Nieta Nelson
15th Signal Brigade Soldier of the Quarter
2nd quarter: SPC Jessica Torres
Fort Gordon Soldier of the Month
SPC Jessica Torres
Source: 73rd Ordnance Battalion ACH Input for 1999.

In addition to these achievements three NCOs, SSG Black; SSG Smith; and SSG Wade from HQ &"A" Company, received Congressional Certificates of Appreciation from Congressman Norwood for their support of the W.W.II Memorial. This is a testament of the caliber of NCOs and soldier in HQ & "A" Company.

"B" Company

Train highly motivated, disciplined, physically fit, values driven initial entry training soldiers who are fully prepared to join the ranks of the Ordnance Corps. Provide support to cadre, soldiers, and their families.

1999 was another good year for Bravo Company. The company faced many changes that ranged from a new commander, new drill sergeants, and transitional building to live in. Nevertheless, 1999 was a successful year filled with long days and short nights.

In January CPT Jones, 1LT Dingle, 1SG Ruby and SDS Shortt attended the Commanding General's Reception on 10 January at the Officers Club. Staff Sergeant Greer and DS Williams attended the weeklong Tax Assistance class and on 15 January the entire cadre attended the Martin Luther King, Jr. luncheon at the NCO Club. On 20 January, CSM Ayers visited from the 59th Regimental Ordnance Brigade, Redstone Arsenal, Alabama, and presented coins to DS Williams and PVT Soto for their contributions and efforts to the Combined Federal Campaign. The company threw a Super bowl party inside the dayroom on 31 January.

On the first week of February the Cadre brought soldiers from the company to one of the Augusta Lynx Hockey games and on 11 February, CSM Cartegena presented SSG Himes with a coin of excellence for an outstanding job as the Operations Sergeant. CPT Jones and the Fort Gordon Chapter of the Ordnance Corps Association volunteered another Saturday with Habitat for Humanity to help build houses for the local community. Drill Sergeant Coleman and 1LT Dingle along with Chaplain (CPT) Helms took soldiers from the Battalion to the Reenactment of the "Battle of Aiken." First Lieutenant Dingle and 1SG Ruby attended the Post Blood Donor Awards Ceremony at Olmstead Hall on 26 February.

On 1 March the Battalion conducted a Health and Welfare and privately owned vehicle inspection. On 3 March 1LT Dingle attended the Commander's Cup IPR. Senior Drill Sergeant Shortt and DS Coleman supported a local JROTC competition on 6 March. On 9 March, the company conducted the Military Equal Opportunity Climate Survey. DS Williams organized a Car Wash to raise funds for the soldier fund. The week of 15-19 March was the Post Spring Clean up and soldiers participated in the Troops Encounter Christ Retreat Program with Chaplain Helms on the weekend of 19 March. Drill Sergeant Crowder attended Drill Sergeant School from 19 March–21 May.

April started with the Brigade Awards Ceremony and the Commander's Cup on 1 April. Chaplain Helms took soldiers from the Battalion to Battlefield 96 to teach soldiers about the Revolutionary War. There was a luncheon to farewell Drill Sergeants Shortt, Millward, and Coleman at the NCO Club on 21 April 1999. SDS Shortt presented the Battalion a flaming bomb that can be lit in every 73rd Ordnance Battalion event. The company held a barbecue picnic for the soldiers on 24 April. The soldiers played several games of football and basketball and other board games. The month ended with the Drill Sergeant of the Year luncheon and the Commander's Cup competition on 30 April.

On 6 May, 1LT Dingle and soldiers of the Battalion participated with LTC Sekerak, CSM Willis and Chapliain Helms as a commemoration to the National Prayer Day on Cobra Field. On 7 May, the 15th Regimental Signal Brigade conducted its first Values Run. First Lieutenant Dingle and 1SG Ruby attended the AUSA breakfast at the Officers Club on 11 May. The Cadre attended the Ordnance Birthday Luncheon at the NCO Club on 17 May and the 15th Regimental Signal Brigade Spring Formal on 19 May 1999. DS Crowder graduated from Drill Sergeant School, Fort Jackson, South Carolina, on 21 May and DS Lupo started Drill Sergeant School from 27 May to 6 August 1999. On 22 May, the company relocated the soldiers into building # 29703 with DS Williams the only drill sergeant assigned in the company.

On 2 June, a final PAI was conducted for CPT Jones as the Commander. CSM Willis' Retirement Luncheon was held on 3 June at the Officers Club. On 4 June, CPT Jones' Relinquishment of Command Ceremony was conducted at 1530 and the Battalion CSM Change of Responsibility was conducted at 1700. On 9 June, the Cadre attended a mandatory Fraternization Briefing from LTC Sekerak. Lieutenant General Bolt, TRADOC Deputy Commanding General, conducted meetings with drill sergeants, commanders, and first sergeants on 10 June. First Lieutenant and Mrs. Dingle attended the Regimental Signal Ball on 17 June at the Network Club.

On 1 July 1999, 1LT Dingle and 1SG Ruby attended the Brigade Awards Ceremony at 1000 and conducted Class Greens inspection and presented awards to soldiers at 1300. A PAI was conducted on 6 July 1999 and 1LT Dingle attended a meeting with Colonel Farrell at the Chapel regarding Separate and Secure Barracks on 6 July. Captain Lewis took command of Bravo Company on 9 July and conducted a 100 percent urinalysis sampling (134 specimen) on 13 July. The company competed in the AT&T Basketball Shootout at Gym #1 on 15 July 1999 and Delta Company's Change of Command Ceremony was held on 16 July 1999. CH (CPT) Helms took soldiers to the *USS Yorktown* in Charleston, South Carolina, to educate them on the history of the aircraft carrier. On 20 July 1999, the drill sergeants, commander, and first sergeant attended sensing sessions with the Commanding General. Chaplain (CPT) Helms brought soldiers from the Battalion to the Fort Gordon Recreation Area for the Chaplain's STAR program. The program gave soldiers the opportunity to enjoy the weekend skiing, swimming, and to participate in other water activities.

On 2 August, the Battalion held a Hail and Farewell for CPT O'Connor at the Old Country Buffet. Drill Sergeant Lupo graduated from Drill Sergeant School on 3 August and was ready to conduct duties. On 5 August, CSM George, 59th Regimental Ordnance Brigade CSM, visited the Battalion and joined the company for PT. On 10 August, SGT Dozier and his drug dog, Rocco, conducted a Health and Welfare in the barracks. On 24 August, CPT Lewis and 1LT Dingle attended the Garrison Commander's Change of Command Ceremony and conducted another 100 percent urinalysis testing on 25 August.

The Brigade Safety Run was conducted on 1 September 1999 to promote safety throughout the brigade. CPT Lewis attended the Ordnance Corps Association luncheon at 1130 that same day. The Bravo Cadre held a social dinner on 2 September at El Valle Mexican Restaurant to get to know the new commander and each other. On 20 September, CPT Lewis conducted his initial sensing session with selected personnel throughout the company. SSG Lawson, the new Training NCO and Equal Opportunity Representative attended EO Workshop on 22 September. Later that afternoon, 1LT Dingle and SSG Greer attended the EXODUS Database Training in the Brigade Conference Room. The Battalion Organizational Day festivities took place on 24 September; Bravo Company won first place.

The Cadre held a going away dinner for SSG Himes on 1 October and presented him a plaque for his hard work and dedication. On the following Saturday, 2 October, CPT and Mrs. Lewis, 1LT Dingle and several members of Alpha Company formed a team that represented the Fort Gordon Chapter of the Ordnance Corps Association and competed in the United Way Corporate Cup 1999. Corporations throughout the Central Savannah River Area (CSRA) participated in the event and the proceeds benefited the United Way of the CSRA. On 12 October, Bravo Company began purchasing Exodus tickets from Carlson Wagonlit, the on-post travel agent. SSG(P) Lawson was selected for promotion to E-7 and he attended the Advanced NCO Academy (ANCOC) from 17 October–17 December 1999. At the end of October, DS Crowder organized a Car Wash that raised over $300 for the Fort Gordon Christmas House Fund.

On 3 November, 1LT Dingle and SSG Greer attended the EXODUS in-progress review (IPR) at the Brigade Conference Room. There was a Combined Federal Campaign Recognition Luncheon held on 3 November. Staff Sergeant Greer was recognized for raising over $17,700 in the company. First Lieutenant Dingle was the officer-in-charge (OIC) for the first ever Confidence/Obstacle Course and CST Testing on 6 November 1999. The Battalion commander and CSM with the company commanders visited Redstone Arsenal from 7-10 November. The 73rd Ordnance Battalion represented the Army and Fort Gordon at the Augusta Veteran's Day Parade on 10 November. The company looked sharp and proud during the parade.

On 3 December 1999, SDS Williams attended the Battalion Safety Meeting, more soldiers purchased Exodus tickets at Carlson Wagonlit, and several soldiers and Cadre watched one of the Augusta Lynx Hockey games. Captain Lewis attended Chaplain Helms Farewell dinner on 7 December and briefed the Brigade Commander on the Exodus plan on 8 December. MG Shadley, former Chief of Ordnance, conducted Battalion OPD on 10 December. On 11 December, the Brigade Safety Show was conducted, EXODUS PAI was conducted, and a company Christmas party was thrown for the soldiers. On 16 December, EXODUS started; the cadre deployed and redeployed 216 soldiers safely. The year end review for Bravo Company 73rd Ordnance Battalion.

"C" COMPANY

Train highly motivated, disciplined, physically fit, values driven initial entry training soldiers who are fully prepared to join the ranks of the Ordnance Corps. Provide support to cadre, soldiers, and their families.

Captain Levorn Sean Collins assumed command of Charlie Company on 28 June 1999. First Lieutenant Julie Burmeister, the Executive Officer, had been the acting commander for the past ninety days and First Sergeant Dale Shortt had been the First Sergeant since May. After

assuming command and assessing the company, the cadre focus was directed to Soldierization, Soldier Recognition, and improving the Quality of Life for all soldiers.

The month of July started off with intense training on Hot Weather Safety. Cadre members taught different classes and gave different scenarios with emphasis on water safety and dehydration. The soldiers of Charlie Company also received training on Financial Management from USPA & IRA. This training entitled " Saving for the Future," introduced soldiers to mutual funds, bonds and individual retiring accounts. A finale for the month of July was the winning of Battalion Student of the Month by SPC Donald Gascho.

In August, Charlie Company received its first command inspection from the Battalion under the new leadership. This inspection was a true benefit for the cadre and the soldiers. It introduced our areas of expertise along with our areas of concern. A major training hi-light for the month of August was the Confidence/Obstacle Course. Fifty-three soldiers from the company were able to build esprit de corps, unit cohesion and confidence within themselves by taking on these courses. Gender reorganization was a huge milestone for Charlie Company and the 73rd Ordnance Battalion in the month of August. During mid August, all female trainee students were officially assigned to Charlie Company. This move was a result of the multiple details and tasks that the female soldiers were receiving to comply with separate and secure barracks requirements.

Also during August, Drill Sergeant George Lockhart delivered a briefing to the Commanding General of Fort Gordon, Major General Peter M. Cuviello, on the Drill Sergeant Life Cycle Program. Drill Sergeant Lockhart received commendable applause from MG Cuviello and the Battalion Sergeant Major, Command Sergeant Major Fernando Coral. The month of August ended with a visit from the 59th Brigade Sergeant Major, Command Sergeant Major George. CSM George conducted a barracks walk through of Charlie Company. An on the spot advancement to phase V was awarded to PVT Elizabeth Colby by CSM George for having an outstanding wall locker display. Private Colby had only been assigned to the unit for two weeks, whereas; the normal advancement time for AIT soldiers to phase V is four weeks. Soldier recognition was also captured in the month of August as PFC Carrie Farrington won the BDE Student of the Quarter.

September was also a busy month for Charlie Company. The month started of with a Cadre social at Gordon Lake and Recreational Area. Each cadre member made a dish of their choice, with barbecue ribs, chicken and steak as the entrée for the day. The evening was capped off with boat rides across the lake for the kids given by 1SG Shortt. To correlate with the national observation of Hispanic American Heritage in September, the soldiers of Charlie conducted classes on the Hispanic language, common Hispanic past times and prominent Hispanic military leaders. The month long observance was finalized with Salsa Night, an evening of Hispanic music and food.

In October, the Combined Federal Campaign was the hot topic for Fort Gordon. Lieutenant Burmeister spearheaded this campaign for the company. Through her tireless efforts and hard work, the soldiers and cadre were able to donate over $8,100 to CFC. Also during this month, several soldiers from the company attended a Battlefield Values Trip to Cowpens Battlefield and Kings Mountain Battlefield in South Carolina. Soldiers continued to receive recognition as PV2 Jason Glover won Battalion Student of the Month. The soldiers of Charlie Company celebrated Halloween this year by having a fun run. Soldiers dressed in costumes during morning Physical Training. Costumes varied from Vampires, Furbees, Devils, Army Rangers, Sport Referees and Scary Clowns. The best dress costume for the run was the Furbee.

The mighty Cougars also had a unit car wash this month, were as; all contributions were donated to the Fort Gordon Christmas House. Total contributions were $554.

November started of with the Confidence/Obstacle Course and CST Testing. Thirty-seven soldiers started the day off with challenging situations to help prepare themselves for stresses they will face. Upon completion of the Confidence Course, the soldiers moved to ever challenging Obstacle Course in which they were to negotiate in a timely fashion, without partner assistance. Finally for the evening, the soldiers had the opportunity to demonstrate their Common Skills Training they learned within the past months. Instructors from Alpha Company designed a testing site on Cobra Field, in which each soldier would test on a variety of tasks. These tasks are taught weekly by their Drill Sergeant in preparation for their next duty station and future assignments.

As the year came to a close, Charlie Company and other soldier of the 73rd Battalion began to prepare for the EXODUS Holidays. Holiday Safety was the focus for all soldiers. Ensuring all assigned soldiers deployed home and returned safely was the goal. This post wide operation was entitled Operation Safe Return. Safety briefings were the norm for this time of year. In conjunction with Operation Safe Return, Charlie Company invited different agencies to their company area to speak on Safety. Representatives from the American Red Cross, the Richmond County Sheriff and the Post Safety Office were in attendance.

This was a major benefit for the soldiers and the cadre. Before all soldiers departed for home, several soldiers of Charlie participated in the Battalion Safety Show. Two groups from the unit performed skits on Suicide Prevention and Bad Weather Driving Conditions.

As a result of the consistent and detailed safety briefings, all soldiers returned back to Charlie Company safe and sound. The month of December was topped off when PV2 Rickey Blair won Battalion Student of the Month and PFC Jason Glover won Brigade Student of the Quarter.

"D" COMPANY

The Company's mission was to train highly motivated, disciplined, physically fit soldiers reclassifying into one of eight Ordnance Electronic Maintenance or eleven Signal Military Occupational Specialties. Company personnel also provided support to cadre, soldiers, and their families.

1999 was a year of transition for the "Delta Dawgs." January 25th was a very important day; in a formal ceremony, 75 soldiers received their Values Tags and Cards. Private Jed Fancher was selected the soldier of the month for the 73rd Ordnance Battalion.

In February, Drill Sergeant Libbie Adams was recognized by the Garrison Commander Colonel Thom E. Tuckey for significant contributions in repairing the fence line near Gate 5.

On 10 April, LT Jeff James took 11 soldiers from the Battalion to Ninety-Six, South Carolina, for a Civil War re-enactment. The battlefield trip was the first of many that Chaplain Thomas Helms put together for the soldiers of the Battalion.

On 17 May, LT James escorted the Chief of Ordnance, Major General Dennis Jackson. MG Jackson commended LT James by presenting him with a coin of excellence. The "Delta Dawgs" entered the Commanders Cup lacking the numbers to compete but not the heart. Delta Company won the annual Commanders Cup for 1999.

Captain Smith relinquished command of the unit to LT James on 11 June 1999. The unit also relocated 100 soldiers to a different building without any loss of equipment of man-hours.

The United States Army Soldier Show came to Fort Gordon and gave a great show; the soldiers of the company enjoyed every minute of the show.

In July, LT James relinquished command of the unit to CPT Miguel A. Gonzalez. As part of the change of command the unit underwent a 100 percent inventory with no loss of equipment. The unit conducted a pizza party for the soldiers.

Private Gabe Culler won the Battalion Soldier of the Month board for the month of August. The unit conducted the first rite of passage within the Battalion; forty soldiers were inducted into the Ordnance Corp.

It was September when LT James organized the Battalion Organizational Day in which the unit received an overall second place. In October the unit underwent a major reorganization with the integration of signal soldiers into the unit. The unit transition from 150 ordnance soldiers to 450 Signal and Ordnance soldiers. All soldiers to include the Drill Sergeants were assigned to other units within the Battalion. Another major change on the unit's operation was the transition from a one shift to a three-shift operation. The unit originally prepared soldiers to join the ranks in one of the three electronic maintenance specialties which transitioned into one of eight electronic and one of 11 signal military specialties.

October was a transitional month, the re-organization of the company occurred. Delta Company became the 15th Regimental Signal Brigade's sole Non-IET Company. All Ordnance IET soldiers were transferred to our sister companies, Bravo and Charlie and all Non-IET soldiers were transferred from the 369th and 447th Signal Battalions to Delta Company. This increased the company strength from just over 130 soldiers to well over 450 soldiers who are here at Fort Gordon to re-classify into either an Ordnance or Signal MOS.

Sixty-five soldiers took part on the Augusta Veterans Day Parade representing not only the brigade but also Fort. Gordon. The unit conducted a car wash to raise money to be donated to the Christmas House. Additionally soldiers donated money for a total of $1,000. Specialist Clewis won at a Boxing Smoker held at Gym #1. Unit started its preparation for Operation EXODUS 99. Ten NCOs represented the post at a Drill Team Competition held in South Carolina. The Battalion Commander and Battalion Command Sergeant Major commended the soldiers for their outstanding performance while evaluating the Junior ROTC students. Unit cadre participated in Thanksgiving dinner coordinated and executed by the soldier's spouses.

In December, the Unit conducted a BBQ for the soldiers in preparation for their departure as part of Operation EXODUS 99. Unit deployed 450 soldiers with one tragic incident. The unit suffered the loss of PFC Benjamin J. Donaldson to a traffic accident on 19 December while in route to his hometown in Salt Lake City, Utah. CPT Gonzalez went to Utah to take part on the burial and funeral. A memorial service was prepared and conducted on 3 January 2000.

Summary

The 73rd Ordnance Battalion had an active and successful year. Battalion cadre through hard work, dedication, and self-less service ensured that the training mission was accomplished. Over 1,800 tactically and technically trained, values-driven soldiers graduated and became contributing members of the Ordnance and Signal 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: 31U, Tactical Signal Systems Support Specialist; 31F, Network Switching Systems Operator-Maintainer; 31P, Microwave Systems Operator-Maintainer; and 74G, Telecommunications Computer Operator-Maintainer. We will officially graduate our last 74G early in CY00, leaving three MOSs in the battalion.

In 1999, 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 1,600 students with a peak of over 2,000 in November. Drill Sergeant authorizations remained the same, at 32, with a monthly average of 28 available.

On 7 July we welcomed Major Obediah T. Blair as the new Battalion Executive Officer. He came to us from the Directorate of Combat Developments.

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 a challenge with a yearly budget of $59,500. Primary expenditures are cleaning, barracks and office supplies. Shortfalls were experienced during the peak student load. The battalion initiated several new requests for additional funds to purchase the absolute essential items for the soldiers. The battalion continued to buy items IAW the purchasing procedures for IMPAC credit cards. The credit card is used for all purchases in lieu of GSA and Class II/IV accounts. We submitted an Unfinanced Requirement (UFR) for automation equipment, printers, conference room tables and unit crests. The battalion managed to get through another year on a very small budget. With the increase of student population, we will continue to articulate the need for more money, and continue to tightly manage the funds allocated.

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

Table 1-2

369th Signal Battalion Buildings

Unit	Building Number
Battalion Headquarters and S1	29602
S3 and S4	29714

A CO Orderly Room	29706
B CO Orderly Room	29706
B CO Barracks	29705
C CO Orderly Room	29714
C CO Barracks	29715
C, E, F CO Barracks	29716
D CO Orderly Room	29714
D CO Barracks	29721
E CO Orderly Room	29714
E CO Barracks	29720
F CO Orderly Room	29708

Source: 369th Portion of the 15th Sig Bde ACH Input for 1999.

Accomplishments

One of the most significant events for the battalion was the brigade realignment, which started in November. The transition of over 150 Non-IET students and lateral transferred of over one million dollars of barracks and office furniture to the 73rd Ordinance Battalion. Additionally, the battalion transferred a total of 260 holdover soldiers to the 442nd Signal Battalion. The battalion reorganization was part of a huge brigade realignment mission. The battalion planned, organized, and flawlessly executed this mission.

We implemented the safe and secure policy as part of TRADOC's plan to provide a safe and secure environment for the soldiers to train, work, and live thus improving the quality of life for the soldiers and cadre of the 15th Regimental Signal Brigade. All companies had additional doors and alarms installed in their barracks.

The annual Battalion Organization Day was held in June, on Barton Field behind the battalion area. Dining Facility 4 cooked and provided the food and shuttled it out to the field where the DFAC workers served it. The organization day was a tremendous success. Everyone had more that enough food to eat and there were activities for everyone. Some of the activities included pony rides, face painting, a water balloon toss, sack racing for the kids and much more. We had several sporting event competitions such as basketball, track and field events, push-up/sit-up, and volleyball. The day's activities ended with a talent show, the tug of war event, and the Commander's Cup presentation. The "Sizzlin' Summer 99" Organization Day Commander's Cup champion was awarded to Foxtrot Company.

In June, the battalion personnel participated in the post retirement ceremony in which numerous Army veterans retired from activity duty after rendering 20 or more years of dedicated service

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, Terrace Manor School, Golden Harvest Food Bank, the Augusta Shelter for Abused Children, Combined Federal Campaign, Army Emergency Relief, the Sergeants Majors Association, Association of the United States Army, 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 ($38,000). In addition the battalion was recognized as the largest contributor to the 1999 Christmas House. Companies continued their support of the Adopt-a-

School program with tutoring and incentive awards. Several companies were recognized in the local newspapers for their outstanding support.

In September, the battalion conducted a change of responsibility ceremony in which CSM Pinckney relinquished responsibility of the 369th Signal Battalion to CSM Roach. The battalion also hosted a farewell dinner for CSM Pinckney and thanked him for not only his contributions to the 369th but for 30 years of dedicated service to the military.

With the holidays came the preparation for one big major event for the battalion-EXODUS. On 17 December the battalion out-processed over 1,700 personnel deploying to numerous locations around the globe. The battalion underwent one of the smoothest EXODUS operations ever and were blessed to have the soldiers return without any fatalities. Prior to departing the battalion outprocessed the largest number of soldiers ever, without any deficiencies. One of the main efforts of EXODUS came out of Foxtrot Company, as they were the holding company for the brigade. All of the soldiers who elected not to take leave or departed at a later date were assigned to this company. Foxtrot Company executed a well-planned list of activities for the soldiers to include Atlanta Hawks basketball games, Atlanta Falcons football, Augusta Lynx hockey, movie nights, and parties. Additionally, MWR donated weight equipment, big screen TV, VCR, and pool table for the soldiers to enjoy. Foxtrot Company did an outstanding job.

HQ & "A" Company

HQ & A Company continued to train AIT soldiers to be technically and tactically proficient, and to provide administrative support and command and control to the instructors in the Area Communications Department. However, we lost all of our Non-IET soldiers to 442nd Signal Battalion and 73rd Ordnance Battalion.

During CFC Campaign '99, HQ & "A" Company contributed $5,800 of the $38,000 raised by the battalion.

HQ & "A" Company's sports teams dominated in post-level competitions last year. The basketball, women's flag football and volleyball teams all went to the playoffs and the women's football team went to the championship. The company continues the trend this year with the basketball team sporting the second best record on post. The company also won several team-oriented events during the Battalion Organization Day.

The Family Support Group has been quite a live wire over the last year sponsoring numerous events: Car Washes, Pie Auctions, Baked Goods Auctions and Sales, and Hot Dog Sales. They also sponsored and participated in an event called Pump-the-Gas, where members of the company braved the cold and pumped gas for customers at local stations around Fort Gordon for which they were generously rewarded by the appreciative customers. All told, the company raised and donated $2300 toward the annual Christmas House to help needy soldiers through a raffle of various donated prizes. The company also hosted a Holiday Party in December at the Gordon Club. The guests enjoyed a catered dinner, gifts, music, dancing, and fine company.

Staff Sergeant Ivory Torbert won Instructor of the Year and led the way for the many honors and promotions throughout the battalion. HQ & "A" Company changed hands on three occasions in 1999. First, CPT Wise relinquished command to 1LT Heath Boner. He then relinquished command to 1LT(P) Portia Benson until 8 December when Captain Benson relinquished command to CPT Chadwick G. Davis.

"B" Company

The year began by saying farewell to CPT Keith R. Harris and greeting the new Commander, CPT Curtis L. Tygart in late January. The company's drive to be the best in the Brigade paid off in late February when the company won the Brigade's "Best Company" Area Beautification Award. The spring and early summer saw the company saying farewell to many crucial team members. Drill Sergeants farewells went our to SFC Brown (3rd Plt), SFC Thomas (3rd Plt), SSG Bruns (2nd Plt), and SFC Zehner. Operations and Training saw the departure of WO1 Garcia (formerly SSG Garcia) and SFC Jackson and the arrival of SFC Snell (Operations) and SSG Wheeler (Training). The companies strength fluctuated between 150 and 300 soldiers housed in building 29706. The Company trained three MOSs: 31P, Microwave Systems Operator-Maintainer; 74G, Telecommunications Computer Operator; and 31U, Systems Support Specialist. The company led the way in both the Battalion and Brigade Command Inspections with numerous commendable ratings. Being no stranger to helping our fellow soldiers and the community, the Braves gave large contributions to the Combined Federal Campaign, Army Emergency Relief, and Christmas House. Sergeant First Class Brown and SFC Jones developed a Company Drill Team, which performed for both Delayed Entry Soldiers from the Augusta Recruiting Battalion and senior citizens from Sunrise of Augusta.

The Braves team experienced another major change in late fall with the additions of 1SG White, a new Executive Office, 1LT Jackson, and Training NCO, SSG Wallace. Unfortunately, the company bid farewell to 1LT Benson, 1SG Chase and SSG Wheeler. The company began transferring long term holdovers to the Brigade's holdover company in November, which helped reduce the inactive student population. Bravo Company is the only company in the Battalion with soldiers authorized to live off post due to the length of their training. This unique opportunity resulted in an average of 10 to 20 families living off-post in the Augusta area at any given time. The Family Support Group, led by Becky Tygart and SFC Snell, helped to transition the families into a military lifestyle as the soldiers adjusted to the transition of the Army life. The FSG sponsored many movie nights, bake sales, valentines decorating and information exchange meetings over the year which increased the soldiers quality of life dramatically. Over 300 soldiers deployed safely back to love ones throughout the United States and oversees during the Christmas EXODUS Break without a single accident or serious incident. The Bravo Braves continues to lead the way into the new millennium guided by the team of CPT Tygart, 1SG White, 1LT Jackson, SFC Snell (Operations), SSG Wallace (Training), SFC Jones (SR DS), SFC Nester (2nd Plt), SFC Torbert (3rd Plt), SFC Pabon (1st Plt), SSG Windsor (2nd Plt), SSG Evans (3rd Plt), and SSG Burris (1st Plt).

"C" Company

With the beginning of 1999, Charlie Company was completing one of its projects to create a medium area network for two of Augusta's Baptist churches. Under DS Chase, Charlie Company continued to greatly improve building 29716. As the year progressed, DS Anderson Freeman achieved Drill Sergeant of the Year. On 17 May CPT Funk relinquished command to 1LT(P) McCree. Two months prior to the change of command, 1SG Ball had replaced 1SG Moultrie. On 1 July the company celebrated CPT McCree's promotion to Captain. In July, Charlie Company's basketball team won second place in the 369th Organization Day basketball tournament. DS Bruce took over responsibility for renovating building 29716 and continued

working on major repairs until the building was prepared to house soldiers. September brought forth the annual Charlie Company Organization Day and "Charlie Rock" platoon challenge, with 2nd platoon winning the company trophy. In October, Charlie Company completed its first CIP under the new command and achieved 10 commendable and 17 satisfactory ratings in 27 areas rated. During November, Charlie Company prepared for EXODUS. Charlie Company outprocessed over 400 soldiers without any errors and safely deployed them to their homes. In December building 29716 became the overflow barracks for three companies Charlie, Echo, and Foxtrot.

"D" Company

Delta Company had an extremely eventful 1999, bringing the year to close with almost an entire new chain of command. In July 1SG Beverly Styles replaced 1SG McMurray. With a new command came changes and they began with the Non-IET soldiers moving to 73rd Ordinance Battalion and the holdovers transferred to 442nd Signal Battalion. Drill Sergeant Hawthorn attended the Drill Sergeant marriage retreat. During the month of December Drill Sergeant Davis completed his two years tour of duty as Senior Drill Sergeant. In November a Change-of-Hat Ceremony was conducted. This is an event where Senior Drill Sergeant Davis relinquished his duties as Senior Drill Sergeant to Drill Sergeant Grissett, who assumed the position of Senior Drill Sergeant. During the month of December Delta Company took on much larger responsibilities of training two MOs' 31F/31U's. This required some strategic planning and managing on the company's part, due to the fact that these MOS's are not co-related and in separate locations. This required more Drill Sergeants during movements for positive command and control. In spite of much opposition and skepticism, Delta Company arose to the occasion and continued to excel. Delta Company averaged approximately 300 soldiers throughout the year. In June, Delta Company did an outstanding job and received 13 commendable ratings in many areas during the Brigade CIP and 11 commendable ratings during the Company CIP. During Exodus 99, Delta Company deployed 300 soldiers to their homes to be with family, friends, and love ones. 245 soldiers returned safely, while 55 soldiers continue on to their next assignments.

"E" Company

1999 proved to be a successful and exciting year for Echo Company. First Lieutenant Townley started the year off as Company Commander and was moved across the street to the 93rd Signal Brigade in February. Captain Keith E. Sidley Jr., took over the Company on 2 February and did an outstanding job until he departed in November 1999. Captain Anthony Shepard took over the company on 10 October, coming to us from the 82nd Airborne Division, Fort Bragg, North Carolina. First Sergeant David Simon continues to do an outstanding job throughout many changes that have taken place within the "E" Company command structure. Senior Drill Sergeant Johnson and Drill Sergeants Lindsey, Lucas, Walker, Holley, Anthony, and DePape, Operations Sergeant, SFC Brake, and Training Sergeant, SSG James/Holley lead the way to the success of the Company's training and administration missions. Echo Company was tasked with the huge challenge of taking care of 456 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.

Soldiers unselfishly contributed both time and money to many charities. Echo Company soldiers contributed over $2,200 to Combined Federal Campaign, $4,300 to the Army Emergency Relief, and $762 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 Lucas and supported by all the cadre members. All soldiers did an outstanding job and we are looking forward to a challenge next year. Echo Company closed out 1999 by sending 318 soldiers on Christmas EXODUS. A total of 28 soldiers departed on a PCS move and 290 left on leave and returned. Cadre personnel included: Commander, CPT Shepard, Executive Officer, 1LT Platte, 1SG Simon, OPS NCO, SFC Brake, and Training NCO, SSG James. All were tired, working all night getting soldiers to their final destination but the end result was well worth the hard work. The EXODUS movement and return was flawless.

"F" Company

The year was exciting and dynamic for Foxtrot Company. In January, SFC Robinson-Neal arrived to replace SSG Richards as the Operations NCO. On February 17, CPT Scott Brooks became Foxtrot's second Commander when he replaced 1LT Jennifer Purcell. In May, SFC Patterson was frocked to the position of First Sergeant and replaced 1SG Richardson who was transferred to fill the role of A-369 First Sergeant.

With the pairing of CPT Brooks and 1SG Patterson, Foxtrot Company hasn't been the same since. One of the first things to change was the Company Mascot. In 1999, Foxtrot retired the Firehawk as its mascot and turned to embrace the mighty Wolverine—a creature easily defined as adorable in appearance and small in size, but ferocious in power and attitude. In September, Foxtrot held its first annual Organization Day. Many hotdogs, hamburgers, and sodas were consumed, but the Drill Sergeants made sure the soldiers were able to burn it off afterwards. Numerous quality of life improvements were made to the company to include a new pool table and the addition of a weight room complete with dumb bells, a weight bench with over 500 pounds of weights, a "lat" pull down machine, and a "power tower" for doing dips, pull ups, and leg raises. Many of the quality of life improvements were the result of Foxtrot being designated the EXODUS Holding Company. As a result, we received a new 52" big screen TV, new VCRs, new microwaves, a stereo system, a foosball table, a ping pong table, pool table accessories, and a Nintendo 64 Entertainment System. Our success as the EXODUS Holding Company would not have been possible without the support of the outstanding Drill Sergeants who were assigned to us, the incredible support we received from MWR, and the generous donations we received from Pioneer Lending, AFCEA, and the Sergeants Major Association. We are extremely grateful to these organizations for all the support they provided.

Foxtrot said goodbye to some outstanding Drill Sergeants in 1999. Sergeant First Class Robillos departed for a new assignment to Germany in May, SFC Russell went to California in August, SSG Clemons was assigned to work in the Battalion S-3 shop, and SSG Lindsey was reassigned to Echo Company. Foxtrot also said goodbye to SFC Winnfield and SSG Goodman. Fortunately with each "goodbye" there was also a "hello." Foxtrot Company welcomed SSG

Gholar, SSG Faggard, SSG Crayton, SFC Crain, and SSG Bryan to its ranks. SSG Nance remains as the only original Drill Sergeant since Foxtrot was activated in August of 1998, and was selected as the 369th Signal Battalion Drill Sergeant of the Year for 1999. Every day these NCOs achieve the seemingly unachievable while performing their duties as a Drill Sergeant.

1999 was an evolution year for Training and Operations. Between SSG Crumb and SFC Robinson-Neal, there was a complete turn around in how Foxtrot conducted its daily business. SSG Crumb, who was initially assigned to help stand up Foxtrot Company as the Training NCO, still continues to perform this role in an admirable manner. He worked diligently to bring Foxtrot training to a level that exceeded the Battalion and Brigade requirements and, as a result, received numerous commendable ratings in his areas during the Brigade CIP. Sergeant First Class Robinson-Neal seemed to be able to work magic in all his duties, finding himself routinely filling in for 1SG Patterson, accomplishing his mission as the Operations NCO, and still being able to find time to train for his professional boxing career in which he holds a three win and zero loss record.

The soldiers of Foxtrot Company continued to define themselves as highly motivated, super dedicated professionals who are committed to excellence and striving to be the best 31U the Army has seen yet. The soldiers dedicated their time, money, and efforts to numerous activities. Foxtrot soldiers provided much of the volunteer manpower needed to set up for the Georgia Games, which were held here in Augusta. They began a tutoring program with Terrance Manor Elementary school, which received publicity in The Signal newspaper, recognition by the Garrison Command, and recognition by the Mayor of Augusta. They dominated the sporting events during the Battalion Organization Day and took home the Commander's Cup. One of their biggest achievements was in the extremely generous support they provided to the Combined Federal Campaign drive. In total, the soldiers of Foxtrot Company donated well over $12,000 the highest in the Battalion and Brigade.

Foxtrot ended the year on a high note by successfully deploying over 350 soldiers on EXODUS leave. The Year 2000 (Y2K) bug turned out to be one of the biggest hypes in history, some critics said and, as a result, no soldier was able to use it as an excuse for not being able to return on time. First Lieutenant Posner was a key player in the preparation and planning of EXODUS 1999 at the Brigade level. He designed and wrote the database system used to track all the travel data on every soldier in the Brigade. As a result of his efforts, he received the Commanding General's Coin of Excellence and was awarded the Army Commendation Medal.

1999 proved to be an outstanding year for Foxtrot Company. While the century and millennium came to an end, milestones for Foxtrot Company are just beginning. As Foxtrot continues into its second year of training soldiers and is in its infancy compared to the other units in the Battalion, it has grown exponentially through the efforts of an outstanding Cadre, paving the way for future soldiers and Cadre members in the years to come.

442nd SIGNAL BATTALION

Commander's Perspective

1999 was a year of significant change for the 442nd Signal Battalion. Both the entire senior leadership and Battalion mission changed. In June the Battalion Executive Officer, Major Byron Browning and the Battalion S3 OIC, Major Mark E. Powell, left for CGSC. At that time the Battalion welcomed Major William L. DeMalade as the new Executive Officer, and First

Lieutenant Sarah A. Wallace became the S3. Major Douglas J. Wolfe reported on 30 November 1999 and replaced 1LT Wallace.

The 442nd said farewell to Lieutenant Colonel Joseph D. Young and family on 30 July and welcomed Lieutenant Colonel Howard R. Cuozzi as the new Battalion Commander. In September Command Sergeant Major George L. Roach left for the 369th Signal Battalion and the battalion welcomed Command Sergeant Major Edward F. McKeown from the 551st Signal Battalion.

The mission of the 442nd Signal Battalion also changed this year. Whereas the Battalion once primarily served the Regimental Officer Academy (ROA) and the Computer Science School (CSS), it now has a different focus. Alpha and Bravo companies, both student officer companies at the beginning of 1999, were merged, and the Bravo Company Commander, Captain Horace Taylor, became the Leadership Company Commander. In addition to the two student officer company personnel, he also absorbed the ROA permanent party that had been assigned to Charlie Company, 442nd Signal Battalion. The Leadership Company now falls directly under the Commandant of the ROA, Colonel Perry L. Bridges. Alpha Company was reformed as a holdover company for inactive IET soldiers under the leadership of Captain William S. Moe.

During this transitional time the Battalion supported numerous overseas taskings, Armed Forces Day, the Adopt-a-School Program, five ROA field training exercises (FTXs), and 18 NCOA FTX's.

Mission

The 442nd Signal Battalion's mission was to provide command, control, and training to the permanent party to include the Computer Science School. Battalion personnel provided the consolidated billeting, management, and values driven training of long term inactive IET and non-IET soldiers. These personnel also installed, operated, and maintained a three-node MSE network supporting the schoolhouse, United States Army Signal Center & Fort Gordon (USASC&FG) training, and combat development initiatives. And, battalion personnel provided UCMJ and administrative support to the Leadership Department.

The 442nd personnel accomplished this mission by training the Mission Essential Task List (METL). This meant providing command and control for assigned companies; IOM a tactical communications network and provide tactical communications support; provide management, mentoring, and values driven training for inactive 15th RSB students; provide administrative support to the leadership Department; provide permanent party basic soldier skills training.

Resources

The battalion averaged 175 permanent party and 350 student personnel after the battalion reorganization. To support these soldiers the battalion was allocated $22,000 for the General Services Administration budget and approximately $2,000 for MWR funds.

HQ & "A" Company

Major changes to the structure occurred with HQ & "A" Company during the fall of 1999. Alpha Company was reformed as an inactive AIT holdover company for the 15th RSB. Captain William S. Moe continued to provide Command and Control for the company with the reorganization. In December the company welcomed 1LT Kenneth Poplick as the Company Executive Officer. The company stood up a cadre support team that consisted of three drill sergeants, and eight other NCO's to fill platoon and operations sergeant's billets. With the reorganization the company received around 400 AIT inactive holdover soldiers.

"C" Company

Charlie Company completed several challenges in 1999 along with setting standards of excellence and professionalism. It continued to accomplish its mission to provide Command and Control and Administrative support to the staff and faculty of the Computer Science School.

In addition to supporting the instruction of the Army's future Automation Specialists, Charlie Company supported units around the globe by providing soldiers for Temporary Change of Station (TCS). These soldiers filled positions in support Joint Task Forces in the Middle East and Central Europe. Below is a list of the personnel, the countries, and dates they served:

Table 1-3

Temporary Change of Station

MAJ Mark Reaves	Germany	Jul 99 Jan 00
SSG Adrianne Wafford	Hungary	Sep 99 – Mar 00
SSG Dorsey Cooper	Hungary	May 99 – Oct 99
SPC Eric Morey	Kuwait	Aug 99 – Feb 00
SFC Wallace Yellock	Kuwait	Jul 99 – May 00

Source: 442nd Portion of the 15th Sig Bde ACH Input for 1999.

On 23 July Captain Kent M. Snyder relinquished command to Captain Brenda J. Suggars. LTC Joseph D. Young performed the Changing of Command. COL Peter T. Farrell attended the Change of Command. CPT Snyder was selected to participate in the Advanced Civil Schooling Program.

The Regimental Officers Academy officially split away from Charlie Company on 1 August. They were reassigned to the Leadership Department that combined the Regimental Officers Academy and Regimental Noncommissioned Officers Academy. Approximately 70 personnel were moved to include all training and personnel files.

The first Command Inspection of Charlie Company was held 25–29 October, during which the company received many commendable ratings. Sergeant First Class David Salone and SGT Joseph Pagano were awarded the Army Achievement Medal for their contribution to Charlie Company's success during the Command Inspection.

In support of the 15th Regimental Signal Brigade EXODUS, Charlie Company provided five Site NCOICs, five Baggage NCOICs, four bus drivers, four 5-ton drivers, and Movement

NCOs. The Company began operations on 16 December and ended on 18 December 1999. The following personnel were involved and were recommended for awards to include an impact AAM:

Table 1-4

442nd Signal Brigade EXODUS Participants

Site NCOIC's

Bush Field – SFC Peter Bagley
IET Club – SFC Michael Sauls
Reserve Center – SFC Elkay Payne
Gym 4 – SFC Devon Trotter
Gym 5 – SFC Carey Williams

Baggage NCOICs

Bush Field – SFC David Bates
Reserve Center – SFC Brian Oliver
Gym 4 – SFC Tomas Luchino
Gym 5 – SFC Paul Homnack
Gym 1 – SFC Mark Nash, SFC Billy Nealy

Movement NCOs

Bush Field

SFC Kelly Black, SFC Maureen Davis, SFC Randy Kujawski, SFC Christopher Burch

IET CLUB

SFC Richard Patterson, SFC Vernell Phillips, SFC David Salone, SFC Antonio Colbert

Fort Gordon Bus Station

SFC Ricky Cole, SFC Bobby Cruz

Reserve Center

SSG James Kuss, SSG Charlie Sanders, SSG Montrose Cole, SSG Cornelia Franklin, SSG Guilford Boyd, SSG Bart Larango, SSG James Miller, SSG Ricky Branum, SSG Victoria Hawkins, SSG Daniel Leeds, SSG Mark Perry, SSG Sandria Brice

Gym 4

SFC Todd Spindler, SFC Phillip Vera, SSG Chondra Thomas, SSG Monica Herrera, SSG Victoria Grant

Gym 5

SSG Frank Carter, SSG Anna Gonzales, SSG William Lewis, SSG Floyd Perry, SSG Dorsey Cooper

Gym 1

SFC Timothy Knight, SFC Ruby Dace, SFC Edward Dagel, SFC Eduardo Diaz-Perez, SFC Lynda Dunn, SFC Eximpaul Estabalaya, SFC Jeffrey Hamilton, SFC Keith Henry, SFC Arnold Harris, SFC Mervelyn Jackson, SFC Steven Mckinney, SFC Marco Melendez, SFC David Hudson, SFC Vintinia Williams, SSG Lynn Dean, SSG Patrick Andrade

Bus Drivers

SFC Darryl Williams, SSG Christopher Scott, SSG Roshone Birch, SPC Stephen Stamp, SPC Lourdes Castillo, SPC Ramses Brunache

5-Ton Drivers

SSG Zachary Bryant

Source: 442nd Portion of the 15th Sign Bde ACH Input for 1999.

Three NCOs this year were selected as Drill Sergeants. Both SSG Mike Jenerett and SSG Monekia Denkins completed the Drill Sergeant Course and were reassigned to 447th Signal Battalion. SFC Victor Fernandez attended the Drill Sergeant Course and Permanently Changed Stations to a Basic Training Position at Fort Jackson.

This year five NCOs were selected to attend the Warrant Officer Candidate Course. They were SSG David Banks, SFC David Kappel, SSG Christopher Rimmer, SSG James Clark,

and SFC Abel Chavez. All returned to attend the Warrant Officer Basic Course her at Fort Gordon.

Charlie Company soldiers excelled while attending boards at all levels, from Battalion to Post. These soldiers proved that Charlie Company leads the way in professionalism and general military knowledge.

Table 1-5

Charlie Company Award Recipients

Audie Murphy Selections
SSG Michael Slocumb

Poist Instructor of the Quarter
2nd Quarter – SFC Larry Ferebee
3rd Quarter – SSG Anna Gonzales

Post Soldier of the Quarter
2nd Quarter – SPC Eric Morey

Battalion Soldier of the Month
March 1999 – SPC Eric Morey
April 1999 – SPC Lourdes Castillo
July 1999 – SPC Charmaine Billups
September 1999 – SPC Ramses Brunache
Source: 442nd portion of the 15th Sig Bde ACH Input for 1999.

In addition to daily activities the company participated in a post softball and basketball team, although they did not place first or second the members of each team showed great esprit de corp. The company also supported area schools by setting up a Local Area Network at Spirit Creek Middle School.

"D" Company

Delta Company supported training for nearly 1000 students from the Regimental Non-Commissioned Officers' and Regimental Officers' Academies. Company personnel supported training for the ROA included Capability Exercises (CAP-EX) and Map Exercises (MAP-EX) followed by a FTX. The CAP-EX is a round robin, hands-on training event to familiarize the students with basic Mobile Subscriber Equipment for which they have received classroom instruction. The MAP-EX is a four-day event preparing the students for the FTX. The MAP-EX begins with an Operational Order followed by a Leaders' Reconnoiter on the first day. The second and third day is spent planning and preparing a brief to the Battalion Commander. On the fourth day, a few students are chosen to back-brief the Battalion Commander on their plan to deploy a Node Center and affiliated equipment. The students then spend a day in the Motor Pool performing pre-deployment checks and getting their vehicles on line ready to deploy.

The FTX is also a five-day event. The first day is initial deployment and set-up of the MSE equipment with each platoon jumping to a new site over the second and third days of the FTX. The fourth day is redeployment to the Company Motor Pool and then going onto the "Shotgun" phase in the evening and ending on the morning of the fifth day. Delta Company provides transportation support and an enemy element during the "Shotgun" phase. The "Shotgun" phase culminates with a Signal Regiment induction ceremony conducted in the Delta Company Motor Pool. The RNCOA FTXs are planned and executed by the students of the RNCOA with Delta mainly providing the equipment necessary for the students to carry out their plan. The FTXs Delta Company supported included five Signal Officer Basic Courses (SOBC), 05-98, 01-99,02-99,03-99 and 04-99, one Signal Officer Branch Qualifications Course (SOBQ), 01-99, and ten RNCOA classes, 31W01, 31W02, 31W03, 31W04, 31W503, 31W504, 31W05, 31E/31R, 31W505 and 31S/31F/74.

For the first time in recent history, a RNCOA and a ROA FTX were combined. In June and October the RNCOA and ROA students joined together adding much value and greater opportunity for training for both sides. Also starting in October was the first time Advance Individual Training students in a holdover status from Alpha Company joined Delta Company for the FTX. This gave the privates a first hand opportunity to operate the equipment outside a controlled environment. Another significant accomplishment was the involvement of other active duty units to help support the SOBC FTX. The 252nd Signal Battalion, 93rd Signal Brigade, Fort Gordon, participated in two SOBC FTXs in June and November providing a Node Center Switch and Line of Site radio assemblages. In October, Bravo Company, 327th Signal Battalion, Fort Bragg, was the first unit outside of Fort Gordon to be involved with supporting the SOBC FTX. Bravo Company brought with them a Tactical Satellite Terminal, Forced Entry Switch, and a full Node Center Switch with affiliated assemblages. All SOBC students were given an opportunity to tour the 327th Signal Battalion's assemblages.

Delta Company's support to the Signal Corps didn't stop at training students. The Company also made significant contributions to the Signal Corps by contributing to the testing of new equipment at the Battle Command Battle Laboratory. Delta Company soldiers provided the technical knowledge and experience needed to support the testing of high multiplexed cards, Digital Secure Voice Telephones, and other new equipment's compatibility to interface with MSE. A few soldiers also went to the Raytheon Corporation in Massachusetts to aid in the development of the Technical Manual (TM) for the new Satellite Mobile Anti-jam Tactical-Terminal (SMART-T). Due to the involvement in the development of the SMART-T and it's TM, the Company was requested to send a non-commissioned officer to the Critical Task List selection board for the 31F MOS.

Delta Company's support didn't stop with military related tasks. The Company provided invaluable support to its unit and the local community. Delta Company hosted the Battalion's Easter Egg Hunt which included games and activities for the children, horse back riding, a special visit by the Easter Bunny and culminated with an Easter Egg Hunt divided into separate areas for different age groups. The Company was also involved in the local community.

Mobile Subscriber Equipment assemblages were put on static display at the Hephzibah High School for their technology week. The local Augusta community hosted a 7K run called the "Pinch Gutt Puffer Run," commemorating a Revolutionary soldier, Private Puffer. The event raised funds for the Golden Harvest Food Bank. For the first time in the event's twenty-one year history, U.S. Army soldiers (all from Delta Company) participated with an exhibition run with the

soldiers wearing rucksacks and carrying rifles. The Company's involvement helped raise over $200 toward the cause.

Delta Company soldiers were enlightened about their surrounding communities' history by taking two trips over the 1999 calendar year. One of the trips was to the Cowpens Revolutionary Battle Site in South Carolina and the other was a walking history tour of Savannah, Georgia. These trips were funding by the Delta Dragon Support Group fund-raisers.

Several soldiers won Soldier Boards over the past year. Battalion Soldier of the Month winners included: SPC Summers, SPC Swank, SPC Shambles, SPC Garland, PFC Kendall and SPC Hooks. Of these soldiers, two went on to win Post Soldier of the Month and continued on to win the Post Soldier of the Quarter: SPC Swank and PFC Kendall. One of the Company's NCO won the Battalion's NCO of the Quarter and also went on to win the Post NCO of the Quarter.

447th SIGNAL BATTALION

Commander's Perspective

Lieutenant Colonel Karen S. Adams assumed command of the 447th Signal Battalion from Lieutenant Colonel Steven W. Shively on July 9, 1999.

During 1999 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. During the year, over 3,500 AIT soldiers graduated and were awarded signal MOSs.

Throughout 1999, the 447th Signal Battalion experienced quite a turnover in senior leadership. In addition to the Battalion Change of Command, MAJ Anita McCarthy-McGee assumed Executive Officer duties from MAJ Robbin Higgins in November. Also during 1999, five companies changed commanders, three changed executive officers, and five changed first sergeants.

The 447th Signal Battalion continued to provide its soldiers with a safe and productive environment in which to live, train and work. We demonstrated our physical fitness by winning numerous sports awards, as denoted in the Company histories below, to include the post championships for track and field, basketball, and softball. We also exhibited our social commitment through our involvement in post and community activities, and through our sizeable donations to charitable organizations. The 447th Signal Battalion gave over $3,700 to Christmas House, over $26,000 to Army Emergency Relief, and over $39,000 for the Combined Federal Campaign.

Mission

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 six MOSs: 31C, Single Channel Radio Operator, 31L, Wire Systems Installer, 31R, Multi-channel Transmission Systems Operator-Maintainer, 31S, Satellite Communications Systems Operator-Maintainer, 74B, Information Systems Operator-Analyst, and 74C, Telecommunications Center Operator. The 447th Signal Battalion provides instruction and support for the following Additional Skill Identifiers (ASI):

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 placed special emphasis on ensuring permanent party soldiers were deployment ready at all times, since any of them can be called to serve in military operations worldwide.

Resources

Resources for FY 99 were $43,000 including some late-year funds from the Directorate of Resource management (DRM). This amount was down $16,152 from FY98. Our larger budget in FY98 was due to the addition of F Company to the Battalion.

Accomplishments

The year 1999 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.

HQ & "A" Company

Nineteen ninety-nine was a busy year for HQ &"A" Company, 447th Signal Battalion. On 16 April, 1LT Jeffrey Nerone relinquished command of HQ& "A" Company to 1LT Daniel Weber. First Sergeant Mark Garcia was the Company First Sergeant and 1LT Christopher Secord was the Executive Officer from May until December.

Company strength at the end of the year was one hundred and forty-seven soldiers and fifty civilians. The soldiers were comprised from the Battalion staff, and the Regimental Transmission Systems Department (TSD) staff and instructors. HQ&A Company was also responsible for Non-Initial Entry Training soldiers, consisting of six Military Occupational Specialties and three Additional Skill Identifiers. In October, these soldiers were moved to D Company, 73rd Ordinance Battalion during the 15th Signal Brigade realignment. In June, the company peaked at its highest strength, consisting of over six hundred permanent party soldiers, students and civilians.

The company's goal for nineteen ninety-nine was best expressed from its mission statement. The mission statement read, "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 were accomplished daily by the motivated, highly skilled, professional soldiers and civilians of the Company. Ms. Foncille Powell from the Transmissions Systems Department was selected as the Fort Gordon Civilian Employee of the Year. In

December, SGT Jonette Camp was selected for membership in the Fort. Gordon SGT Audie Murphy club. Sergeant Lawrence Marcus was selected as the Post NCO of the Quarter, Brigade NCO of the Quarter, Battalion NCO of the Quarter, and TSD Instructor of the Quarter for 4th quarter 1999. He was also the Brigade NCO of the Year. Other TSD Instructors of the Quarter included SSG James Pontius and SSG Mark Chaplin. All the permanent party soldiers in the company worked diligently with great skill to ensure that the mission was accomplished and that quality soldiers graduated and moved on to do great things in units throughout the world.

During 1999, the personnel of HQ &"A" Company not only worked hard at their jobs, they also gave back to the community as well. In April, the company raised over $2,000 for Army Emergency Relief by organizing a golf tournament. In the early fall, the company raised over $11,000 for the Combined Federal Campaign. In November, soldiers from the company conducted a Veterans' Day program for Euchee Creek Elementary School.

The permanent party soldiers not only worked hard here at Fort Gordon this past year, they worked hard on temporary duty (TDY) assignments that took them to Bosnia and areas here in the United States. SSG Gary Hosier, SSG Lucas Reid, SFC Nicholas Tyson and SGT Marlin England all went on TDY assignment to Bosnia. SFC Timothy Blinkhorn went on various TDY assignments to evaluate STAR-T (Super High Frequency Triband Advanced Range Extension Terminal) instruction. These soldiers were sorely missed, but did great things for the Army.

In early October, two Non-Initial Entry Training soldiers saved the life of a civilian gunshot victim. Private Second Class Troy Bush and SPC Eddie Wait were pulling into a parking lot on Washington Rd. in Augusta when they heard a woman screaming. In an effort to help the woman, the two soldiers got into their vehicle and drove to the Interstate 20 overpass to find a gunshot victim, Jason Todd. The two soldiers, with the aid of a registered nurse, administered first aid to Mr. Todd until paramedics arrived at the scene. While they administered first aid, Mr. Todd went into respiratory arrest. The two soldiers administered CPR and revived him. For their efforts, both soldiers received the Army Commendation Medal, the Brigade Commander's Coin of Excellence, and the Brigade Command Sergeant Major's Coin of Excellence during a locally televised ceremony.

The company could not survive on all work and no play. During the Regimental Week Tournament this past summer, HQ & "A" Company won the championship by beating the Non-Commissioned Officers' Academy 13-12. Members of the company also won the Battalion Level Softball Championship in August by holding off the 73rd Ordinance Battalion 15-13. And lastly, Company personnel demonstrated their athletic superiority by winning the Commander's Cup for the second year in a row during the Battalion's nineteen ninety-nine Organizational Day.

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

"B" Company

Bravo Company opened 1999 with over 300 soldiers assigned and with CPT Therman A. Farley as the Company Commander and First Sergeant Beverly Pilgrim as the First Sergeant. Their mascot was the Bulldog. In April, First Sergeant Robert McDaniel took the reins as First Sergeant; and on November 12, CPT Bradley J. Kock assumed command of the company in a ceremony held at Vincent Hall, the training area for the company's soldiers. CPT Farley was the

commander of Bravo Company for a total of 19 months when he relinquished command to CPT Kock, who spent the past several years at Fort Campbell, Kentucky. 1LT(P) Skye Duncan was the Executive Officer for the entire year.

Several Drill Sergeants were added to the list of Bulldog trainers this year: DS Charles Fuller, DS Ricky Wiggins, DS Fritz Hodges, and DS Maggie Alban. Drill Sergeant Shirley McDaniel completed her time on the trail in 1999 along with DS David Jones. DS Brian Alexander and DS Brian Roots were also bulldog trainers for part of 1999 until the Battalion reorganization transferred them to Echo and Alpha companies, respectively. The Bulldog operations sergeants that kept the company running smoothly throughout the year were SSG Daniel Hansen and SGT David Christiansen. At the very end of the year SGT Christiansen's replacement, SGT Erik Hurst, became the newest member of the team when he signed into the company in December.

Bravo Company personnel were responsible for the 31S (Satellite Communications Systems Operator-Maintainer) MOS and strived to provide those soldiers with the best training and living atmosphere possible. The soldiers trained in three shifts (days, swings, mids) and were here for 34 weeks; the third longest MOS in the military. Bravo Company also trained some 31R and 74B soldiers that were assigned to the company temporarily due to overcrowding in other companies. The company also supported 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 competed in the Battalion Organizational day for 1999 and won several of the events through stiff competition.

Several of the classes graduating from Company B were "pipelined" straight into the 1C (Satellite Controller) course directly after completing AIT. For this course, they were transferred to Alpha 447 or Delta 73rd, but trained in the same building as the students they used to live with. These soldiers went on to Army Space Command and ended up talking to some of their classmates 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, Japan, 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 1LT(P) Duncan, was 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; and they made homemade deserts for a bake sale. The soldiers of Bravo Company donated generously to many causes throughout the year to include 187 soldiers donating to the Combined Federal Campaign and the highest donations in the Battalion with $7,600 total donated to Army Emergency Relief.

Overall, "B" Company had a very busy year in 1999. 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, and all the Bulldogs kept up the fighting spirit for the 447th Signal Battalion and the 15th Signal Brigade.

"C" Company

Nineteen ninety-nine was a year of many changes for Charlie Company. Although Captain Earl Freeman continued on as the Commanding Officer, the company's leadership saw changes to both 1st Sergeant and Executive Officer. In August, 1SG Lee Davis departed to

become Echo's 1st Sergeant and 1SG John Holland took charge in Charlie Company. 1st Lieutenant Christopher Secord replaced 1st Lieutenant Allan Cleaveland as the Company Executive Officer in December. Additionally, Charlie Company experienced a nearly complete turnover of Drill Sergeants. New Drill Sergeants assigned to the company include SFC Millage, SSG Gore, SSG Davis, SSG Rowsam, and SSG Veasy. The only Drill Sergeant remaining from 1998 is SSG Rollins.

In spite of the changes in leadership, Charlie Company's mission focus remained the same, to graduate well trained, highly motivated, disciplined, and physically fit 31R soldiers. Our emphasis was to produce soldiers who live by the seven Army Values and are competent and confident in basic soldiering and MOS skills. With an average strength of over 200 soldiers in the company, this was no small task.

The company also participated in the various battalion-level sporting events throughout the year including basketball, softball, and several races. During Organization Day, the company competed in virtually every event and even won first place in the tug-of-war competition.

Throughout the year, Charlie Company supported the professional and charitable organizations serving the Army's soldiers. For example, company personnel contributed over $9,000 to the Combined Federal Campaign – more than any other company. For the Army Emergency Relief fund, Charlie Company raised nearly six thousand dollars – second only to Bravo Company. And, in support of Christmas House, company personnel raised $765 in cash to be used during the holiday season to purchase toys for underprivileged children.

Near the end of the year, Charlie Company once again conducted OPERATION EXODUS, and sent 279 soldiers home to be with their families for Christmas.

"D" Company

In January 1999, the company transitioned from training 31R to 74C soldiers in command was CPT Maurice Stewart and the First Sergeant was 1SG Ellis Pugh.

In March, 1LT Henderson, Company Executive Office, conducted the AUSA Bowl-A-Thon, which was photographed and placed in the Signal the same month. In a tragic accident, Drill Sergeant Elisa Nixon passed away in an automobile accident. The cadre attended a memorial on 12 March and the funeral on 16 June.

In April, Drill Sergeant Sears was recognized as first runner up in the Drill Sergeant of the Year contest. He was also awarded the Battalion Drill Sergeant of the Year award.

In May, 1LT Henderson was called on to escort several VIPs. He escorted Ms. Condon, a visiting dignitary from Washington D.C., who met with MG Cuviello on 6-7 May. Hendersen later escorted General Bolt during his visit to Fort Gordon. First Sergeant Ellis Pugh left and 1SG Leon Green took over officially on 10 May. On 23 June, CPT Maurice Stewart relinquished command to CPT Nicholas Baxter.

In September, the company underwent a successful 90-day assessment and began preparations for Exodus.

In November, 1LT Mark Henderson assumed command of the company. Preparation continued for Exodus and all soldiers departed safely for home. Additionally, 1LT Henderson organized and executed the BN AUSA drive and Delta Company led the Battalion in the number of memberships.

"E" Company

The year brought many challenges to Echo company, and brought us many opportunities to excel as well. Virtually all of the cadre personnel present at the start of the year were not here when it came to a close. The number of security holdovers rose steadily with the disruption of service from the central clearance facility (CCF) and there was a large reorganization in the brigade that touched all of us. Through this, we still achieved greatness in athletic competition, provided monetary and volunteer support for the Army, the community, and national charities and individual soldiers accomplished great things as a result of their AIT experience.

Echo Company's command group completely changed during 1999. Captain Michelle E. Danker, previously the Deputy Commanding General's aide, took command of "E" Company on 30 July from CPT James T. Skinner, who went on to Advanced Civil Schooling at the University of Georgia for his master's degree in computer science. In February, First Lieutenant Leo J. Waugh, came to the unit from Korea and assumed duties as the company executive officer from 1LT Brandon F. Purcell, who transferred to the computer science school to be an instructor. First Sergeant Lee A. Davis came from Charlie Company in September 1999 to become the Echo Company First Sergeant. Davis'predecessor, 1SG Dennis W. Cornell, was assigned to Fort Meade as NCOIC of Information Systems Development at the Defense Information School.

Echo Company's operations section also experienced a complete turnover of personnel. SSG Clyde Hudgins arrived in January from Germany, and served as an addition to operations until SSG Alvin Mason's departure to Korea in June. SSG Davone Williams became a member of S3 in October, and we were short an operations sergeant from then until SGT Michael Martin arrived from Germany in December.

Only two of Echo Company's drill sergeants stayed with the company throughout the year. SFC Vincent Washington has been the Senior Drill Sergeant through the entire year, and SFC Pierre Ledet served with us all year as a Drill Sergeant, except for his ANCOC course from August through November. Sergeant First Class Terri Hurst began the year with us and, though technically still assigned to the company, has been in ANCOC since October; return date is expected to be March 2000. Several Drill Sergeants that began the year with Echo Company departed during the year to new assignments. Staff Sergeant Windley left in March for the 528th Special Forces Battalion at Fort Bragg, where he received a promotion to SFC. Staff Sergeant Edward Clayton was promoted to SFC and awarded the MSM on the same day he "came off the train" as a Drill Sergeant, and subsequently left for Germany in May. Sergeant First Class Brown was a victim of aggravated assault in July, and spent most of August on convalescent leave. After his leave was complete, he came off the trail and transferred to S3 where he was promoted to MSG departed in December to be a Field Artillery Commo Chief at Fort Stewart, and Drill Sergeant Candidates SSG Denkins and SFC Fuller, who both departed for Drill Sergeant school in February.

Aside from the turnover, the escalating holdover numbers affected the entire battalion, causing us first to divert female soldiers to Bravo Company, but as the numbers continued to escalate we had to send several 74B's to Delta Company as well, since we had run out of barracks space. Near the end of the year, the 74B numbers began to wane while the 31R's increased dramatically, and as Charlie Company was overloaded they diverted the excess to "B" and "E" companies.

The reorganization that took place in the Brigade in August transferred all of the security holdover trainees into Alpha Company, 442nd Signal Battalion easing the barracks space

problem somewhat. We soon learned, however, that the holdovers were piling up faster than the "Holdover Company" could ship them to regular units, so the barracks space problem resurfaced late in the year.

Despite the many problems caused by the rapid turnover, security holdover problems, and the Brigade realignment, Echo Company produced several championship teams and contributed greatly to the community. The female basketball team came back from a disappointing regular season to win the post championship, and Echo Company won the post track and field competition for the third straight year. We supported good causes like AER (over $5,400), CFC (over $5,600), and had the highest donations in the Battalion for Christmas House ($1,000).

During 1999 we sent soldiers to many assignments throughout the world, to include Germany, Japan, Italy, and Korea, as well as stateside assignments spanning the entire tactical to strategic spectrum. Some of these soldiers earned special assignments through their excellence in training. Private Coleman was selected as to work for the TRADOC Commander, General John N. Abrams, in the automation cell, and PVT Sherbert was selected as the Post Command Sergeant Major's driver for most of the year, before obtaining his security clearance and shipping to Fort Bragg. Company students acted in leadership positions all year due to their high standards and stewardship of the seven Army Values.

In all, 1999 was both challenging and rewarding for Echo Company. We had our share of obstacles, but we capitalized on these as opportunities to make the company better, and our accomplishments bespeak our success.

"F" Company

At the end of 1999, "F" Company had a strength of 390 soldiers and 13 permanent party personnel. The company is responsible for the health, welfare, morale, discipline, soldierization, and administrative control of IET soldiers in the MOS courses for: Cable Systems Installer/Maintainer (31L) and Radio Operator/Maintainer (31C). These courses, seven and nine weeks in duration respectively, train and prepare soldiers to be assigned to signal units around the world in support of Commander-in-Chiefs (CINCs) and other warfighters on the battlefield. During 1999, "F" Company graduated over 750 31L's and 31C's.

The company saw a lot of change during 1999. On 8 February, CPT Lisa A. Tyree relinquished command to CPT Harold K. Davis. Also, on 11 June, 1SG Melanie Crawford relinquished duties as First Sergeant to 1SG Michael Wright.

During the year, "F" Company students participated in various intramural sports, like basketball and football. Company soldiers distinguished themselves in boxing by winning 12 of 18 bouts in the boxing smokers held throughout the year.

Company personnel also participated in several post and Army wide fund-raisers during 1999. In the spring, students and permanent party from F Company raised over $1,660 for the Army Emergency Relief campaign. Foxtrot Company also donated over $3,600 to the Combined Federal Campaign and over $270 to the Fort Gordon Christmas House. Some of these donations even led to formal recognition.

In June, over 220 soldiers and permanent party participated in SCRA's Annual 10K Run and raised over $1700 for the campaign. The Company received the battalion award for having the highest number of participants. In July, "F" Company students and permanent party gave over 100 pints of blood, more than other unit on Fort Gordon for that month. For this donation, "F" Company was awarded the unit level Donor of the Month award from the post Blood Center.

Summary

The 447th Signal Battalion graduated over 3,500 students who have gone on to assignments throughout the world. Both students and cadre were well trained in the skills necessary to be professionals in today's Army.

REGIMENTAL COMMUNICATIONS/AREA COMMUNICATIONS DEPARTMENT

Director's Perspective

Major program goals for the Regimental Communications/Area Communications Department (RC/ACD) in 1999 were: to develop a strategy to eliminate the "midshift" classes without adversely impacting on the quality of training; develop a methodology to expand the amount of academic training while maintaining existing course lengths; integrate new technology into existing training programs; develop a plan, procure the necessary equipment and implement Tactical Internet (TI) training in the 31U Course; monitor the Consideratiojn of Others (C02) Program throughout the department; develop computer-based training (CBT) products in support of Classroom XXI and the distance learning (DL) program; reduce 31P academic attrition and continue the precedent set in previous years to leverage technology and increase operational efficiencies.

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. The department was organizationally structured with three divisions, Training Support Division (TSD), Tactical Communications Systems Division (TCS) and Switching, Transmission and Microwave Systems Division (STMS).[1] Most of the goals were met; however, due to resource and other fiscal constraints, some were not accomplished.

Mission

In 1999, RC/ACD was the proponent for training five MOSs, one associated ASI and three functional courses. The MOS producing courses included 101-31P10, Microwave Systems Operator-Maintainer, 101-31U10, Signal Support Systems Specialist; and 150-74G10, Telecommunications Computer Multi-channel Transmission Systems Operator-Maintainer.

The recommendation was made to accelerate deletion of the 74G10 MOS to 1 October 1999 and the department concurred.[2] 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 Dynamics, Incorporated (formerly known as General Telephone and Electronics (GTE). Department personnel instructed systems training exercise in support of these two courses. The ASI course was 260-ASIZ2, Automatic Message Switching Center Operations AN/TYC-39(V). This course will officially become 260-ASIZ4, Automatic Message Switching Center

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[1] Organizational Chart, Area Communications Department

[2] Memo16 Feb 99, OCOS, subj: Recommended Changes to the Military Occupational Classification Structure Affecting Career Management Field 74 and 1st End, RC/ACD, 23 Feb 99, same subject.

Operations, once the official Notification of Future Change (NOFC) is published and subsequent change documents are submitted. This action along with other actions affecting the deletion of the 74G MOS will be covered in the training development section of this document. 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 0299 TDA authorized 327 personnel: 68 civilians and 259 military, a slight increase over the previous year. The department budget decreased slightly. In 1998, the budget was $2,833,000 and 1999, $2,810,000, a decline of $23,000.

Accomplishments

In July of this year, the TRADOC Manpower Activity (TMA) conducted a manpower assessment study of training development at Fort Gordon. The department completed a comprehensive listing of the training development work performed by each training developer and those personnel performing training development work. Managers were included in this study and the department was one of the few who accurately captured this data initially.[3]

In the latter part of 1999 a MOS 31U10 pilot course was designed to support the restructured training day initiative. The purpose was to eliminate the need for students having to train between the hours of 0001 and 0600, to provide better quality of life for students, drill sergeants, and instructors; and to enable new training to be added to the course without extending the course length.[4] The purpose of this pilot course was to stress the system and support activities and surface any hidden pros and cons. The end result would provide the basis for a decision to further discuss or fund this project. The proposed implementation date is March 2000.

In an effort to integrate new technology into existing and new courses with a minimum or no increase in course lengths, training developers completed thorough analysis and prepared numerous training requirements analysis system (TRAS) documents to modify courses. These efforts will be further discussed in the training development section. Some of the newer technology included the Tactical Internet, Enhanced Switching Operational Program (ESOP), Force XXI Battle Command Brigade and Below (FBCB2) and Secure Mobile Anti-jam Reliable Tactical Terminal. Efforts were well underway to continue the development of computer-based training products for use in distance learning programs.

Another goal accomplished for this year was the reduction of the academic attrition rate within the MOS 31P10 Course. Course personnel completed a detailed analysis and reorganized the POI, which resulted in a significant reduction in the attrition rate from 27 percent prior to 19 percent post-changes.

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[3]Memo, 28 Jan 1999, Gary L. Hess, Dir, Manpower and Force Analysis to Cmdrs, TRADOC Installations, subj: Letter of Instruction, Training Development Manpower Assessment Study; Product Man-Hour Recap, SIG ACD GORDON, n.d.

[4]RC/ACD Briefing, c. Oct 1999, subj: Restructured Training Day, MOS 31U10 Pilot Course.

Employee Training

Employees attended a variety of training courses throughout the year to include the Army Force Management School.[5] This training included the three-week Force Management Core Course and the one-week long Training and Simulations Development Course. The Force Management Core Course was designed to do several things. One was to educate and train military and civilian personnel to determine force requirements and alternative means of resourcing the requirements to accomplish Army functions and missions. Other courses were Equal Employment Opportunity/Prevention of Sexual Harassment (EEO/POSH), Interactive Multimedia Instruction (IMI), Information Mapping, Local Area Network Administration and Management, Leadership Education and Development (LEAD), Program Management for Executives I and II, Training Development and Middle Manager's Course, Toolbook, Total Army Instruction Training Course, and some Microsoft applications.

Automation

The Automation Section continued to keep pace with advances in technology and was able to upgrade both the physical network as well as hardware and software internal to the department. Sergeant First Class Frank Martin continued to motivate and lead his team of "technosperts" in their quest to leverage technology to improve work efficiencies. Martin set several goals for his section that were accomplished. These included bringing three separate work groups under a single domain to increase security and ease the sharing of resources across the department; increase the network bandwidth within the three academic buildings (Allen Hall, Burkhart Hall and Moran Hall); upgrade the soldier training and testing labs; improve the overall operation of the network and properly plan to circumvent any problems related to the Year 2000 (Y2K) bug.

The migration path to Fast Ethernet (100-megabit bandwidth) is 100 percent complete within Burkhart Hall, 50 percent within Allen Hall and 70 percent within Moran Hall. This undertaking required the complete replacement and addition of network wiring (approximately 300 drops within Burkhart Hall).

Soldier training and were upgraded both through the purchase of new hardware and by using displaced systems from other organizations so that there is nothing less than Pentium grade systems on-hand. Approximately 120 486 PCs were upgraded to Pentium 333 MHz and 10 Mb routers were placed within the training network to be used internally within the classrooms. Approximately $250,000 was spent to purchase computers and associated hardware/software for the addition of three weeks of training to the MOS 31U Course on systems administration and network training.[6]

Other improvements within the automation arena included the installation of an Asynchronous Digital Subscriber Line (ADSL) at Training Area 9 and Willard Training Area which provides end users with much faster connectivity than did previous dial-up connections. The live update of Norton Anti-virus on the network server automatically updates client systems to the latest version of Norton upon login. The Automation Section also took a proactive approach to ensure that there would be no Y2K problems as the end of the millennium

[5]Email, 14 Oct 99, Richard L. Jones to Deborah J. Harpe, subj: Request for Trip Report for AFMS
[6] TCS Div Estimated Cost Plan, "CSS Training Estimated Cost Summary by Training Subject," 6 Aug 1999.

approached. They diligently performed extensive testing, upgrading and monitoring of systems, which resulted in an uneventful and "bug-free" transition.

Software previously developed by SFC Martin for conducting and reviewing automated end-of-course critiques was converted to a web-based application by another organization on Post and was developed for use by all courses on Fort Gordon.

The leadership, motivation and diligence of the Automation Section continue to place this department in the forefront as one of the leaders in using state-of-the-art technology. Numerous temporary duty trips were made throughout the year in an effort to improve training and remain abreast of rapid changes in technology.

In January 1999, Mr. Jerry Shively, Chief, Tactical Computer Branch, 31U10 Course, traveled to Fort Stewart to interview soldiers assigned to the 123rd Signal Battalion, 1/64th Signal Battalion, and Aviation Battalion. The purpose of the interview was to gain feedback from units on 31U soldiers' preparedness to assume duties upon arriving from advance individual training. The findings indicate that the soldiers leave AIT with a basic understanding of the knowledge and skills needed to perform their duties upon arriving at their assigned units. The findings also indicate that the 31U10 Course needs to put more emphasis on training Local Area Network (LAN) tasks.[7]

In February 1999, SSG Curtis Smart and Mr. Ed Driggers, Instructors/Writers, 31U10 Course, traveled to Fort Hood, Texas. Staff Sergeant Smart and Mr. Driggers received training on the Force XXI Battle Command Brigade & Below/Tactical Internet (TI) System. The training included FBCB2 software operation and maintenance, hardware installation and maintenance, and systems architecture of the Tactical Internet and FBCB2. The instructors recommended implementation of a functional course for MOS 31U and systems overview training for the 31U10 Course.[8]

Again in April 1999, 31U10 Course instructors/writers traveled to Fort Hood. The instructors/writers operated and verified technical manuals for the Command and Control Vehicle/Mission Module System (C2V/MMS). The training allowed the instructors to gain an understanding of how the system works and to participate in future force training.[9]

In June 1999, SSG Curtis Smart and Mr. Ed Driggers, Instructors/Writers, 31U Course attended an FBCB2 training conference at Fort Knox, Kentucky. The conference provided an overview and demonstration of the FBCB2 system and explained how it interacts with other Army Battle Command Systems (ABCS).[10]

In September, SFC Charles A. Rosado, Instructor/Writer, 31U Course attended a training conference to review AN/PSC-11 Instructor and Key Personnel (IKP) training materials and SCAMP Trainer computer based training. The conference provided an opportunity to review the programs of instruction, the instructor/student guides, and technical manuals. Sergeant First

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[7]Memorandum, 19 Jan 99, Jerry Shively, Chief, RACCOM Br, RC/ACD to Cmdr, 15th Sig Bde, subj: Trip Report of Jerry Shively to Fort Stewart, GA.

[8]Memorandum, 10 Mar 99, SSG Curtis Smart and Bernice E. Driggers to Cmdr, 15th Sig Bde, subj: Trip Report of SSG Curtis H. Smart and Mr. Ed Driggers to Fort Hood, TX.

[9] Memorandum, 14 Apr 99, SFC Fred Frondarina et al. to Cmdr, 15th Sig Bde, subj: Trip Report of SFC Frondarina, SGT Phillips and SGT Washington to Fort Hood, TX.

[10] Memorandum, 14 Jun 99, Bernice E. Driggers and SSG Curtis Smart to Cmdr, 15th Sig Bde, subj: Trip Report of Bernice E. Driggers, Jr. and SSG Curtis H. Smart to Ft Knox, KY.

Class Rosado participated in practical exercises on the equipment.[11] The 31U10 Course will train SCAMP. Training implementation date will be determined later.

Mrs. Donna F. Woodard and SSG Jacob McWilliams verified and validated training on the ATM Switch Network Manager's Course and High Speed Multiplexer (HSMUX) Course at Fort Hood, 10 April through 1 May.[12]

On 11-13 January, Jack London, Deborah Harpe, Richard Jones and Wayne Peters representing the 31F/R/P and 74G courses traveled to Fort Stewart. The purpose of the visit to the 123rd Sig Bn, 3rd ID (Mech) was to observe soldiers performing tasks in a field environment. Additionally, they along with other installation personnel, surveyed Signal MOS holders, in particular MOSs, specifically 31F, 31R, 74G, 31P, 31U, 31L, and 31C. The purpose of each survey was to obtain feedback on the training soldiers receive in the schoolhouse and in their units and recommendations on training requirements to enhance AIT training.[13]

The Mobile Training Team (MTT) expedition was accomplished by SSG Bernadette Dunigan from 20 February-4 April. Staff Sergeant Dunigan conducted the 260-ASIZ2, Automatic Switching Center Operations Course for six students of the 54th Signal Battalion in Camp Doha, Kuwait. Training was successfully completed.[14]

Debra Hall and SSG Castle performed a job and task analysis and site visit to Fort Detrick, Maryland, from 10-14 May. One purpose of the visit was to collect data for a job and task analysis on MOS 31P10/20 soldier's job requirements and performance within a Strategic Technical Control Facility, to conduct interviews with MOS 31P10/20 soldiers and their supervisors for resident training feedback, and to tour upgraded technical control facilities in order to observe operations of new communication equipment/systems. [15]

Staff Sergeant Castle attended the Personnel and Training Management Panel Meeting held at Fort Meade, from 22-24 June. The purpose of the meeting was to gather information on how future Defense Satellite Communications System (DSCS) operations may impact MOS 31P and the Tech Control Facilities. None of the topics will impact on the 31P MOS. [16]

Mr. William Griffin was TDY to perform an observation/evaluation of the router training provided to the 35th Signal Brigade at Fort Bragg. The training being conducted was by the CECOM LARS and our interest was to see how the training could be integrated into the resident school. The overall observation is that this type of training is very adequate and meets the needs of the unit. [17] Coordination was made to have training given here at Fort Gordon for a "one-time" course at no cost to Fort Gordon on the Tactical Data Network/CISCO Router. Communication-Electronic Command (CECOM) personnel arrived at Fort Gordon on 27

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[11] Memorandum, 13 Sep 99, SFC Charles Rosado and SSG Emmanuel McKinnon to Cmdr, 15th Sig Bde, subj: TDY Trip of SFC Charles A. Rosado and SSG Emmanuel McKinnon to Richardson, TX.

[12] Memorandum, c. May 1999, Donna F. Woodard and Jacob McWilliams to Cmdr, 15th Sig Bde, subj: Trip Report of Mrs. Donna F. Woodard and SSG Jacob McWilliams to Fort Hood, TX.

[13] Memorandum, c. Jan 1999, Deborah J. Harpe et al to Cmdr, 15th Sig Bde, subj: Trip Report to 123rd Sig Bn, 3d ID (Mech), Fort Stewart, GA, to Interview Signal Soldiers.

[14] Memorandum, 12 May 99, SSG Bernadette Dunigan to Cmdr, 15th Sig Bde, subj: Trip Report to 385th Signal Company Kuwait, Mobile Training Team (MTT) for AN/TYC-39 Automatic Message Switching Central Operations ASIZ2.

[15] Memorandum, 4 Jun 99, SSG Parker Castle and Debra L.S. Hall, subj: Trip Report of Debra Hall and SSG Parker Castle to 1108th Sig Brigade, Fort Detrick, MD.

[16] Memorandum, 30 Jun 99, SSG Parker Castle to Cmdr, 15th Sig Bde, subj: Trip Report of SSG Parker Castle to Personnel and Training Management Panel Meeting, Ft Meade, MD.

[17] Memorandum, 8 Jul 99, Mr. William E. Griffin to Cmdr, 15th Sig Bde, subj: Trip Report of Mr. William E. Griffin to observe "Router" Training Conducted by CECOM for the 35th Sig Bde at Fort Bragg.

September to set up the classroom and equipment to teach the 80-hour course commencing 4 October. Personnel were able to conducted the course through the joint efforts of TRADOC and FORSCOM. The Computer Science School, 235th Signal Company, and the 442nd Signal Battalion loaned equipment for the presentation of this course. The course was well attended by personnel located throughout the Fort Gordon community. Representatives from the 74B and 31P military occupational specialties thought the training was excellent.

Staff Sergeant Patrick attended the Post Deployment Software Support (PDSS) Switch Workstation On-Line Operating Program (SWOLOP) 2000 Security Requirements Review in Fort Monmouth, 1-3 June 1999. The purpose of the meeting was to review proposed changes to the SWOLOP. Many of the changes created an impact on the resident training material for course 260-31F10 (CT) (F). Activation date of release for the PDSS 2000 SWOLOP is March 2000.[18]

Staff Sergeant Useeth D. Jones went TDY to the GTE Facility, Tauton, Massachusetts, to conduct verification of the AN/TTC-56(V)1, Single Shelter Switch (SSS) training materials from 8–21 August. This included the lesson plans, program of instruction, student guides, training materials, and the task list. She noted numerous errors and identified several issues. Following her return to Fort Gordon these errors and issues were briefed to the RDOT and Program Manager (PM) Warfighter Information Network-Terrestial (WIN-T).[19]

Mr. Charles McMillan, went TDY to the GTE Facility in Tauton, 12-23 July, to conduct the verification of the AN/TTC-56(V)1 technical manuals. All the TMs verified were redlined and signed off as complete except for the Tactical Interface Adapter (TIA) TM. Final, 100 percent approved draft post verification TMs will be used with the scheduled fieldings commencing this fall.[20]

Sergeant First Class Cynthia Jones went TDY to Hungary on 1 August in support of an ACD tasking to supply a 74C for the mission. Although SFC Jones was a 74G40, she was selected under her 74C secondary MOS since all other available personnel were deemed critical to the ACD mission. She was expected return in February 2000.

CT/SSBs

The 31U personnel work diligently to prepare for an MOS 31U Critical Task and Site Selection (CT/SSB) held in December 1999. In July and September, 31U10 personnel conducted internal scrub board meetings. The purpose of these meetings was to review the current task list, recommend proposed new task, recommend changes to existing tasks, recommend tasks for deletion, and to determine which tasks were not taught to standard.[21]

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[18]Memorandum, 7 Jun 99, SSG Paul Patrick to Cmdr, 15th Sig Bde, subj: Post Deployment Software Support 2000 (PDSS_2000) Switch Workstation Online Operating Program (SWOLOP) Security Requirements Review.

[19]Memorandum, 30 Aug 99, SSG Useeth D. Jones to Cmdr, 15th Regt Sig Bde, subj: Trip Report to GTE Taunton, MA to Conduct Verification of AN/TTC-56(V)1, Single Shelter Switch (SSS) Training Materials.

[20]Memorandum, 19 Aug 99, Charles McMillan to Chief, STMS Division, subj: Report of Trip to GTE (12-23 Jul) Taunton, MA for AN/TTC-56(V1) Single Shelter Switch (SSS).

[21]Memorandum, 29 Jul 1999, Clasper Smith, Chief, TCS Div, RC/ACD to ATZH-NC et al., subj: Minutes of Internal Scrub Meeting for MOS 31U, Signal Support Systems Specialist, Critical Task Site Selection Board (CT/SSB); Milestone Chart for MOS 31 U CT/SSB, c. June 1999.

The board was conducted 6-10 December for MOS 31U, Signal Support Systems Specialist.[22] The purpose of the CT/SSB was to review and select those tasks, which are critical during wartime, and to determine the training location. Board members reviewed a total of 89 tasks, 71 from the original 31U Task List, 11 new proposed tasks the analysis phase indicated were needed, and 7 tasks proposed by board members. The board voted to keep 53 of the tasks from the original 31U task list and add 18 new tasks to the list for a total of 71 tasks in the new task list.

An MOS 31F CTSSB was convened 13–16 September, with representatives from Fort Hood, Fort Bragg, Fort Stewart, Fort Lewis, Fort Gordon, and the USAR. The board was convened to determine the critical wartime tasks performed by the MOS 31F10, 20 and 30 level soldiers. The second phase of the procedure was to determine where those critical tasks were to be taught to each soldier. [23]

Training

The Systems Support Branch (SSB) provided Mobile Subscriber Equipment support to the MOS 31U Signal Support System Specialist Course, as well as providing MSE Subject Matter Expert (SME) assistance and technical support to active Army, National Guard and Reserve units in the communications environment. Branch personnel supported the Signal Officer Basic Course, the Warrant Officer Basic Course (WOBC), and the Computer Science School (CSS) with MSE Systems Support, MSE briefings, and overviews. Also, required equipment training was available for foreign dignitaries and other visiting dignitaries, as the situation dictated. The SSB provided a 99 percent effective operational readiness rate throughout the year.

Communications Electronics Command representatives updated the System Control Center (SCC) NMC Systems Disk to version 10.6. This update replaced the corrupted disks that were turned in for maintenance and allowed for a Y2K upgrade for the Nodal Management Center (NMC) portion of the System Control Center. Every other Wednesday, at Dixon Hall, this section briefed CSS students on MSE and the capabilities that their equipment has within the network. Numerous MOS 31U Basic Noncommissioned Officers Course (BNCOC) students received instruction on the SCC located in the Moran Hall Quad. The WOBC and Warrant Officers Advanced Course (WOAC) sends roughly 80 students per year to receive an overview on the MSE systems.

Staff Sergeant Paradis conducted a Single Channel Ground and Airborne Radio System (SINCGARS) class for the 151st Signal Battalion, a National Guard unit from South Carolina, on 6-7 February. Forty hours of training was condensed into one weekend. All upgrades and maintenance were performed with virtually no break in communications support to the Signal Support Specialist (31U) course.

The Electronic Switching Branch (ESB) trained students in the 31R and the 31F courses. ESB provided equipment and support locations for BNCOC classes. Students were trained on AN/TTC-39D Packet Switch and MSE SCC. Classroom and equipment support was provided to the WOBC. Classroom and equipment support was provided to the SOBC officer course to train

[22]Memorandum, 29 Feb 2000, Janice Mousseau to Board Members, subj: Results of the Critical Task/Site Selection Board (CTSSB) for MOS 31U, Signal Support Systems Specialist w/atch Critical Task List dated Dec 1999.

[23]Memorandum 25 Oct 1999, Janice Mousseau, Pres MOS 31U CT/SSB, 25 Oct 99, subj: Recorded Minutes for the Military Occupational Specialty (MOS) 31F Critical Task/Site Selection Board (CT/SSB).

students on SINCGARS. One staff instructor conducted SINCGARS training for two National Guards Units at Fort Bragg from 26 April-2 May.

The Communicator Planner course for SMART-T also utilized ESB's classroom and equipment in support of that course. The Inter-service Training Review Organization (ITRO) Management course for the SMART-T conducted training 20-22 April with the classroom and equipment support from ESB. In January, four of the SB-3614 (V) TT Tele-Switchboards, 19 TA-838/TT Telephone Sets, 11 TA-312/PT Telephone Sets, and four SB22/PT Tele-Switchboards were turned in. The ESB received 20 AN/CYZ-10 Data Transfer Devices, 30 Receiver Transmitter Radio RT, and two Multiplexer Sets, AN/FCC-100 (V) 7.

In February, ESB moved into two buildings, OT 30 and OT 31 at the Willard Training Area. Equipment support was provided to personnel attending the Expert Medical Badge course from Eisenhower Army Medical Hospital. During March, ESB had placed and restored power to two Line of Sight (LOS) Radios, AN/TRC 190, located at the Willard Training Areas OT 30 and 31.

Branch personnel provided the classroom and equipment to approximately 32 WOBC students on the AN/TTC-39D (PS) Packet Switch and the MSE system control center. On 16 September 1999, ESB, STMS Division provided the classroom and equipment to support HHC 93rd Signal Brigade and 67th Signal Battalion in training 36 students attending the Network Nodal Managers (NNM) Course.

The Computer Maintenance Branch (CMB) trains Advanced Individual Training students to become Telecommunications Computer Operator Maintainers (150-74G10). In addition, CMB trains Non-IET Telecommunications Computer Operators (MOS-74C) desiring the Additional Skill Identifier (ASI) Z2. The 74G Course has been reduced from 23 weeks and two days to 17 weeks and two days in length. The ASIZ2 Course is six weeks and one day in length. Study is limited to operation of the AN/TYC-39A. Annex B of the 150-74G10, Telecommunications Computer Operator Maintainer Course was eliminated from the POI.

This action removed 72 hours of the AN/UYK-100, Nodal Planning Terminal (NPT) maintenance training from the course. This action was initiated as a direct result of a system wide inability to procure repair parts for the NPT. There was no stock on hand, nor were maintenance parts available on the open market since the equipment was not current day technology. Maintenance status of our classroom had dropped to 20 percent operational which was well below our minimum readiness threshold. Both CECOM and Tobyhanna Army Depot were heavily involved in attempts to repair or replace our equipment but neither could effect repairs due to the lack of available parts. The last class to receive the training was class 007-99, which ended the annex on 6 April 1999. Computer Maintenance Branch personnel inventoried and packed the equipment, coordinated a fund cite for CECOM to pay shipping costs, and passed the equipment to department supply for shipping. CMB instructor staff from both 74G10 and ASIZ2 Courses completed the initial development of a Master Training Schedule (MTS) and lesson plans for the upcoming ASIZ4 (150-F14 Course). The existing 17 weeks, two-day "150-74G10 Telecommunication Computer Operator / Maintainer Course" and the six weeks, one day "260-ASIZ2 Automatic Message Switching Center Operations Course" were consolidated into a single 12 week, three day ASIZ4 (150-F14) course.

The Strategic Microwave Branch focused much of its attention on automation and moving toward the classroom of the 21st Century. We added 200 MHz training computers to three of our training rooms. We also received six additional multimedia projectors (One Guns) for our ITRO classrooms. The Air Force put two "One Guns" in their classrooms and we gave

one to ICTS. We now have either a TV or a high-resolution projector in each of our six classrooms. The acquisition of the multimedia computers, projectors and TVs allowed us to develop and use fast loading, eye-catching slide shows. The upgrade greatly improved the visual quality of presentations, increased student attention to course material and made the process of showing slides easier for the instructor. The new computers also give our instructor/writers the appropriate equipment to allow them to develop lesson plans and slide presentations. As a result of improved automation capabilities, we have nearly ceased dependence upon the old 35mm slides and projectors. The AN/FRC-171 Radio annex remains the only phase of the Strategic Branch that still uses 35 mm slides. Mr. David Tackney and SGT Wynn continue to create PowerPoint slides to replace the existing ones. 31P10 course personnel designed and created a multimedia classroom that was ready for use on 12 October. The 31P students will utilize this classroom to run various software packages such as the FACit Database Program. Additionally, they take their examinations in this classroom.

The Strategic Microwave Branch made significant gains during the second quarter of this calendar year, most notably, in over $217,000 of excess equipment. The turn-in should return much-needed funds to the department as well as free up additional training and storage space. The accomplishment resulted from the implementation of an aggressive maintenance program led by Mr. James Graham.

Training Development

The 101-31P10 course conducted a 1.5-hour lesson on "Developing Effective Study Skills". Topics included: Time Management, Principles of Scheduling, Ten Traps of Studying, Five Major Study Problems, Avoiding Study Problems, Note-taking Techniques, Seven Steps to Effective Study Habits, Six Reading Myths, Skimming for Main Ideas, Basic Principles of Review, Concentration, Memory Principles, Coping with Exams & Exam Anxiety, Strategies for Taking Exams, Strategies for Difficult Questions, and Multiple Choice Exams. This lesson was designed to give soldiers skills/tools that will enhance their learning and improve their performance during the 31P10 course. Students and instructors in attendance had favorable comments and recommended the material be incorporated into the course. The lesson will be presented to the incoming classes and evaluated for permanent addition to the course.

The Training Development Branch worked on the 31F Direct Support (DS) Maintenance issues identified by MG Sutton. The issue is what training the 31F soldiers needs in order to perform the tasks identified as critical for the MOS. A working paper outlined the training being received, the DS Maintenance tools and test equipment, and the DS Critical Tasks.

Staff Sergeant Torbert and SSG Stevens began to develop computer-based academic assistance for the digital troubleshooting annex (Annex C) of the 31P10 course. The program is in Hypertext Mark-up Language (HTML) for placement on the 31P homepage on the Internet. Once completed and implemented, students will be able to work at their own pace from any computer. The development of a CBT on the AN/FCC-100 continued. The CBT was exported/converted from Toolbook to HTML. This product should be available for use in the second quarter of calendar year 2000.

On 7 July, three separate Course Administrative Data (CAD) were developed and staffed on the 31F10 course.[24] The CAD created new course numbers, as identified in the ITRO DAG meeting hosted at Fort Gordon in June. The courses were renumbered as follows: 260-31F10 (CT) (F) Phase 1. Originally SMART-T was incorporated into the base course, however, this training was provided under ITRO and put into the Phase 2 course. TRADOC later determined that the course could not be staffed as a Phase I course; 260-31F10 (CT) (F) Phase 2 was to train the Active Army on the Secure Mobile Anti-Jam Reliable Tactical Terminal.

TRADOC later determined that the course could not be staffed as a Phase 2 course; and the 260-F9 course, SMART-T training for the Air Force and Marines in conjunction with 201-F11 (OS), Basic Radio Communications Operator Maintainer training provided by the U.S. Marine Corps (USMC), as well as basic electronics training.[25] There were no Army resources associated with this training.

The final six week two day, 260-ASIZ2 Automatic Message Switching Center Operations class graduated on 2 December. The next class, commencing on 10 January 2000, will be the 150-F14, with a course length of 12 weeks and three days. The 150-F14 Course will be renumbered to ASIZ4 once the Notification of Future Change is received and revised TRAS documents are submitted for approval. This course length was extended to include the AN/TYC-39A maintenance tasks previously covered in the 150-74G10 Course. CMB was very involved in providing SME assistance to the development staff in designing the ASIZ4 Course. It is to be a melding of current 150-74G10 and 260-ASIZ2 Course instruction on the AN/TYC-39A Automatic Central Message Switching System. This training began October 1999. Also, as part of the recommended changes to CMF 74, a separate CAD was developed, staffed and approved to train the Air Force on AN/TYC-39A operator only tasks.[25] The Air Force later withdrew their requirement to participate in AN/TYC-39A training and the course was deleted.[27]

Training development personnel reviewed and provided recommendations to numerous requirement documents throughout the year, to include five System Training Plans (STRAPs) and four Operational Requirements Documents (ORDs). The review consisted of analyzing the existing documents as well as the newly staffed documents. Systems included: the Enhanced Position Location Reporting System (EPLRS), BCIS, JTT/CIB-M, SINCGARS-SIP, THSDN, JNMS, and WIN-T. Branch personnel also reviewed over 10 Army Correspondence Course Programs.

On 9 August 1999, SFC Williams reviewed and responded to comments from the Total Army School System (TASS) conference that took place in March. The comments identified problem areas that the USAR encountered when getting their soldiers MOS qualified. The issues that were mentioned were the lack of updated POIs and the inability to train soldiers in TROPO units due to the lack of TROPO training material. All the proposed recommendations from the Reserve units have taken place. New POIs have been generated and are awaiting approval. The

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[24]Memorandum, 7 Jul 99, Ssamuel Hagood, Dir RC/ACD to RDOT, subj: Course Administrative Data (CAD) for 260-F9(OS), SMART-T Operator/Maintainer; 260-31F10(CT)(F) Phase 1, Network Switching Sys Operator-Maintainer and 260-31F10(CT)(F) Phase 2, SMART-T Operator/Maintainer.

[25]Memorandum, 12 Jul 99, Samuel Hagood, Dir RC/ACD to RDOT, subj: Course Administrative Data (CAD) for 113-MC Specific Tng (later named 201-F11(OS), Basic Radio Communications Operator/Maintainer.

[26]Memorandum, 26 Mar 99, Samuel Hagood, Dir RC/ACD to RDOT, subj: Course Administrative Data (CAD) FOR 260-F11(OS), AN/TYC-39A Operator.

[27]Memorandum, 29 Jun 1999, Samuel Hagood, Dir to RDOT subj: Comments for Course Administrative Data (CAD) for 260-F11(OS), AN/TYC-39A Operator w/atch Comments for CAD 260-F11)OS), AN/TYC-39A Operator, 20 May 1999.

TROPO material is currently being developed and will be available upon approval of the TROPO POI.

The 31P personnel in the Training Development Branch are working to upgrade the Signal Center's Integrated Communications Training Systems. The revised upgrade will model the Korean Digital Microwave Upgrade and integrate Broadband-Integrated Services Digital Network (B-ISDN). Some of the new technologies include asynchronous transfer mode (ATM), synchronous optical network (SONET), and fiber optics.[28] To further support this initiative, department hosted a video teleconference (VTC) on the Signal Center Integrated Communications Training System (ICTS) upgrade. Attendees included DISA, DCST, TRADOC, USAIEC, ASC, PM DCATS, CECOM, 1108th Signal Brigade, and Fort Gordon.[29] In the 31P10 course, there is a growing disparity between what equipment is used in the field and on what equipment personnel are being trained. This VTC was to find ways to resolve that disparity, hence upgrade the ICTS.

On 18 October, STMS Div began a project to have a consolidated Government/Contractor work-effort on the development of a Computer Based Instruction (CBI) on the AN/GRC-103 radio's operational tasks. This CBI will be a sustainment training tool for MOSs 31F, 31P, and 31R. Sytex Corp was awarded the contract and has one person presently working with STMS Div. There are five Government employees included on the team. The contract is to be completed by May 2000.

The staff of CMB elevated concerns about the shortage of instructors available to train the 150-74G10 Course. Instructor staffing levels took a sharp decrease as result of a command level decision to transfer four 74G instructors from CMB to the Computer Science School to train the 74B course. Soon after their transfer, it was learned that another four instructors would be lost to attend BNCOC and be a part of a Secret Service Communications Management Support Team (CMST) in support of the year 2000 elections. An analysis indicated that the 74G10 Course would have more classes in session than instructors on hand. Through adjustment of the class schedules and a non-conduct of a class with no reservations, instructor personnel were able to provide the necessary training.

Equipment

Training developers met with course personnel to document the requirements for STMS's Equipment Table of Distribution and Allowances. The meeting included representatives from RC/ACD, Directorate of Resource Management, and the Property Book Office. Numerous actions were taken to adjust requirements as well as the turning-in and ordering of equipment according to those requirements. Red-line changes were made to the POIs. SMB, STMS Div began working toward an equipment upgrade that will replace out-of-date equipment with State-of-the-Art Synchronous Optical Network (SONET) radios, multiplexers, switches and ancillary equipment.

Course personnel turned in one multiplexer, AN/FCC-99 to Direct Support/General Support (DS/GS) maintenance for repair. During repair of the AN/FCC-99, the DS/GS shop found two circuit cards that required replacement. The two circuit cards were removed from the AN/FCC-99 and returned to Integrated Communications Training System Branch. The Branch was advised to procure two new cards from the designated Special Repair Activity as the items

[28]Memorandum,, c. July 1999, Samuel Hagood to Cmdr, USAISEC, subj: Signal Center Integrated Communications Training Systems (ICTS) Upgrade.

[29]This was the Regimental Directorate of Training (RDOT) and the Office Chief of Signal (OCOS).

were a Class 2 Supply item. STMS Div researched and coordinated with Directorate of Public Works (DPW) officials. DPW found policy concerning Johnson Controls World Services (JCWS) Prescribed Load List (PLL) support to have been in error. STMS Div received notification and instructions to return the circuit cards for JCWS to procure and complete the multiplexer's repair. Unchallenged, this error would have required STMS Div to acquire two circuit cards at over $4.200.

SMB, STMS Division attained five AN/FCC-98 multiplexers from the Air Force for use in Annex D. Air Force personnel planned to dispose of this excess equipment. Course personnel salvaged approximately 100 Voice Frequency (VF) and 15 digital cards from the multiplexers for use as "bugged" cards. These additional cards serve as spares to use in troubleshooting classes and prevent damage to existing cards. On average, there are a number of circuit cards turned into Johnson Controls for repair or replacement. This acquisition reduced an equipment shortage and improved training capabilities in one of the ITRO annexes. In addition, a section Maintenance/TMDE officer was appointed and tasked to develop an automated equipment database. The database provided increased efficiency in tracking calibration due dates for TMDE and following up on work orders. The TMDE officer also began plans to turn in excess equipment for the branch.

SMART-T

The Switching Transmission and Microwave System Division was proponent for training the SMART-T beginning in August 1999. Staff Sergeant Bradford and SSgt Earl went TDY from 31 January-12 February, to Raytheon Corporation in Sudbury, Massachusetts, to review SMART-T Computer Based Training system operations.[30] Under STRICOM direction our original intent was to perform a review of SMART-T lessons presented on CBT student stations. It became evident that the review would require a more in-depth look. We found many errors/problems: computer lockups, technical inaccuracies, incorrect screen captures, courseware and technical manual difference, incorrect references, and grammatical errors.

The STMS Division reviewed sixty-three lessons consisting of over 1,400 pages of lesson text and screens. Simulator exercises/tests along with written tests were also checked, but problems associated with incomplete instructions/tests and simulator errors prevented us from an in-depth review of these items. Donna Sullivan and SSgt David Earl tracked failures of the SMART-T Interactive Courseware (ICW) Training System (TS). Beginning with the Training Effectiveness Validation (TEV), 14–25 June, there have been some problems with the Training System. An Air Force class, 6–7 August, experienced major student station (SS) failures, which negatively affected the class's ability to learn. With the latest class of 31F Advanced Individual Training students, 12–22 October, there were major system failures/problems. One of the BNCOC classes experienced the same problems. Raytheon personnel made numerous attempts to install updated software to repair the system and this has provided noticeable improvements; however, the TS is still not in a ready state where the PM's office can sign the DD Form 250.

Raytheon sent software engineers to investigate the problem and take whatever action is necessary to get the system operational. Working very closely with Raytheon personnel, the problems were addressed over a period of several weeks and as of the end of the year, not all of the problems have been corrected.

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[30]Memorandum, 18 Feb 99, SSG Robert L. Bradford and SSgt David M. Earl to Cmdr, 15th Sig Bde, subj: Trip Report of SSG Bradford and SSgt Earl, SMART-T Preliminary Verification Test.

Personnel from STMS Div hosted a Materiel Requirement List (MRL) meeting on the SMART-T, AN/TSC-154. Coordination of the MRL for this system occurred between STMS personnel, DPW, CECOM, and PM WIN-T. Agreements were made on the unit level and direct support level MRL and signed by the approving authority prior to the meeting closure. Personnel from the STMS Division hosted a new materiel introduction brief on the SMART-T, AN/TSC-154. The PM WIN-T office provided a review of the program for fielding and training. Issues discussed were resolved or taskings given to Point of Contacts (POCs). The Fort Gordon fielding was completed with few problems encountered.

Personnel in STMS Division participated in the Quick Look Group/Detailed Analysis (ITRO process) for the SMART-T, April 20–21. Participants included the Army, Navy, Air Force, and Marine Corps. The decision was made to extend the study into a Detail Analysis Group (DAG) as a collocated or consolidated course for the Army, Air Force, and Marine Corps. Additionally STMS personnel participated in the SMART-T in-process review, 12 May 1999, for the fielding effort at Fort Gordon. Representatives included personnel from Regimental Directorate of Training, PM MILSATCOM, and CECOM.

General information covered the schedule of fielding, support requirements, NET classes, resources, and a site survey. It was decided that the inventory of equipment was to be conducted at Brems Barracks with personnel from the following Fort Gordon Property Book accounts, Regimental Communications/Area Communication's Department supply branch, and STMS Division hand receipt holder be in attendance, beginning on or about 21 May 1999.

New Equipment Training (NET) classes were identified with personnel already assigned for training. SSG McKinney, department's COMSEC NCOIC, supplied the trainers a list of the personnel and their security clearances. Coordination was made with Johnson Controls to train their maintenance personnel on the generator. This included getting their acceptance to have the training conducted in their area, supplying a maintenance bin for the SMART-T terminal and generator. To conduct training in the outside training area, STMS DIV provided a tent with tables and chairs. All other actions were identified and coordination made for a successful fielding.

TRADOC hosted an ITRO DAG at Fort Gordon, 8–11 June, concerning SMART-T training. Representatives from Fort Gordon, TRADOC, Air Force, and Marine Corps were in attendance during the working group meetings. The cost for both manpower and equipment were performed during this DAG. There were few issues or concerns generated during the meeting. The Marine Corps changed their training strategy and their student input. Due to the low student input during FY00 from the Air Force and no student input from the Marine Corps, there will be no instructor requirement from either service during FY00. At the start of fiscal year 2001, each service will provide one each instructor.

MILSTAR Simulator

On 26 July 1999, a meeting was conducted on the SMART-T MILSTAR simulator. STMS, TD Branch was tasked to develop a requirements document on the Signal Center's needs for the simulator. The requirements document was forwarded through RDOT to the Program Manager.

ESOP

The Signal School began training ESOP in December 1998. The STMS Division performed an evaluation of the ESOP POI with Class 007-99 as the target class for this evaluation. The class size was 12 students, with 20 identified as the optimum class size on the POI. The evaluation was completed in April and uncovered some areas of training which needed to be adjusted. Comments and recommendations for changes were provided to GD personnel. The final lesson material will not be available from GD until March 2000.

Single Shelter Switch (SSS)

Ms Harpe and Mr McMillan attended a briefing conducted by PM WIN-T on 15-16 March. The meeting, hosted by the PMs office at Fort Monmouth, covered information on the SSS, AN/TTC-56 with several action offices involved. Subject areas discussed included the NET, the fielding schedules for both the SSS and the displaced equipment encompassing the AN/TTC-39Ds and AN/TTC-39As, requirement documents, resident training, and the introduction of the High Speed Data program.[31] This information was required to make decisions on the training strategy for resident training of the SSS. Additionally, resources must be determined and plans made for actions including TM Verifications and contract deliverable requirement lists (CDRL).

High Speed (HS) Multiplexer (MUX)

Directorate of Combat Development (DCD) hosted a meeting on the High Speed MUX on 4 March 1999. The fielding of the HSMUX is expected to last about two years. We will not receive our equipment until the fielding is almost complete. The New Equipment Training classes for 31F10 was five days. The Directorate of Combat Developments was provided with the number of Orderwire Control Units (OCU) that are now in the schoolhouse, since these are not compatible with the HSMUX, the OCUs must be replaced in the switches.

Personnel Recognition

Staff Sergeant Ivery Torbert, STMS Division, won Instructor of the Quarter, 4th Qtr, FY99. Following that award, he was automatically placed in competition for the 1999 Instructor of the Year Award. SSG Torbert's drive and initiative in his classroom presentations led him to be named Fort Gordon 1999 Instructor of the Year. Staff Sergeant Carter-Kennedy, STMS Division, won the Instructor of the Quarter from the Area Communications Department.

Summary

In 1999, 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. The speed with which automated systems continue to improve and evolve into usable tools will

[31] Memorandum, 22 Mar 99, Charles McMillan and Deborah J. Harpe to Cmdr, 15th Sig Bde, subj: Trip Report to Program Manager (PM) Warfighter Information Network Terrestrial (WIN-T) to Receive an Overview of the Single Shelter Switch, AN/TTC-56 .

rapidly escalate and change the way we train now and in the future. This department strives to stay abreast of these changes to ensure only quality training is provided to soldiers attending courses within our purview. We will use innovation and efficiency to meet the challenges that lie before us.

REGIMENTAL COMMUNICATIONS/TRANSMISSION SYSTEMS DEPARTMENT

Director's Perspective

The year 1999 witnessed Regimental Communications/Transmission Systems Department's (RC/TSD) 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 met our goals of maximizing the use of multimedia, distance learning and the support of the Total Army Training System (TATS). 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 new equipment on-line 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.[32]

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

> We accomplished all our goals. We made needed structural improvements and brought automated equipment. We implemented training on the SATCOM Terminal Principles Trainer, planned for major hardware, software, and Y2K upgrades in the trainer. RC/TSD also began planning for the Super High Frequency Tri-Band Terminal Advanced Range Extension training and built a training area to accept the new equipment.[33]

Mission

Regimental Communications/Transmission Systems Department personnel 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 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.

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[32]RC/TSD ACH Input for 1999.
[33]Ibid.

The department developed, revised and approved the initial resourcing of the Training Requirements Analysis System documentation. The RC/TSD also 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.

Resources

According to Ms. Mary Jane Huffman, Directorate of Resource Management, RC/TSD, expended a total of $2,775,000 for its FY 1999 programs to include pay, contracts, supply and equipment.

As of 31 December 1999, RC/TSD's workforce consisted of 46 civilians and 155 military. The 0100 Table of Distribution and Allowances for the department reflected 202 personnel assigned and 319 personnel required.

New Equipment

Installing, testing, and Instructor and Key Personnel Training on new equipment were ongoing processes throughout calendar year 1999. The Satellite Communications Systems Operator-Maintainer (31S10) Course and the Radio Operator-Maintainer (31C10) Course were at the forefront of this process.

On 17 February, a meeting was held to discuss the immediate overhaul of the Tactical Satellite (TACSAT) Terminals in the 31S10 Course. In attendance were representatives from CECOM, Fort Gordon, Fort Monmouth, Tobyhanna Army Depot, and RC/TSD. A Memorandum of Agreement outlining the work to be done was discussed. CECOM stated that they would perform a technical inspection of the ten terminals and of the two split terminals in Vincent Hall before a determination was made on the amount of each overhaul on each terminal or the number of terminals to be overhauled. CECOM agreed to provide two personnel to assist the three CECOM representatives already on Fort Gordon, Georgia.

The SATCOM Principles Training Suite (SPTS) Y2K In-Progress Review was conducted 29 January in Vincent Hall. Mr. Edwin Sanchez, SATCOM Division Chief, was a department representative. The outcome of the IPR was that all of the suites would be in compliance by 30 September 1999. No problems were identified that would cause a delay in meeting the milestone. Even if the vendor did not complete the upgrade by year 2000, training would not stop. Copies of the briefing are on file in TMD.

A technical interchange meeting was held on 3 February 1999 in Vincent Hall to review the impact of the Objective DSCS Operations Center (ODOC) hardware/software upgrade to the DOCS Training System (DTS) configuration in the 31S10 Course. Those in attendance were representatives from ARSPACE; PM DCATS, CECOM Software Engineering Center, RDOT, and Regt Comm/TSD. They all reviewed the white paper and Stanford Telecommunications proposed a plan to install the ODOC hardware during the EXODUS 99 time frame. This plan will eliminate any need to curtail training during the installation of the equipment. The ODOC confidence test was scheduled for mid January 2000 when the DOCS Operations room is not being used for training. The DSCS Integrated Management System (DIMS) software upgrade (V1.0 to V3.0) will commence after hardware training installation. This software upgrade would impact the "hands-on" nine-hour portion of the DIMS training annex only for the first training

class of 2000. The attendees at the meeting discussed alternate training option such as temporarily hosting DIMS to a personal computer (PC).

The SATCOM division continued its work on the 31S Defense Satellite Communications Systems Training Device (DSCS-TD). The upload utility used to communicate status data between the student station and the database was converted and tested. Minor changes were identified and addressed with all conversion of the Student Station functions to be completed by March 1999.

The 31C Enhanced Position Location Reporting System AN/TSQ-158(V) Net Control Station (NCS) Training Conference was held 16-18 March 1999. The purpose of the conference was to review and discuss the EPLRS NCS, AN/TSQ-158(V)4 schoolhouse fielding requirements and to report the results of the deployment Interactive Learning Modules (ILM) review performed by a member of the EPLRS Additional Skill Identifier Training Course. Venntronix Corporation and MODIS Technologies had the ILMs development. The ILMS support the Embedded Training effort for the AN/TSQ-158(V)4 Net Control Station.

Branch 1 of the Radio Operator-Maintainer (31C10) Course hosted two representatives from CECOM on 14 April 1999 to perform an on-site survey for the initial fielding of the TAC4 Enhanced Position Location Reporting System. This is a new version of the EPLRS system, which will be the AN/TSQ-156 (V) 4 version. The TAC4 is the computer system inside the (V)4/NCS Shelter.

Raymond Shepard and Rick Rosenburger, contractors from Nations Corporation, were at Vincent Hall in the 31S10 Course, 26-27 April 1999, to conduct Y2K test on the SATCOM Terminal Principles Trainer (STPT). One of the trainers and the courseware support environment passed the test with no open issues. The trainer was upgraded from 486 computers and DEC alpha server to Pentium II computers and a Windows NT server. The operating system was upgraded from Windows 3.11 to Windows 95 and the database was upgraded from Oracle 7 to Oracle 8.

Mr. Frank Noone and a team of four technicians from Tobyhanna Army Depot arrived 27 April 1999 to de-install two AN/GSC-49 communications terminals. Upon de-installation, the AN/GSC-49s were shipped to Tobyhanna Army Depot. Mr. Baron Brenner, SAIC contractor and SSG Ann Estabrook, ISEC, both of Fort Huachuca, Arizona, arrived on 29 April 1999 to provide technical assistance and quality control for the AN/GSC-49 removal. The de-installation of the terminals was completed on 5 May 1999. The terminals were no longer needed due to their deletion from training. A team of technicians from SAIC, Fort Huachuca, arrived on 3 May 1999 to install IF patch panels in Digital Communications Satellite Subsystems (DCSS) and AN/USC-28 labs.

From 17-21 May 1999, Mr. J. P. Volske, Stanford Telecommunications, worked with Terminals Branch of the 31S10 Course to install new disk drives in all four Defense Satellite Communications System Frequency Control Subsytem (DFCS) terminals. The terminals were calibrated as well. Training on the new disk drives was given to Terminals Branch personnel in the 31S10 Course.

SATCOM Division conducted an IPR on the Satellite Terminal Principles Trainer on 19 May, abd was attended by members of EER Corporation, STRICOM, Nations Corporation, and SATCOM Division, RC/TSD. The progress of the operational test of the STPT was discussed. Also discussed were problems with the communications network, reports on student progress, and the part task trainer queue. EER personnel believed that all the problems could be worked out in three weeks and then another test would be conducted to verify the fixes. An operational

test of the STPT was conducted 17-21 May 1999 in Vincent Hall. RC/TSD personnel and 31S10 students in SATCOM participated in the validation.

Mr. Edwin Sanchez, Mr. Curtis Hunter, SFC Timothy Blinkhorn and Chief McDarmont, SATCOM Division, attended the Personnel Training and Maintenance Panel (PTMP) meeting at Fort Meade, Maryland, from 21-24 June. RC/TSD personnel briefed the course status update on courses in SATCOM, funding for the ASI 1C maintenance contract, instructor manning status, training base requirements for the Standardized Entry Tactical Point (STEP) and MIDAS, three year training projections and status of the project to bring the STPT to be Y2K compliant. Other panel members briefed the status of the AN/GSC-52 MOD Program, Interim Tactical Orderwire System, MIDAS/SMU Training, STAR-T scheduling and training, and the installation of the third AN/GSC-52 at Fort Gordon.

On 21 July 1999 COL(P) Velma Richardson, Deputy Commander, USASC&FG, was briefed by Mr. Marvin Culberson, SATCOM Division, on the current status of the Standardized Entry Tactical Point equipment. The purpose of the briefing was to update our second attempt to obtain a second suite of STEP equipment to overcome a training deficiency. Mr. Hunter, SATCOM Division, also gave an update on the AN/GSC-52 and its upcoming upgrade.

Mr. Gerald Barker, Sierra Cybernetics Corporation installed the new software for the TAC-4 system for the 31C Enhanced Position Location Reporting System which includes an upgrade to the current EPLRS trainer.

Instructors from the Reserve schools were present for IKP train-up in the Cable Systems Installer-Maintainer (31L10) Course in early November. The 3/108th Reserve School used the 31L Field Wire Branch facilities 13-14 November 1999.

31C Reservist IKP training was also provided to ten soldiers from the 3/108th Reserve school. Area of training expertise included the Precision Lightweight Global Positioning Set Receiver (PLGR); computer literacy, SINCGARS, and the Automated Net Control Device (ANCD) in the Radio Operator-Maintainer (31C10) Course. The 31C Reserve Component Individual Key Personnel training was conducted 4-5 December 1999.

Training

Training was and will continue to be RC/TSD's most important mission. Department instructors trained approximately 1,500 students in its three resident base MOS courses and its thirty functional and additional skill identifier courses.

In addition to resident training, the department provided training support for Reserve units in the Radio Operator-Maintainer (31C10) and the Cable Systems Installer-Maintainer (31L10) Courses. Several units trained periodically throughout 1999 including the 3/100th Infantry Division, the 4/84th United States Army Reserve Unit, 3/100th Division, and the 3/109th Reserve unit.

RC/TSD also provided training facilities and equipment for the Student Officer Basic Course throughout 1999. Approximately 200 student officers trained in field construction cable techniques in the Cable Systems Installer-Maintainer (31L10) Course.

Training support, course hardware modifications, new equipment training, and training strategies were ongoing throughout calendar year 1999.

Ms. Maureen Peters and Mr. Thomas Vanderhoof, Cable and Radio Division, were TDY to Fort Stewart, Georgia, 5-9 January 1999, to interview signal soldiers. The following issues were addressed: Train the soldier as Maintainer-Operator rather than Operator & Maintainer;

teach troubleshooting theory to support maintenance procedures, and conduct more training on signal flow. The soldiers interviewed also pointed out that computers are not rugged enough to withstand the rigors of field deployment. The following training was recommended: Implement EPLRS Host terminal training, present training on the multi-net control station communities, and implement more on-line, troubleshooting and hands-on training.

Mr. John Williams, RC/TSD's Information Systems Security Officer, completed seven distance learning courses on Microsoft Exchange and Technical Support Configurations during the month of January. On 25 through 30 January 1999, SFC Dale A. Sleeper, SATCOM Division, was TDY to Cedar Rapids, Iowa, for a meeting on the Universal Modem. Mr. Douglas A. Wilson, Director of RC/TSD, was on permissive TDY to Fort Lesly J. McNair, Washington, DC from 26 January through 14 February 1999, to attend the National Security Course. Ms. Donna Miller, Cable and Radio Division, was TDY 27-30 January 1999 to Fort Wayne, Indiana, to attend a meeting on the development of User Readout for the Enhanced Position Location Reporting System.

The Air Force's Unit and Training Workshop on the satellite-wide career field was held in RC/TSD's headquarters, Vincent Hall, 1-5 February 1999. All the representatives from all the major commands were impressed with the facilities and friendly atmosphere. The following individuals from the SATCOM Division made it successful: Mr. Edwin Sanchez, Chief of the SATCOM Division; Mr. Claude Thompson, Mr. Clyde Becknell, SFC Warren Jones, SFC Timothy Blinkhorn and SSG Jamie Bryant, SATCOM Division. SFC Roderick L. Mack, an instructor/writer in Satellite Communications Division was TDY, 1-8 February, to Colorado Springs, Colorado, to attend the Defense Satellite Communication System Operations Course as a representative from Fort Gordon.

Ms. Peters, 31C10 Course, attended the Trainers Development Middle Management Course in Hampton, Virginia, from 28 February through 7 March 1999. The following RC/TSD personnel attended the Information Mapping Training Course on Fort Gordon from 23-26 March 1999: Mr. John Plocinski, Mr. Jack Tarte, Mr. Thomas Vanderhoof, and Ms. Beverly Butler. The course was presented by Army Logistics Management College (ALMC), Fort Lee, Virginia.

The following RC/TSD personnel attended Quantitative Skills Training 29 March through 1 April 1999: Ms. Linda James, Ms. Sarah Mundy, Mr. Ramon Adriano, and Mr. Jack Tarte. Personnel from the Army Logistics Management College conducted the course on Fort Gordon.

Mr. Robert Finnegan, SATCOM Division, was TDY to Colorado Springs, Colorado 6-10 April 1999, to attend the Defense Satellite Communication System Operation Center (DOCS3) Contract Program Manager's Review (PMR) as Fort Gordon's Contracting Officer representative.

SFC Norman Wash and SSG Christopher M. Morris, Cable and Radio Division, were TDY to Fort Monmouth, 12-20 April 1999, to conduct a validation and verification for the EPLRS Downsize Net Control Station, AN/TSQ-158(V)4 Technical Manuals. Both the operator and maintenance manuals were reviewed and numerous deficiencies were identified and noted throughout the manuals. The contractor technical writers were very receptive to making all recommended changes and corrections.

SSG Christopher M. Morris, a training instructor in the Cable and Radio Division was TDY, 12-24 April, to Fort Monmouth. Staff Sergeant Morris supported the verification and validation of the technical manuals for EPLRS TAC 4. Mr. Vanderhoof, Cable and Radio

Division, attended the Training Developer Middle Manager's Course (TDMMC) in Hampton, Virginia, from 26-30 April 1999.

Ms. Donna N. Miller and SSG Christopher Morris, Cable and Radio Division, were TDY, 3-9 May 1999 to Orlando, Florida, where they provided subject matter expert support in the development of Interactive Learning Modules for EPLRS V4. Ms. Maureen Peters, Cable and Radio Division, completed the Distance Learning Class (Online Communications and the Internet for Educators) with Texas Tech University and prepared a point paper of lessons learned with the online course. She observed that some glitches could be prevented with local distance learning. Mr. Johnny D. Neal, SATCOM Division, attended the TDMMC in Hampton, Virginia, from 17-21 May 1999.

Mr. Vanderhoof, Cable and Radio Division, was TDY to Sheppard Air Force Base (AFB), Texas, to attend the Utilization and Training Workshop, 17-22 May 1999. The purpose of this workshop was to define training requirements, resources and implementation plans for merging the 2E6XI and 2E6X2 Air Force Specialty Codes (AFSCs) and determine the Army position in this merger for additional skill identifiers (ASIs): Communications Antenna Systems Apprentice (ASI F2) and Communications Cable Systems Apprentice (ASI F6).

Mrs. Donna N. Pacheco, Cable and Radio Division, attended a meeting on the ILM development for EPLRS (V4) in Eatontown, New Jersey, from 21-25 June 1999. Mrs. Pacheco served as a trained subject matter expert in the development of the ILM. Mr. Charles Mongold, Chief of RC/TSD Supply, was TDY to Fort Benning, from 30 August-10 September 1999, to attend the Unit Level Logistics System (ULLS) S-4 training.

Mrs. Pacheco was TDY to San Diego, California, 3-7 August, to attend a meeting on the development of the training support package and Simulation Training Scenarios for EPLRS(V-4). Mrs. Pacheco supported the development of the simulation training for use in training the AN/TSQ-V(4) Net Control Station EPLRS.

Sergeant First Class Roderick Mack, SATCOM Division, was TDY to Reston, Virginia, from 31 August-4 September 1999 where he attended an Interim Tactical Orderwire System (ITOS) Working Group Meeting. This equipment will be trained as part of the SATCOM Systems/Network Coordinator Course. This new system will allow access to previously unavailable systems. Sergeant First Class Jeffrey S. Brown, Cable and Radio Division, was TDY to the Equal Opportunity School at Patrick AFB, Florida, from 7 September through 17 December 1999. Ms. Mae Ann Perez, Mr. Edwin Sanchez, SFC Charles Barker, Ms. Charlotte Clark, Mr. Marvin Brumberg and Ms. Janice Hardigree participated in the TASS Battalion Commander's Call and Training Workshop in Studio B, Nelson Hall, 24-15 September 1999:

Sergeant First Class Gregory Denton, SATCOM, attended an objective Defense Satellite Communication System Operations Center Technical Manual Verification in Colorado Springs, Colorado from 11-22 October 1999. The technical manual verification was held at Contractor facilities for the new ODOCS DSCS Operational Support System, AN/FYQ-110B(V).

On 4-9 October 1999, SFC Timothy E. Blinkhorn, SATCOM Division, attended the Super High Frequency Tri-Band Terminal Advanced Range Extension (STAR-T) training Integration Working Group Meeting,4-5 October 1999, in Marlboro, Massachusetts. From 11-30 October, SFC Blinkhorn was again TDY to Marlboro, Massachusetts. He reviewed the Interactive Electronic Technical Manual on the STAR-T to ensure it would support training at the schoolhouse as well as in the field. SFC Blinkhorn was TDY again on the STAR-T for nineteen days beginning 31 October 1999.

From 12-16 October 1999, Mrs. Pacheco attended a meeting in Eatonton, New Jersey, to review the technical manual for the EPLRS Radio Set. This review relayed the groundwork for updating the exportable training package.

Mr. Thomas Vanderhoof, 31L Training Specialist/Division Informational Systems Security Officer, attended the System Administrator Security Course 7E-F66/531-F21 25-29 October and attended the Network Manager Security Course 7E-F67/531-F22, 1 through 5 November 1999 in Cobb Hall at Fort Gordon.

On 26 October 1999, RDOT personnel met with RC/TSD personnel to discuss the upgrade of the SATCOM Terminals Principles Trainer (STPT) and computer labs. Personnel in attendance were Major McDaniels, Major Vallentine, and SFC Roth from RDOT and Mrs. Mae Ann Perez, SFC(P) Garland, Mrs. Shirley Markle, and SFC Henry Litzelman from RC/TSD.

SFC Blinkhorn went TDY to Marlboro, Massachusetts, on 30 November 1999 for 22 days to participate in the Tri-band Tactical Terminal (T3) Interactive Electronic Technical Manual Review Conference. He also participated in the Logistics Demonstration Training (LDT) and Logistics Demonstration/Maintenance Demonstration/Human Factors Demonstration. The LDT began of 15 November and would run through 19 January 2000.

The Interservice Training Review Organization conference chaired by the Marine Corps (Quick Look/Detailed Analysis Group) (QLG/DAG) for the EPLRS training met 16-17 November 1999, at Fort Gordon. The QLG/DAG determined that consolidating USMC training with the U. S. Army Course was feasible. The target date for implementation of the consolidated course was scheduled for 1 October 2000. The group also recommended a DAG Cost Analysis conference be tentatively scheduled for the week of 6 March 2000 at Fort Gordon. RC/TSD participants were as follows: SSG Morris, GYSGT Thorps, Ms. Pacheco, Ms. Peters, Ms. Clark and Ms. Ramsey.

Volunteer training support was also ongoing throughout the year. Ms. Shirley L. Markle, SATCOM Division, RC/TSD; and Mr. Earl Holmes, ROA, conducted Leadership Education and Development training for sixteen participants at the U. S. Army Reserve Center at Fort Gordon.

Mr. Nelson Rivera, a training records clerk in the Cable and Radio Division, also volunteered his time and skills in calendar year 1999. He conducted Automation Information Management System (AIMS)-Personal Computer database training to personnel in other directorates several times throughout the year.

Training Development

Regimental Communications/Transmission Systems Department's training development encompassed approximately sixty man-years of work in 1999. The department developed a prodigious number of training documents to include Course Administrative Data, POIs, computer based training products, lesson plans, Individual Training Plans (ITPs) and Soldier Training Products (STPs).

On 22 February 1999, the following 31S POIs were staffed to RDOT: 102-31S10, Version 910, SATCOM Systems Operator-Maintainer; 102-F39 (OS) Version 901, Strategic SHF SATCOM Systems Maintenance, 102-F40 (2), Version: 910, Digital Communications Satellite Subsystems. These POIs were for year 2000 and out. Their purpose was to change he implementation dates for DOD-directed new equipment training on the Multiplexer integration and Digital Communication Satellite Subsystem Automation System (MIDAS) and eliminate old equipment training from FY 00 and out.

On 22 February 1999, RC/TSD also submitted five CADS to RDOT for internal staffing: 102-31S10, Version 110, SATCOM Systems Operator/Maintainer; 4C-F19/102-ASI1C Satellite Systems/Network Coordinator, Version 110; 101-F35(OS), Phase 6 of 7, Version 110, Satellite Wideband-TACSAT Terminals, AN/TSC-85B and AN/TSC-93B (USAF). The 102-31S10, 4C-F19/102-ASI1C, 102-F39, and 102-F107 CADs were submitted to postpone the course for one year due to delays in fielding of the Universal Modem System OM-83. The 101-F35 (OS) CAD was submitted to remove the four-week course from the mainstream 102-31S10 AIT course of instruction. The course material is being replaced by DOD directed new equipment training on the AN/TSC-156V Super High Frequency (SHF) Tri-Band Advanced Range Extension Tactical Terminal.

A CAD for 102-31S10, Version 110, SATCOM Systems Operator/Maintainer Course was initially staffed through RDOT on 29 June 1999. The purpose of this CAD was to implement new equipment training on the Multiplexer Integration Digital Satellite Subsystem (DCSS) Automation System (MIDAS), the Switch Multiplexing Unit (SMU), the Universal Modem (UM) OM-83, and STAR-T, AN/TSC-156(V). The CAD also deleted old equipment training on the AN/USC-28 and AN/GSC-63. This CAD was for fiscal year 2002 and out.

A CAD for 101-F35 (OS), Phase of 7, Version 110, Satellite Wideband – TACSAT Terminals/ AN/TSC-85B and AN/TSC-93B (USAF) was submitted for initial staffing to RDOT on 14 July 1999. The CAD for 2002 and into the out years, was submitted to add U. S. Army Reserve Component (RC) training in the prerequisites training to the 101-F35 course.

The following 31S POIs were submitted to RDOT for internal staffing on 22 July 1999: 102-31S10, Version: 001, SATCOM Systems Operator-Maintainer; 102-F40 (OS), Version 001, Digital Communications Satellite Subsystems; and 102-F39 (OS) Version 001, Strategic SHF SATCOM Maintenance. These three POIs were submitted to eliminate old equipment training and implement DOD directed new equipment training on MIDAS which is scheduled to begin in October 1999. The course lengths will all remain the same in these POIs which are for FY 00 and out.

The CAD for 113-TSD/SATCOM-003, Version 001, TACSAT Terminal AN/TSC-156 was developed to create a new ITRO collocated enlisted functional course designed to train U. S. Marine Corps Active Component and Reserve Component personnel. This CAD was submitted to RDOT for staffing on 12 August 1999 for FY 02 and out.

On 12 August 1999 a CAD for 102-F107, Version 110, universal Modem System OM-83 was submitted for staffing to RDOT. The purpose of the 102-F107 CAD was to postpone the three-week, two-day course of instruction scheduled to start in FY 01. This postponement was due to a delay in fielding of the Universal Modem, OM-83. The new CAD is for fiscal year 2001, and out.

A CAD for 102-31S10 AN/TSC-85B/93B, Version 001, TACSAT Terminals AN/TSC-85B and AN/TSC-93B was submitted on 12 August 1999 to RDOT to create a new ITRO consolidated course to train enlisted U. S. Army Active Component and Reserve Component personnel in the operation and maintenance of the Tactical Satellite Communications Terminals AN/TSC-9B and AN/TSC-93B. This course is for FY 02 and out.

The CAD for 113-TSD/SATCOM 002, Version 002, TACSAT Terminal Technician AN/TSC-156 (USMC) was submitted for staffing to RDOT on 12 August 1999. The purpose of this CAD was to create a new ITRO collocated Department of Defense enlisted functional course to train U. S. Marine Corps Active Component and selected Reserve Component personnel. This eight-week, two-day course is for FY 02 and out.

The 31S training developers also developed a POI for SATCOM Systems Operator & Maintainer, 102-31S10, Version: 001 Course. This 35-week, one-day POI supersedes the 35-week and one-day POI endorsed by TRADOC on 22 October 1997. The new POI was submitted because the older version POI was not implemented due to delays in fielding the MIDAS equipment. The current 1997 POI will continue to be taught until the MIDAS equipment is installed and available for instruction.

Mr. Clyde Becknell, a training specialist in SATCOM Division, developed an Individual Training Plan (ITP) for MOS 31S SATCOM Systems Operator-Maintainer Course on 20 September 1999. The POI was initially staffed to RDOT in October 1999 and is awaiting comments for final staffing.

Mr. Claude Thompson, a training specialist in SATCOM Division developed a Soldier's Manual and Trainer's Guide MOS 31S, Satellite Communications Systems Operator-Maintainer Skill Levels 1/2/3/4/ which was printed by HQ DA on 1 October 1999.

Accomplishments

Regimental Communications/Transmission Systems Department personnel distinguished themselves with many diverse awards throughout calendar year 1999. Leading the list of awardees were Ms. Flora Poore, Ms. Linda McNeely, and Ms. Judy Miller who received the Department of the Army Achievement Medal for Government Service on 6 January 1999.

On 25 January 1999, SSG James E. Pontius, an instructor in the Radio Operator-Maintainer (31C10) Course was selected as RC/TSD's Instructor of the Quarter for FY 99. On 28 January 1999, SGT Rebecca White, another instructor in the 31C10 Course, was selected as Post Instructor of the Quarter for First Quarter of 1999. Sergeant White was recognized at the Chamber of Commerce Breakfast held at the North Augusta Community Center on 27 January 1999. She was also recognized and commended at the Post Award Ceremony at Conrad Hall on 28 January 1999.

Mr. Charles Mongold, Chief of RC/TSD's Supply Branch received the Civilian of the Month Award at Conrad Hall on 28 January 1999. Mr. Mongold was also featured in an Augusta Chronicle write-up in which he was commended for his exceptional abilities in providing supplies and equipment to three training divisions the department.

Sergeant White, 31C10 Course, was featured in the 21 February 1999 Sunday edition of the Augusta Chronicle as Post Instructor of the Quarter for First Quarter 1999. Sergeant White was also presented with an Army Achievement medal for post Instructor of the Quarter on 1 March 1999.

On 23 February 1999, Mr. Robert Finnegan, a supervisor in the Satellite Communications Division, was presented the Army Achievement medal from the Department Director, Mr. Douglas Wilson. SSG Chaplin, an instructor in the Satellite Communications Systems Operator-Maintainer (31S10) Course was selected as RC/TSD's Instructor for third quarter of FY 99.

On 1 March 1999, Major General Peter Cuviello promoted MSG Terry Russell, RC/TSD, to SGM in Olmstead Hall. After the promotion ceremony, all attendees congratulated SGM Russell and his family.

Sergeant Pilcher, an instructor in the 31S10 Course, was selected as Distinguished Honor Graduate for his 31S BNCOC class. Sergeant T Pilcher developed a physical training program implemented by all at BNCOC Academy and excelled academically as well with a 98 average.

He graduated 8 April 1999. SGT Meredith, SATCOM Division, was selected as the 15th Regimental Signal Brigade NCO of the Quarter in April 1999.

Mr. Larry Maynard, an instructor in the Cable and Radio Division, was recognized for his dedication to Environmental Excellence. He was presented a plaque at the Environment Quality Control Council Meeting 22 June 1999. Mrs. Sarah P. Mundy, an instructor in SATCOM Division was selected as Fort Gordon's Civilian of the Month for June 1999. Mrs. Mundy went on to receive Post Civilian of the Month for June and was recognized along with the Post Service Member and Volunteer of the Month in Conrad Hall on 24 June 1999. Mrs. Mundy was also featured in the Commendations portion of the 11 July 1999, edition of the Augusta Chronicle as Fort Gordon's Civilian of the Month.

Sergeant Lawrence Marcus, an instructor in SATCOM Division, was selected RC/TSD's Instructor of the Quarter for fourth quarter of FY 99. In addition, he was recognized as NCO of the Quarter for the 447th Signal Battalion. Mrs. Mundy, SATCOM Division, was presented the distinguished Albert J. Meyer award at the Signal Ball on 17 June 1999.

Mr. Donell Jenkins, a supply technician in RC/TSD was featured in the Commendations portion of the 1 July 1999 edition of The Augusta Chronicle. Mr. Jenkins maintains the perpetual inventory records of non-expendable property for the department.

Mrs. Charlotte Clark, Chief, Cable and Radio Division in RC/TSD, was presented a plaque on 5 August 1999 from the 3d/100th Signal Battalion. This plaque was in appreciation for the assistance her division provided for instructor train-up from 19-23 July 1999. This training was provided to enable implementation of the Total Army Training System Programs of Instruction for both 31C10 and 31L10 beginning in October 1999. Much of the training was provided after normal duty hours.

SFC Pechonick and SSG Huber, SATCOM Division, were respectively presented with a Meritorious Service Medal and an Army Commendation Medal on 31 August in the 447th Signal Battalion. The Fort Gordon Civilian of the Month for August went to Ms. Foncile Powell, Chief of Training Support Division, RC/TSD. Ms. Powell had over 33 years of federal civil service at Fort Gordon. Ms. Powell later was honored as Civilian of the year at the Fort Gordon Recognition Ball on 23 September 1999.

Sergeant Lawrence Marcus, SATCOM Division, was recognized as Fort Gordon NCO of the Quarter at the Fort Gordon Recognition Ball on 23 September 1999. Ms. Shirley Markle, SATCOM Division, was chosen as the Fort Gordon Civilian Boss of the Year in October 1999. On 28 October 1999, SFC Bruce Madelinkski, Radio Operator Maintainer (31C10) Course, graduated as an honor student from ANCOC, 31W, Class 505-99.

Staff Sergeant Jamie L. Bryant, SATCOM Division, was featured in the 31 October edition of the Columbia County News Times. He was commended for his professionalism and his volunteer services in the community. In November 1999, SSG Bryant departed to attend Warrant Officer School in Fort Rucker, Alabama.

United States Air ForceStaff Sergeant Ricky Williams, SATCOM Division, was selected as RC/TSD's Instructor of the Quarter for first quarter FY 00. He represented the department for Post Instructor of the Quarter in November 1999. On 3 November 1999, the following RC/TSD personnel were recognized for their work in the 1999 Combined Federal Campaign: Ms. Maureen Peters, Mr. Claude Thompson, and Ms. Beverly Butler. They received certificates of appreciation for their work as CFC project officers and key personnel at the CFC Ceremony in the Officers' Club.

Civic Functions

In conjunction with the Department of the Army "Take Our Daughters/Sons to Work" Day, RC/TSD provided an "in-house" tour for sixteen children and parents. In April 1999, Mrs. Sarah Mundy, SATCOM Division, provided a tour of the Generic Principles Trainer Suite (GPTS). A demonstration of satellite communications between tactical and strategic terminals was set up by SSG Chaplin of the Tactical Satellite Section of SATCOM and SSG Pontius of Digital Communications Satellite Subsystems, SATCOM Division. The sixteen students were split into two groups. One group was provided a tour through the DCSS Lab and shown the strategic side of communications. There each child was given the chance to talk on the TSSP Orderwire to a child in the second group who was located outside the building in an AN/TSC-93 Terminal. Then the groups traded places. PV2 Wells from SSG Chaplin's class briefed the students. The highlight of the day was when the children boarded the AN/GSC-52 Antenna and viewed the antenna field from its height.

In addition, Sergeant Rebecca White, Cable and Radio Division briefed the children on the highlights of the Enhanced Position Location Reporting System and provided a hands-on demonstration of the system with a tour of the shelter.

SGT Rebecca White, Cable and Radio Division, Post Instructor of the Quarter, participated in the Volunteer Reader Program with Glenn Hills Middle School on 2 March 1999.

SFC Norman L. Wash, Cable and Radio Division, RC/TSD, coordinated a performance of the Ballet Folkloric de Universidad Technologica de Panama dance team at Vincent Hall, RC/TSD's headquarters on 15 October 1999. This performance of a thirty-member dance was held as part of the National Hispanic Month observation program. In addition, SFC Wash provided over 48 hours of support for the Hispanic Festival held at Augusta Riverwalk on the weekend. He provided location plans, site diagrams, crowd control, assisted in setting up the site and equipment, obtained and transported goods and used leadership skills when necessary.

On 12 November 1999, RC/TSD conducted its first annual Veterans Day Celebration at Euchee Creek Elementary School in Grovetown, Georgia. The mayor of Grovetown, Mr. Dennis Trudeau, was the guest speaker. RC/TSD provided a Color Guard and music. RC/TSD adopted Euchee Creek Elementary School and will serve as mentors for the children throughout 1999 and beyond.

Summary

Calendar year 1999 tested Regimental Communications/Transmission Systems Department's ability and tenacity to meet its major goal despite the ever-present specter of downsizing. The Department's main goal was to train the mandated TRADOC student load to standard; the Department met that goal.

The department made needed structural improvements and brought automated equipment on line. Some of the major goals met were the implementation of training on the SATCOM Principles Trainer and the planning for major hardware, software, and Y2K upgrades in the trainer. Regimental Communications/Transmission Systems Department also began planning for the Super High Frequency Tri-Band Terminal Advanced Range Extension training and built a training area to accept the new equipment.

RC/TSD personnel maximized the use of multimedia, distance learning and the support of the Total Army Training System. Both instructors and training developers were trained on

automation and multimedia equipment. Instructors developed training products for use by resident course and field unit. The department developed a prodigious amount of training material to include CADS, POIs, resident training material, automated courseware, and Soldiers Training Products.

DIRECTOR OF INSTRUCTION

Director's Perspective

On 2 August 1999, the Commanding General approved a Brigade reorganization and the reorganization of the Regimental Officer Academy and the Regimental NonCommissioned Officer Academy into the Regimental Leadership Department. The Brigade's reorganization established a Director of Instruction (DOI). This created a realignment of Area Communications Department and Transmission Systems Department under the DOI. Also, it combined the two department's administrative, supply, and COMSEC functions under the DOI. The DOI functionally operated out of the 15th Regimental Signal Brigade building. The ACD's and TSD's administrative, supply, and COMSEC functions were not combined and put under the DOI during the 1999 time period.

Mission

To review and evaluate the performance of analysis, design, development, and validation of Signal Initial Entry Training associated with the MOSs 31C, 31F, 31L, 31P, 31R, 31S, and 31U. To coordinate the training issues for the analysis, design, development, and validation of Ordnance IET associated with the Ordnance Electronic Maintenance Training Department located at Fort Gordon.

Accomplishments

A Fort Gordon Form 1203, *Action Summary*, was generated for the Chief of Staff's signature officially approving the realignment and gain the Commanding General's approval of the implementation of the DOI. The *Action Summry* was being staffed as the year ended. Also completed were the civilian personnel actions to implement the realignment and necessary action to notify the union on issues associated with the realignment of the departments under the DOI.

The DOI generated a proposed realignment option for the Deputy Commander on 22 December 1999. The highlight of this proposal was to realign the Signal Center's training departments under the Regimental Director of Training instead of the DOI's implementation under the 15th Regimental Signal Brigade. This proposal would meet the requirement for the Vertical/Horizontal integration of training found in the Training and Doctrine Command Regulation (Reg) 350-70.

The Regimental Directorate of Training developed and staffed the United States Army Signal Center & Fort Gordon Reg 350-7, *Training-Preparation for and Conduct of Critical Task Site Selection Boards (CTSSB)*. The DOI did a review of the document and provided recommendations for changes. The office for the DOI was added to the Regulation as actions within the preparation and conducting of the CTSSB required our input. The majority of the

changes were to delete the RDOT as the primary representative and include the DOI as a source of review and recommendations to the training departments on actions pertaining to the CTSSB.

Mrs. Butler attended a Team Signal Council of Colonel's meeting chaired by Colonel Michael Barron, Director, Directorate of Combat Developments, and Colonel Velma Richardson. The purpose of the meeting was to determine our role and strategy for supporting initiatives involved in training Signal leaders and soldiers for the (Initial) 1st Brigade Concept Team (1st BCT) which is being stood-up at Fort Lewis, Washington. The purpose of these two meetings was to prepare for a VTC with MG Sylvester, ADCST-West, TRADOC. Ms. Butler worked with RDOT to prepare a draft training strategy and estimated Un-funded Training Requirements associated with training the Brigade's signal personnel. Although the strategy recommends conducting some common digital training at the Signal Center, the majority of the training would take place at Fort Lewis. Neither the school, nor the unit has the necessary equipment to conduct training. The UFR includes both costs. Primarily, the Signal Center must decide if it will use a cohort training approach at Fort Lewis, MTT's from the school by way of Fort Hood, or a combination of both. The final decision was that each school would reassess its plan and strategy based on the new guidance and resubmit its draft by 25 December 1999. On 12 January 2000, the final draft BCT will be presented to the CSA.

The MOS 31S Individual Training Plan was reviewed and comments were accomplished by the DOI. Recommendations for changes were provided to the 31S MOS Instructional Systems Specialist. The ITP was comprehensive, however, there were areas of inconsistency and areas where adherence to TRADOC PAM 350-70-8 were not evident.

CHAPTER II

REGIMENTAL LEADERSHIP DEPARTMENT

Director's Overview

The merger and realignment of the Regimental Officer Academy (ROA) with the Regimental Noncommissioned Officer Academy (RNCOA) together with the addition of the International Military Student Office (IMSO), to create the Regimental Leadership Department (RLD), highlighted calendar year 1999. The purpose of the realignment was to promote both efficiency and effectiveness by joint use of Academy resources, while still maintaining separate Academy identities

The RLD graduated 1,142 officers, warrant officers, and senior noncommissioned officers from 29 courses in ROA; 1,157 noncommissioned officers from 23 courses from RNCOA; and 155 international military students from 57 countries. During 1999; a total of 2,455 officers, warrant officers, noncommissioned officers and international military students graduated from 53 courses of instruction.

The year was marked by several significant events. These included the consolidating and concentrating of training facilities from five to two buildings, with no loss in classroom instruction. The RLD's year was highlighted when evaluators from the Sergeants Major Academy (SMA) awarded the RNCOA a successful accreditation rating on their first visit. Sergeant Major Academy evaluators concluded that the Advanced Noncommissioned Officers Course and the Basic Noncommissioned Officers Course were being trained to TRADOC standards, and recommended accreditation for the Signal School and Center RNCOA.

Late in the year, RLD personnel organized and coordinated the 27th Annual Signal Regimental Symposium, attended by over 2,000 participants, the largest in its history. The theme was "*Support to the CINCs; Enabling the Force.*" Colonel Perry L. Bridges succeeded Colonel George Bryan as the ROA Commandant and RLD Director.

Mission Statement

The mission of the RLD was many faceted. Department personnel were to design, develop, and conduct resident professional training for active and reserve component officers, warrant officers, designated senior noncommissioned officers, and international military students. Department personnel were tasked to provide resident joint professional training. RLD developed extension training publications and materials; they served as the proponent for Doctrine and Tactics Training (DTT) in support of new equipment fielding and evolving operational concepts; and provided subject matter experts to assist in writing/developing Signal doctrine and literature.[34]

[34]ROA Mission Brie, c. Oct 1999.

Resource Statement

The 0499 Table of Distribution and Allowance (TDA) authorized 162 personnel for ROA, RNCOA, and IMSO. The officer and NCO academies combined budget for 1999 was $3,019,000.

REGIMENTAL OFFICER ACADEMY

Mission Statement

To provide professional training for Active and Reserve component Commissioned Officers, Warrant Officers, and Non-Commissioned Officers; to provide resident joint professional training; to provide extension training publications and materials; and to serve as proponent for Doctrine and Tactics Training in support of new equipment fielding and evolving operational concepts.[35]

Resource statement

The Table of Distribution and Allowance 0499 authorized 144 personnel, 98 military and 46 civilians. Ten of the authorized civilian positions were not funded. The Academy's budget for 1999 was $2,290,000.

Activities and Accomplishments

During 1999, ROA developed a Functional Area (FA) 24A course to support the latest Department of the Army (DA) directed Officer Personnel Management System (OPMS) XXI strategy; conducting a Critical Task and Site Selection Board for both the Area of Concentration (AOC) 25 and the Military Occupational Specialty (MOS) 25N. The results of the two boards have been approved and implemented in the applicable courses of instruction ensuring the most current War Fighting tasks are taught to student officers.[36]

OFFICE OF ACADEMIC INSTRUCTION

Mission Statement

The Office of Academic Instruction (OAI) serves as the overarching tasking agency, providing administrative, logistical and operational support, and directing the training divisions. Office of Academic Instruction staffs for review and approves projects such as Course Administrative Data (CAD), Programs of Instruction (POI), Letters of Transmittal, Instructor Contact Hour Worksheets, and other related materials. The 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

[35]Ibid.
[36]ROA Calendar of Event for 1999; 442nd Training Calendar for 1999.

Total Army Training System 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.

Activities and Accomplishments

Since January 1999, OAI and the Training Support Branch (TSB) has reviewed and staffed twenty-four Training Requirements Analysis System products for submission to Regimental Directorate of Training and TRADOC.

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 Training Development Workload Planner for the entire academy; developed TRAS products; coordinated the conversion of 58 hours of TATS distance learning for the Signal Captains Career Course (SCCC) and 25 hours of TATS distance learning for the Warrant Officer Advanced Course (WOAC) respectively; coordinated and participated in the Structure Manning Decision Review (SMDR); coordinated and participated in the Commanding General's Annual Signal Branch Training for Command and General Staff College; reviewed and documented training development workload for the TRADOC Manpower Assessment Team; developed the initial leader development input to the Functional Area Assessment (FAA); coordinated and identified the requirement to support the MOBARPRINT; briefed the TASS Battalion Commanders on the status of the TATS development process at the annual training conference; restructured the new systems implementation process; developed managed the Institutional Digital Education Plan; participated in numerous Integrated Concept Teams (ITC) and Video Telecommunications Conferences; established a TRADOC Common Core web page for ROA instructors. Table 2-1 shows TRAS products developed in 1999.

Table 2-1
TRAS Products Developed in 1999

Programs of Instructions (POIs)
TATS Communications Security Course (COMSEC) POI
Warrant Officer Advanced Course (WOAC) POI
Course Administrative Data (CADs)
250N TATS Warrant Officer Advanced Course (WOAC) CAD
Battlefield Spectrum Management Course (BSMC) CAD
Director of Information management (DOIM) Course CAD
Defense Message System (DMS) Certification Authority Workstation (CAW) CAD
Information Systems Engineering Officer Course (ISEOC) CAD
Information Systems Engineering Officer Course (ISEOC) CAD – Date Chg
Information Systems Operation Leveler (ISOL) CAD – Start Date Chg
Integrated Systems Control (ISYSCON) CAD
Joint Tactical Automated Switching Network Course (JACES) CAD

Joint Task Force Systems Course (JTFSC) CAD
Local COMSEC Management System (LCMS) CADs - (2 CADs)
Network Management Tool (NMT) Deletion
Pre-Command Course (PCC) CAD
Revised Battlefield Electronic CEOI/SOI Systems (RBECS) CADs (2 CADs)
Tactical Signal S3 (EAC/ECB) Course Deletion Memo
Signal Officer Basic Course (SOBC) CAD
Signal Officer Branch Qualification (SOBQ) Course CADs (2 CADs)
Signal Battalion Signal Officer (S6) CAD
Warrant Officer Advanced Course (WOAC) IRR Reclass CAD

Source: ROA Annual History Input for 1999.

LEADERSHIP DEVELOPMENT DIVISION

Mission Statement

The Division Chief for Leadership Development Division was Ms. Judy W. Quattlebaum. The division has four academic teams: Advanced Technology Team (ATT), Logistics Team (LOGT), Senior Leadership Team (SLT), and the Small Group Leader Team (SGLT). In August, MAJ Jorge Berrios took over the Logistics Team from MAJ Walter Brunning. The Senior SGL for the SGL Team changed from MAJ Robert Casper to MAJ Robert Harrison in June. Table 2-2 shows the LDD Mission Essential Task List (METL) for 1999:

Table 2-2
The LDD Mission Essential Task List for 1999

- 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
- 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
- Coordinate and facilitate the Advanced Communications Elective of the Command and General Staff Officer Course
- Develop and conduct Logistics, Maintenance, and Supply subjects for all ROA courses
- Conduct a FA24A, Telecommunications Systems Engineer job analysis, and design the FA24A course for a FY00 implementation.
- Design and develop the Information Systems Officer Leveler course for a FY00 implementation.

Source: RLD ACH Input for 1999.

LDD Team Responsibilities

Each team within the Leadership Development Division had their own areas of expertise and responsibility. The Advanced Technology Team, Under CPT(P) Horace Carney, III, performed training development and presented instruction of electronic fundamentals for the SOBC and the JTFC. Member of the ATT analyzed, developed, designed, and implemented the 24A, Telecommunications Systems Engineer Course (TSEC) and the Information Systems Operation Leveler (ISOL) courses.

The Logistics Team, under Majors Walter Brunning and Jorge Berrios, performed training development and presented instruction for RCA courses that required supply, maintenance, and logistics classes.

Major Robert Harrison and, later, Major Robert Casper, were team chiefs for the Small Group Leaders Team. The team performed training development and conducted instruction for the Active and Reserve Component SCCC and SOAC-RC. The team also conducted instruction to the tactical S-3 course and provided subject matter experts in the development of SCCC distance learning products.

Finally, the Senior Leadership Team, under Mr. John Helmick, performed training development and coordinated and facilitated instruction for the Signal Pre-Command Course (PCC), the CGSC Advanced Communications Elective (ACE), and the Directorate of Information Management (DOIM) course

Activities and Accomplishments:

Military Occupational Specialty 25E, Information Systems Engineering Officer Course (ISEOC) was not conducted in FY99 in order to use the personnel resources for instructional design of the Telecommunications Systems Engineer Course (TSEC), 24A. A request to delete MOS 25E was submitted to TRADOC.

Under the current officer management system, OPMS XXI, US Army officers performing telecommunications engineering duties will be designated FA24. These officers were previously designated 25E and 25D. The TSEC will be populated with officer chosen from all branches based on their individual backgrounds (qualifications), individual preferences, and the needs of the Army. Between January and April, Major Horace Carney and the ATT personnel conducted a job analysis beginning with the distribution of survey to Army agencies responsible for telecommunications systems engineering and networking. Following the surveys, course personnel conducted on-site interviews of jobholders and supervisors of job holders. Agencies included in the survey and interviews were the Defense Information Systems Agency (DISA), the Natioanlk Security Agency (NSA), the U.S. Military Academy (USMA), JS, and JCSE.

In May a Critical Task and Site Selection Board was conducted which included subject matter experts from JCSE, (DISA), and Battle Command Battle Lab-Fort Gordon (BCBL-FG). The 24A Critical Task List was approved by the Commanding General on 16 December 1999. Upon completion of the task summaries, it became obvious that graduate level instruction would be necessary for effective field performance. The LDD's most qualified officer was CPT(P) Carney, an Electrical Engineer undergraduate. Realizing that there were slim pickings within the Army for faculty possessing a hard science Masters Degree, LDD pursued the possibility of contracting the graduate-level technical education piece. Over 20 universities offered a

telecommunication curriculum and Major Carney narrowed the candidate list to Georgia Institute of Technology, University of Pittsburgh, Colorado University and Oklahoma State University. Visits and telephonic conversations to each school serve three purposes:

(1) Determine the telecommunications subjects/classes that would be needed.
(2) Investigate the possibility of contracting Telecommunications Engineering classes.
(3) Explore options that might be used in the development of the TSEC at the Signal School.

The telecommunications programs offered at these graduate institution are all interdisciplinary and offer similar core courses for students to establish a foundation in their MS program. These courses wee: Introduction to Telecommunications Systems (OSI lower layers, transmission, switching, etc.), Data Communications (protocols, OSI upper layers, data frames, HDLC), Network Design, and Network Performance. The University of Pittsburgh offered a prime advantage over most telecommunications programs because they have a dedicated faculty and offer an MS in Telecommunications and they also offer telecommunications concentration in the Ph.D. Information Sciences program. All institutions reviewed and endorsed the USASC&FG FA24 Critical Task List. While curricula and implementation options were being researched, a UFR was submitted containing high-end figures (that is, a fully contracted course) totaling $255,000 for FY00, $621,000 for FY01 and $420,000 for FY02 and out. The FY02 estimate was later revised to $486,000 with a training concept of a combination green suit and contracted classes. The bill for training development of the TSEC was estimated at $70,000 in the original UFR.

By the end of the year, LDD received $70K and was able to contract with the Madison Research Corporation (MRC) engineers at the BCBL-FG to conduct a Job, Task Analysis and Validation, to develop the AOC 24 Long and Short Range Training Strategy, and to develop hands-on exercises utilizing the BCBL-FG equipment while validating course equipment requirements.

The last class of the old 20-week Signal Officer Advanced Course graduated in February and new problems arose with the 25C, Signal Captains Career Course student TDY and return to Fort Leavenworth, Kansas, to head the CAS3 Course. By the year-end, most of the student transportation problems had been worked out. The Total Army Training System conversion of the SCCC. On 12 January 1999, LDD briefed the status of the final product to RDOT and the contractors, LOGICON and ADG.

The Center for Army Leadership changed the flow of the Signal Pre-Command Course. Effective in fiscal year 2000, Branch PCCs will precede the Branch Immaterial PCC. Also during 1999, the Tactical S-3 Course was deleted.

PROFESSIONAL DEVELOPMENT DIVISION

Mission Statement

The Division Chief for Professional Development Division (PDD) in 1999 was Mr. John R. Turns. The Division's teams were the Combat Leadership Team (CLT), Signal Staff Officer (S-6) Team, Network Planning Team (NPT), and the Spectrum Management Team (SMT).

PDD was responsible for the management of the Signal Officer Basic Course (SOBC, 4-11-C20), the Signal Officer Branch Qualification Course (SOBQ, 4-11-C20 (BQ)), the Battlefield Spectrum Management (BSM) Course (4C-S15D/260-ASID9); the Joint Revised

Battlefield Electronic CEOI/SOI Systems (JRBECS) Course (4C-F58/260-F16); and the Joint Task Force Systems Course (JTFSC, 4C-F55/260-F15). The Mission Essential Task List (METL) is shown in table 2-3.

Table 2-3
PDD Mission Essential Task List (METL)

- 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 1999.

Activities and Accomplishments

PDD trained over 600 students in the combined five courses in 1999. These students attended courses conducted in equipment labs and classrooms in Greely Hall, Cobb Hall, Saltzman Hall, and Alexander Hall; and participated in capability exercises (CAPEX) and field training exercises (FTX). The FTX was revised to include RNCOA students, and became a Joint Leadership Exercise. The Regimental Induction for SOBC lieutenants was revised, eliminating it as a formal event preceding graduation, and moving it to the FTX, as a culminating event. Students and instructors participated in academic, physical, and community-related activities throughout the year, which complemented their leadership skills training.

A new course under development, for implementation in 2001, is the Signal Staff Officer Course, 4C-FOB-F40, at four weeks and two-days in length. A pilot course, at two weeks in length, is targeted to start upon completion of SOBC Class 02-00, 28 July 2000. Another course under development, the Joint Automated Communications Engineering Systems Course, currently assigned the same number as the JRBECS course, is scheduled to commence in July 2001. It will replace JRBECS, and a new course number is pending being assigned.

Changes in equipment, technology, and training development procedures contributed to extensive course material and training product revisions. In the area of training development, PDD is continuing to apply the TATS concepts to training products where applicable. Revisions to the SOBC and the SOBQ POI's continue, as new technology and doctrine is incorporated into the curriculum. Changes in 1999 increased automation training, enhanced S-6 training and awareness, and incorporated additional new common core training support packages.

1999 was a year of major changes to PDD; resource reduction and personnel turnover continued to challenge mission and training quality. During the past year, PDD again lost approximately twice as many instructors as were gained. The greatest impact remained on the Spectrum Management Team, which experienced 75 percent loss of field-experienced, seasoned instructors. Resignations of combat arms officers for the purpose of entering Active Guard/Reserve (AGR) status impacted on the Combat Leader Team's mission capability, as the spaces remained unfilled at year's end. The impact of the reduction of MOS 31W E-7 spaces,

with replacement by MOS 31F E-6 spaces is still being evaluated. Specific individual teams will address specific personnel gains and losses

Combat Leader Team (CLT)

The Combat Leader Team's basic mission remained unchanged in 1999 and our members performed superbly while executing an extremely busy training schedule. We provided Leadership Common Core instruction for the Signal Officer Basic Course, Signal Captains Career Course, Warrant Officer Basic Course (WOBC), and Warrant Officer Advanced Course students. As writer/instructors, our team members were responsible for developing, producing, improving and implementing Army Training and Doctrine common core curriculum. As Trainer/Advisor/Counselors (TACs), our team members were directly responsible for coaching, mentoring, and motivating SOBC students in their professional development as leaders of character and competence. As members of the combat and combat support branches, we also planned and implemented challenging and realistic tactical training for each SOBC field training exercise designed to test and build the confidence our these junior leaders. Finally, we served as the primary combat arms representative to the Signal Center.

Providing quality common core instruction for the officer and warrant officer education system, the team members for 1999 existed under the guidance of two different commandants and the team had a 30 percent turnover in personnel.

The Leadership Common Core instruction we provided for lieutenants, captains, and warrant officers was one of our mission essential tasks. With merely ten instructors, we developed and presented instruction for approximately 750 students. Our instructors spent approximately 1000 hours on the platform and they were able to conduct 380 individual blocks of instruction for these students.

Our second mission essential task was to provide Trainer/Advisor/Counselors (TACs) for the lieutenants in SOBC. As such, our team members were directly responsible for the education and well being of these student officers. In 1999 provided TAC Officers and TAC NCOs for SOBC classes 01-99, 02-99, 03-99, 04-99, and 05-99.

The TACs continue to execute a Kilbourne Leadership Award program. There was one winning student from each SOBC class who demonstrated the most leadership potential during the course. He received a letter from the Commanding General, an engraved plaque, an Army Achievement Medal, and excellence comments in his Academic Evaluation Report. We continued the Kilbourne Award program commemorating each winner with a monumental brick at Freedom Park, Fort Gordon.

As members of the combat and combat support branches, we also planned and implemented a new and improved field training exercise for SOBC. The exercise was designed to test and build the confidence in our junior leaders and it served as a "Right of Passage" for each student's initial entry training experience. Some of the training highlights included a 12-mile foot march with field gear and weapons, a river crossing with a two-rope bridge, and a night raid/attack with pyrotechnics and M.I.L.E.S. gear for realism. These exercises were conducted under the cover of darkness and some of them included the participation of student NCOs from the Regimental Non-Commissioned Officer Academy.

S-6

The Signal Staff Officer (S6) Team provided training for SOBC, SCCC, SOBQ, WOBC, WOAC, SOAC-RC, and the RBECS Course 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, SCCC, WOBC and WOAC.

Throughout the 2nd and 3rd quarters of FY99, the team began the continuous process of refining the contents of its newly revised POI to keep up with technology and the needs of the students. The restructured POI caused the implementation of new classes for the Role of the S6, Role of the S6 in the MDMP, Intro to TI, the introduction of the TOCEX to the SOBC POI, SINCGARS (SIP) and the advent of the first DAMA compatible TACSAT. Also seen during this time was the birth of the S6 Web Page that is dedicated to posting information and tools for use by all signal officers while maintaining a focus toward those in S6 Positions.

The 3rd and 4th quarters of FY99 also saw action as the team set to paving the way for two new products to come on line. As a means of streamlining the process and maintaining quality, Mr. Lee Cooper instituted the first series of oral presentations for the Battle Analysis briefings that that are delivered as group projects by the SCCC classes. Simultaneously, CPT Lorei set to work on the baseline project for the S6 "interim" Course that will later develop into a four week S6 Course in FY01. This course is designed to give officers heading to divisional assignments some additional career enhancing skills for the responsibilities facing them as Staff S6's.

The team saw some short-term growth with the arrival of SFC Cleatis Trotter and SSG Ted Wagner. As with any military organization, however, the team had to bid farewell to two fine NCOs, MSG Barbara Gordon who PCS'd to Korea and SFC Rosnell Grant who retired and now resides in Virginia.

Spectrum Management Team (SMT)

SMT's primary mission remained the same for 1999: proponent for the Battlefield Spectrum Management Course (BSMC) and the Joint Revised Battlefield Electronic CEOI/SOI Systems (JRBECS) 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 Captain's Career Course
Signal Officer Advanced Course (RC)
Joint Tactical Automated Switching Network Course
Joint Task Force Systems Course

Source: ROA Annual Command History Input for 1999.

The constant turmoil of instructors created by permanent change of stations (PCS) moves and temporary assignments in support of Bosnia continued to present many challenges for the Spectrum Management Team. Instructor shortages continued to plague the team although, the Military instructor strength remained at four in 1999, two experienced 31W4HD9's were replaced with one 31W40 and one 31F30. Both required attendance at the Instructor Training Course and the 31F30 still must attend the 10-week Battlefield Spectrum Management Course before he can perform instructor duties in the course. At the same time the workload continued to grow.

Sergeant First Class Benjamin was selected by Department of the Army for attendance at the EEO school in Florida and will PCS to Germany upon completion. Master Sergeant Francisco retired 1 October. Their replacements were SFC Anthony Ray and SSG(P) Bryan Gilman.

The Battlefield Spectrum Management Course graduated 18 Spectrum Managers; while, the Joint Revised Battlefield Electronic CEOI/SOI Systems course had 71 graduates.

The BSM and JRBECS course content remained essentially the same during 1999. All of the BSM course's instruction has been converted to Power Point presentations and the majority of lesson plans were converted to the ASAT format.

In the new equipment arena for SMT, Spectrum XXI training, scheduled to commence in FY99 was slipped to FY00. SFC Ray attended New Equipment Training (NET) for this software system at JSC in Annapolis, Maryland, in November 1999. Course Administrative Data was submitted to replace the JRBECS course with Joint, Automated Communications Systems Course, scheduled to begin July 2001. The SMT Chief's office was relocated to room 230B, Saltzman Hall and the Instructor's office relocated to room 223, Saltzman Hall.

Network Planning Team (NPT)

Major Jon S. Raynal was the team chief throughout 1999. He has an additional duty as SOBC TAC Officer. He also played a major role in assisting with the re-structure of the SOBC CAPEX and FTX.

NPT instructors provided valuable information assisting with the restructuring of SOBC POI. There were problem areas concerning personnel shortage and equipment-to-student ratio 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: Many team members were involved in restructuring of the SOBC FTX. Under direction of the Colonel Bryan, an additional event (SHOTGUN) was added. This all night 12-mile road march culminated with regiment introduction by NCOs from BNCOC.

Staff Sergeant Sonnier attended a two-week Network Planners Course for Integrated Systems Control (ISYSCON) at Fort Gordon in preparation to verify and validate ISYSCON training material at Fort Hood, Texas. Staff Sergeant Johns and SSG Sonnier, were TDY 26 September–7 October, at Fort Hood to support the Network Planners Course for ISYSCON. They verified and validated the authenticity of all training material associated with ISYSCON. Staff Sergeant Sonnier and Mr. Weaver, were TDY 4-18 December to Fort Hood. They supported the Staff Users Course for ISYSCON training, verified and validated all training material.

Joint Task Force Systems Course (JTFSC) Section: The JTFSC is a nine-week course. It provides detailed knowledge that joint planners and managers need to plan and manage joint communications/information networks. There were four JTFSC classes scheduled for 1999. Classes for JTFSC 1-99 and 3-99 were canceled due to lack of seats reserved. Our instructors trained a total of 21 students from different branches of services to include civilians. CWO4 Jack Stoner, USMC, is the OIC. MSG Douglas was the NCOIC until July. He received permanent change of station orders to Fort Huachuca, Arizona. Upon his departure, SFC Robinson assumed duties as NCOIC. Mr. Henry C. Crittenden is the Course Administrator.
CWO4 Jack A. Stoner, MSG Douglas and Mr. Crittenden coordinated and implemented training visits to the 513th MI Brigade. The brigade representatives provided a command brief and static display of MI communications systems. The 5th Combat Communications Group at Robins AFB, Georgia, provided a command brief and field briefing. JTFSC instructors continued to conduct field trips to the 224th ANG Squadron, JCSE, Brunswick, Georgia, for the JTFSC classes.

CWO4 Stoner coordinated with Mr. Tim Richardson and reserved Classroom XXI for all of our JTFSC classes. Through coordination with the Warrant Officer Division and Mr. Richardson, we also conducted the F53 Course classes in Classroom XXI. This classroom provided less down time for equipment and accelerated loading software applications to enable the students to have more practical exercise training time.

CWO4 Stoner's many TDYs included a trip to Tampa, Florida, to attend the USMC Working Group Conference on the Digital Technical Control and Tactical Data Network for fielding equipment. He went to Fort Monmouth several times. Once he went to serve as the lead technician during the Final Planning Conference portion for Joint User Switch Exercise/Y2K, 1999. He returned to Fort Monmouth to train and direct the Joint Communication Control Staff for JUSE/Y2K 99. During a third trip to Fort Monmouth, Stoner particiopated in a joint military users conference and seminar concerning the employment of the REDCOM IGX circuit switch. CWO4 Stoner also went to the Pentagon to participate in a briefing for Rear Admiral Nutwel, Office of the Assistant Secretary of Defense for C3 on general Y2K and to the General Dynamic's Echelon Above Corps (EAC) Network and Nodal Managers Course at Fort Gordon.

CWO4 Stoner prepared the TNAPS+ database for JUSE/Y2K, produced the Communications Control Plan for JUSE/Y2K 99;and reviewed and provided comments on the CJCSM 6231.06A Joint Technical Control Procedures Manual for USMC Doctrine Division, HQMC.

Henry C. Crittenden attended Integrated System Control meetings at fort Gordon and provided valuable input concerning the authenticity of all training material associated with

ISYSCON. Mr. Kurt Miller performed an additional duty of facilitator for "Consideration of Others". The officers, NCOs, and civilians were tasked to move and relocate equipment and training material from Saltzman Hall to Greely Hall. 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 relative short time. All assigned tasks were accomplished on or ahead of schedule. In 1999, NPT lost four staff personnel and gained five.

WARRANT OFFICER DIVISION

Mission Statement

Ms. Beverly Friend was the Division Chief for the Warrant Officer Division (WOD) during 1999. When the year began, the division consisted of three branches: Communications Security (COMSEC) Branch; Switching Branch, Transmissions Systems Branch and an Ordnance division. WOD was responsible for training highly technical subject matter to warrant officers, commissioned officers, and other DOD personnel as required. In addition to the Warrant Office Basic and Advanced Courses, the division continued its responsibility for the Joint Tactical Automated Network Supervisors' Course, Electronic Switching Systems Technical Manager's Course; and the TATS Standardized COMSEC Custodian Course. The division also supported eleven satellite SCCC courses worldwide, the Defense Message System (DMS) Certification Authority Workstation (CAW) and the CAW System Administrator/Information System Security Officer (ISSO). Table 25 shows the WOD Mission Essential Task List (METL) for 1999.

Table 2-5
WOD Mission Essential Task List

Develop and conduct resident and distance learning Warrant Officer Basic Training
Develop and conduct resident and distance learning Warrant Office Advance Training
Provide technical training for Reserve and National Guard Advanced and Basic Warrant Officers
Develop and conduct Communications Security Training
Develop and conduct DGM and MSE training for Signal Officer Basic Course, SOAC, And SOBQ Course.
Develop and conduct Joint Tactical Switching Network Supervisor Course
Source: ROA Annual Historical Input for 1999

Activities and Accomplishments

The CAW training was implemented this year. Division NCOIC and Training Officer during 1999 was SFC Mary Gilbertson. Warrant officer instructor positions are coded as CW4 positions to facilitate senior mentoring roles of Academic Counselors and Trainers (ACEs)

however senior warrants are more difficult to acquire for the low priority fill positions at the schoolhouse. We are still short Warrant officers to fill instructor roles

Ms. Friend attended the Army Management Staff College at Fort Belvoir, Virginia. CW4 Westley Woodward filled in as the acting division chief from January to April. Upon her return, Chief Woodward resumed his duties as chief of the Transmissions Branch.

Transmission Branch

Chief Warrant Office 4 Woodward continued as the Chief for the Transmission Branch. This branch was responsible for transmission systems blocks of instruction for MOS 250B (WOAC and WOBC), and the Joint Tactical Automated Switching Network Supervisor Course. The 250(B) course graduated its last class during the fall, 1999. The team trained a total of 13 classes during 1998.

Sergeant First Class Lisa Callaham, an instructor in the Transmissions Branch spent a 179-day tour in Southwest Asia where she performed as the COMSFOR NCOIC/COMMO Chief for General Meigs and Colonel Winfield. SFC Callaham received a Joint Service Commendation for exemplary service.

ELECTRONIC MAINTENANCE DIVISION (EMD)

CW4 Marvin Shanks continued as the Chief for the Ordnance Electronics Maintenance Division under the Warrant Officer Division, but was relocated to the Ordnance Electronics Maintenance Department in December, 1999 when Ordnance realigned. While on medical hold, CW4 James Givens (918B) was attached to EMD from the 93rd Signal Brigade. Chief Given tutored children both on the post and in the inner city in mathematics and calculus. Chief Shanks tutored the same children in reading skills. EMD personnel were responsible for training all WOAC and WOBC 918Bs.

Communications Security (COMSEC) Branch

The branch chief, CW3 Donald Hammond, departed on terminal leave in June 1999 and retired October 1998. Master Sergeant Larry Christian took over the branch in June, relinquishing to Mr. Dillehay in April 1999 when Mr. Dillehay transferred from the Warrant Officer Division Training Development Cell to the COMSEC Branch. To prepare for this position, Mr. Dillehay successfully completed the Standardized COMSEC Custodian Course in May and the Defense Message System Certification Authority Workstation (CAW) Operator Course (version 3.1) in November. Staff Sergeant Cooley was assigned to this branch in July and spent the remainder of 1999 attending COMSEC Branch courses and ITC in preparation for her instructional duties. In September MSG Larry Christian departed for a tour of duty in Korea. Mr. Dillehay was appointed branch chief in September. Sergeant First Class Elena Gregory, SSG Wandalyn Forrest and SSG Steve Pratt were actively engaged in COMSEC and CAW training during 1999. The branch was responsible for conducting the Standardized COMSEC Custodian Course, DMS CAW Operator course and the CAW System Administrator/Information Systems Security Officer (SA/ISSO) Course and proponency for the training material that is provided to eight satellite training sites located around the world. The team also conducts four-hour blocks of instruction for the SOBC and SOBQ classes. The branch chief coordinated

actions with DOIM, DPW, RDOT Fac/Equip Coordinator and the contractor, Communications Support Services, Inc. (CSS) in setting up two classrooms, in Saltzman Hall, for the Army Key Management System (AKMS) Local COMSEC Management Software (LCMS) Operator Course. The contractor is scheduled to start new equipment training (NET) in May 2000 and continue for 18 months. The COMSEC team will be responsible for LCMS sustainment training in October 2001.

Switching Branch

Mr. Pete Godwin served as the acting chief for the Switching Branch for the first six months of the year. Mr. Godwin was also a U.S. Army Reserves CW4, 250N. CW3 Dean Hokrein who reported in June from Fort Bragg, replaced him. Mr. Godwin resumed his full time duties as an instructor in the branch and the division WEBMASTER. The branch experienced several personnel changes to include Congressional downgrading of E-7 positions to E-6 and an influx of staff sergeant switch operators. CW2 Cedric Bills also reported to the division in November as a junior instructor. Extensive cross training was necessary to qualify some MSE operators as TRI-TAC switch instructors. Cross training appears to be have been successful but has yet been validated. The Switching Branch is in the process of absorbing the new training requirements for teaching TNAPS to WOAC. This is the primary task of the newly assigned CW2 Bills. Switching Branch is also involved with verification and validation for ISYSCON, a projected started by CW3 Hammond last year. This training will change the POIs for WO training. The switching branch is also working closely with civilian contractors on an Interactive Multimedia Instruction project for distance learning initiatives; and recently initiated HSMUX training to TTC-39D potion of switching POI.

REGIMENTAL NONCOMMISSIONED OFFICER ACADEMY

Director's Overview

The Director's, CSM Randy L. Lowery's, focus for the Regimental Noncommissioned Officer Academy for 1999 was summed up in the table below.[37]

Table 2-6
Academy Focus

1. *Think War.* The Army needed more digitization and Academy soldiers needed to proficiently handle tasks associated with any new technology.
2. *Prepare Academy soldiers to be competent, disciplined and motivated* in performing any task assigned to them.
3. *Train to a high level of readiness.* The Mission Essential Task List was to be thoroughly trained as well as individual readiness tasks.
4. *Be Academy Leaders who would enforce standards, focus on readiness and the mission and know their jobs as well as subordinates' jobs, and build effective teams.*
5. Consider that *people are everything.*"

[37]RNCOA Brifing Slides, c Dec 1999.

6. *Live by Army values*. Let duty, honor, integrity, selfless service, courage loyalty and respect be words, which every soldier lived by.
7. *Be a team player*. Use 1999 to make yourself a better person and influence all with which you come in contact to become a better person.

Source: RNCOA Briefing Slides, c. Dec 1999.

A mindset was fostered which encouraged positive use of every available resource because reaching all these goals was a serious challenge to the Academy, which suffered under less than adequate resourcing. For example, the assignment of additional duties often fell on one individual rather than on a primary and an adequate alternate, plus multiple additional duties were necessarily made the responsibility of one individual.

Mission Statement

The mission of the NCO Regimental Academy was multifaceted. It was to develop professional attributes and promote leadership skills that will ensure the necessary self-confidence and sense of responsibility required of a Noncommissioned Officer. The academy also was to increase the confidence of the students and inspire them to willingly assume and carry out their responsibilities as leaders and trainers.[38]

In other words, the mission of the RNCOA was to train soldiers who are E-5 promotables or E-6's in the Basic NCOA course, or E-6 promotables and E-7's in the Advanced NCOA course. Students from around the world came to Fort Gordon's RNCOA for training in basic and advanced Signal tasks and in leader training.

The main mode of instruction employed continued to be Small Group Instruction (SGI). Courses in ANCOC and BNCOC consisted roughly of the Common Leader Training core directed by the Sergeants Major Academy, which was a conglomeration of leadership and supervisory tasks, and the technical track (Signal/equipment-oriented tasks). All instructors delivered the lesson plans in the common core, while supervising the delivery of information by one of the students in the technical track.

Resource Statement

Non appropriated funds, or that money which was used only for the improvement of the students' living environment, was reduced to $244 per quarter (a trend begun years ago). The small amount meant judicious use of any money spent and total "doing without" in some areas. Appropriated funds were set at $729,000 of which $657,000 was dedicated to salaries.

The human allocation document, the Table of Distributions and Allowances for CY99 contained authorization for 12 civilians with 11 on hand. The TDA at Fort Gordon does not cover individuals at the detachment at Fort Meade, Maryland.

Activities and Accomplishments:

The RNCOA consisted operationally of a headquarters, the ANCOC, the BNCOC, and the Training Development Division.

[38]Regimental NCO Academy Brifing Slides with Mission Statement, c. Oct 1999.

Headquarters was the location of persons, civilian and military, who performed the administrative functions necessary to keep the school running smoothly. On a typical day, someone was preparing a chart of all the classes that would be expected in the year 2000, indicating how many instructors would be necessary. Another was working on the briefing, which kept the Command Group informed of the status of affairs in the Academy, and on new equipment being introduced into the Army. The FTX coordinator was busy making plans for students going to the field, i.e. making sure everyone had water, food, equipment, and anything else that would be needed. Although not located in the same building, the Test Control Officer (TCO) was ordering new publications to accompany the new computer-delivered First Sergeant's Course. Personnel Actions Center (PAC) was handing out leave and earning statements, and Operations was busy preparing all the documentation necessary for a class to graduate (final grades, honor student calculations, awards, etc.)

Training was taking place in both the ANCOC and BNCOC. Instructors for approximately 23 courses were delivering course information to students here at Fort Gordon and at Fort Meade, where a detachment of the RNCOA was located.

Training Development Division was divided into groups of persons dedicated to developing training material for specific courses. One developer was writing a lesson plan for ANCOC; another was completing a test for a portion of the course, and someone else was reviewing existing material for possible necessary changes.

1999 was special for all members of the RNCOA because evaluators from the Sergeant's Major Academy (the enforcement organization for our higher headquarters, Training and Doctrine Command) made a determination whether the Academy at Fort Gordon was following established guidelines sufficiently to warrant the label of "accredited." To be accredited meant that all required resources would continue to flow through the resource pipeline to the Signal School. Not to be accredited (after several chances) meant that the RNCOA could no longer train students. Fort Gordon RNCOA passed the accreditation on the first visit by the evaluators, a feat not unimpressive.

Training Developers and Headquarters personnel reviewed training material for months prior to the evaluation, making certain that all the lessons contained the correct information and had the necessary supporting materials (references, tests, practical exercises, and audiovisual aids.) The coordinator for the Field Training Exercise, the Information Management Officer, the Instructor Training Cell (ITC), and the Test Control Office made sure that all the equipment and documentation called for by Army regulations and TRADOC regulations were present and ready for inspection. Reports were prepared on the status of all elements on an interim basis and reviewed by the Commander and the Chief of Training Support. The Instructor Training Cell (ITC) alone spent from February through the last week prior to the evaluation, 8-13 August, reviewing instructor folders for essential information.[39]

The SMA team concluded that the Academy was teaching to the standards of TRADOC in ANCOC and BNCOC and recommended accreditation for the Signal School and Center RNCOA. Members of the Academy assisted the evaluators from the SMA, especially those from Training Development. Conduct of instruction in each course in ANCOC and BNCOC was reviewed individually by a training developer for compliance to regulations. Evaluators gave "Go's" to every area of training and student life to include appearance of the barracks, conduct of physical training (PT), record keeping, conduct of instruction, training materials, and instructor qualifications. The team observed that the current Academy Table of Distribution and

[39]RNCOA Small Group Leader Qualification File, 10 June 1999.

Allowance reflected a need for an update if the student load continued to climb. The student population was on the increase and the current TDA did not properly support the Academy needs in the future.[40]

By November of 1999, a TRADOC directive changed the requirements for instructors. The message contained three critical directives: 1) Recission of the five year recertification requirement. Certification became a one-time requirement. Previously instructors had to renew certification credentials if they had not taught within a specific time; 2) Elimination of proponent-established requirement for cardiopulmonary resuscitation (CPR). Although this became an optional course, it was still strongly recommended for instructors in the RNCO Academy and; 3) Proponent established qualifications for technical certification were reconfirmed; however, technical/tactical competency was limited to the course in which the person was to instruct. Any instructor training received had to be achievable within one Total Army Training System training year, i.e. training for the active Army could not exceed the time allotted to the Army Reserves or Army National Guard.[41]

New guidelines for Army physical fitness were also issued. It affected all classes in ANCOC and BNCOC beginning 1 February 1999. No longer did the potential student have to pass a PT test upon arrival at the Academy within the first 72 hours, but he was given a second chance not earlier than seven days nor later than fourteen days to retake the test during the academic portion of the course. Only then would he be dismissed for failure to meet Army Physical Fitness Test (APFT) standards.[42]

After the accreditation, a move to make the RNCOA a division under the Regimental Officer Academy reached full steam. Plan after plan was offered for the combination during 1999 and initial steps were taken toward consolidation, but a plan that TRADOC would approve was still not in existence by the beginning of CY2000. The slides in reference number two are from a briefing given to CSM Cynthia Pritchett of the Combined Arms Center given at the beginning of CY2000 to reflect the Academy at the end of CY1999. Action continued into the next calendar year to create a plan acceptable to TRADOC for uniting the Regimental Officer's Academy and the Regimental Noncommissioned Officer Academy.[43]

Contractor training continued to receive emphasis in 1999. TRADOC took the initiative that the technical portions of ANCOC and BNCOC could be provided by contractors. Fort Gordon concurred that portions of some of the courses could be contracted, but argued that the soldier who has the technical/tactical experience in the field could be a better mentor to the class and especially to those seeking to learn by example. The contractor could deliver the technical information, but not the leadership experience and mentorship of instructors who had been in the field. The RNCOA argued that a loss of discipline would occur with the use of contractors and since the main focus of the military was war, using non-military persons for training would lead to a loss of focus.[44]

Much preparation went into meeting the suspense of implementing new materials for the Common Core by 1 October 1999; however, a delay in the suspense caused all preparations to be in vain. The Academy spent about $17,000 on printing materials, which were never used, in

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[40]Accreditation Summary for the USASC&FG Regimental NCO Academy, c. 12 Aug 1999.
[41]E-mail,Robert E. Seger to MG Peter M. Cuviello et al., subj: Instructor Certification Policy, 8 Nov 1999.
[42]Memo, SGM Schexnayder, subj: Policy Change to Institutional Army Physical Fitness Testing, n.d.
[43]Memorandum, RNCOA to DCG, subj: ROA/RNCOA Realignment Action Summary, 7 May 1999.
[44]Point Paper, RNCOA, subj: Contractor Training, 23 Sep 1999.

anticipation of meeting the deadline. By the time of implementation on 1 Feb 2000, new materials would needed.

Students in the ANCOC and BNCOC courses continued to provide services to the community of Augusta and Fort Gordon. Each class completed at least two projects involving a giving of their time or other resources for the community. Beneficiaries included the Veterans' Hospital, Fort Discovery, local schools, Gracewood Hospital, and the Ronald McDonald House.

Implementation of lesson plans for new equipment occurred more often than did receipt of new equipment for training. Inserted into courses was information on the Secure, Mobile, Anti-Jam, Reliable, and Tactical Terminal (SMART-T). The concept of the SMART-T was to provide secure tactical satellite communications to meet the critical communications range needs not satisfied by conventional means. Training only was provided on the AN/PSC-5 (called the Spit-Fire), a hand-held satellite system. Upgrades were made to the Mobile Subscriber Equipment (MSE) and to the Single Channel Ground to Air Radio System, named, not surprisingly the SINCGARS-SIP or SINCGARS System Improvement Program.

RNCOA Summary

That visitor to the NCO Academy who saw people at work on the tasks mentioned above could as easily have seen headquarters and training personnel pouring over lesson plans/training materials, Operations preparing for the latest briefing, PAC helping with a security investigation, or ITC collecting information for the Instructor Recognition Program. The RNCOA was a place of constant activity – activity to support students who came to the Signal School for training in signal tasks at the supervisory level.

INTERNATIONAL MILITARY STUDENT OFFICE (IMSO)

Mission Statement

To plan and administer Fort Gordon's Security Assistance Training Program (SATP); Advise and represent the Commanding General on all matters pertaining to the SATP; Assist international students and family members with academic, administrative or personal issues/problems; provide international students with a functional understanding of internationally recognized human rights; and graduate identified students from the Signal Captains Career Preparatory Course (SCCPC).

Resource Statement

IMSO's 0499 TDA authorized six personnel. The Defense Security Operations Agency (DSOA) provided the funds for the Security Assistance Training Program, which in turn, is managed by the Financial Management regulation (DOD 7000.14-R, Volume 15), which is published by OASD (Comptroller). This regulation establishes the pricing and costing criteria for Foreign Military Sales of defense articles and services, to include training. IMSO is proponent for the Signal Captains Career Preparatory Course. During 1999, IMSO graduated 155 students from 57 countries.

All International students are advised to complete the Signal Officer Basic Course before attending the Signal Captains Career Preparatory Course. The SCCPC prepares the international officers for attendance at the Signal Captains Career Course. It provides international officers

with background information concerning US Army organization, communications-electronics operations, and a variety of signal-related equipment. It also introduces international officers to the DOD Informational Program, and provides them with a perspective on the American way of life. Instruction is given in combined arms subjects including Army Operations doctrine, communications systems planning, management and control, digital analog engineering operations, communications interface, and common military subjects. The Informational Program includes the eleven designated IP subjects and the basic issue of Human Rights

Activities and Accomplishments

In May 1999, Ms. Sally Bufford retired as Chief, IMSO, and Dr. Walter Andrae became the new Chief of IMSO. Then, on 12 September 1999, IMSO was transferred from the command of the 15th Signal Brigade to the Regimental Leadership Department. Other than that, all staff personnel remained the same.

IMSO's most serious issues during the year concerned the availability of drivers. IMSO has a constant need of at least two drivers: one to pick up new arrivals in the evenings, on weekends and holidays from the airport; in-processing new students; and helping the students secure lodging, bank accounts, and identification. The second driver handles administrative functions and assist students during duty hours.

Other issues that surfaced during the transference included time card responsibility; personnel evaluations and awards; and timely information that addressed statutory requirements involved in the processing and handling of international students.

CHAPTER III

COMPUTER SCIENCE SCHOOL

Mission Statement

The Computer Science School was responsible for Army-wide training requirements for officer Functional Area 53 (Systems Automation Management), warrant officer MOS 251A (Data Processing Technician), and enlisted MOSs 74B10 (Information Systems Operator-Analyst) and 74C10 (Telecommunications Center Operator). We developed and conducted resident training for these four long courses and for ten short functional automation courses including four new ones for the Defense Message System. We continued to develop and conduct automation annexes for all officer, warrant officer, BNCOC, and ANCOC courses on Fort Gordon requiring automation training. We also continued to provide facilities and administrative support for the Sytex contractor to develop and conduct the two Directorate of Information Systems for Command, Control, Communications and Computers (DISC4) security functional courses. Sytex also conducted training for resident courses requiring security blocks of instruction.

Resource Statement

The Computer Science School's personnel authorizations on the FY 00 TDA were seven officers, five warrant officers, 115 enlisted, 34 civilians, and two DA interns for a total of 163 authorized personnel. At the end of 1999, there were 177 personnel assigned: five officers, five warrant officers, 141 enlisted, 24 civilians, and 2 DA interns. We received additional instructors because of increased student inputs to our courses.

The Fiscal Year 99 budget totaled $1,554,100. These funds included $1,348,100 for civilian pay, $16,900 for travel, $20,500 for contracts, $137,400 for supplies and equipment, and $31,200 for miscellaneous.

Activities and Accomplishments

During the week of 8-11 June 1999, the Computer Science School (CSS) hosted a Critical Task and Site Selection Board (CTSSB) for officer Functional Area 53.[1] The seven voting members on the board selected sixty-one automation tasks as critical. Of those tasks, fifty-one were identified for resident training, and ten were identified for unit training.

After the conclusion and approval of the board, the Computer Science School was ready to document the revised instruction for 53 officers that began in 1998. We adjusted the training even more to support the tasks that were selected for resident training, and we identified the hardware, software, textbooks, ancillary equipment, and peripherals needed to conduct the training. A Program of Instruction (POI) for the 7E-53A Systems Automation Course was completed and signed by Colonel Michael W. Lemons on 19 October 1999.[2] It was submitted to

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[1]Memorandum, c. 8 June 1999, LTC Mary Beth Shively to Director, US Army Computer Science School, subj: 53 Critical Tasks, Site Selection Board.

[2]Program of Instruction for 7E-53A Course, 19 Oct 1999.

the Regimental Directorate of Training for concurrence and to TRADOC for endorsement. This was the first approved POI since 1992.

One of the improvements in the Systems Automation Course was to add a class project and give the students a "real world" automation problem to solve. The Systems Automation Class 005-99 members were recognized in the August 13, 1999, edition of The Signal newspaper and applauded at their graduation by Ms. Mary Jones of the EO Office for their class project.[3] They designed and developed a software system that allowed EO representatives and officers to submit and access information and statistics electronically rather than the old by-hand method.

The 7E-F41 New Technology functional course was deleted from the Army Training Requirements and Resources System (ATRRS) during November 1999. It was deleted because of a lack of interest and insufficient input.[4]

The remaining six FA 53 functional courses, some of which had already been revised for content, will also be revised as time permits to include the new 53A tasks and the updated hardware and software needs. Those six functional courses included LAN-Concepts and Configuration, Introduction to Routers, Introduction to Web Design and Administration, IP Network Manager, Systems Administration COE Solaris, and Systems Administration COE NT. The two DISC4 security courses taught by the Sytex contractor will also be revised with new tasks and updated hardware and software.

At about the same time the Computer Science School held its Functional Area 53 Critical Task and Site Selection Board, the Regimental Officer Academy (ROA) held one to select tasks to include automation tasks for Signal Branch officers. Since the Computer Science School had the mission of teaching all automation on Fort Gordon, we also had the mission of developing and documenting the automation training for officer and warrant officer courses owned by the Regimental Officer Academy and for BNCOC and ANCOC courses owned by the Regimental Noncommissioned Officer Academy.

The automation annexes for the Signal Officer Basic Course,[5] the Signal Officer Branch Qualification course,[6] and the Signal Captains Career Course,[7] were initially documented in POIMM format and forwarded to the Regimental Officer Academy during October 1999.

During the summer of 1999, the Office Chief of Signal established the 7E-F70 Information Systems Operation Leveler (ISOL) Course for officers. It was decided that the Regimental Officer Academy would own the ten-week course, and the Computer Science School would teach six weeks of automation training. The course was designed to serve as a feeder course for the 7E-53A and the 4C-24A officer courses. The Computer Science School's initial automation annex was forwarded to the Regimental Officer Academy during December 1999.[8]

Defense Message System (DMS) training which was originally scheduled to start in 1998 did begin in 1999. On 4 January 1999, technical assistance from Lockheed Martin Federal Systems (LMFS) arrived at the Computer Science School to help our enlisted personnel resolve software/hardware conflicts with cards and classroom configurations.

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[3]SPC Sharron Grinder, "Computer Science School Students Create EO Software," The Signal, 13 Aug 1999, p. 1.
[4]Ltr, c. Nov 1999, COL Charrles E. Davis to Cmdr, USASC&FG, subj: Deletion of New Technology Course, 7EF41 w/atch Memorandum, same subject.
[5]Course Summary for Course 4-11-C20 (22D), 13 Oct 1999.
[6]Course Summary for Course 4-11-C20 (BQ), 13 Oct 1999.
[7]Course Summary for Course 4-11-C22-25C (20D), 13 Oct 1999.
[8]Course Summary for Course 7E-F70, 21 Apr 2000.

Beginning in February 1999, twenty days of DMS training were implemented in the 74B, Advanced Individual Training Course[9] and in the 74B, Basic Noncommissioned Officer Course.[10] Fifteen days were implemented in the 74 Advanced Noncommissioned Officer Course[11] and in the 251A, Warrant Officer Basic and Advanced courses.[12]

Four DMS functional courses with a total length of twenty-two days were also implemented. These course were the DMS Operating System Administrator at four days, DMS Message Handling System at one week and three days, DMS Management Workstation Product at one week, and DMS Directory System Administration at one week. The Computer Science School was responsible for training these four functional courses. The training of the fifth DMS functional course, DMS Certification Authority Workstation, remained the responsibility of the Regimental Officer Academy who was responsible for COMSEC training on Fort Gordon.

Validation of training material and software upgrades for DMS were ongoing throughout 1999. Funds for upgrades continued to be a major issue, and that issue will continue to be worked.

Computer Science School's Help Desk and technical support personnel continued to provide critical installation, administration, and maintenance services for staff and faculty. From January through December of 1999, they completed 2,769 out of 2,810 work orders. They upgraded 45 percent of the school's PCs, installed network cards, and reconfigured the staff subnet to 10/100 network cards. Technicians installed network drops in all the classrooms and rewired cable for future changes. They constructed a patch panel in the data communications room to allow management better control and to assist in network maintenance. They also implemented two monitoring systems for the LAN and reassigned all IP addresses by room, division, and floor.

Colonel Michael Lemons continued to represent the Computer Science School at C2 Protect and Information Technology (IT) working groups and conferences. Because of DISC4's concern about growing security worries with computer systems and networks, COL Lemons said at the Army Small Computer Program spring conference during May 1999 that "IT professionals are getting the most attention" of the vast array of military occupation specialties."[13] A GCN News article concerning the conference further said that Army officials are considering incentives to retain the 251A warrant officers and 74B enlisted soldiers who install, operate, maintain, and administer computer systems and networks. The attrition of these specialists during the middle enlistment years is worse than the Army average, so, if the Army wants its systems to be all they can be, it must have good information technology specialists.[14]

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[9]Ltr, c. Feb 1999, COL Charles E. Davis to Cmdr, USASC&FG, subj: Course Administrative Data (CAD) for 531-74B10, Information Systems Operator-Analyst.

[10]Ltr, c. Feb 1999, COL Davis to Cmdr, USASC&FG et al., subj: CAD for 531-74B30, Phase 2, Information Systems Operator-Maintainer, Basic Non Commissioned Officer Course (BNCOC).

[11]Ltr, c. Feb 1999, COL Davis to Cmdr, USASC&FG, subj: CAD for 5-74-C42, Data Processign, Phase 2, Advanced Non-Commissioned Officers Course (ANCOC).

[12]Ltr, c. Feb 1999, COL Davis to Cmdr, USASC&FG, subj: CAD for 4-11-C32-251A, Inforamtion Systems Senior WO Training..

[13]Bill Murray, "Army Puts A Premium On Retaining Its IT Staff," GCN News, 10 May 1999.

[14]Ibid.

Summary

The major accomplishment for the Computer Science School during 1999 was the long overdue Critical Task and Site Selection Board for Functional Area 53 officers. Documenting training development to support our courses was also a major accomplishment. We put great effort into inputting and revising courses in POIMM to obtain adequate resources to conduct our training, and we also put great effort into developing and revising lesson plans and supporting materials to teach our courses. The problem of keeping up with continual changes remains the same in our automation and information technology arena. It is still very difficult to obtain the up-to-date hardware and software we need, and it is also difficult to keep the instructor and training developer workforce up-to-date with the rapidly changing technology.

CHAPTER IV

DIRECTORATE OF COMBAT DEVELOPMENTS

From the Directors Perspective

The Directorate of Combat Developments (DCD) continued to change and adapt to right sizing and resource constraints. In 1999, there were 148 personnel authorized but, because of funding deficits, the directorate had just 93 military and civilian personnel assigned. The directorate managed to accomplish the majority of the Signal Center's Combat Development responsibilities. Video teleconferencing played a very important role in this effort and the directorate was successful in procuring additional temporary duty funds from supported agencies.

1999 accomplishments included Colonel Michael J. Barron's US/UK Combat Development talks with the Royal School of Signals Commandant and Staff at the Signal Center. Colonel Barron, the Director of DCD, participated the development of the Initial Brigade Combat Team (IBTC), the Chief of Staff of the Army 's number one project number one project in FY 2000.[45] Colonel Barron conducted Pre-Command Course briefings for new battalion and brigade commanders.[46] The directorate was involved in the approval process for the Warrior Information Network–Terrestrial Operational Requirements Documents (WIN-T ORD) which will provide the army the next generation of communications systems. The Area Common User System Modernization Plan (ACUS-MP) is the method used to improve the MSE/TRI-TAC system until the WIN-*T system is fielded* .The Directorate participated in and supported the 27th Regimental Signal Symposium with briefings and workshops.[47] The Directorate sponsored the Council of Colonels (COC) and the Commanding General's Brigade, Battalion, TRADOC System Managers (TSM) and Program Managers (PM) Breakfast. Among the topics covered by the COC were Information Assurance (IA), Warrior Information Network Terrestrial Operational Requirements Document (WIN-T ORD), Army Common User System Modernization Plan, (ACUS MOD), Legacy to the First Digitized Division, Automation Training and Support to the Commander in Chiefs using Tactical Systems with Commercial Off The Shelf (COTS) equipment and an update on the Force Structure. The Directorate Reorganized in 1999 to make better use of the resources.[48]

Mission

The Directorate of Combat Developments, TRADOC System Managers, and Battle Command Battle Laboratory make up the Signal Corps Combat Developments team. The Directorate was responsible for AR 71-9, "*Concept Based Requirements System (CBRS)*." Directorate personnel developed organizational and operational concepts, systems architecture concepts, writes signal doctrine, coordinates requirements documents, revises existing and future organizational structures, and supports the Battle Lab and advanced Warfighting experiments.

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[45]Brfg Slide, nd, subj, "USASC Support to the IBCT Brfg, 3 Dec 1999, "Integrated Process Team on Risk Assessment and Hazard Tracking;" Info Paper, c. Dec 1999, subj: Back-Up Information (Brigade Signal Company (BSC) Resourcing Decision Matrix.

[46]Brfg Slides, COL Michael J. Barron, July 1999, "Directorate of Combat Developments Organizational Briefing."

[47]27th Annual Signal Symposium Council of Colonels Brfg Book, 30 Nov 1999.

[48]FG Form 1203-R-E, Action Summary, Subj: Directorate of Combat Development's Reorganization," 11 Jan 2000.

The Directorate was responsible for insuring that proponent as well as non-proponent organizational assessments are properly supported and documented. The directorate provides Signal support assistance to all the TRADOC schools, the Army, joint services and allied services. The Director is a member of the Army Science Board and the Defense Science Board.

Resources

Reductions in funding continued to impact on the DCD work force. Civilian authorizations remained the same in 1999. The total work force authorizations were 148. At year's end, there were 93 persons assigned: 61 military and 32 civilians, despite there was funding for 36 civilians.

The Directorate was allocated $7,475,600 for FY99, a reduction of 5 percent from the 1998 operations and maintenance budget. Another $1,000,000 was secured from other sources to support contract services and additional TDY budget and equipment upgrades. The directorate spent 100 percent of its programmed budget during FY99 with the majority of it applied to four major categories: civilian pay (29%), contract services (59%), travel (6%), and supplies and equipment (6%).

Activities and Accomplishments

The Directorate expended over $10,000 on training its personnel to make the most of available resources. Courses ranged from the Combat Developments Orientation course, to Network Management for the Signal Towers Local Area Network. Administrative support personnel did far more than their job descriptions indicated and the training more than paid for itself with increased productivity.

The Directorate was able to secure additional funds to provide contract support in those areas where there is no longer civil service/military support. Contract support strength was 74 for the year-end.

PROGRAM MANAGEMENT OFFICE

The Program Management Office (PMO) provided day to day operational guidance and support to the other divisions in the directorate well as the TRADOC System Managers, the Battle Lab, and other users of the Signal Towers Local Area Network (LAN). The LAN was upgraded to Microsoft Office programs, which allowed the maximum use of the networking capabilities, by all of the offices in the Signal Towers. The Program Management Office (PMO) was responsible for scheduling all of the training, inputting and maintenance of the Civilian Pay for Battle Lab and directorate personnel. Insuring that sufficient supplies and services were available for the directorate's personnel to accomplish its mission from furniture to the latest in computer technology.

The PMO coordinated with other Army Centers and Schools, and joint services on projects that affected signal support. Office personnel reviewed numerous documents that were generated by non-proponent centers and schools.[49] The PMO also provided support to numerous conferences and working groups that were sponsored by the Directorate and or the Command Group. The other major accomplishments are laid out in the Divisions reports that follow.

[49]These documents are held in PMO files.

CONCEPTS AND ARCHITECTURE DIVISION

The Concepts and Architecture Division (CAD) office was authorized two personnel: one division chief and one administrative support/secretary. Lieutenant Colonel Brian P. Hamilton replaced LTC Jeffrey G. Smith, Jr. as Division Chief in July 1999.

The 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.

The major focus of the division effort was toward Warfighter Information Network-Tactical (WIN-T) System Architecture and CONOPS, The Strike Force System Architecture, The Signal Functional Area Assessment, Army After Next System Architecture-Conceptual, First Digitized Division and follow on force architectures and Initial and Interim Brigade System Architectures. The division was responsible for conducting two Council of Colonels Architecture Validation/OPFAC Boards, three Industry Advisory Group Meetings, and the Combat Developer's Forum. These concepts, requirements and architectures help determine the Force Structure for the Signal Corps in the present, the near future, and for 2010 and beyond.

The lack of personnel filling authorized positions and the loss of key individuals continues to have an adverse affect on the support for, and continuity of programs.

SYSTEMS ARCHITECTURE BRANCH

Organization

At year's end, the Systems Architecture Branch had 25 individuals assigned: two officers, one warrant officer, one civilian, and 21 contractor personnel. Key personnel included Major Creighton Barber, branch chief since June 1999.

Overview

The Systems Architecture Branch is one of four branches within the Division. Other branches were the Concepts Branch, the Modeling and Simulation Branch, and the C4RDP Branch.

Mission

In January 1977 the Director of Information Systems for Command, Control, Communications, and Computers (DISC4) designated the Systems Architecture Branch as the Army's executive agent for development of Systems Architectures–Conceptual. The Branch served as the Signal Center's Combat Development architect for communications and information systems from sustaining base to 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, the joint services, and coalition allies. The Branch developed communications and information systems architectures to support the First Digitized Force and Second Digitized Force. The focus of the

Systems Architecture Branch was to develop networked communications throughout the strategic, operational, and tactical area of operations.

Systems Architecture Branch personnel identify the command, control, communications, computers, and intelligence (C4I) operational requirements for the warfighter and develop communications architectures to provide a responsive and reliable network for the flow and transfer of information and communications architectural designs. This includes sustaining base and installation requirements. The Branch identifies and recommends new and existing technologies and systems developments for integration into information and communications architectures for future battlefields.

Branch personnel participate in and support 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 provides signal expertise and support to designated signal and non-signal TRADOC systems managers on information and communications architecture issues and problems relevant to their areas of responsibility. Personnel review non-proponent information and communications architectural concepts, doctrine, publications, and briefings and provide comments and recommendations as appropriate.

Systems Architecture Branch personnel conduct and participate 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 relevant to Signal Center interests and responsibilities for information and communications architecture initiatives, programs, and developments. They identify and recommend studies, analysis, and concept initiatives to support information and communications architecture requirements.

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

Systems Architecture Branch Activities

The Systems Architecture Branch was actively engaged in numerous architectural products and initiatives during the past year.

Table 4-1
Systems Architecture Branch Activities–1999

- First Digitized Force Systems Architecture
- Second Digitized Force Systems Architecture
- First Digitized Armored Cavalry Regiment Systems Architecture
- First Digitized Corps Systems Architecture
- JCF AWE Strike Force
- Warfighter Information Network – Tactical
- Tactical High Speed Data Network
- Initial and Interim Brigade Combat Teams Systems Architecture

- Army After Next – 2010 and Beyond
  Source: SA Branch 1999 ACH Input.

1DFSA – First Digitized Force Systems Architecture

The First Digitized Force Systems Architecture (1DFSA) was based upon the TRADOC Conservative Heavy Division Design for the year 2000. It was targeted against the 4th Infantry Division (Mechanized) at Fort Hood, Texas, and was a component of III Mobile Army Corps (the First Digitized Corps). 1DFSA was a two-brigade force consisting of two heavy brigades and an aviation brigade. The wide area network within this force consists of ATM switches embedded within the Mobile Subscriber Equipment and High Capacity Line of Site radios. A Tactical Internet, composed of SINCGARS ASIP radios and EPLRS radios provides the backbone of brigade and below communications.

2DFSA – Second Digitized Force Systems Architecture

The 2DFSA was based on the TRADOC Conservative Heavy Division Design for 2002, and was targeted against the 1st Cavalry Division at Fort Hood. The 2DFSA is composed of three heavy brigades (two armor, one mechanized) and one aviation brigade. Like the 1DFSA the wide area network is provided with ATM-enhances Mobile Subscriber Equipment and High Capacity Line of Site radios. Brigade and Below communications is provide by the tactical internet, using SINCGARS, EPLRS, and Near Term Data Radios for TOC-to-TOC communications. Other capabilities within the 2DFSA include the Tactical Message System (TMS), Sensitive But Unclassified communications using Inline Encryption (INE) systems, Army Battle Command Systems (ABCS) workstations, and A2C2S for airborne command and control.

1DCSA – First Digitized Corps Systems Architecture

The 1DCSA is based upon the TRADOC Conservative Heavy Corps Design for the year 2004. It is targeted against the III Corps at Fort Hood, Texas. In addition to the First and Second Digitized Forces, the Corps consists of the following Corps units.

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

- Corps Psychological Operations Battalion
- Armored Cavalry Regiment

Personnel from the 1DCSA development team worked closely with the TRADOC centers and schools to ensure that emerging doctrinal changes and concepts were captured and properly presented the all architectural products.

Warfighter Information Network – Tactical

During 1999 the Warfighter Information Network–Terrestrial was redesigned WIN–Tactical. The new program subsumed two other programs, WIN-Security and WIN-Management, to provide a more comprehensive program. The notional WIN-T architecture was expanded to provide command and control communications down to battalion level, integrating communications infrastructure into TOC platforms of maneuver units. These notional architectures were used to provide anticipated equipment densities and critical costing estimates for the WIN-T program.

Tactical High Speed Data Network – THSDN

The tactical high-speed data network is a second generation of the high speed multiplexer program, which began within the 1DFSA. The THSDN will provide MSE and TRITAC units Army-wide with a much-needed improvement to the tactical data network, boosting data throughput from 9.6 kps to 512 kbs at a typical TOC. The THSDN architecture lays out the communications, security, and management solutions for an Army-wide fielding within the limited constraints of the programmed budget, enabling units to meet current warfighter demands with their legacy equipment until the fielding of WIN-T in 2005.

Initial and Interim Brigade Combat Teams

In response to the Chief of Staff, Army's vision for a more mobile, deployable, medium force, TRADOC began development of a newly designed Brigade Combat Team. The BCT will use medium weight tactical vehicles for improved responsiveness to Small Scale Contingencies, and will rely on enhanced C4ISR capabilities to gain dominance on the battlefield. In support of this initiative the Systems Architecture Branch began development of a Systems Architecture for the first two (initial) and subsequent third, fourth, and fifth (interim) brigade combat teams.

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.[50]

The C4RDP is fully automated with the C4RDP Support System (SS), which is maintained by the Signal Center. The C4RDP SS, 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 (OPFAC) Rules: 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): Used as a basis to develop voice and data traffic for modeling and simulation; as a tool to analyze systems requirements/ development; and performance parameters for testing and analysis.
- User Interface Requirements (UIR): Used to describe the interface requirements between interfacing data systems.
- Message Standards: Used to develop and approve United States Message Text Formats (USMTF, MIL-STD-6040) and Tactical Digital Information Links (VMF, TIDP-R3) messages. C4RDP Branch provides the TRADOC voting member to the Army Configuration Control Board.

Major Projects

C4RDP conducted two Council of Colonels Architecture Validation/ OPFAC Boards. The first was on 19-21 May, the latter 1-3 September 1999. The September board was a continuation of the May Board and both boards addressed Force XXI issues. The preparation for the boards began in January 1999 and terminated with an update of the new C4RDP OPFAC Rule book in October 1999. Proponents submitted a total of 935 OPFAC issues for the May board. Of this total, 203 were FORCE XXI unique and 732 were administrative issues. Proponents submitted a total of 248 AOE unique OPFAC issues for the Sep board. The May and September OPFAC Rule Book was approved by HQ TRADOC on 27 October 1999 and was distributed by the Signal Center. The May and September boards resulted in a $150,000 cost avoidance.[51]

C4RDP is a member of several Process Action Teams (Validation, TARMS, and AIC) supporting the TRADOC Operational Architecture (OA) Redesign. Over the past year, C4RDP has expended considerable time in a concerted effort addressing how to synchronize architecture efforts, and how to provide a satisfactory architecture products to the customers. The C4RDP Branch granted interim approval of 839 OPFAC Rules.

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[50]Vol I: Executive Summary, 28 March 19996, "Command, Control, Communications, and Computers Requirements Definition Program,"
[51]C4RDP OPFAC Rule Book, 3 Sep 1999.

The C4RDP attended three Army Configuration Control Boards (ACCB) in January, March,l and September as the TRADOC voting member. These boards provide 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.[52]

The C4RDP Branch completed an AR 5-5 Study to develop courses of action for fielding JTRS to the Army. This study developed the architecture for the JTRS and courses of action for fielding the system.[53]

The C4RDP Support System was transitioned from a Borland Interbase DBMS to Microsoft SSQL Server 7.0. This change went smoothly with no undue problems being encountered. Database performance has increased and the Support System has improved reliability. In addition to the OPFAC Board support for all TRADOC schools and Centers using the C4RDP application software, the Support System, via its web interface, has provided information to numerous DOD and supporting organizations.

During the year, the C4RDP attended several C4ISR Core Architecture Data Model (CADM) Integration meetings with IDA and representatives from the various Army Architecture organizations. As a result, C4RDP database entities have been added to the C4ISR Core Architecture Data Model. Work will continue to produce a full CADM compliant version of the C4RDP Support System database.

Major Briefings

Branch personnel conducted several major briefings throughout the year. These included briefings to:

- Feb. 25, PFAC Brief to Mr. Resnick, TRADOC;
- Mar.12, C4RDP Brief to BG Green, DISC4;
- Jun. 24, C4RDP Brief to LTC J.B. Crowther, Product Manager, Medical Communications for Combat Casualty Care (MC4);
- Aug. 26, C4RDP Brief to RAND Arroyo Center;
- Oct. 13, C4RDP Brief to English Army Liaison.

C4RDP Branch personnel conducted site visits to the following C4RDP proponent schools and centers in support of the C4RDP program in 1999:

- Ft. Huachuca, AZ
- Ft. Jackson, SC
- Ft. Leavenworth, KS
- Ft. Lee, VA
- Ft. Leonard Wood, MO
- Ft. McClellan, AL
- Ft. Rucker, AL
- Ft. Sill, OK

[52]Minutes of the Army Configuration Control Board (ACCB) Meeting, 99-1 (20-21 Jan 99), 17 Feb 1999; ACCB Meeting 99-2 Minutes (31 Mar 1999), 23 Apr 1999; ACCB Meeting 99-3 Minutes (8-9 Sep 1999), 24 Sep 1999.
[53]Study Report, by DCD C4RDP Branch, "Analysis of Alternatives for Transition of the Army to a Joint Tactical radio System (JTRS) Functional Architecture, 10 Dec 1999 [signed by COL Michael J. Barron, Dir, DCD and COL James T. Schroeder, TSM-Tactical Radio.]

The C4RDP Branch conducted C4RDP Support System training for the following personnel:

- Ronald Pollack, Engineer School
- Ronald Reid, Field Artillery School
- Elvis Barksdale, Combined Arms Center
- Cark Weekley, Medical Center
- Brenda Mayes, Combined Arms Support Command
- Rosenell Grant, Combined Arms Support Command
- Artis Williams, Combined Arms Support Command

The C4RDP Branch provided NetVis training for the following personnel in 1999:

- Michael Phillpotts, C4RDP
- Joe Wasick, C4RDP
- Lynette Wright, M&S

The C4RDP Branch provided Microsoft training for the following C4RDP personnel:

- MS Operation Management Program: Michael Phillpotts
- MS SQL – Implementing Dbase Design: Michael Phillpotts and Tim Gilliam
- MS Mastering Web Application Development: Michael Phillpotts

The C4RDP Branch provided BPWIN training for the following personnel:

Dan Murphy - Air Defense Artillery School
Tim Hartsell - Armor Center
Charles Hover - Aviation Center
Bill Dabney - Signal Center
Rodney Driggers - C4RDP
Janet Jennigs – C4RDP
Richard Meredith - C4RDP
Joe Wasick - C4RDP
Rebecca White - C4RDP
Artis Williams - CASCOM
Rosenell Grant - CASCOM
Ron Reid - Field Artillery School
Phillip Tiemeyer - Infantry Center
Linn Gyger - Intelligence Center
Ron Pollock - MANCEN
Don Wenzel - MANCEN
Carl Weekley - Medical Center
Bruce Habel - Special Operations Command
Ron Bruce - Soldier Support Center

The C4RDP Branch supported various Army and commercial agencies with IERs and Operational Facility (OPFAC) data and analysis:

- CECOM Software Engineer Center — Ft. Monmouth, NJ
- CTSF Test Cell — Ft. Hood, TX
- DESE Research, Inc. — Leavenworth, KS
- DISA — Arlington, VA
- HQDA, ODCSINT — Washington, DC
- HQDA ODISC4 — Washington, DC
- HQ TRADOC, C4ID — Ft. Monroe, VA
- Lockheed Martin — Sunnyvale, CA
- Marine Corps CDC — Quantico, VA
- Medical Center — Ft. Sam Houston, TX
- METRON, INC — Reston, VA
- MITRE Corporation — Tampa, FL
- MRD — Ft. Gordon, GA
- M&S Branch — Ft. Gordon, GA
- Naval Research Lab — Washington, DC
- OASD (C3I) — Arlington, VA
- ODCS for Intelligence — Arlington, V
- OSD — Pentagon, VA
- PEO C3S — Ft. Monmouth, NJ
- PEO STAMIS — Ft. Belvoir, VA
- PM Cosite Interference — Ft Monmouth, NJ
- PM GCSS-A — Ft. Lee, VA
- PM GPS — Ft. Monmouth, NJ
- SA Branch — Ft. Gordon, GA
- SRI International — Augusta, GA
- TPIO-ABCS OA Branch — Ft. Leavenworth, KS
- TRW — Carson, CA
- TSM Joint STARS — Ft. Huachuca, AZ
- TSM SATCOM — Ft. Gordon, GA
- TSM Tactical Radios — Ft. Gordon, GA
- US Army STRICOM — Orlando, FL

CONCEPTS BRANCH

Organization

Concepts Branch is authorized 14 personnel: seven officers, four civilians, and three enlisted. At the beginning of 1999, the Branch had six individuals assigned: one officer, four civilians, and 1 enlisted. By year's end, the branch had five individuals assigned: one officer, two civilians, and two enlisted. Major Michael Thurston became Concepts Branch Chief in July 1999.

Overview

The Branch began the year as a part of Concepts and Doctrine Division, and after a reorganization of the Directorate of Combat Developments, became part of Concepts and Architecture Division in July 1999. The Division consisted of Concepts Branch, Systems Architecture Branch, Modeling and Simulation Branch, and C4RDP Branch. The major focus of the Branch was the Warfighter Information Network (WIN). However, the branch was also responsible for International/NATO, Industry Advisory Group (IAG), Strike Force, Signal Regimental Functional Area Assessment (FAA) and Combat Developers Forum activities.

Mission

Concepts Branch is responsible for concepts development for the US Army Signal Center. The branch develops emerging and future operational C4 concepts in support of warfighting requirements. They develop signal concept statements and subordinate concepts in support of the approved warfighting capstone concept TRADOC Pamphlet 525-5 Force XXI Operations IAW TRADOC Pamphlet 71-9. They also develop signal integrating and supporting concepts for specific future materiel(s)/organization(s) required to conduct operations, IAW TRADOC Pamphlet 71-9.

The Branch reviews and participates in the development and implementation of warfighting capstone concepts. Branch personnel identify signal proponent roles and responsibilities and resource requirements to support new doctrinal concepts. Personnel review and recommend appropriate actions required to integrate effective signal support of subordinate concepts. Signal support assessments consider joint, combined, and coalition operational requirements IAW current Army doctrine.

The Branch initiates signal subordinate concepts that provide for the development, implementation, and integration of new technologies, signal support systems, and signal force designs/organizations.

Branch personnel review non-proponent subordinate (integrating and supporting) concepts for signal support requirements, compatibility, and interoperability with existing or emerging signal concepts. They provide signal support assessments to non-proponent developers on the supportability and feasibility of their concepts, based on signal system programs, existing and new technologies.

Concepts Branch participates in Signal Center, TRADOC, Army and joint services working groups in the conduct of concepts and doctrine studies in the Information Mission Area (IMA) consisting of communications, automation, visual information, records management and printing and publishing. The branch provides proponent expertise to directorates at other TRADOC Schools and Centers on non-proponent analysis, concepts, doctrine, organization, and materiel studies. Personnel provide proponent expertise and representation at HQDA, MACOM, and joint service forums as required, and provide representation to allied and foreign programs and forums. They provide signal expertise and support to designated TRADOC System Managers.

Branch personnel review proponent and non-proponent doctrinal publications for consistency with existing and emerging signal concepts and provides recommendations and comments as appropriate to maintain consistency with existing and emerging signal concepts and provides recommendations and comments as appropriate to maintain consistency and accuracy in

Army doctrine and operational concepts. They review joint publications and provide recommendations and comments relevant to the integration of Army signal doctrine in support of joint, combined, and coalition operations. They develop the Signal Center position on radio spectrum management issues for all conventional emitters.

Concepts Branch represents the command on scientific boards/panels and serves as a member of the quadripartite and multi-service and multinational ad hoc working groups. Personnel serve as consultants on rationalization, standardization, and interoperability implement issues. They interpret Joint and Army visions and formulates communication solutions. They are responsible for development of Future Operational Capabilities (FOC) that focus Army Science and Technology, and Army Warfighter Experiment efforts.

Concepts Branch Activities

Warfighter Information Network –Tactical (WIN-T) Concept of Operations (CONOPS)

In September 1999, the Director tasked Concepts Branch to write the WIN-T CONOPS. The purpose of the WIN-T CONOPS is to support the WIN-T Operational Requirements Document through the Joint Requirements Oversight Committee (JROC) approval process and to assist the WIN-T Program Manager in developing costing and technical specification documents. The CONOPS should provide a notional architecture and the concept of employment of this architecture in support of the warfighters requirements. The WIN-T CONOPS intent is complement and supplement the ORD while maintaining consistency with established ORD requirements.

Concepts Branch released several drafts of the WIN-T CONOPS with the final 1999 release occurring on 19 November. Concepts will continue to develop the CONOPS through the JROC, which is expected to occur in June 2000.

Warfighter Concept of Operations for Signal Support to Army XXI (TP 525-86)

Considerable time and work was devoted by Concepts Branch in developing, writing and staffing the draft TRADOC Pamphlet (TP) 525-86 Warfighter Concept of Operations for Signal Support to Army XXI, during 1997-1999. Several draft documents were completed, approved by CG Signal Center and forwarded to HQ TRADOC for CG TRADOC approval. In October 1998, the Assistant to Deputy Chief of Staff for Combat Developments (DCSCD), HQTRADOC, returned the latest TP 525-86 to the Signal Center for changes/improvement. Rationale was that it lacked details in explaining what Communications/Information Technology would be provided to meet the needs of Army XXI. In January 1999, the (then) Concepts Branch Chief determined that an Integrated Coordination Team (ICT), Tier II, would be required to guide the development of the revised/improved TP. Concepts Branch hosted approximately 4 ICT meetings during Mar-June 1999, involving combat developers and other Signal Center organizations. During the summer of 1999, based on recent changes to the Army Vision document, HQ TRADOC informed us that a revised TP 525-5 Future Full Spectrum Operations was being developed.

Because of the pending changes to this capstone concept document, the decision was made to delay further work on TP 525-86 until the revised 525-5 document was approved. A draft of this document was distributed in late December 1999 for review/comment. The contents of draft TP 525-86 will be updated and used to develop the 10 proposed subordinate/enabling concepts to new TP 525-5, under the direction of HQ TRADOC. Concepts Branch and other Signal experts will play an important role in the development of these subordinate concepts during the upcoming year.

Combat Developers Forum

Concepts Branch hosted a Combat Developers Forum for the other proponent Combat Developers on 8 June 1999. The focus of the forum was twofold. To explore the proponents information system support requirements, and to present the Signal Center's efforts toward meeting those requirements. Briefings included the WIN-T concept, key performance parameters and programmatic; discussions of signal legacy programs by TSM Tactical Radio and TSM SATCOM; and the way head through the C4ISR concept and the Signal Support Concept to AXXI/AAN.

Signal Regiment Functional Area Assessment (FAA)

Development, staffing, and presentation of the biannual Signal Regimental Functional Area Assessment (FAA) briefing was an ongoing project for Concepts Branch during 1998-1999. It was said of the branch FAA:

> *The Branch FAA is a biennial process that allows senior Army leaders to identify and resolve issues affecting HQDA short-range plans and programs. This is accomplished by providing for exchange of information between HQDA and FAA participants that focuses on maintaining readiness, force capability, and force modernization in the budget execution and first POM year. This ensures that as the Army evolves into the restructured force, each functional area has a coordinated, cost-effective transition plan*[54]

Primary guidance and direction came from Signal Center Command Group and the Director of Combat Developments. Coordination and staffing of draft FAA briefing versions was accomplished with Signal Center Directorates, HQ TRADOC staff, Department of Army staff, and other organizations. Several FAA pre-briefs were given during 1999, including HQ TRADOC Staff, DA Staff, culminating in final briefing to Vice Chief of Staff of the Army. The FAA tasking was moved to the Doctrine Branch, of the Force Integration and Doctrine Division, during summer of 1999, because of Action Officer transfer.

Strike Force

During the latter part of 1998, the Army announced a plan to create light "strike forces" that could rapidly deploy to world hot spots, to either go to war or enforce peace. The objective was to create a lighter, more agile, and more lethal Army. The strike force would typically include 3,000 to 5,000 soldiers with lighter, technically sophisticated tanks and artillery. Specialized equipment and soldiers could be added to any strike force depending on the need.

[54] 1999 ACH Input by DCD.

From January to June 1999, Concepts Branch was deeply involved in the development of a signal concept and architecture to meet the strike force's C4ISR requirements. Concepts Branch personnel participated in numerous meetings and video teleconferences, and participated in the rock drills and staff exercises held at the Armor Center, Fort Knox, Kentucky. Work on the strike force initiative was delayed during the summer of 1999, because of changes in the Army Vision provided by the new Army Chief of Staff. Work accomplished in developing the strike force concept and signal architecture was to be incorporated into the current work involving design of the new Brigade Combat Team.

Industry Advisory Group (IAG) Meetings

In late 1998, CG Signal Center tasked the Directorate of Combat Developments to plan and coordinate requirements to host an Industry Advisory Group meeting in January/February 1999. Concepts Branch personnel were tasked with this mission. Three IAG meetings were planned and coordinated by the Branch during 1999. The purpose of the IAG was for Army/Signal Center staff to meet with industry representatives, discuss Army's future Information Technology requirements, and determine how industry could assist in meeting these future requirements. The first IAG meeting was held on 24 February 1999 at the National Science Center's Fort Discovery, in Augusta, Georgia. Invitation letters from the Major general Peter M. Cuviello, the Commanding General of the Signal Center, were sent to approximately 15 major communications and Information Technology (IT) companies, inviting their senior technical staff to participate in the February IAG meeting. This meeting was attended by approximately 95 individuals, 40 from industry, with the remainder from NSA, CECOM, ASC, HQTRADOC and Signal Center. The Commanding General hosted the meeting, and briefings were given on a variety of Army and Signal Center initiatives, including Warfighter Information Network–Tactical Operational Requirements Document (WIN-T ORD). Industry commented on the number of draft WIN ORD documents, and recommended that they be consolidated. Based on these comments, the three WIN ORDs (WIN-Terrestrial, WIN-Security, and WIN-Network Management) were consolidated in the current WIN-Tactical ORD.

The second IAG was held on 2 June 1999 at the Sheraton Augusta Hotel in Augusta; approximately 110 persons attended. WIN-T ORD status, WIN-T programmatics, and Joint Tactical Radio System status were briefed. Four discussion groups (Network Infrastructure, Network Management, Security, and User Interface/C2OTM) were held during the afternoon session, and many issues resulted from discussions between military and industry participants.

The third IAG was held on 30 November 1999, at the Signal Center, in conjunction with the annual Regimental Signal Symposium. This meeting was open to all Symposium attendees, and was attended by approximately 200 individuals. Updates were given by the Army on statuses of the WIN-T ORD, WIN-T acquisition strategy, and JTRS program. A total of 21 major communications/IT corporations are currently affiliated with the IAG.

Battle Command Triad Future Operational Capabilities (FOC)

Complying with TRADOC guidance to reduce the number of FOCs, draft TRIAD FOCs were completed on 10 August 1999. There were eight TRIAD FOCs developed jointly with Fort Huachuca, Arizona, Fort Gordon, and Fort Leavenworth, Kansas, coordination. Situational Understanding, Decision and Planning Support, Battle Command on the move, Information

Operations, Tactical global Information Architecture, Collection/Data Dissemination, Cognitive Engineering, and Commander and Battle Staff Training. As of the end of 1999 the FOCs had not been published. The last FOCs published were dated 1997.

MODELING AND SIMULATION BRANCH

Organization

The Modeling and Simulation Branch (M&S) Branch is authorized six officers, one NCO, and three civilians for an overall authorized strength of ten. Assigned personnel are two officers, zero NCO's, one SP4, four civilians, and one civilian intern for an assigned strength of eight.

Overview

The M&S Branch was formerly under the Command and Control Division, from January 1997 to June 1997. After reorganization within the Directorate of Combat Developments, M&S became a branch under the Architecture Division in June 1997.

Mission

To utilize automated modeling and simulation tools to simulate actual or conceptual C4I networks; to analyze performance data collected during those simulations; and to produce accurate, useful, and timely reports of that analysis to the decision-maker.

Throughout the year the branch continued to refine a modernization plan for our M&S capabilities. In 1997, the Branch began development of a modeling and simulation capability based upon the OPNET Radio-Modeler commercial software. This capability is being developed in close coordination with the Modeling and Simulation Branch, Command, Control and Systems Integration Directorate (C2SID), CECOM RDEC, Fort Monmouth. In accordance with a Memorandum of Agreement between these organizations, CECOM will develop the radio models in OPNET and the Signal Center will develop the traffic loading and analysis programs based upon the C4RDP database of Army information exchange requirements. The M&S Branch's is currently using models developed by commercial and government agencies to simulate the protocol performance within a Brigade Task Force size unit of the tactical internet. M&S branch is working to extend the IER database beyond the next two years to enable better representation of the traffic out to 2015. To do so a Future Traffic Cell has been formed and tasked to research the future needs. The C4RDP software has been updated so these IER's can be included in the database with utilization limited to the M&S needs.

Summary

After several years of uncertain funding support, the Modeling programs are on track to full modernization due to DA recognition and financial support. These modernization programs will provide the capability to System Architects to quickly analyze alternative architectures and provide the Army leadership valid information in a timely manner to make smart decisions in support of the Warfighter Information Networks for the 21st Century Army.

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 TRADOC System Managers (TSMs). 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 26 personnel.

Accomplishments

MRD participated in the FY 02-16 Warfighter Lens Analysis (WFLA) process during August–December 1999 to support TRADOC input to the FY 2002-2007 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.

Division accomplishments, programs and problem areas are addressed in the following paragraphs of the four branches: Automated Systems Integration (ASI) Branch, Combat Communications Branch (CCB), Digitization Branch, and Switching and Networks Branch (SNB).

COMBAT COMMUNICATIONS BRANCH

Overview

The Combat Communications Branch (CCB) is responsible for the development of requirements documents (Mission Needs Statement (MNS), Operational Requirements Document (ORD), Capstone Requirements Document (CRD), and User Functional Description

(UFD)) and other Life Cycle System Management Model (LCSMM) documents for satellite ground terminals and combat net radios. CCB was responsible for a total of 21 projects during 1999. No new requirement documents were required to be initiated, with work continuing on those projects from previous years.

Personnel Status

Under TDA 0299, the CCB had an authorization for five officers, three NCOs, and three civilians. This was one civilian less than had been authorized for 1998. Against this there were three, one, and two, respectively, assigned to the branch as 1999 ended. This was three NCOs less than during 1998.[55]

Branch Activities

These personnel were constantly on the move. Major Eric Witherspoon replaced Major Obediah Blair as Branch Chief on 1 April 1999. Blair became Executive Officer of the 369th Signal Battalion. Major Larry Gordon was temporarily assigned as Branch Chief from September to December 1999. Major Witherspoon was TDY to Kuwait for six months from July to December 1999. Captain Mike Sizemore was reassigned to the National Science Center and transferred to Active Guard/Reserve (AGR).

Captain Darius White spent six months in Germany in support of EUCOM Bosnia Operations then was transferred to TRADOC Systems Manager (TSM) Satellite Communications (SATCOM). Captain White was involved in the Initial Operational Test & Evaluation (IOT&E) of the Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T) satellite terminal. Captain Mark Haythorn was promoted to Major and transferred as Branch Chief, Automated Systems Integration (ASI) Branch. CPT Rob Smith was assigned. CPT Darryl Hines was assigned. SFC Joe Zirkle was assigned.

Dr. John Cheatham was made acting Branch Chief during Major Witherspoon's absence TDY to Kuwait. He also was assigned additional programs for unmanned aerial vehicle communications relay payload for the tactical and strategic Unmanned Aerial Vehicles (UAV.) Ms. Pamela Arrington is working Single Channel Ground and Airborne Radio System - Advanced System Improvement Program (SINCGARS-ASIP) and Defense Advanced Global Positioning System Receiver (DAGR) Global Positioning System (GPS). Before he retired, SFC Mark Hundley was involved in the Quick Erect Antenna Mast (QEAM) user test and scoring conference. Sergeant First Class Douglas Eckart retired as did Staff Sergeant Tomas Cuellar.

Two contractors worked in the Branch. Mr. Jessie Black worked on SMART-T/Military Satellite Communications (MILSATCOM). Mr. Frankie Washington worked on Tactics, Techniques, and Procedures (TTP) for the Single Channel Anti-jam Man-Portable Terminal (SCAMP) terminal. Programs that branch personnel were involved in can be found in Table 4-2:

Table 4-2
CCB Programs

Satellite
AN/PSC-5 Spitfire (UHF/VHF) manpack single channel terminal GPS

[55] 1998 Annual Command History for the U.S. Army Signal Center and Fort Gordon. p.97.

SMART-T
SCAMP
Super High Frequency Tri-band Advanced Range Extension Terminal (STAR-T)
Light Weight High Gain X-band Antenna (LHGXA)

Combat Net Radio

Joint Tactical Radio System (JTRS)
SINCGARS-ASIP
Enhanced Position Location Reporting System (EPLRS)
Joint Tactical Information Distribution System (JTIDS) (now Multi-functional Information Distribution System, (MIDS))
Near Term Digital Radio (NTDR)
Secure Enroute Communications Package-Improved (SECOMP-I)
Frequency Hopping Multiplexer (FHMUX)
CRP for Tactical Unmanned Aerial Vehicle (TUAV)
Airborne Communications Node (ACN) for High Altitude Endurance UAV
QEAM

Other Programs

High Mobility Digital Group Multiplexer Assemblage (HMDA)
Tactical Internet (TI)
Force XXI Battle Command Brigade and Below (FBCB2)
Co-site Mitigation Devices (CMD).

Source: MRD Input to the 1999 ACH; MRD Program Summary Sheet for SCAMP, 13 Jan 2000; MRD Program Summary Sheet for LHGXA, 22 Feb 2000; MRD Program Summary Sheet for QEAM, 13 Jan 2000.

Tactical Internet (TI)

System Description. The TI 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 the Warfighter Information Network–Tactical. 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 CRD that was approved by TRADOC on 26 June 1998.

Problems. None.

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/Tactical Operations Centers (TOCs). Fielding commenced in 2nd Quarter FY 1998.[56]

Problems. None.

Co-site Mitigation Devices (CMDs).

System Description. The CMD with associated antennas, external power amplifiers, and co-site planning tool will reduce or eliminate co-site interference when there are multiple types of radio equipment (UHF, VHF and Mobile Subscriber Radio Terminal (MSRT)) simultaneously transmitting and receiving on mobile or fixed platforms. The ORD has been written (21 January 2000), and PM Tactical Radio Communications System (TRCS) is the materiel developer.

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 developed 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 goes to EAC units. Fielding commenced 1st Quarter FY 1998.[57]

Problems. None.

Communications Relay Package (CRP)

System Description. The CRP will provide TI range extension, beyond line-of-sight (BLOS) C3 for the warfighter in the UHF band of 225-400 megahertz (MHz) (using the EPLRS with Internet Controller (INC) or Network Access Unit (NAU)) and two SINCGARS VHF radios. It will be mounted on a TUAV platform for the maneuver brigade commander. The JTRS will replace this payload in a downsized version, with permanent mounting an objective. A total of 44 CRP systems are required for the Army, including those for training. The CRP requirements are identified in the MNS for the Surrogate Satellite System, approved by HQ DA 31 January 1996.[58]

Problems. Not funded at this time.

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[56]MRD Program Summary Sheet for FHMUX, 13 Jan 2000.
[57]MRD Program Summary Sheet for HMDA AN/TRC-173B/174B/175/B and 138C, 13 Jan 2000.
[58]MRD Program Summary Sheet for CRP on Tactical Unmanned Aerial Vehicles (TUAV), 22 Feb 2000

Joint Tactical Radio System (JTRS)

System Description. The current family of tactical single channel combat net radios has 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 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.[59]

Problems. None.

Near Term Digital Radio (NTDR)

System Description. The NTDR is a research and development (R&D) program that maximizes the use of non-developmental item (NDI) and commercial off-the-shelf (COTS) hardware and software. The program's objective is to provide a low cost data backbone for TOC to TOC communications for the First Digitized Division (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 INC and Tactical Multinet Gateway (TMG), and other devices that might not support routing, such as Appliqué and Tactical Communications Interface Module (TCIM). Interfaces to other networks, such as SINCGARS, EPLRS, and Mobile Subscriber Equipment (MSE) Tactical Packet Network (TPN) 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.[60]

Problems. None.

Single Channel Ground and Airborne Radio System (SINCGARS)

System Description. SINCGARS is a family of VHF frequency modulation (FM) combat net radios which provides the primary means of command and control (C2) for tactical units. It operates in the 30 to 88 MHz frequency range. SINCGARS is a General Purpose User (GPU) system which operates either in single channel or frequency hopping modes. SINCGARS is fielded in manpack, vehicular, and aircraft versions that replace 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 are form, fit, and function (F3) identical at the box level, but requires separate logistics support packages at Direct Support (DS) maintenance level and above. Features of the SINCGARS System Improvement Program (SIP) will include a Precision Lightweight GPS Receiver (PLGR) interface, improved data capability, improved forward error correction,

[59]MRD Program Summary Sheet for Joint Tactical Radio System (JTRS), 13 Jan 2000.
[60]MRD Program Summary Sheet for Near Term Digital Radio (NTDR), 13 Jan 2000.

automated interface to the Area Common User System (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.[61]

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 MSE 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.[62]

Problems. Reliability and Maintainability (R&M) failed (Mean Time Between Operational Mission Failure (MTBOMF)) during Follow-on Operational Test and Evaluation (FOT&E). The program was delayed by satellite launch failure for number three satellite.

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. Fielding was completed in 1998. Even with the high density of fielded Precision Lightweight Global Positioning System (GPS) Receivers (PLGRs) (82,212), quantities are insufficient to meet the growth of Army requirement for handheld GPS. The pending procurement of 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 Reserve Component Force Package four units who were never fielded. The DAGR, expected to enter the Army inventory in FY 2002, is the

[61]MRD Program Summary Sheet for SINCGARS, 22 Feb 2000.
[62]MRD Program Summary for SMART-T, 23 Aug 1999.

next generation GPS receiver and will displace the PLGR. Total Army requirements for the DAGR are expected now to exceed 217,000 receivers. 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.[63]

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 MIDS which is a multinational, low cost system, scheduled to supplement the JTIDS Class 2M terminal in FY 2000 and beyond. The ORD for JTIDS applies equally to the MIDS. The MIDS is form, fit and functionally compatible with JTIDS Class 2M.[64]

Problems. The JTIDS Limited User Test (LUT) was conducted November - December 1997 to answer concerns raised during the 1996 JTIDS Initial Operational Test & Evaluation 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 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 Program of Instruction (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 ten-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 (LOS) VHF/UHF single channel tactical satellite (TACSAT) Command, Control, Communications, Computers and Intelligence (C4I) secure voice and data communications for Joint Task Force (JTF)/Army Force (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. The system consists of two or three (depending on which version) VHF/UHF single channel TACSAT/VHF voice terminals operating in the 80 to 400 MHz range, with laptop workstations and five station remote control/intercom. It will be configured on a frame that can be rolled on and off or in transit cases for carrying and stacking on USAF AMC aircraft. This system will

[63]MRD Program Summary for GPS, 22 Feb 2000.
[64]MRD Program Summary for JTIDS/MIDS, 13 Jan 2000.

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 Army Battle Command System (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 Command, Control, Communications, and Intelligence (C3I) for the force commanders. This system requires use of aircraft hatch or permanently mounted multiband satellite antenna systems. The ORD was approved by HQ DA 31 January 1996. The Critical Operational Issues & Criteria (COIC) have been approved. The program manager has been assigned by PM MILSATCOM with $32M budgeted.[65]

Problems. System funded without radios.

Super High Frequency Tri-band Advanced Range Extension Terminal (STAR-T)

System Description. STAR-T is a Heavy High Mobility Multipurpose Wheeled Vehicle (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 (EAC) and selected echelons corps and below (ECB) 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^3) Company, Intelligence and Electronics Warfare (IEW) community (to include imagery, video, databases, and data distribution) and Combat Service Support (CSS) 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, Military Occupation Specialty restructing, and other factors, the operator teams for both switched and non-swtiched 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.[66]

Problems. Behind schedule.

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[65]MRD Program Summary for SECOMP-1, 22 Feb 2000.
[66]MRD Program Summary Sheet for STAR-T, 22 Feb 2000.

Enhanced Position Location Reporting System (EPLRS)

System Description. Low data rates up to 3840 bits per second (bps) high up to 100 kilobits per second (Kbps). The radio also operates in Time Division Multiple Access (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 Cavalry Division. The 4th Infantry Division was particularly noteworthy in its role with the Army's Task Force XXI Advanced Warfighting Experiment (AWE). EPLRS provided the communications backbone for the TI for the dissemination of accurate and timely situation awareness data and distribution of C2 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 2392 additional EPLRS radio sets until the fielding of JTRS in FY 2004 or later. The EPLRS program received additional funding for a SIP. 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 Milestone III decision was completed in February 1997. Full Rate Production Fielding began in late FY 1998. A Modernization program has been approved to ensure operability within the ABCS/TI systems.[67]

Problems. None.

Airborne Communications Node (ACN)

System Description. The ACN will be designed for JTF, ARFOR, corps and division C3 range extension (retransmission/ gateway) on the battlefield for ACUS, combat net radios and DoD Data Distribution System (DDCS) 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 High Altitude Endurance-Unmanned Aerial Vehicle (HAE-UAV), allowing it to be deployed and retained on station for 24-96 hours at high altitudes. The USAF ORD is in staffing at this time.

Problems. Army requirements TBD.

Force XXI Battle Command Brigade and Below (FBCB2)

System Description. FBCB2 is a sub-element and a key component of the ABCS. FBCB2 interfaces with the Army Tactical Command and Control Systems (ATCCS) 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. Schedule - FBCB2 development has slipped approximately six months. It will take an estimated $14 million to get the program back on track.

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[67]MRD Program Summary Sheet for EPLRS, 13 Jan 2000.

SWITCHING AND NETWORKS BRANCH

Personnel

Switching and Networks Branch (SN Branch) personnel were involved in several major programs in 1999. Warfighter Information Network–Tactical (WIN-T), Area Common User System Modernization Plan (ACUS MP), Asynchronous Transfer Mode/High Capacity Line of Sight Radio (ATM/HCLOS) upgrades in support of the First Digitized Division (FDD), Single Shelter Switch (SSS), Enhanced Switch Operations Program (ESOP), WIN Security System (WIN-SS), Tactical High Speed Data Network (THSDN), Warfighter Information Network (WIN) Capstone Requirements Document (CRD), and Information Assurance (IA) were among the high priority programs that occupied branch personnel in 1999.

The Branch was heavily involved in staffing the WIN-T Operational Requirements Document (ORD) for approval and in continuing to field improvements to existing systems (the Mobile Subscriber Equipment and Tri-Services Tactical Communications systems) to support the warfighter until WIN-T is fielded to replace them. WIN-T, a high capacity voice, data, and video network based on commercial standards will replace both the MSE and TRI-TAC systems. Details on these major projects are provided below.

PreAffiliation List (PAL) Database Update 1999. All databases were updated with versions produced to support Global Block Numbering Plan (GBNP), Global Database with 255 profile matrix and Global Team Labeling. Integrated System Control (ISYSCON) versions were created for Army databases. PAL databases were created for Joint, US Air Force and US Army. Navy GBNP database was created. USMC GBNP and PAL database continued to be worked. The Joint community, US Marine Corps, US Air Force, US Army and US Navy are under the GBNP for assigning tactical telephone numbers.

Area Common User System (ACUS) Modernization Plan (MP). 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 (materiel developer) and is the basis for all funding decisions on improvements to the MSE, TRI-TAC, and network management systems. In 1999, the ACUS MP was revised from a transition plan to evolve MSE and TRI-TAC to WIN-T to an improvement plan that describes interim improvements to MSE and TRI-TAC until WIN-T is fielded.

Tactical High Speed Data Network (THSDN). There is a requirement for an interim solution (prior to fielding of WIN-T) to provide increased data capacity for high-speed data and essential video in MSE/TRI-TAC units, both active and Reserve Component. Modifying Small Extension Nodes with High Speed Multiplexer cards and AN/TTC-39Ds, Node Center Switches (NCSs), Large Extension Node (LENs), and Forced Entry Switches (FESs) with Enhanced Trunk Group Multiplexer Orderwire (E-TGMOW) cards and routers would provide a high-speed data network for those units. Additional improvements would provide serial and Internet Protocol (IP) Video Teleconferencing capability. These improvements would increase the data throughput of the legacy network, allowing voice, data, and video to traverse the network

simultaneously, without significant reductions in circuit switch capability [extension switch to node, from 16 kilobits per second (kbps) to 512 kbps; internodal, from 64 kbps to 3 megabits per second (Mbps) (limited to 1024 kbps by the current capability of the AN/TRC-190(V)3 radio assemblage)]. Although the ACUS MP will not provide the upgrade to 100 percent of the switches (due to funding restrictions), it will upgrade a significant portion (all large switches, 40 percent of SENs). Gaining units can, if needed, upgrade more of their network with their own funding.

ATM/HCLOS Upgrades to the FDD and the First Digitized Corps (FDC): Current switches in the FDC (III Corps) (all AN/TTC-47s and AN/TTC-48s) will be modified to begin the evolution of tactical switching systems toward commercial standards. The AN/TTC-46 (LEN) will not be upgraded. ATM switches and IP routers will be added to current switching shelters. Node Management Facilities (NMFs) will be retained. Battlefield Video Teleconference (BVTC) equipment will also be added to the ATM NCSs. A fiberoptic link will be provided between the NCS and the line-of-sight (LOS) (V)3 assemblage. This change will be fielded in 1999 to a Division Slice (four NCSs, six SENs) and in 2000 and beyond to the FDD and other FDC units. Appropriate security protection mechanisms will also be provided in order to ensure the concepts of the DoD Defense in Depth strategy are satisfied (e.g., access control lists, firewalls, intrusion detection systems, malicious code detection, automatic password generation, encryption capability, information assurance management capability) in accordance with the applicable DoD and Army regulations (e.g., AR 380-19). Fielding and training is scheduled for spring 2000 and the Limited User Test (LUT) is scheduled for the fall 2000.

The HCLOS radio will serve as the next generation line-of-sight (LOS) radio for the FDD, FDC, and possibly for the WIN-T architecture, in order to support emerging requirements for high levels of voice, data, video, and imagery traffic (from 1024 kbps to 8.192 Mbps on internodal links). The HCLOS radio will replace all AN/GRC-103 radios, all AN/GRC-226 radios, and all of the AN/GRC-222 radios. HCLOS is forecast to begin production February 2000. Fielding is scheduled for summer 2000 and the LUT is in conjunction with FDD.

Single Shelter Switch (SSS). The echelons above corps (EAC) circuit switches should be downsized to provide easier transportability for rapid mobilization and increased mobility of a network that supports Command and Control On-the-Move (C2OTM). The result should be a configuration that supports force projection applications and split-based operations. This downsized switch must be interoperable with existing switches, use flood search routing, use the ESOP workstation, provide packet switching, and include T1 capability. It should include a single Lightweight Multi-purpose Shelter (LMS), transportable on an M1113 Expanded Capacity Vehicle (ECV). The effort should also consolidate the S-639/G and S-640/G maintenance and storage shelters and design a smaller, lighter weight power distribution and cable carrying trailer. The first unit fielded for limited material release was the 327th Signal Battalion at Fort Bragg.

Enhanced Switch Operations Program (ESOP)/Soldier-Machine Interface Upgrades: Responsiveness to requests for communications service from the fast-moving warfighter and greatly enhance operator efficiency. Switch down-time and time to recover from a down switch is greatly reduced with diagnostic capabilities that incorporate system symptom evaluation and experience-based knowledge to provide automatic status reporting to designated network management centers, menu-driven step-by-step fault isolation procedures, and database functions. Further improvements will be made during the FDD/FDC fielding, as described in the

User Functional Description (UFD) for the ACUS in Support of the FDD, and during THSDN fielding.

FDD Information Assurance (IA) Concept of Operations (CONOPS): The FDD IA CONOPS outlines the planning, initialization, operating/monitoring, and reconfiguration of network components that provide data security. PM WIN-T contracted with TELOS to write the FDD IA CONOPS and Security policy. The security policy was to be reviewed by the SIGCEN and returned around February 2000. The CONOPS is still under development with TELOS and PM WIN-T. Security and IA tools will include:

- Provide an automatic network perimeter and internal intrusion detection system to protect, detect, and respond to computer network attacks.
- Provide a boundary protection component or mechanism to control access to the internal network (e.g., block IP address).
- Provide an IA management capability to configure, reconfigure and monitor IA tools.

Warfighter Information Network – Terrestrial (WIN-T) Operational Requirements Document (ORD): The WIN-T ORD is a requirements document which describes specific requirements for the WIN-T system. WIN-T is an evolving Command, Control, Communications, Computers and Intelligence (C4) network comprised of commercially based, high technology information and communications systems. It is an Internet type information system, based on commercial technology, which will provide simultaneous voice, data and video communications services at all levels of security. WIN-T includes the following systems: transport systems, switching/routing system, user interface devices, system security, and network management. The WIN-T ORD was staffed for worldwide review and comment on 4 November 1997. It was signed out of the SIGCEN in April 1998 and submitted to TRADOC. The ORD was signed out of TRADOC on 23 August 1999 and DCSOPS submitted to DA for DA staffing and approval and submission to the Joint staff.

KG-175 TACLANE: The KG-175 (TACLANE) is being developed by National Security Agency (NSA) for security on IP and ATM networks for the individual user or for enclaves of users at the same security level. KG-175 is a low-cost, Type 1, key-agile, in-line network encryptor for deployment in DoD tactical and strategic networks. KG-175s meet the needs of users who must communicate securely over legacy tactical internet networks MSE packet network, Secure Internet Protocol Network (SIPRNET), and emerging ATM networks. KG-175s provide encryption for IP datagram traffic. ATM traffic, and IP datagrams are encapsulated in ATM cells to support a variety of IP, ATM and mixed network configurations. KG-175s can be used to overlay Secure Virtual Networks on top of existing public and/or private network infrastructures. Type classification may cause a delay in the timely fielding of the unit since it did not begin until FY 2000 and normally takes two years. ATM/IP agility and Reverse Address Resolution Protocol (RARP) were concessions given to the vendor in order to speed delivery of the product for testing.

Warfighter Information Network (WIN) Video: The Commanding General tasked the production of the WIN video to introduce Army Leader, Officers, Warrant Officers and Noncommissioned Officers to the Army's WIN architecture which supports the battlefield for the 21st Century. WIN-T will outline the Signal Corps Modernization Plan and the seven major components of WIN-T which are Information Services, Power Projection Sustaining Base,

Tactical Internet/Tactical Radio, Satellite Transport, Information Systems, Terrestrial Transport, and Network Management. The purpose of the WIN Video is to effectively describe and promote the future system that will support the Warfighter's communications needs.

1999 Signal Symposium Industry Advisory Group (IAG), CG's Breakfast, Council of Colonel and Workshops: Responsible for the planning, coordination and execution of the 1999 Signal Symposium workshops and Council of Colonels session, to include topics and speakers, IAG meeting and the Regimental Leader's breakfast with the CG. A detailed description and copy of all briefs are available on the Signal Regimental Website.

DIGITIZATION BRANCH

Overview

The Digitization Branch is responsible for and provides overarching management, synchronization, and digitization integration management for the Signal Regiment/SIGCEN and the Directorate of Combat Developments (DCD) from a communications and information technology perspective for: First Digitized Division, First Digitized Corps (FDC)/First Army XXI Mechanized Corps (FAXXIMC), Joint Contingency Force (JCF), and Initial Brigade (IBDE)/Interim Brigade Combat Team (IBCT) Axes. Additionally the branch is responsible for the creation, synchronization, coordination and information dissemination pertinent to the integration, training, testing and fielding of the total Army Warfighter Information Network (WIN), for the aforementioned axes, programs and their respective command and control (C2) and command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) priority one systems.

The fielding of the axes with intermediate (not objective) force modernization capability (Priority One and selected Priority Two systems) creates the minimum/necessary systems requirements to provide a synergistic, digitally enhanced capability to the warfighter. Fielding of remaining systems (objective) will continue over the decade when the Army Experimental Campaign Plan (AECP)/Advanced Warfighting Experiment (s) (AWE) concepts/plans have matured and succinct empirical data is available.

Organization

The organization was previously authorized a division chief, five action officers (two officers/three Noncommissioned Officers (NCOs)) and three contractor personnel. LTC George Akins, Jr. served as Division Chief since inception in August 1998. Major Michael Kell has served as the deputy Division Chief and action officer, while SFC Robert Minor, Jr. and SFC Rodgers Crowell served as Action Officers at the SIGCEN along with the two MITRE contractors. MAJ Gwen King, SFC Ellenburg and Mr. Will Ritchie served as Team Signal (forward) at Fort Hood, Texas, assigned to Fort Gordon with duty at Fort Hood's Digital Forces Coordination Cell (DFCC). The division was changed to a branch with one officer (MAJ), three NCOs (SFC) and three contractors. MAJ Bognar, SFC Minor, SFC Ellenburg (Hood), SFC Crowell, Mr. Scott Martin and Mr. Roy Osborn (MITRE), and Mr. Will Rithie (SYTEC at Hood), respectively.

Digitization Branch

Acted as the SIGCEN Integrator in support of Combat Developments products (Mission Need Statement (MNS), Operational Requirements Document (ORD), Test Support Packages (TSP), etc.) working with the responsible agency to insure Signal systems are integrated and synchronized for fielding the FDD, FDC, JCF and IBDE/IBCT Axes.

Created and maintained a Signal Corps Synchronization Matrix showing key events for the above mentioned Axes.

Conducted Quarterly Team Signal Board of Directors (BOD) Meetings and Pre-BOD Video Teleconferences and provided DFCC Council of Colonels (CoC) quarterly updates to the Chief of Signal on the progress of the Signal Regiment's total WIN fielding, following Functional Area Analysis (FAA) and DFCC Doctrine, Training, Leader Development, Organization, Materiel, and Soldier (DTLOMS) + guidelines.

Integrated/championed all SIGCEN's (directorate, department, TRADOC System Manager (TSM), and agencies) digitization processes to include Warfighting concept development, Future Operating Capability (FOC) integration, Future Capabilities Strategy development, and approval documentation.

Led/supervised/participated in Signal Integrated Concept Teams (ICT) using DTLOMS + approach.

Participated in Signal Integration ICTs for, Transport, Network Services, Net Management, Training and Doctrine Sub-Groups.

Provide Signal Mission synchronization between SIGCEN, PEOs, TRADOC Joint Venture, DCSOPS (FDC and ADO), DISC4, FORSCOM, National Guard and Reserve Components, 3rd Signal Brigade, 124th Signal Battalion, 10th Signal Battalion and 2nd Armored Cavalry Regiment (ACR).

Provided CG, SIGCEN a DCD focus on digitization and provided subject matter experts in the Force XXI process.

Provided overwatch of the digital signal/Information Technology (IT) processes and efforts for determining, documenting and approving Warfighting requirements in the DTLOMS domains, funding and integration (DTLOMS +). Digitization Branch coordinates with commands and agencies of signal and IT acquisition communities, such as DFCC, PEO (s), CTSF, III Corps, AMC, CECOM and FORSCOM.

Assist and monitors ADO, DCSOPS and TRADOC Systems, synchronization and integration requirements, programs, force structure, and funding to ensure the Signal Regiment is equipped, funded and resourced to provide support and training support needed for the overall digitization effort and the AECP.

Assisted TRADOC, ADO, DFCC COC and FORSCOM to prioritize and justify Warfighting requirements within a new signal modernization strategy that demands DTLOMS integration to effect total systems fielding. Participates in the DFCC CoC, JCFs/Division Capstone Exercises (DCXs)/ICTs and Process Action Teams (PATs) and monitor FORSCOM Training Investment Strategy PAT, and DCSOPS Funding PAT.

Systems

- Single Channel Ground and Airborne Radio System-Advanced System Improvement System (SINCGARS-ASIP) (C1)

- Enhanced Position Location Reporting System-Very High Speed Integrated Circuits (EPLRS-VHSIC) (C1)
- Near-Term Digital Radio (NTDR) (C1)
- Warfighter Information Network-Terrestrial (WIN-T) (C1)
- Asynchronous Transfer Mode/Future Small Extension Node
- (ATM/FSEN) (C1)
- High Capacity Line of Site (HCLOS) (C1)
- Spitfire (C1)
- Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T) (C1)
- Global Broadcast Service (GBS) (C1)
- Integrated System Control (ISYSCON) (C1)
- Tactical Operation Centers (TOCs) (C1)
- Defense Message Switch (DMS) (C1)
- Joint Tactical Radio System (JTRS) (C1)
- Airborne Communications Node (ACN) (C2)
- Personal Communications Services (PCS) (C2)
- Maneuver Control System (MCS)(C1)
- Force XXI Battle Command-Brigade & Below (FBCB2)(C1)

AUTOMATED SYSTEMS INTEGRATION BRANCH

Overview

Automated Systems Integration (ASI) Branch was responsible for developing requirements documentation for Information Management Systems to include Network Management Systems, Information Dissemination and Management (IDM) Systems, Information Assurance (IA) Systems, Visual Information Systems, Command Post (CP) Systems, and some Combat Service Support (CSS) Communications Systems. 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 were Network Management (Integrated System Control (ISYSCON), Tactical Internet/Local Area Network (TI/LAN) Manager, and Joint Network Management System (JNMS)), IDM Systems (Global Broadcast Service (GBS), Information Dissemination Management–Tactical (IDM-T), IA Systems (Army Key Management System (AKMS)), Visual Information Systems (Battlefield Video Teleconferencing System (BVTC)), CP Systems (S6 Communications Vehicle, Standard Integrated Command Post Systems (SICPS)), CSS Systems (Combat Service Support Automated Information Systems Interface (CAISI)), Common Hardware/Software (CHS) Program and the Army Automation Support Integrated Concept Team (ICT).

Personnel

ASI Branch has fifteen personnel authorized: five officers, two warrant officers, three NCOs, and five civilians. There are three officers, one warrant officer, and two civilians assigned: MAJ Mark Haythorn, CPT Jeff Crockett, CPT Cedric Lee, CW3 Mark Jackson, Mr. Russell Benoit, and Mr. Scott Place. TRADOC reductions and DCD reorganization resulted in a

loss of two civilian positions. Officer Distribution Plan (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 the Materiel Requirements Division (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 1999, the Signal Center submitted three systems for consideration to the WRAP council: Elimination of the Enhanced Position/Location Reporting System Network Control Station (NCS), Global Positioning System (GPS) in Signal Channel Ground and Airborne Radio System - Advanced System Improvement Program (SINCGARS-ASIP), and the Joint Network Management System (JNMS). The WRAP Army Systems Acquisition Review Council (ASARC) met in September 1999 and the SINCGARS initiative was the only Signal Center candidate selected to receive WRAP funding.

ASI Branch provided information briefing to the Army Reserve (AR) and Army National Guard (ANG) components on the ISYSCON and AKMS programs during the 1999 Regimental Signal Symposium. Representatives from AR and ANG Signal Units from around the country attended the briefings. The briefings also provided a forum for discussion, feedback and interchange of ideas among AR/ANG and Active component personnel.

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 (CSS) issues, particularly those relating to the Global Combat Support System – Army (GCSS-Army) and Movement Tracking System (MTS) development. The main emphasis was on developing/identifying a communications support structure for GCSS-Army to meet near term goals that will transition to the objective Warfighter Information Network architecture.

ASI Branch also supported the Joint Battle Command (JBC) and Battle Command Battle Lab–Gordon (BCBL-G) security demonstration providing Common Operating Picture (COP) via OMNITRACS system (QUALCOMM movement tracking product).

Army Key Management System (AKMS)

System Description. AKMS consists of two key functional components: AKMS/Local Communications Security (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, Communications Security (COMSEC) materiel distribution and logistics support system consisting of a Tier style, interoperable Service and civil agency key management systems. National Security Agency (NSA) established the EKMS program to meet multiple objectives,

which include supplying electronic key to COMSEC devices in a secure and timely 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, Signal Operating Instruction (SOI)/Electronic Protection (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 Communications-Electronics Operating Instructions (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. Both workstations, ACES and LCMS, will be commercial-off-the-shelf in lieu of the Lightweight Computer Unit (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. Hard copy Signal Operating Instructions (SOI) will be reduced and COMSEC keying material will be primarily electronic variables.

System Problems. Due to the accelerated fielding of AKMS, software Release 3 of the EKMS will be fielded. Release 3 does not allow connectivity between the COMSEC Office of Record (COR) Tier 1 and the COMSEC accounts Tier 2. EKMS Phase 4 which will allow the connectivity is scheduled for Initial Operational Capability (IOC) September 2000. The training of the Alternate Custodian has become an issue that may impact the fielding schedule for LCMS. The user community has stated that both primary and alternate custodian need initial LCMS workstation training. The PM has only programmed funds for the training of the primary custodian.

Summary. Training evaluation classes for AKMS LCMS were scheduled for 10-21 January 2000. New Equipment Training (NET) was scheduled for 16 May-13 Jul 2001 and fielding was scheduled for 31 May 2000-13 July 2001. AKMS ACES will go through a Formal Qualification Testing (FQT) 28 February-10 March 2000. The ACES is scheduled for a Limited User Test (LUT) 4-24 August 2000. AKMS documentation (Critical Operational Issues and Criteria (COIC), Doctrinal and Organizational Test Support Package (DOTSP), and User Functional Description (UFD)) are being revised to reflect the separation of the LCMS and ACES.

Common Hardware/Software (CHS)

System Description. Army Battle Command System (ABCS) CHS is a standard family of 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, 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 Unit (HCU) and Disk-less Terminal Unit (DTU). CHS computers will be used as the platform for the five Battlefield Functional Area (BFA) 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 Million Instructions Per Second (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 the TCU, HTU, HCU, and 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 Mobile Subscriber Equipment (MSE) circuit network and Hayes compatible Telebit modems on the commercial circuit network. CAISI eliminates the need to physically transport CSS data.

System Problems. The main processor board in CAISI is no longer being made. PM TACMIS has found a replacement board, but requires generation of an Engineering Change Proposal (ECP) via the Configuration Control Board (CCB) process. Army Reserve and National Guard fieldings will not begin until FY 2000. Coordination is being made to establish the fielding schedule. The Network Encryption System (NES) is required to be fielded concurrent with CAISI.

Summary: Milestone III decision In-Process Review (IPR) was conducted March 1997 which provided total fielding approval of the CAISI.

Standardized Integrated Command Post System (SICPS)

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/electrical equipment. These facilities are installed in rigid-wall shelters (RWSs) mounted on a Troop Carrier Heavy High Mobility Multipurpose Wheeled Vehicle (HMMWV) M1097, M1068 Command Track Vehicle, High Mobility Trailer (HMT) 5-Ton Expandable Van, Large International Standards Organization (ISO) Shelter planned to be mounted on a 5-Ton Tractor with Trailer, Soft Top HMMWV has the SICPS rack mounted inside the HMMWV (Rather than in a shelter) and a Tent CP 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/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 limited production. There is a lack of funding. The RWS V4 was type classified generic during July 1997 and is expected to go under contract and production in FY 2000. We are currently waiting funding from DA Deputy Chief of Staff for Operations and Plans (DCSOPS) in order to start reproduction of the Large SICPS Shelter (LSS) variant. The SIGCEN has coordinated with all proponent schools and all where in concurrence with the recommended Soft-Top HMMWV. Currently awaiting approval from TRADOC.

S6/G6 Communication Vehicle

System Description. The S6/G6 vehicle will be composed of SINCGARS, Force XXI Battle Command Brigade and Below (FBCB2) with ISYSCON V4, BVTC with Large Screen Display, Satellite Planning System (MCTPI), Global Broadcast Service - Receive Suite (GBS-RS), Switches, Routers, and Maneuver Control System (MCS). The S6/G6 vehicle platform is housed in a SICPS. These communications platforms within the S6/G6 vehicle will provide the S6/G6 the ability to:

Manage the LAN and TI (plan, configure, maintain, troubleshoot).
Monitor the WIN.
Coordinate external communications.
Manage frequency spectrum and disseminate frequencies.
Provide information systems integration.
Manage automation systems.
Provide directory services.
Manage addresses.
Implement command and control (C2) Protect.
Provide COMSEC management.
Provide GBS services.
Provide automation support teams.
Provide training for Tactical Operations Center (TOC) Staff (Communications/ Automatic Data Processing (ADP)).
Provide 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 Experiment (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).

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. 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; the distribution of spectrum planning and management products; security management; defensive information operations; and the 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 JNMS program remained unfunded for FY 2000.

Summary: The JNMS Operational Requirements Document, Revision 1, dated 25 October 1999 is Army approved. Joint Required Operational Capability (JROC) approval will be obtain when the interoperability Key Performance Parameter (KPP) is approved by the Joint Staff and incorporated in the JNMS ORD as Revision 2. The JNMS Concept of Operations was sent out for worldwide staffing with CINCs, Services, and Agencies during October 1999. Update of CONOPS is pending receipt of comments from the Joint Staff.

Integrated System Control (ISYSCON)

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 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 Heavy High Mobility Multipurpose Wheeled Vehicle. 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 (LAN) 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. Results of the second IOT&E, conducted in September-October 1998, were released in January 1999 in the System Evaluation Report (SER) by Test and Experimentation Command (TEXCOM). The ISYSCON was assessed to be operationally effective but not operationally suitable. Operational survivability was not evaluated.

Summary. During CY 1999, the following events occurred:

- The ISYSCON Milestone III (MS III) was held on 4 February 1999 and the Milestone Decision Authority (MDA) approved full rate production and type classification standard for ISYSCON (V)1 and (V)2.

- GTE continued work on Version P2, Inc1 software and the upgraded hardware.

- A Beta version of the ISYSCON (hardware and software) was provided to 3rd Signal Brigade in April 1999. The ISYSCON was continually upgraded with newer software and the system was used in several exercises.

- Work began on the DOTSP and the COIC. These documents are required for the Limited User Test (LUT) scheduled for May 2000.

- Work started on the WIN Network Management Strategy that defines a migration strategy for supporting tactical network management during the transition from current MSE/Tri-services Tactical Communications (TRI-TAC)/TI/local area tactical communications networks to an objective WIN-Tactical (WIN-T) systems architecture.

Tactical Internet/Local Area Network (TI/LAN) Manager

System Description. The TI/LAN Manager, formerly known as the ISYSCON (V)4, will provide a semi-autonomous management capability to aid the planning, initialization, monitoring, and reconfiguration/troubleshooting of the TI/TOC LAN network. Its functionality must assist the Warfighter's capability to access the network at any location and send/receive information automatically in support of changing operational requirements predicated on Commander's task organization.

System Problems. Still under development.

Summary. The following events occurred in CY 1999:

- Started the First Digitized Corps (FDC) Architecture Laydown to determine quantities

- Development of Testing Strategy
- User's evaluation / early experimentation of developmental system.

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.

Tactics, Techniques, and Procedures (TTP) Development Constraints. Current Battlefield Functional Area (BFA) support systems are stove piped which demands the need for many different support structures. Office automation equipment is being bought with a wide range of varieties and warrantees. 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? Location and quantity of spares and Line Replaceable Units (LRU) to support fielded systems in a deployed/garrison environment.

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 support procedures for ABCS, Standard Army Management Information System (STAMIS), Office Automation, and Network Devices. The following is a list of chronological events:

- 9 February 1999: Presented TTPs to III Corps, 4th ID, and Central Training Support Facility Key players.
- 9 March 1999: Held VTC between SIGCEN, CASCOM, CECOM, and Fort Hood to discuss Authorized Stockage List (ASL) Management.
- 15 April 1999: Army Automation Support ICT held at Fort Lee
- 2 June 1999: Staffed TTPs through SIGCEN/CASCOM for approval.
- 26 June 1999: Staffed TTPs worldwide with suspense of 21 August 1999.
- 8 September 1999: Held VTC with CASCOM/SIGCEN to review comments from the field.

Global Broadcast Service (GBS)

System Description. GBS is a satellite based broadcast system that will provide video, audio, and data directly to the warfighter. The system will utilize Primary Injection Points (PIP) to send nationally generated information and mobile Theater Injection Points (TIP) to send theater generated information to the warfighters. The initial space segment for GBS will utilize Ka band add-on packages to the Ultra High Frequency (UHF) Follow-On satellites (UFO) 8, 9 and 10. Each UFO/GBS satellite will provide steerable spot beams to broadcast information to the deployed warfighters. The warfighter will use a Ground Receive Suite (GRS) to receive the broadcasted information. The GRS includes the receive terminal, cryptographic equipment and the receive broadcast management equipment. The receive terminal will consist of a small satellite antenna and receive equipment that will receive and convert the downlink GBS Radio Frequency (RF) signal into a bit stream. The Receive Broadcast Management (RBM) equipment will provide the functions necessary to convert the broadcast into a format which can be

delivered to end user equipment. The RS will be user owned and operated and fielded to the lower echelons.

Systems Problems.

The current Transportable Ground Receive Suite (TGRS) configuration requires six to seven transit cases for deployment purposes, of which two to three cases are over the two-person weight lift requirement specified in the ORD. The Joint Project Office (JPO) asserts that the TGRS cannot be decreased in size or weight any further due to the current technology being used. It is envisioned that in the future, technology will mature to the level as to reduce the system's footprint considerably. Therefore, the combat developer has authorized a rack mount solution for the FDD RS and a deviation in the weight requirement for the transit cases deliveries in 2001. The contractor is currently working on a "get well" plan for the transit case configuration to decrease its footprint.

The TGRS fielding plan requires re-staffing primarily due to units being reflagged, inactivated, etc. In addition, the current Phase 2 GBS Concept of Operations generates several questions as to what echelon and what types of units will receive the most relevant information from the GBS system.

The GBS Planning and Scheduling (XPS) function in the Satellite Broadcast Management (SBM) has experienced software problems. The problem primarily exists in the COTS scheduling tool, GREAS. The impact to the fielding schedule is estimated to be a six-month delay to the SBM; this will affect Multi-Service Operational Test and Evaluation (MOT&E), Initial Operational Capability (IOC) and ultimately Milestone III.

The JPO has identified environmental suitability issues pertaining to FASTLANE. FASTLANEs appear to be deficient in shock-and-vibration and temperature-and-humidity characteristics. Exclusive deployment of TACLANE-based TIPs and TGRSs is under serious consideration.

The RBM hardware continues to experience difficulties related to environmental testing as the COMSTREAM video card is failing to pass altitude tests. Raytheon is working with the vendor to develop a product that is compliant with its specification.

A study conducted by the Center for Naval Analyses has determined the employing the GBS TIP will degrade the performance of the overall system. There recommendation is that the TIP not be used and instead, commercial satellite resources be used to back haul theater generated information to a PIP for injecting into the system.

Summary. The GBS will provide bandwidth intensive products to disadvantaged users in a timely manner. This capability will greatly increase the warfighter's capability to send and receive high bandwidth intensive products both video and data to lower echelons that may otherwise not receive this information in a timely manner. This will free up bandwidth from other command and control networks to the warfighter thus improving the warfighter's overall C2 capability. However, the GBS program is currently experiencing several problems with the program which have delayed the fielding of the system by approximately 25 months from its original baseline. The effect of this delay is the potential for the system to not be available to the 4th Infantry Division for participation in the Division Command Post Exercise (DCX).

Information Dissemination Management – Tactical (IDM-T)

System Description. There exists a DISA joint program called IDM which has a PM and came about in support of the GBS program specifically. Since that time an overarching IDM Mission Needs Statement (MNS) was developed by the Joint Staff to define the need for an all encompassing IDM program not one specifically tied to any one transport system like GBS. Subsequently, Joint Forces Command (JFCOM) developed a draft IDM Capstone Requirements Document (CRD) with the CINCs/Services to address this overarching IDM requirement. It defines IDM as a system for efficiently disseminating information products to information consumers and notifying or alerting them to its arrival. It uses an architecture of distributed software to effectively integrate the delivery and notification functions of information producers, information consumers and resource managers. IDM will enable information consumers, from tactical warfighters to DoD procurement officers:

- To define the types of information they need and have it delivered.
- To define particular information products (vs. types of information) they need and have them delivered.
- To conduct ad hoc queries against a domain of information resources and retrieve those products that satisfy their information criteria.

IDM will also provide the consumer with product/information delivery and alerting notification. IDM will enable the command authority for the IDM implementation to manage the use of communications resources using the information dissemination priorities established by the consumers. Commanders will also be able to deny consumers access to designated information/ information products. In addition, IDM provides assured delivery across heterogeneous communications.

IDM-T is designed to be a set of software modules or segments that will be fully integrated with ABCS software including the Joint Common Database (JCDB) and Command and Control Registry (C2R). Users will be able to tailor their profiles to their needs through very user friendly Graphical User Interfaces (GUI). IDM-T is a front end to the DISA/DARPA IDM release 3 software which has been developed using user operators during a series of rapid prototyping efforts called Comparative Assessments (CA). IDM-T has established an Integrated Product Team co-chaired by TRADOC and CECOM to continually assess requirements and progress by user members. Users will participate in a series of rapid prototyping assessments. The IDM-T architecture for the front end is being developed using a 'Use Case' spiral development process. Every aspect of IDM-T will be commander/user tailorable to meet the Critical Command Information Requirements (CCIR), Mission; Enemy; Terrain; Troops and Time (METT-T), and echelon dependent needs.

System Problems. Although IDM-T has TRADOC and Special Operations Forces (SOF) support, without assignment of a PM and an approved ORD, the FY 2002-2006 POM cannot be wedged. Currently only an Annex to the ABCS CRD defining IDM-T requirements has been developed.

Summary. IDM-T is a software front-end, user based interface to the DISA IDM Release 3 software that provides mission applications with policy-driven, assured information transport through a wide variety of standard and DoD specific data communication systems. It is the information content "traffic-cop" for tactical users, Corps and Below. The IDM-T will reside on

ABCS TOC servers and will be accessed by ABCS user terminals. The IDM-T project started as a Congressional Special Interest Program established in FY 1999, Army PE 0603006A. It is scheduled to transition to a yet to be determined (TBD) PM at the end of FY 2002. It has TRADOC and SOF support. After 8 November 1999 briefings to DISA and OSD, a consensus was reached that IDM-T fit best under the ATCCS-CHS ORD. Without assignment of a PM and an approved ORD, the FY 2002-2006 POM cannot be wedged.

FORCE INTEGRATION AND DOCTRINE DIVISION

Activities

Force Design Update (FDU) Force Design Update was a semi-annual process used to obtain Chief of Staff of the Army (CSA) approval for new force designs as well as changes to existing force designs. Force design issues that require CSA decision are those that:

- Required a policy change.
- Affect a CINC's Warfighting capability.
- Have high visibility or sensitivity.
- Require additional resources.
- Implement a new or significantly revised warfighting concept.

FDU 97-1

Three Signal Issue Packages were submitted in May 1997 to Force Design Directorate (FDD) for Inclusions in Force Design Update (FDU) 97-1. The Concept for Strategic Signal Brigade and Concept for Strategic Signal Battalions were developed by Army Signal Command to comply with HQDA directive. This directive required joint ASC and SIGCEN effort to provide documentation for new unit designs for organizations currently organized under MTOEs (11500LC00 and 11626L000) with TDA augmentation and no TOE.

The Concept for Strategic Signal Battalions was separated out into FDU 98-1 below, due to the large number of organizations and complex nature of the issue. Revised Organizational Concept for TRI-TAC Company provides for the addition of a Joint Task Force (JTF) Communications Center Section and Command Post Radio Section. This action aligns the doctrinal organization design with the actual operational structure of the TRI-TAC Company. FDU 97-1 Strategic Signal Brigade and TRI-TAC CO were approved by Vice Chief of Staff of the Army (VCSA) June 1999.

FDU 98-1

Eight Signal Issue Packages were submitted December 1997 to Force Design Directorate for inclusion in Force Design Update 98-1. ASC concept for Reorganizations of the Theater Tactical Signal Brigade represents an organizational redesign of existing Tactical TOE. Concept for Strategic Signal Battalions (Versions 1-4) is a resubmission due to withdrawal from 97-1 after identification of force structure that was intended for use in developing organizational designs for the Strategic Signal Companies and modules. Concept for Strategic Signal Company contains 59 URSs; three URSs support the TOE development of three versions of the Strategic

Signal Company HQ, and 56 URSs support TOE development of modular/cellar Operational Communications and Signal Support Teams.

Reorganization Concept for Theater Tactical Signal Company (Separate) provides TOE development for the 252nd Signal Company, the 56th Signal Battalion, and the 93rd Signal Brigade. Concept for the Tactical Installation and Networking (TIN) Company is a new organizational design to support Army Service Component Command (ASCC), Joint Force Land Component Command (JFLCC), and other CINC communications requirements. Concept for Strategic Signal Detachments provides COMSEC support to specific required area. Concept for Reorganization of the 112th Signal Battalion aligns the battalion to its global mission and modernizes the equipment required to support that mission. Reorganization Concept for a Major Support Company Separate (FWD Deployed) 385th Signal Company to provide communications support to the Theater Signal Command Army (TSC (A)) in support of Army Service Component Command (ASCC), Joint Force Land Component Command (JFLCC) and other CINC requirements. Deputy Chief of Staff (DCSOPS) approved FDU 98-1 issue packages 7 April 1999.

FDU 99-1

Concept for the Early Integration of the Force XXI (FXXI) Heavy Division G6 and S6 Designs was sent to HQ TRADOC, FDD on 23 July 1999 for inclusion in FDU 99-2 (Issue cycle was changed to FDU 99-1). This issue package integrates information capabilities into the Army with the early implementation of Force XXI G6 and S6 design templates. The integration applies to Active and Army National Guard (ARNG) current Army of Excellence (AOE) Divisions, Divisional Brigade Level units Divisional Forward Support Battalions (FSB), Separate Battalions and ARNG Enhanced Separate Brigades (eSBs). DU 99-1 is still at HQ DA DCSOP awaiting approval (due to Brigade Combat Team (BCT) priorities).

Total Army Analysis (TAA)

A two phase, biannual (18-24 month) doctrinal based process used to define CS/CSS support force structure (COMPO, quantity) for the above the line forces. The force is based on the current Defense Planning Guidance (DPG), the Army Plan (TAP), the National Military Strategy (NMS) and the Illustrative Planning Scenarios:

The first, the TAA 07 cycle, started April 1998 and ended in December 1999 with the publication of Army Structure (ARSTRUC) message which the CSA approved. The ARSTRUC is directive in nature. It captures the results of TAA-07 requirements and resourcing. The force expressed in the message is the basis for MACOM inputs to the Program Objective Memorandum (POM) 02-27 build.

TAA-07 is the first cycle that incorporates Mission Tasked Organized Force ((MTOF) into the TAA Requirements Generation Process. MTOF packages enable the enable the Army to influence as well as execute the Defense Planning guidance (DPG). Other first time initiatives included review of TDA requirements (MIL/CIV/Contractors); integration of Force XXI designs; and other contracting initiatives linked to the TAA process. The latter included:

- The Defense Reform Initiative Directive (DRID) 20 that identified personnel and missions that are not Inherently Governmental in Nature;

- The Federal Activities Inventory Reform Act (FAIR) that provided an agency with the ability to challenge for a specific mission/function, and;
- The Commercial Activities (CA), a study of organizations to determine if its missions and, or functions could be contracted out.

During the Requirements conference held 26 October-6 November 1999 (TOE Review 26-31 Oct, 2-6 Nov TDA review) the Signal panel reviewed and updated all allocation rules, validated requirements for Force XXI, reviewed Augmentation TDA structure, and identified organizations that met the 2K-force driver criteria. Only changes, deletions to allocation rules, Force XXI requirements and 2K driver requirements were briefed by the Signal Organization Integrator (OI) during the Council of Colonels portion of the Requirements Conference.

The TOE/MTOE portion of the Resourcing Conference was held 14-17 June (complete conference held 14-25 June). The purpose of the conference was to address resourcing of the TOE/MTOE required force that was approved by the General Officer Study Advisory Group (GOSAG) 10 May 1999.

Lieutenant Colonel Scott, HQ DA Signal OI, opened the Signal panel with discussions on the purpose, goals and guidance per TAA-07 message. A major area of concern was the Chief of Staff of the Army's directive to fix Active Component authorized levels of organizations (ALO). The goal was to bring all required AC Warfight structure to at least 92 percent of P1 requirement. All other AC MTOE Structure is required to be a minimum of P3 with at least 75 percent fill. Signal Panel results were: 108 spaces required fixing. Forty-eight positions will be fixed under the FDU 98-1 TOEs. Thirty spaces from HQ DA OI bank were applied against the space requirement. And, thirty spaces from FORSCOM CENDOCing 534th Signal Company; based on SMART-T fieldings and conversions of unit to "D" Company, 124th Signal Battalion. Sixty spaces in tactical units were identified for ALO fix. These were:

HHC 7th SIG BDE, GE	6 spaces
HHD 72nd SIG BN, GE	4 spaces
324th SIG CO, GE	12 spaces
HHD 504th SIG BN, Ft Huachuca	4 spaces
304th SIG BN, KS	18 spaces
307th SIG BN, KS	16 spaces

Other structure: No Base Generating Force (BGF)/Base Equipping Force (BEF) signal units where less then 75 percent.

High Risk unresourced (COMPO 4) warfight requirements (all COMPO) and ARNG Army Division Redesigns (ADRS) unit buys:

Requirements Deleted:

- TRITAC CO (11439L000) - Three Heavy Corps requirements approved for removal. This action eliminates all COMPO 4 requirements for this unit. The TRITAC CO embedded in the 11445L200 MSE Contingency CORPS (ABN) Support Battalion (327TH SIG BN) remains.

Discussion:

- Current Rule of Allocation (ROA) : One per Hvy Corps Sig Bde.
- Requirement grew out of an XVIII ABN Corps initiative to support JTF/ARFOR operations for Corps.

- Capability exists (as daughter SRC) with Airborne Corps.
- Intent was to provide an organic joint capability to the Corps early.
- All Requirements remain in COMPO 4 --- No resources programmed.
- PowerPAC3 Companies can provide this capability
-

Army National Guard Division Redesign (ADRS) buys:
Combat Camera CO (CORPS) (11413L100):

- Two requirements bought by ARNG (projected Edate is FY07 timeframe; subject to change based on Force Feasibility Review (FFR). One requirement still remains in COMPO 4. Units identified as DRID/FAIR candidates; SIGCEN provided doctrinal response to HQDA against contracting out due to wartime missions and unique peacetime mission support.

Other buys:

- TACSAT CO (EAC) (11603L200) : 1 COMPO 4 requirement bought by USAR. Some concerns expressed over the cascading of AN/TSC-85/93s will need to be addressed during the 12 Aug Force Feasibility Review (FFR). SIGCEN will conduct requirement evaluation and develop strategy for activating/fielding unit; equipping options to be developed.
- Remaining COMPO 4:
- Cable and Wire CO (11623L000): There are six still in COMPO 4.
- ADA Support CO (11673L000): Three remain in COMPO 4. Requirements may be integrated into new ADA BN TOE. The two new ADA BNs will be based on the existence of the Army Air and Missile Defense Command (AAMDC). SIGCEN and ADA are working new organizational design.
- Reproduction Detachment (11570LB00): Two are still in COMPO 4. Units identified as DRID/FAIR candidates. SIGCEN acknowledged possibility for contracting. Unit TOEs have not been reviewed, revised or modernized in over a decade.

Other Force structure issues:

- Signal Support for ADA: Mr. Cronauer, ADA representative briefed the panel on decisions made during the Signal Renaissance Conference 22-26 March 1999 regarding Signal support to ADA.
- ADA Support requirements: Two battalion would provide support to AAMDC. Possibility exists that the 3 Node ADA SPT Companies and a TROPO company would make up parts of this Battalion. Draft Concept was provided by ADA School and is under review by SIGCEN. Task the Signal Center to continue to work with ADA on details of this concept.
- Tactical Installation and Networking Company (TIN). The new force design, which is unresourced (189 personnel bill), was approved as a requirement during the Force Design Update (FDU) 98-1. The force requirement will be considered for resourcing in TAA-09 and allocations rule to support requirement will be developed. Task: Multi-COMPO design options are to be considered. ASC and SIGCEN will continue to develop resourcing options.

- Army Preposition Stock (APS): Very little detail is known on how the APS list was developed, or what major equipment is on the list. Task: DA OI will pursue further study of Army Prepositioned Stock (APS) and determine what is the current guidance for APS. It may have impact on force structure requirements.
- 22nd SIG BDE (USAREUR): Variant TOE Design for 11437L300 Signal Support Company Area Signal Battalion is being reviewed for initiating and FDU redesign effort.

Background: Following Desert Shield/Desert Storm the 22nd SIG BDE reduced MSE equipment and personnel to meet European ceiling; 28 Small Extension Nodes (SEN) and 28 Line-of-Sight (LOS) teams and equipment were identified as no longer operationally required needed to perform the BDE mission. The personnel and equipment were eliminated from the MTOE and the appropriate force structure actions were completed (personnel strength reduced and equipment turned-in). Unit is ALO 2.

Discussion: SIG BDE has a continuing requirement for exception to MTOE. A variant design would provide a long-term solution to the exception issue. Redesign would provide a doctrinal alignment (CENDOC compliance). Strengthens 2 BN Army Support to other services (ASOS) requirements.

Recommendation: Develop a variant TOE design (11437L300) to eliminate the requirement for exception. The variant TOE design would have no resource impacts since the personnel allocated for the equipment were reduced from the MTOE. The variant TOE design should be considered for expedient action under the FDU process.

Coordination: Special coordination between SIGCEN DCD and TRADOC FDD required.

- TACSAT and Power PAC3: Relook missions and organizations. Requirements subject to change based on ongoing TACSAT modernization initiatives total TACSAT systems Architecture laydown is part of the relook.

Next Steps: Force Feasibility Review 12 August 1999; Resourcing GOSC 24-26 August 1999; Force Program Review September 1999; and CSA/SA Review October 1999

Force approved by CSA and published in Army Structure (ARSTRUC) message approved December 1999.

Signal Renaissance Conference

A Signal Renaissance Conference (SRC) was hosted by the Signal Regiment 22-26 March 1999 at Fort Gordon. The SRC was sponsored by the Force Integration Branch, Architecture Division, Director of Combat Developments and provided a global invitation to representatives across the Signal Regiment, Joint Services, Training and Doctrine Command (TRADOC), Department of the Army (DA), Forces Command (FORSCOM), and Department of Defense (DOD). The SRC emphasized the participation of representatives from the "field" to include both active and reserve commands, agencies, and activities.

Purpose: The SRC provided a forum for Signal combat developers and field representatives as well as other key external activities to exchange ideas and information. The purpose of this interaction was to obtain field perspectives and operational insights that would address and assist the Signal Center in identifying and preparing issues and solutions for near

and mid-term Signal architectures and initiatives that will impact Signal force structure and force designs. The SRC emphasized doctrinal and operational concerns that need to be developed into solid and clear force design strategies to survive the new TRADOC and HQDA force design polices, review processes and resourcing criteria. The SRC attendees provided invaluable experience and feedback that SIGCEN personnel and resources cannot individually attempt to resolve in the interest of time and milestones confronting the Signal Regiment as Force XXI requirements and transition to the 21st Century battlefield environment becomes reality.

Objective: The SRC forum consisted of initial and up front briefings that provided the representatives an updated status of Signal architectures and initiatives that require force structure and design attention in the near and mid-term timeframe. The doctrinal and operational issues associated with these areas of concern were presented to focus the efforts of the attendees. The SRC forum transitioned to selected workshops which were structured to allow both vertical and horizontal integration of issues and to maintain a central focus across the total Signal Vision for each area requiring attention. The selected workshops provided the immediate focus for Signal topics and concerns that must be addressed in terms of requirement and resource justifications as early as Total Army Analysis 2007 (TAA-07) resourcing phase scheduled in June 1999. The SRC workshop guidance and objectives were simplified to encourage maxim and effective feedback for the conference:

- Stayed focused on the workshop topic relative to near and mid-term Signal objectives.
- Identified and develop workshop issues and concerns between institutional planning and operational field insights and observations.
- Developed and apply valid assumptions concerning change in immediate future environment recognizing that the dynamics of change limit long-term propositions and no absolute solutions are expected.
- Developed appropriate courses of action (COA) relative to each workshop topic capturing associated DTLOMS issues and force structure and design implications that require action to support near and mid-term architectures.
- Used COAs to establish baselines that allow decisions to further develop actions and initiatives that will ensure Signal force structure and design decisions are in synchronization with the implementation of Signal architectures and modernization objectives.
- Documented COAs with supporting documents and information for follow-on actions.
- Out-briefed final recommended COA to SIGCEN DCD and all SRC attendees for SRC summarization.
- Scheduled SRC workshop COA out-briefs for presentation to Signal Council of Colonels calendared for 14-18 June 1999 as well as progress reports on actions taken on the issues to date.
-

SRC Methodology: The SRC workshops formed the primary activity for developing force design and force structure COAs for the respective topics. The workshop protocol encouraged "outside the box" thinking to fully capture field perspectives and operational insights that might otherwise not be considered in institutional combat development processes and systemic approaches. A dynamic environment required dynamic interaction.

Ideas and information were open for discussion and either were accepted as valid issues or concerns or were dismissed as invalid as workshop efforts progressed. The workshop atmosphere and attitude was energetic and the OPTEMPO was intense throughout the week long

effort as over one hundred participants including key Signal Center activities to produce sound and new exchanges of ideas and information. Each workshop had a primary facilitator and assistants who focused the objectives and contributed to the progress of the conference.

SRC Workshop Overview: The SRC selected workshops are summarized below with a brief overview of the each workshop topic.

Warfighter Information Network (WIN) and Army Common User System Modification (ACUS MOD) Workshop. This workshop was a dynamic forum that focused on the force structure and force designs impacts of both the ACUS MOD and WIN architectures. ACUS MOD looks to the integration of new capabilities in our existing force through 2003. WIN represents a major shift in our capabilities using new information technologies (IT) to implement and integrate a new architecture from 2003 to 2010 initially, and beyond eventually to 2019. Both echelons above corps (EAC) and echelons below

Corps (ECB) force designs were addressed to identify and determine force structure and designs implications and impacts under both architectures. This workshop also was the center for G6 and S6 doctrinal and operational assessments for Corps and Division G6 Staff designs and S6 designs for non-Signal forces to support Signal requirements in the network, today and tomorrow. G6 and S6 design proposals and philosophies were not limited to just Corps and Division forces but explored all echelons for a universal standard approach for future force designs.

Signal Support for Enhanced Separate Brigades (eSB) Workshop. The integration of 15 Army National Guard (ARNG) eSBs into the Army Warfight picture in Total Army Analysis 2007 (TAA-07) requires a review of doctrinal and operational requirements for Signal support. The doctrine for eSBs is still evolving and their Signal support requirements are being reviewed in light of their unique force design and size as compared to conventional force maneuver brigades.

Visual Information (VI)/Combat Camera (COMCAM) Workshop. The VI/COMCAM workshop was another dynamic forum chartered to address the Post Desert Shield /Desert Storm doctrine and COMCAM requirements within the context of the tremendously changed Force XXI environment and its requirements for VI and Information Operations (IO). The VI/COMCAM issues emphasize a significant, if not major, doctrinal review for the Joint VI environment and Army COMCAM force designs at EAC/Corps which need restructure assessments to determine requirements today and into the 21st Century. Additionally, the COMPO 4 requirements for the TAA warfight warrant a in-depth assessment against high COMPO 4 requirements, actual requirements to support VI/COMCAM requirements under today's battlefield expectations and the need for force restructuring and design alternatives that ensure that the VI and COMCAM missions for the next decade are matched with Force XXI requirements.

Range Extension (RANGEX) Workshop. The allocation and distribution of tactical satellite (TACSAT) and tropospheric (TROPO) communications systems against current force designs and emerging architectures is a key area of concern. The integration of new TACSAT systems and the cascading of legacy systems to the Reserve Component Signal forces requires

that the roles of TACSAT and TROPO be framed and measured against Signal architectures and the capabilities currently existing in our force designs for redundancy and shortfalls. The active and reserve use of both new and legacy systems emphasize the need to plan our architectures and their networks along with supporting force structures and force designs that are in support the warfight requirements. This workshop produced information that was integrated into the ACUS MOD and WIN workshop efforts and provided COAs that pertain to RANGEX requirements under both architectures as well as transition issues.

Strategic Signal Support Structure (Force Projection: Garrison/Installation/Sustaining Base) Workshop. The emerging Force Projection (FP) doctrine has created new challenges as the role and doctrine for Power Projection Platforms (PPP) and Sustaining Base (SB) operations continues to open new areas to be assessed and developed. Within this dynamic doctrinal change and shift in our National Military Strategy (NMS) the role of the Director of Information Management (DOIM) activities/organizations at our CONUS and OCONUS garrisons and installations take on a new and emerging role as key elements and factors in developing our Power

Projection and Sustaining Base Signal support requirements. The workshop focus was on CONUS DOIMs and emphasized capturing the many different DOIM organizational designs and command and control relationships that exist throughout the CONUS Army Installation hierarchy. The development of institutional doctrine and the integration of that doctrine and role in the development of PPSB Signal support requirements in a strategic perspective regardless of ownership issues were a key effort. This workshop proved to be a relatively new area of concern, interest, and effort that needs to be kept as part of Signal Regiment Vision.

Active-Reserve Component (AC-RC) Integration Workshop. The AC-RC Integration workshop was a forum led by Signal ARNG and USAR representatives from HQ DA that worked toward identifying AC - RC integration issues that pertained to all Signal support requirements and force structure and force design related factors that need to be part of planning and integration efforts for architectures and system modernization objectives. The introduction of AC - RC integration by the Chief of Staff of the Army as a principle of the Total Army Force is an essential part of our force structuring and force design planning for the future. Our downsized Army and increasing missions and commitments across the spectrum of conflict requires serious efforts to maximize our "Total" resources. Multi-Compo designs, reduction of unrealistic COMPO 4 Warfight requirements and the challenge to resolve difficult resourcing issues makes AC - RC initiatives essential and integral part of the force structure and design solutions from now to forever. AC-RC guidelines for considering Signal force designs/redesigns will be developed and become part of our daily effort.

Signal Force Design Update (FDU) Workshop. The FDU process has become a very significant institutional mechanism for proponents to achieve new force designs and changes through redesigns. This workshop recognized the role of the field in identifying and initiating force design changes that proponents often do not have the opportunity or resources to pursue. The workshop identified the purpose of the FDU process and outlined their role in terms of procedures and rules that are in the rigid structure of the TRADOC and HQ DA reviews. The role of Signal Commands and units-has been key in initial Signal FDU issues; continued knowledge and understanding of the FDU by the field requires periodic updating to keep Signal

Regiment/Signal Community prepared and coordinated for World Wide Staffing of FDU issues by TRADOC.

SRC outcome: results from each workshop were outbriefed on 26 March 1999 on the final day of the SRC. The major issues from the outbrief were scheduled to be addressed during the June Regimental COC, but due to time constraints the SRC results were never brief. Since the June timeframe the results of the Signal Renaissance Conference has been overcome by events.

TOE ACTIONS:

TOE Cyclic Review, Tri-annual review of personnel and equipment in an approved TOE. Provide input to USAFMSA and participated in the Documentation Integration Working Group (DIWG). TACSAT Company, 11603L200 - DA Approved. Command OPs Company, 11669L000 - DA Approved

TOE - New (Review of personnel and equipment in a TOE. Provide input to U S Army Force Management Support Agency (USAFMSA) and participate in the Documentation Integration Working Group (DIWG))

Strategic Signal Company (Korea) 11630A100/200/300/400/500/600/700 and subordinate modules: 11563AB00, 11563AC00, 11563AD00, 11563AE00, 11563AF00, 11563AG00, 11563AH00, 11563AI00, 11563AJ00, 11563AK00, 11563AL00, 11563AM00, 11563AN00, 11563AO00, 11563AP00, 11563AQ00, 11563AR00, 11563AS00, 11563AT00, 11563AV00, 11563AW00, 11563AY00, 11563AZ00, 11564AB00, 11564AC00, 11566AQ00, 11566AR00.

TOE - Non-Proponent (Review of Signal proponent personnel and equipment in a TOE and provide input to the TOE proponent.) INF BDE HHC, 87042F200

TOE DEVELOPMENT

In support of the following FDU actions: FDU 98-1 Designs: (1) Concept for Strategic Signal Co, Korean Theater (7 companies containing 23 different modular SRCs): developed with USAFMSA RDD for Documentation Integration Working Group (DIWG) final review; (2) Reorganization Concept for Theater Tactical Signal CO (Separate): developed with USAFMSA a new TOE for the 252nd Signal Company; (3) Concept for the Tactical Installation and Networking (TIN) Company: developed with USAFMSA a new TOE for the TIN Company; (4) Concept for Strategic Signal Detachments: developed new TOEs with USAFMSA for 4 separate Signal Detachments.

Brigade Combat Team (BCT) - Developed the AURS for the Brigade Signal Company, SRC 11103F000, IAW the O&O Plan for the Signal Company

BOIP ACTIONS:

BOIP - Proponent (Review BOIP Feeder Data, review TOE personnel and equipment impact, coordinate Signal Center training requirements, and provide input to USAFMSA.) High Mobility DGM Assemblages, C217AA/AB/AC/AD - DA Approved

BOIP - Non-Proponent (Review Signal TOE personnel and equipment and provide input to USAFMSA)--TCAIMS II, T071AA, T072AA, T073AA, T074AA

BOIP DEVELOPMENT - Developed the BOIPs for: a) the Global Broadcast Service (GBS) Standard Receive Suite, AN/TSR-4; b) the Army Key Management System (AKMS) RBECS workstation, AN/GYK-33A; and c) the Notification of Future Change (NOFC) BOIP for the deletion of Signal MOS 74G.

MARC

Notice Of Future Change (NOFC) (Review Signal proponent MOS requirements, review Signal TOE impact, and provide input to USAFMSA): W-9904, 31S, and 39B

Obsolete LINs (Review requirements in Signal TOEs regarding continued requirement, or replacement, and provide input to USAFMSA.): AN/UYQ-43(V)1 - T13413 and AN/UYQ-43(V)2 - T13481

Product Support:

Provided copies of various TOEs, BOIPs, and QQPRIs to other branches of DCD, RDOT, TSMs, and CECOM LNO.

Researched technical manuals and provided information on Signal proponent equipment to TWVRMO.

Researched TAV and provided on-hand and authorization information on Signal proponent equipment to RDOT, TSMs, and CECOM LNO.

Operation Facility Rules

Produces approved C4 requirements for TOEs and BOIPs, is the Army's vehicle for C4 appetite suppression and validates system architectures.

- Supported FDU 98-1 by verifying and documenting C4 requirements for the 112th Signal BN (3 separate TOEs), Strategic Signal Company modular concept (59 separate TOE modules), Strategic Signal Battalion (4 separate TOEs), and reorganization of the Theater Tactical Signal Co (Separate).
- Supported Documentation Integration Working Group (DIWG) review of the Command Operations Company (11669L100), HHC Strategic Signal BDE (11622A000), Cable and Wire Company (11623L100), and FXXI Division Signal Battalion rules (3 TOEs).

THREAT OFFICE

Organization

The fiscal year 1999 TDA required 17 positions with only five positions authorized. During 1999, personnel strength remained relatively stable. At both the beginning and the end of 1999 five persons were assigned: one officer, three NCOs, and one civilian.

Effective 1 October 1998, two of the 96B (Intelligence Analyst) positions were changed to a 31W (Telecommunications Operations Chief) and a 31U (Signal Support Systems Specialist). We filled these positions for the first time in August 1999. The transition from 96Bs to 31W/Us went smoothly. The other NCO, 71L (Administrative Specialist), is assigned to the Threat Office but attached to 702nd MI Group for SSO functions.

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. A new division was formed in September 1999 and the office then became a branch of the Force Integration and Doctrine Division, Directorate of Combat Developments. As in previous years, the focus and goal of the Threat Office for 1999 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 U.S. 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 1999 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, Capstone Requirements Documents, and Operational Requirements Documents. Some of the numerous programs, concepts, and systems supported were:

- All Source Analysis System (ASAS)
- Army Key Management System (AKMS)
- Automation Support in S6 Sections of Army of Excellence Divisions
- Close Range Unmanned Aerial Vehicle (CR-UAV) Communications Relay Package

- Co-site Mitigation Devices (CMD)
- Defense Message System (DMS)
- Enhanced Counter-air Capability (ECAC)
- Family of Tactical Unmanned Vehicles (FTUV)
- Force XXI Battle Command Brigade and Below (FBCB2)
- Future Infantry Vehicle (FIV)
- Global Combat Support System-Army (GCSS-A)
- Global Positioning System (GPS) Tactical Receiver (GTR)
- Home station Instrumented Training System (HITS)
- Joint Biological Point Detection System (JBPDS)
- Joint Biological Standoff Detection System (JBSDS)
- Joint Network Management System (JNMS)
- Maneuver Control System (MCS)
- Mounted Warrior Soldier System Cordless Communications (MWS2C2)
- Mounted Warrior Soldier System Heads-Up Display (MWS2HUD)
- National Missile Defense (NMD)
- Near Term Digital Radio (NTDR)
- Tactical Internet Network Manager (TI NM)
- Tactical Unmanned Aerial Vehicle Communications Relay Package
- Universal Modem System (UMS)
- Warfighter Information Network (WIN)
- Warfighter Information Network-Security Services (WIN-SS)
- Warfighter Information Network-Tactical (WIN-T)
- Wideband Gapfiller Satellite (WGS) Communications System

Threat Office personnel participated in the following meetings/working groups/conferences, providing both support and input for key decisions:

- Army Key Management System & Local COMSEC Management System Meeting
- C4ISR Concept Development and WIN-T ORD Meeting
- Cosite Mitigation Devices Integrated Concept Team
- DMS Meeting
- Fixed Tactical Internet Briefing
- Information Operations and Intelligence Working Group
- Information Operations and Information Assurance Meeting
- Information Operations and Intelligence Working Group
- Initial Brigade Combat Team (IBCT)
- NSA Update to Commanding General
- Special Security Office Course
- TRADOC Threat Managers Conference
- Urgent Victory Exercise

The Threat Office support to training and doctrine continued in 1999 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, security, and computer science. One NCO also attended the National Ground Intelligence Center Orientation Course in Charlottesville, VA.

The Threat Office 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 1999 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 1999 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 1999 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 1999 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 1999 the Threat Office remained fully prepared to meet the rapidly changing requirements and challenges of the future.

POWER PROJECTION DIVISION

On 1 October 1996, as a result of the Signal Organization and Mission Alignment (SOMA), US Army Information Systems Command (ISC) became the US Army Signal Command. Under this change, ISC combat development responsibilities were transferred to the Signal Center. Twenty-seven military and four civilian slots were transferred from ISC to the SIGCEN. Twenty-six slots (24 military, 2 civilian), were assigned to DCD and five slots (3

military, 2 civilian) were assigned to Doctrine. TDA fills for these slots were spread over a three-year time period (FY 97-99). This resulted in the creation of the Power Projection Division (PPD) within DCD from October 1996 to August 1997. During the DCD FY97 reorganization, the Power Projection Division was converted to a branch due to the shortage of personnel and was placed under the control of Material Requirements Division (MRD). Power Projection Branch (PPB) was undermanned, which limited its ability to actively work all program areas. In April of 1998, Power Projection once again became a division with two branches, the Strategic and Sustaining Base Branch (SSB) and the Joint Tactical Communications Branch (JTCB). Because of personnel downsizing across the Army, only minimal PPD slots were filled. In order to accomplish mission requirements, PPD sought out and received funds to hire contract support. DISC4 provided funds to hire five contract personnel to work in SSB. Program Manager for the Defense Messaging System-Army (PM DMS-A) provided funds to hire five contract personnel to work in JTCB. With eight military assigned along with a total of ten contractors, PPD currently has 18 personnel assigned.[68] Major programs within the SSB were Installation Information Infrastructure Architecture (I3A), DoD Teleport, Standardized Tactical Entry Point (STEP), Wideband Gapfiller System, Defense Information Systems Network (DISN) Deployed, and Defense Satellite Communication System (DSCS) Modernization. Major programs within JTCB were the Defense Message System and the TYQ-69 Communications Control Set (CSS).

STRATEGIC AND SUSTAINING BASE BRANCH

Split Base Operations

The branch continued to refine a "Split Base Operations" strategy for identifying, capturing and documenting communications reachback requirements.[69] Split base operations and power projection communications requirements includes three major categories: sustaining base/rear operations - Installation Information Infrastructure Architecture (I3A); long haul – Standardized Tactical Entry Point (STEP)/Defense Information Systems Network (DISN); and reachback requirements. SSB's objectives are to document a split base operations architecture, update TOEs to better support split base operations, remove the requirement for tactical assets in the rear operations for split base operations communications, and develop a communicators planners tool for split base operations.

Sustaining Base: Installation Information Installation Architecture (I3A) is designed and funded by DISC4. However, DISC4 funded ISEC to capture the current I3A for each CONUS installation and determined future upgrades based on standard models for the cabling, switching, and routing. SSB ensured its reachback repository is interoperable with ISEC's repository. Also, SSB was a non-voting member of the I3A Configuration Control Board and was also responsible, along with Army Signal Command, for the Operations & Manning Working Group.

Long Haul: Participated in two vital Operational Requirements Document Working Groups – DoD Teleport and Wideband Gapfiller System (WGS). The Teleport is an expansion of the STEP to meet the increased requirements for reachback communications. The WGS is a satellite being developed to enhance the Defense Satellite Communication System III & Service

[68] Power Projection Organization Chart

[69] Split Base Operations Communications Requirements Briefing, MAJ Willow Solchenberger, PPD, DCD, April 1999.

Life Enhancement Program (SLEP) satellites, and provide strategic satellite until the Advanced Wideband System is developed. The WGS will provide the space access for the STEPs and Teleports.[70]

Reachback: The warfighters reachback communications requirements from the deployed warfighter back to the sustaining base continue to grow. A database repository, Communications Requirements Information Management Systems – WARfighter Reachback (CRIMSWARR), was developed by SSB to document reachback requirements, provide bandwidth usage reports, and graphically display equipment used. SSB focused on Fort Hood's deployment to Bosnia (peacekeeping mission) and Fort Bragg's deployment to South America (disaster relief) for initial reachback requirements documentation.

SSB held a Split Base Operations conference in April 1999 to bring the DOIM, strategic, proponents DCD, MACOMs, and support activities closer together in satisfying warfighter requirements.

DoD Teleports

System Description: DoD Teleports are being developed because the Standardized Tactical Entry Points only partially satisfy the deployed warfighter's requirement for access into the DII DISN. DOD Teleports will provide the deployed forces, contingency JTFs, and Combined JTFs a point of presence into the DISN Long-Haul and the information grid with high throughput, multi-band and multi-mode telecommunications. The Colonel (O-6) level review Operational Requirements Document proposes approximately 6 STEP sites with more military & commercial satellite bands (C, Ku, civ/mil Ka, UHF, EHF (LDR&MDR)) and an increase in bandwidth capacity from 11 MB (STEP) up to 200-400MB. Each Major Theater of War (MTW) would be supported by two Teleports. Teleports could be collocated or distributed. DoD Teleports shall provide the integration capabilities, contingency capability, and interfaces (satellite, terrestrial, and fiber media) to meet the DISN & DII in a seamless, interoperable & economical manner.

System Problems: The Army does not concur with including EHF (MDR) as a threshold requirement. EHF is not a critical Warfighter requirement and Milstar II supports EHF (MDR). The Army does not agree that the Teleport is for all Navy inter- and intra-communications.

Summary: SSB is participating in the DoD Teleport ORD Working Group and Analysis of Alternatives Integrated Process Team. The total Army reachback requirement for one MTW in year 2010 continues to be 69MB.

Wideband Gapfiller System (WGS)

System Description: This satellite will satisfy the time gap between the DSCS (SLEP) & the Advanced Wideband/Ka Satellite system launch. WGS will be an integral component of the global DII DISN and will provide a high-capacity, worldwide, communications system available to the NCA & DoD. WGS will augment legacy DSCS and GBS Phase II satellites while MILSATCOM transitions through DSCS satellites end of life and GBS Phase III development.

[70] DoD Teleport Briefing, SFC Rusty Collins, PPD, DCD, April 1999

WGS will also host a two-way Ka-band and a GBS broadcast capabilities. The WGS is being fielded to specifically support the warfighter.[71]

JOINT TACTICAL COMMUNICATIONS BRANCH

Mission

The Joint Tactical Communications Branch (JTCB) is responsible for developing and documenting tactical communications operational concepts, material requirements, and modernization plans with emphasis on tactical messaging communications in support of the Warfighter. The branch provides briefings on emerging tactical communications systems and assists in developing doctrinal applications for new equipment fielding. It formulates Signal Center positions on critical issues related to tactical communications architectures, security interoperability, and user requirements.

Defense Message System - Army (DMS-A)

System Description: DMS is a joint service program managed by the Defense Information Systems Agency (DISA), and is the single solution for defense messaging, or official record traffic, within the Department of Defense. It replaces and expands the capability of the old Automatic Digital Networks (AUTODIN) using commercial based technology and standards. The key capabilities that DMS provides over standard email are: identity confirmation of senders and receivers via digital signatures and certificates, confidentiality via encryption, assurance that the content has not been modified, an audit trail for message tractability, non-delivery notification for failed messages, and message store and forward functions to ensure that messages are not lost. In addition, DMS provides an X.400 compliant Directory Information Tree (DIT) that allows any user to find the DMS address of any other user within the entire system. DMS does not establish new networks, but is an application that rides over the existing TCP/IP networks that exist throughout both the strategic and tactical environments, e.g. NIPRNET, SIPRNET, and TPN.

Although DISA manages the strategic level of the DMS at posts, camps, and stations throughout the world, each service is responsible for developing the capability to extend DMS to deployed tactical users. For the Army, that is the DMS-A program. DMS-A encompasses all of the hardware and software necessary to extend the Defense Message Service (DMS) into the deployed tactical environment.[72] DMS-A consists of a backbone capability that ties together distributed TOC LAN's and tactical DMS users. The Army program manager, PM DMS-A, is responsible for developing the tactical hardware platforms to host the DMS software in the field. The user agent software, i.e. the DMS e-mail client software, will be integrated onto existing tactical computer platforms that are connected to the Tactical Packet Network (TPN). Some DMS software modules will be integrated onto the TOC LAN servers. DMS-A will provide a backbone message server capability to interconnect these TOC LANs and to act as a gateway to joint deployed forces, legacy messaging systems, allies, and to sustaining base. This capability will be in the form of the Tactical Message System (TMS) until the DMS-A server functions are fully integrated into WIN-T. As a backbone capability, the TMSs will primarily serve to

[71] Wideband Gapfiller System Briefing, SFC Rusty Collins, PPD, DCD, April 1999
[72] DMS-A Briefing Charts

interconnect subordinate TOC servers, and will only service a minimal number of individual users. The TMS is in a transit case configuration and will be fielded with its own HMMWV, generator, tent/shelter, and Environmental Control Unit (ECU). One TMS set includes three suites of equipment that each service a separate security domain – UNCLASSIFIED, SECRET, TS/SCI. Two TMS sets will be fielded to each division and corps, and a total of 30 sets will be fielded at EAC level. Each TMS suite is manned by two soldiers with the 74B MOS. Supervisors will be assigned to selected teams.

Summary: The DMS-A Operational Requirement Document (ORD) was approved on 3 May 1999.[73] The DMS-A COIC's were submitted to TRADOC for approval in December 1999.[74] In December 1999, PM DMS-A submitted a plan to reconfigure the TMS in transit cases instead of shelters. This accomplished two objectives: 1) it synchronized the fielding of all three security domains (formerly, TS/SCI would have been fielded separately) and 2) it made the TMSs lighter, more modular and more mobile. Commander, SIGCEN approved this plan in January 2000. This decision also made it possible to meet almost all development and fielding requirements with available funding. Previously, the available funds would only have covered about 70 percent of the UNCLASSIFIED and SECRET suites and the TS/SCI suites would have been entirely unfunded. Finally, in February 2000, CG, SIGCEN approved the TS/SCI implementation, which consists of a transit case suite that connects to JWICS with an encrypted serial circuit, and uses In-line Network Encryptors (INEs) to tunnel through the TPN within the tactical theater. This configuration was chosen over placing the DMS-A components into existing Trojan Spirit terminals.

Branch personnel participated in various meetings, groups, and forums to coordinate DMS-A related actions. These included: the Test and Evaluation Integrated Process Team (TE IPTs), the TS/SCI Integrated Concept Team, the DMS Tactical Working Group, the Integrated Logistics Integrated Process Team, and the DMS CONOPS Exercise (DCONEX) planning group. In addition, branch personnel provided briefings to CG, SIGCEN, the Digital Force Council of Colonels (DFCC), the US Army Chaplains School, the Signal Officer Pre-command Course, the Signal Symposium, and foreign LNO's at the Signal Center.

TYQ-69 Communications Control Set (CSS)

System Description: The TYQ-69 Communication Control Set (CSS) is an automatic store and forward messaging processing system which receives and stores full messages from AUTODIN Switching Centers (ASC), AN/TYC-39s, Tactical Packet Network (TPN) subscribers and forwards them to the intended recipients. The AN/TYQ-69 is a SECRET-high system that processes GENSER traffic messages. The system supports up to eight communications channels. Central to the AN/TYQ-69 is the CGS-100 Communications Gateway System. The CGS-100 is an Non-Developmental Item (NDI) product developed by California Microwave, Inc. as a Commercial-Off-The-Shelf capability to support automatic store-and-forward message processing from/to the AUTODIN network, as well as other tactical Wide Area and Local Network systems.

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[73]Operations Requirement Document (ORD) for Defense Message System (DMS)-Army, Service Extension Into the Tactical Environment, 3 May 1999.

[74]Paper, "Critical Operational Issues and Criteria For the Defense Message System-Army Service Extension Into the Tactical Environment," 15 Dec 1999

Summary: The AN/TYQ-69 failed its IOTE in August 1997. After that test, California Microwave Inc. took corrective actions on the deficiencies noted. Technical testing was then performed by the PM at the Software support Facility at Fort Monmouth. A practical field exercise was conducted with the 35th Signal Brigade in September 1998 at Fort Bragg. The US Army Test and Evaluation Command (ATEC – formerly OPTEC) does not recognize these last two tests as valid to meet the requirements of independent government test and evaluation. The PM was not funded to conduct additional formal operational testing. Therefore, ATEC has not endorsed materiel release and fielding for the AN/TYQ-69. US Army Communications Electronics Command (CECOM) is the Program Manager for the system. CECOM wants to field the system as-is. No additional product development is anticipated. PPD sent a query to the units that were projected to receive TYQ-69's to determine if they would accept the systems as-is. The query was sent out twice. Three units responded negatively, and the other units did not respond at all. Telephone conversations with unit representatives (scheduled to receive the TYQ-69) have stated that since the system does not have "Y" (Top Secret) capability, it will not meet mission requirements. If the systems are issued to field units, they would receive limited sustainment support from CECOM, but minimal training, and no doctrinal support. As of this date, decision to field system has not been determined.

CHAPTER V

REGIMENTAL DIRECTORATE OF TRAINING
Training At The U.S. Army Signal Center

From The Director's Perspective

During Calendar Year (CY) 1999 all Regimental Directorate of Training (RDOT) staff continued to achieve significant success as the Commander's agent for Signal training. Our officers, Noncommissioned 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 Major Army Commands (MACOMs) and with other services in the Department of Defense, 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 to continue modernizing our training and training development processes, and our facilities and automation support of training throughout the school. We developed strategies to continue school support of 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) and to support the First Digitized Division/First Digitized Corps.

Mission

The RDOT serves 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 proponency. 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 Fiscal Year (FY) 99 was $2,502,800. This total comprises civilian pay, $2,114,000; travel, $48,100; contracts, $230,500; and supplies, $95,900. The last figure includes automated data processing equipment hardware and software purchases.

TRAINING SUPPORT DIVISION

The Training Support Division (TSD) mission was accomplished in several locations. These were the Program Management Office/Accreditation (PMO/Accred) Branch, the Publications

Branch, the Staff and Faculty Development Branch (SFDB), and the Total Army School System (TASS) Branch.

The Program Management Office/Accreditation Branch was the center for directorate operations and evaluation of Signal training at Fort Gordon and for the Total Army. The Publications Branch had the responsibility for publishing Signal Corps doctrine and training literature. SFDB personnel developed staff and faculty related courses and workshops and trained more than 1,000 individuals. The Total Army School System Branch was staffed with TRADOC Title XI assets to implement Signal Center the TASS mission.

Program Management Office/Accreditation (PMO/Accred) Branch

During CY99, the PMO controlled all correspondence and distribution for the directorate. The PMO tracked over 1000 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 (EOCC) for the Signal Center.

Accreditation personnel assigned to the branch assessed/evaluated the effectiveness, quality, and standardization of Signal Center training and training products and developed, staffed, and submitted the Signal Center Master Evaluation Plan for FY00.[75] 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 also managed Signal Center participation in the TRADOC Combat Training Center rotation programs. Mr. William Davis, Evaluation Team Chief, continued to participate as a member of the TRADOC Process Action Team that revised TRADOC Regulation 351-18, *Total Army School System (TASS.[76])*

Accreditation personnel, led by Mr. Davis and Ms. Carol Chaney, Co-Evaluation Team Chief, assessed conduct of Army Reserve/National Guard Individual Duty Training (IDT) and Annual Training (AT) and recommended and coordinated full Signal Center accreditation for the TASS Region B Signal Battalion responsible for Signal training throughout the states of North Carolina, South Carolina, Georgia, and Florida[77]; for the TASS Region F Signal Battalion, responsible for Signal training throughout the states of Iowa, Nebraska, Kansas, Missouri, Oklahoma, Arkansas, Louisiana, Texas, and New Mexico;[78] for the TASS Region G Signal Battalion responsible for Signal training throughout the states of North Dakota, South Dakota, Montana, Wyoming, Colorado, Idaho, Utah, Arizona, Nevada, Washington, Oregon, California, and Alaska;[79] and for the High Technical/Regional Training Site at Sacramento, California.[80]

They commenced assessment of training for accreditation during Training Year (TY) 1999 of the TASS Region A Signal Battalion responsible for Signal training throughout the states of

[75]Memorandum, MG Peter M. Cuviello to Commander, TRADOC (ATTN: ATTG-CD), 22 April 1999, subj: USASC&FG Master Evaluation Plan for FY00.

[76]TRADOC Reg 351-18, 31 March 1999, "Total Army School Systems (TASS).

[77]Memorandum, MG Peter M. Cuviello to Commander, 108th Division et al., 14 Dec 1999, subj: Accreditation of heh Region C Signal Training Battalion.

[78]Memorandum, MG Peter M. Cuviello to Commander, 95th Division et al., 25 Oct 1999, subj: Accreditation of the Region F Signal Training Battalion.

[79]Memorandum, MG Peter M. Cuviello to 104th Division et al., 28 Oct 1999, subj: Accreditation of the region G Signal Training Battalion.

[80]Memorandum, MG Peter M. Cuviello to Commander, 104th Division et al., 13 Sep 1999, subj: Accreditation of the HT/RTS-M, Region G.

Maine, Vermont, New Hampshire, Massachusetts, Connecticut, Rhode Island, New York, and New Jersey.[81] They also performed assessment of training for accreditation for the TASS Region D Signal Battalion responsible for Signal training throughout the states of Kentucky, Tennessee, Alabama, and Mississippi.[82]

In addition to the more than 40 on-site assessments of reserve component Signal training and Signal training support, branch personnel were active doing other tasks. They conducted an internal evaluation of the 31U10 Signal Support Systems Specialist course conducted at the Signal Center.[83] Branch personnel performed classroom observations of nine Advanced Individual Training (AIT) courses.[84] And, branch personnel conducted observations of nine leadership courses conducted by the Regimental Officer Academy or the Regimental Noncommissioned Officer Academy.[85] Additional planned and scheduled evaluations and classroom observations were canceled due to shortage of personnel.

Publications (Pubs) Branch

The primary goal of the Publications Branch was 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). The Pubs Branch also served as the RDOT Web Master. These publications can be found in table 5-1, below.

Table 5-1
Branch Publications for 1999

FMs completed and published

FM 11-55, Mobile Subscriber Equipment (MSE) Operations.
FM 24-7, Army Battle Command System (ABCS) Systems Management Techniques.
FM 11-45, Signal Support to Theater Operations.

FMls drafts completed

FM 24-32, Tactics, Techniques, and Procedures for the Tactical Internet.
FM 24-41, Tactics, Techniques, and Procedures for the Enhanced Position Location Reporting System (EPLRS).
FM 24-1, Signal Support to Army Operations.

[81]Memorandum, COL Larry L. Turgeon to Commander, 98th Division et al., 12 Oct 1999, subj: Training Year 00 (TY00) Accreditation of the 3/98th Signal Battalion, Region A.
[82]Memorandum. COL Larry L. Turgeon to Commander, 100th Division et al., 12 Oct 1999, subj: Training Year 00 (TY00) Accreditation of 3/100th Signal Battalion.
[83]Memorandum, COL Larry L. Turgeon to Commander, 15th Regimental Signal Battalion et al., 23 Dec 1999, subj: Assessment of the 31U10 Course.
[84]Memorandum, COL Larry L. Turgeon to Commander, 15th Regimental Signal Battalion, 3 March 1999, subj: Classroom Observation of the 31U10 Course.
[85]Memorandum, COL Larry L. Turgeon to Commandant, RNCOA, 12 March 1999, subj: Classroom Observation of the 31L10 BNCOC Course.

Table 5-1 continued

FM 11-71, Network and Systems Management.

STPs completed and published

STP 11-25R13-SM-TG, Visual Information Equipment Operator-Maintainer.
STP 11-31S14-SM-TG, Satellite Communications Systems Operator-Maintainer.

STPs coordinating draft completed

STP 11-31W4-SM-TG, Telecommunications Operations Chief.

Other Pubs Branch accomplishments during 1999

ARTEP-MTPs (drafts) (2 each).
Documents prepared and placed on the web (6 each).
Redesigned the new RDOT Web Page.
Graphics for Signal Symposium (2 each).
Graphics for all four issues of the Army Communicator magazine.
Graphics of three maps showing unit patches for Active Army, Army Reserve, and National Guard for use in the Signal marketing magazine.

Staff and Faculty Development Branch (SFDB)

Personnel turnovers continued to characterize the SFDB in 1999. Mr. James A. Mercer continued as Branch Chief. The enlisted TDA slots were reduced from seven to six military instructors authorized; there had been nine the year before. Against the authorizations only five instructors were on hand at the end of the year with no replacements due in. The branch continues to be housed in buildings 41201, 41202, 41101, and 41102.

Branch personnel conducted regular cycles of the curriculum during the year, training 890 students in SFDB courses that included Systems Approach to Training (SAT), Small Group Instruction (SGI), Total Army Instructor Training Course (TAITC)/Instructor Basic Course (IBC), and Cardiopulmonary Resuscitation (CPR) Course. The title of the TAITC course was changed to IBC to reflect some changes in course content. Specifically all proponent material was deleted from the course. The course length remained two weeks. The Principles of Counseling Course (PCC) was offered only briefly this year and was dropped entirely as a course offering by direction of the Director, RDOT. Staff and Faculty personnel also facilitated four iterations of the Video TeleTraining-Instructor Training Course (VTT-ITC). The VTT-ITC can no longer be offered until the ATSC revises their course material to reflect the newer Distance Learning (DL) classroom equipment. Although CPR is still required for all instructors, it is not a prerequisite for attending the IBC. A 40-hour Interactive Multimedia Instruction (IMI) course was added to the Staff and Faculty Curriculum. SFDB enrolled 28 Career Program 32 students in 36 undergraduate and graduate-level courses through Texas Technical University. Staff and Faculty and The Judge Advocate General's (JAG) office conducted a one-time class on Intellectual Property to Signal School training developers.

Staff and Faculty personnel, exclusively, conducting all the instructor evaluations for the FG Instructor Recognition Program. Staff Sergeant Ivery Torbert, Jr., Area Communications Department (ACD), was selected as the Fort Gordon Instructor of the Year for 1999. SSG Torbert was honored at the Third Annual Signal Recognition Ball for his achievements. He also competed in the TRADOC Instructor of the Year competition.

During 1999, the Instructor Training Course media lab was revamped. The computer lab was equipped with 13 updated computers and a Paragaine Modem, which allows all the computers to access the Internet. The Internet access also allowed SFDB instructor and SAT courses to participate in the automated EOCC.

Also during the year, SFDB served as host and home base for eight Instructional Systems Specialist Department of the Army 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. Intern training is ongoing. RDOT has substantially enhanced the training experience for this group of DA Interns based on input from former Interns, supervisors, and project officers involved in Intern training and development. Each Intern has been assigned a long-range training project to design and develop an instructional module on a current training development topic. When completed, each of these modules will be added to the Signal Center's Systems Approach to Training course. Other training enhancements for Interns include diagnostics, individualized automation training, a mentorship program, peer instruction, and professional development sessions using in-house resources. Branch personnel organized the General Officer Session of the 27th Annual Signal Symposium held in December.[86]

Total Army School System (TASS) Branch

During CY99, 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 that joined the TASS Branch.

The TASS Branch experienced a number of personnel turnovers. MAJ Hahn retired and SGM Smith PCSed to Turkey. We also lost MSG Perry, SFC Williams, and SSG Corley to retirement. We gained four new Title XIs: MSG Jackson, SFC Davis, SFC Chase, and SFC Cooper.

Two major outreach events were conducted last year. The first was the TASS Conference, held 27 March 1999.[87] The second was the TASS Commander's Call and Training Workshop for Region Battalion Commanders, held 24-25 September 1999.[88] Both conferences were very successful with all regions participating.

The TASS Branch was busy this last year assisting the Accreditation Branch in conducting accreditation visits to Regions C, F, G, and the High Tech Regional Training Site at Sacramento, California.

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[86]Notebook of the General Officer Session of the 27th Signal Symposium, Dec 1999.

[87]Agenda for TASS IPR,on 27 March 1999, dated 24 March 1999 w/attached Status of SIGCEN Dueouts from Sep 1998

[88]Brfg Slides for TASS Battalion Commander's Call and Training Workshop, 18 Aug 1999.

The Modularized Standard Requirement Code (SRC) Based Program of Instruction (POI) was implemented. CPT Riedy was responsible for training the training departments on the new SRC based POIs. ACD and Transmission Systems Department have been trained to date.[89]

This past year 177 waivers were submitted and approved across the regions: Region A-16, Region B-21, Region C-26, Region D-22, Region E-3, Region F-35, and Region G-54. The trend of waivers seemed to be for lack of equipment or to train on newer equipment than the POI calls for, instructor grade waivers, and waivers for class size.[90]

One hundred and eighty TASS Instructor Certifications were processed in 1999: Region A-9, Region B-15, Region C-49, Region D-16, Region E-14, Region F-42, and Region G–35.[91]

TRAINING MANAGEMENT DIVISION

The Training Management Division's (TMD) primary challenge for 1999 was to meet the division's goals, minimize personnel movements due to internal reorganization, 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)

Integrated Systems Control (ISYSCON) Training Restructure

In December 1996, General Dynamics (formally GTE) entered into technical discussions with Signal Center and Program Manager-Warfighter Information Network-Terrestrial (PM-WIN-T) (formally PM-JTACS) regarding the need to establish a comprehensive Resident Network Management Tool (NMT)/ISYSCON training plan. This plan considered TRADOC's zero budget growth environment while simultaneously supporting all Signal Center training requirements. After several GTE/Government technical meetings, a tentative plan was devised in May 1997. Plan included an expanded GTE training role, with Signal Center also providing a portion of training.[92]

A Statement of Work (SOW) was prepared and, upon agreement between Signal Center, PM-JTACS and GTE, was put under contract on 30 September 1998. In October 1998, due to schedule slippage, the PM-WIN-T canceled the fielding and training of the NMTs. The ISYSCON training is scheduled to start in January 2001 (Phase I) and August 2001 (Phase II).

In mid-1999, the Deputy Commanding General tasked Signal Center to review all ISYSCON training requirements under contract with GTE. Many of these requirements were no longer valid due to changes in fielding requirements, and reduced funding in the PM's Office to buy new equipment.

The Signal Center, PM-WIN-T, and General Dynamics have basically agreed to latest proposed training requirements and a revised SOW will be finalized and staffed in the very near future.

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[89]Brfg Slides, subj: Modular Standard Requirements Capability (SRC) Based POI Process, n.d.
[90]TASS Battalion Waivers for 1999.
[91]Record of TASS Certification Program Instructors for 1999.
[92]General Dynamics NMT/ISYSCON Training Plan. 1996.

Structure Manning Decision Review (SMDR)

The DA conducted the FY02 TASS SMDR for the Signal Center on 18 October 1999. This was the final relook of courses for FY02. FY03 was established, and FY04 was initiated as a straight line from FY03.

After the 17 October 1999 preliminary review (pre-SMDR) with HQ, TRADOC, the DA SMDR reviewed 232 courses. Constrained courses and training issues were addressed. After the SMDR, TRADOC Schools forwarded follow up memorandums to HQ, TRADOC for presentation and resolution at the Council of Colonels and/or General Officer Review. The final step is the approval of the final FY02 Army Program for Individual Training (ARPRINT) in January 2000. A major change affecting the FY02 SMDR instructor manpower results is the application of the new instructor staffing standard.[93]

Automated Instructional Management System-Personal Computer (AIMS-PC)

The TRADOC local student management system called "AIMS" replaced outdated systems in 1985. In 1998, it was followed by a new version named "AIMS-R" (R= Redesign). The ATSC is the executive agent for the program, and the Army Training Information Systems Directorate (ATISD) is the functional proponent for the development of AIMS-R.

AIMS-R was designed to incorporate the functions of several previous training management systems supporting individual resident and non-resident training, as well as diagnostics testing. It is accessible to all Active and Reserve U.S. Army sites that have Defense Data Network/ Internet capability. It is one of five applications to be developed for installations by the Sustaining Base Information Systems (SBIS) project.

The second version of AIMS-R, AIMS-PC, was implemented in 1999. The AIMS-PC system is a PC-based interactive training information management system that provides U.S. Army Schools and training centers with the ability to develop, schedule, and assess training, and make informed training decisions. It is a user-friendly system (windows environment), designed with explorer-style navigation, providing Army instructors with an efficient way to manage military course and student related data. Several system interfaces are either in-place or under development. Currently, course, class and individual reservation files are downloaded from the Army Training Requirements and Resources System (ATRRS) to AIMS-PC by the Fort Gordon Functional Administrator, who is assigned to the RDOT.

Version 2 of AIMS-PC will be available in 2000. It will incorporate many improvements initiated by current user installations.

Defense Message System (DMS) Training

In 1997, the Interservice Training Review Organization (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. The four suites of equipment designated for Army training were installed in the Computer Science School (CSS).

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[93]Report, Director, RDOT to Chief of Staff, 22 Oct 1999, subj: Trip Report for COL Turgeon, Ms. Olszyk, Ms. Mesner, Mr. Baker, and Mr. Stewart to Attend the FY03 Structure Manning Decision Review (SMDR) in Alexandria, VA, 17-18 Oct 1999.

The projected student input for DMS training exceeded the capacity of the four suites of equipment provided for the Army training. To resolve this training shortfall, CSS recommended a reconfiguration of training equipment in lieu of new equipment purchase. Technical experts for the Program Manager-DMS-Army (PM-DMS-Army) concurred with the recommendation and completed the reconfiguration during December 1999, at a cost of $400,000. The reconfiguration reduced the cost of purchasing new equipment and allows the CSS to train twice as many students in the same time frame.

Per the PM-DMS-Army, post deployment software support (PDSS) for DMS training equipment will be the responsibility of the Software Engineering Center, Communications Electronics Command (CECOM). That activity will be responsible for overall DMS software support for the Army including the CSS. The PM-DMS-Army will, as part of the transition plan, ensure that there is a funding wedge for out year upgrades. After transition, Software Engineering Center (SEC) will fund for software.

There continues to be an issue concerning the life cycle replacement of hardware for DMS, and the cost of maintaining the equipment. Hardware maintenance is funded by PM-DMS-Army through 30 April 2000, at which time the Signal Center will become responsible. Per the PM-DMS-Army, life cycle replacement of hardware for initial equipment fielded to the school will be the responsibility of the Signal Center. TRADOC believes this to be a PM-DMS-Army responsibility. The Signal Center will continue to work with TRADOC and PM-DMS-Army to resolve this and other long-term issues for DMS training equipment.[94]

Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T)

The SMART-T Detailed Analysis Group (DAG), convened by the ITRO, recommended that entry level SMART-T training for the Army, Air Force, and Marine Corps be consolidated at the Signal Center. On 27 September 1999, the U. S. Army concurred with the recommendation to consolidate 10-level training.

During CY99, the Computer Based Training (CBT) equipment laboratory engineering site preparation ($43,000), equipment installation, and operational check of the software programs has been accomplished. The Signal Center funded $14,700 for engineering site-preparation (commercial power) of an outside training area to support the Army 31F10 Course and other services' training. The Signal Center also funded $64,900 for engineering site-preparation of three outside training areas (commercial power and fencing) for the Basic Noncommissioned Officer Course (BNCOC). The program manager provided six tactical equipment systems with diesel generators that were delivered 27 May 1999.

The BNCOC training began on 30 October 1999. Army 31F10 training began on 12 October 1999. Air Force training starts in FY00 and Marine Corps training will start in FY01. During FY00, the Marine Corps will send instructors/students for training, as needed, on a space available basis. The Marine Corps will provide a 7-day course in Radio Procedures and a 20-day Basic Electronics course prior to Marines attending the basic SMART-T course. Marine Corps personnel will teach these courses at the Signal Center.

[94]Ltr, COL Robert C. Raiford to Commander, USASC&FG et al., c. 12 Aug 1999, subj: Defense Message System (DMS) Equipment and Software Upgrade and Maintenance for the Signal Center.

SMART-T training course will be three weeks and two days. The projected student numbers are:

Service	FY00	FY01
Army	961	1,075
Air Force	47	49
Marine Corps	5	80

For the Army, SMART-T is trained in the 260-31F10 (CT) (F) TATS Course, Network Switching Systems Operator-Maintainer and 260-31F30, Network Switching Systems Operator-Maintainer BNCOC. The course designation for the Marine Corps and Air Force is 260-F9 (OS).[95]

Unit Training Branch (UTB)

The TRADOC contract with TRW to produce Combined Arms Training Strategy (CATS) for the Signal Battalions of the Light, Airborne, and Air Assault Divisions was completed on 16 December 1999. The contract included the update of CATS for the Signal Battalion, Heavy Division. The CATS will eventually be used by training managers to make informed training decisions, based on training resources versus training requirements. The collective task data base was updated, and is now undergoing reference data update to make ARTEP-MTPs 11-1 and 11-2 as current as possible for the approval process.

Course Management Branch (CMB)

During CY99, the CMB, TMD, coordinated several meetings with a contractor that is developing the Institutional Training Resource Model. This model will eventually become the primary resourcing tool used by TRADOC.[96]

CMB personnel forwarded the following POIs to the American Education Council for review:

4-11-C22-25C, Signal Officer Advance Course.
4-11-C20 (BQ), Signal Officer Branch Qualification.
4-11-C20, Signal Officer Basic Course.
4C-SI5D/160-ASID9, Battlefield Spectrum Management Course.
4C-F55/260-F15, Joint Task Force System Course.
7E-F35/531-F10, Director of Information Management.[97]

CMB personnel developed the FY00 Command Training Guidance (CTG). This document presents the permanent party personnel guidance on the direction of training for the

[95]Report, by COL Larry L. Turgeon et al., c. 10 June 1999, subj: Detailed Ana,ysis Group (DAG) Report: Secure Mobuile Anti-Jam Reliable Tactical Terminals (SMART-T) Training (8-10 Jun 1999.)
[96]Memorandum, COL Larry L. Turgeon to Commandant, ROA et al., c. Jan 1999, subj: Institutional Training Resource Model (ITRM).
[97]Ltr, COL Larry L. Turgeon to Pnelope W. Surtitz, 4 Nov 1999, subj: POIs.

Signal Center. It establishes the training priorities for expenditures.[98] CMB personnel submitted Training Requirements Analysis System (TRAS) documentation to TRADOC to support new and revised training at the Signal Center.[99]

Branch personnel distributed the Total Army Quality Leading Change (TAQLC) Compact Disk-Read Only Memory (CD-ROM) to all leadership departments for inclusion in their training.[100] Personnel coordinated several meetings designed to scrub POIs for unnecessary training or training that is duplicated.[101] CMB personnel made changes to DA Pam 351-4, U.S. Army Formal Schools Catalog, SH Screen information that is on-line in ATRRS.[102]

CMB personnel coordinated the deletion of the 7E-F41, New Technology Course, and the 4C-F46/260-F12, Tactical Signal S-3 Course Echelons Above Corps/Echelons Corps and Below (EAC/ECB).[103] CMB personnel coordinated the Training Development Manpower Assessment (TDMA) study that was conducted by the Training Management Agency of TRADOC.[104]

CMB personnel provided an update to course scope and prerequisite statements for ATRRS and distributed the Medical Reengineering Initiative training materials to all departments. Branch personnel reviewed the Signal Proponent Handbook and provided changes.[105]

During CY99, CMB personnel prepared and submitted a consolidated TATS Redesign status to TRADOC on the Signal Center's effort for completing all TATS course conversions. The Signal Center has completed 4 TATS POIs for Military Occupational Specialty (MOS) 31C10, 31F10, 31L10, and 31R10, and received TRADOC's approval for input into the ATRRS database. This action will update ATRRS and provide the Reserve Component TASS Battalions with the most current training products available to train all wartime critical tasks.[106]

The Signal Center has four POIs in staffing (31U10, 31U30, 31U40, and Warrant Officer Advanced Course). The following POIs are being prepared for staffing: 31F30, 31L30, 31R30, 31W40,31P10, 31P30, 31P40, 74C10, 74C30. The Signal Center is developing the Signal Captains' Career Course and 31C30.

Individual Training Branch (ITB)

Ms. Dancy participated in the DL Program/Facility-Integrated Concept Team to set goals, objectives/actions, key steps, and milestones for the Signal Regiment to move into the 21st Century. Ms. Dancy coordinated with committee members and other TRADOC Schools to

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[98]Memorandum, MG Peter M. Cuviello to DHR et al., c. Aoril 1999, subj: United States Army Signal Centger Command Training Guidaance for Fiscal Year (FY)

[99]Memorandum, COL Larry L. Turgeon to Commandant, RNCOA et al., c. 14 Jan 1999; CAD for SIGCEN, Jan-Dec 1999.

[100]Memorandum, Mr. Eugene Laughridge to Commander, 15th Regt Signal Battalion et al., nd, subj: Total Army Quality Leading Change" CD-ROM.

[101]Memorandum, COL Larry Turgeon to Commander, 15th Regt Signal Battalion et al, c. Dec 1999, subj: Minutes From 9 Dec [19]99 Program of Instruction (POI) Scrub and Council of Colonels Review.

[102]Memorandum, COL Larry Turgeon to Commandant, Signal Corps Regimental NCO Academy Det, Fort Meade et al, c. Aug 1999, subj: Quarterly Update of DA Pamphlet 351-4, *Army Formal Schools Catalog.*

[103]Memorandum, COL Larry Turgeon, nd., subj: Deletion of Tactical Signal S-3 Course, EAC/ECB; Memorandum, COL Turgeon to TRADOC, nd. subj: Deletion of New Technology Course, 7E-F41.

[104]Ltr, COL Larry L. Turgeon toDir, RC/ACD et al., c. Mar 1999, subj: Onsite Validation Visits.

[105]Course Update for Course 102-31S10, nd; Memorandum, COL Larry L. Turgeon to Commandant, ROA, nd, subj: Medical Reengineering Initiative (MRI) Information Brief for Inclusion in Necessary Programs of Instruction (POI); Memorandum, Eugene Laughridge to Director, OCOS, nd, subj: Update of Signal Proponent Handbook.

[106]TATS Course Implementation Schematic Profile, 13 Dec 1999.

obtain information on DL plans. Ms. Dancy applied the newly acquired Information Mapping techniques to the design and wrote the Signal Center and Fort Gordon's DL plan and planned printing and distribution.[107]

Ms. Dancy participated in the SAT Improvement Study committee meetings to generate ways to improve the SAT system. Ms. Dancy consolidated comments received from committee members and prepared response for TRADOC. Ms. Dancy prepared tasking to obtain input from five training departments to update the quarterly IMI report. Ms. Dancy posted this information on HQ TRADOC's homepage (http://www.tadlp.monroe.army.mil/dlproducts.htm). This report gives a brief overview of the DL IMI products that are available at the Signal Center to include other TRADOC schools.

Ms. Dancy has been designated to maintain and update the information on the homepage products catalog. Ms. Dancy designed and developed a tri-fold brochure with photographs to effectively advertise the DL digital training facilities at Fort Gordon. This brochure will serve as an excellent public relations tool.

Ms. Dancy managed the contractor developed DL project for the MOS 31U 30/40, Signal Support Systems Specialist. There were 68 hours of IMI (55 hours of instruction on CD-ROMs and 12 hours of web based training). Ms. Dancy was very instrumental in the entire process from receipt, review and coordination of the CDs with the training departments, managing the milestone schedule, submitting modifications to the SOW to the Contracting Officer's. Representative (COR), scheduling for validation, and the review of required contractor documents. This project was originally planned for June 1998 to June 1999 however, several modifications were done to extend the period of performance, October 1999, December 1999, and March 2000.

One Army Recruiting Information Support System (ARISS) film was produced at Fort Gordon for MOS 31U, Signal Support System Specialist. This film was used by the Recruiting Command to acquaint potential recruits with the basic job responsibilities of the MOS. The film may assist potential soldiers in deciding which career area they could satisfactorily perform in during their Army career.[108]

In 1999, ITB was responsible for the Warfighter Information Network (WIN) video: "The Way to WIN: Army Communications for the 21st Century". This video was produced to provide interest in the basic understanding of the WIN concept. The video outlines the Signal Corps Modernization Plan and the seven major components of WIN. The video will be shown to Army leaders, Officers, Warrant Officers and NCOs to the Army's WIN.[109]

Ms. Berlin and SSG Moore, ITB, have been appointed points of contact for the TRADOC "Swap Shop" program. The purpose of this program is to share innovative programs across all TRADOC Schools. SSG Moore schedules the Swap Shop broadcasts in the Distance Learning Digital Training Facility (DLDTF) and coordinates with the training departments for their attendance.

In 1999, ITB was responsible for providing photographs for the "Essence of TRADOC" visual display to be shown at HQ TRADOC and the Pentagon. This visual display is an

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[107]Cover of the USASC&FG Distance Learning Plan, Aug 1999; Current Listing of Distance Learning Digital Traiing facilities, c. Aug 1999.

[108]Memorandum, Loren T. Anderson to Commandant, USA Signal School et al., 22 June 1998[should read 1999?], subj: Annual Review of Army Recruiting Information Support System (ARISS) Segments by Proponent Schools for FY 99 Television Production.

[109]Memorandum, LTC Ronnie L. Brown to Commander, USASC&FG, 12 June 1998, subj: Approval of FY98 Visual Information Production, PIN 711160

important tool in telling the TRADOC story to Fort Monroe and Pentagon visitors. The following photographs were submitted in 5x7 color prints and on CD:

- Sixteen photographs of students training in the Signal Center environments (outdoor, in class or ranges;)
- Two photographs of the Signal Center crest;
- Ten photographs of MOS-related activities.
- Eight photographs specifically portraying our interpretation of the theme "Essence of TRADOC;"
- Eight photographs of the unique features, buildings, or historic sites at our school and installation.[110]

During 1999, ITB managed the development, final review, and delivery of the following Signal MOS Soldier's Manuals (SMs) and Trainer's Guides (TGs):

- 11-25R13-SM-TG - Visual Information Equipment Operator-Maintainer.
- 11-31S14-SM-TG - Satellite Communications Systems Operator-Maintainer.
- 11-31W4-SM-TG - Telecommunications Operations Chief.

Additionally, new task numbers were assigned for the following MOSs: 24A, 24B, 25C, 53A, 31C, 31F, 31S, 31U, 74B, and 25R. This involved reviewing task summaries to ensure they comply with regulatory guidance and providing recommendations as needed.

Two patches for Automated Systems Approach to Training (ASAT) 4.26 were received in February 1999 to correct problems in the software. ASAT 4.3 was received and loaded in May 1999 and ASAT 4.31 was loaded in Dec. Ten 500 MHz computers and a 6300 MHz server were received from Fort Eustis to use in the ASAT effort. The server resides in the Directorate of Information Management (DOIM), and will be maintained by RDOT and DOIM. The computers were distributed within RDOT and the training departments. ITB provided service to over 200 ASAT users, to include Forts Meade, Hood, and Monmouth.

Common automation tasks were developed for skill levels 1-4 and forwarded to Fort Bliss. After two years, all problems with Data Repository were resolved and 16 Signal STPs were successfully uploaded.

Critical Task/Site Selection Boards (CT/SSB) were conducted for MOSs 31F and 31U and Areas of Concentration (AOCs) 24A, 24B, and 25C. Ms. Collins attended the boards as both a voting member and to answer questions and give guidance concerning regulations governing critical tasks. On all boards, spirited discussions lead to development of accurate critical task lists.

Ms. Collins attended the 15th Annual Conference on Distance Teaching and Learning at Madison, Wisconsin, 3-7 August 1999. Ms. Collins briefed the members of the Training Integration Team on the information obtained at the conference.

The SOW for the Signal Captains Career Course (SCCC) and the Network Technician Warrant Officer Advanced Course (WOAC) was completed. The SOW included the design specification, the Memorandum of Agreement (MOA), and the independent government cost estimate. Coordinated with the ROA to accurately capture their requirements. The DL contract for both courses was awarded to Logicon in October 1999.

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[110]Memorandum, Wanda Butler, c. May 1999, subj: Essence of TRADOC Visual Display.

Management plans for the SCCC and WOAC were completed. The Management Plans detailed the responsibilities of all government personnel involved in the SCCC and WOAC DL contracts.

The Occupational Data Analysis Requirements and Structure (ODARS) FYs 00 and 01 projects were approved by Office Chief of Signal (OCOS) and the RDOT, with input from the CSS, ROA, RNCOA, ACD, and TSD. The ODARS survey was completed for MOSs 31P, Microwave Systems Operator Maintainer and 31W, Telecommunications Operations Chief in June 1999. The ODARS survey was completed for MOS 31C, Radio Operator Maintainer in November 1999. The ODARS surveys for MOSs 31F, Network Switching Systems Operator Maintainer, and 31R, Multichannel Transmission System Operator Maintainer, were reviewed and approved for fielding in January 2000. On 16 September 1999, a prioritized list of Signal MOSs were forwarded to TRADOC and the Army Research Institute (ARI) to be approved for the FY00 and 01 ODARS projects.[111]

Effective 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 DL initiative which emphasizes electronic delivery of training. In March 1999, all of the Signal Corps ACCPs were reviewed and purged to determine relevance and currency of products for future electronic format.

In March 1998, the ATSC at Fort Eustis made significant changes to the printing and distribution of Graphic Training Aids (GTAs). The ATSC was instructed to reduce printing cost associated with GTAs, thus 207 of the 290 GTAs were digitized and are now available on the Internet from the Army Doctrinal and Training Digital Library (ADTDL) at http://www.atsc-army.org/ ATDLS.html. Due to the nature of the 83 GTAs that could not be digitized (i.e., plastic devices, oversized charts, games, etc.), the local Training Support Center (TSC) will continue to stock and distribute those products until the technological advances are in place to produce them in the TRADOC TSC. The Signal Center is proponent for 59 of the 207 GTAs that were digitized.

During FY99, CBTs were loaded on a local server at Fort Gordon. The contractor offers over 4,000 hours of self-paced computer instruction covering data communications, networks, programming, operating systems, information systems design, performance improvement, etc.

During FY99, the DL classroom name was changed to the DLDTF. The facilities have been used for three major purposes in this FY: 1SG Course, 31U30/40 validation of contractor developed IMI products, and the 27th Signal Symposium Council of Command Sergeants Major.

Classroom XXI (CRXXI) continues to be used for resident training. The CRXXI has Video Teleconferencing (VTEL) capabilities and has been connected to the DLDTF for training. The CRXXI was also used during the 27th Signal Symposium Council of Command Sergeants Major. Upgrades of DLDTF network connectivity and also CRXXI technology will continue in FY00.

SYSTEMS INTEGRATION DIVISION

The Systems Integration Division (SID) serves as the Signal Center representative for the training in the area of new telecommunications and information equipment and systems. It's

[111]ODARS Lisrt of Signal Surveys, c. Sep 1999.

primary challenge for 1999 was to meet the division's goals and objectives, and accomplish even more, while being affected by budget cuts, and reduced manpower.

SID's objectives are to maximize quality training while minimizing cost and to ensure war fighting tasks are trained. Also, to recommend cost saving training methods such as the use of simulators, embedded training, all electronic media, and shared assets.

The 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. During the year, 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.

Defense Message System (DMS)/Defense Message System Tactical (DMS-T)

The DMS is the replacement system for the Automated Digital Network (AUTODIN) and existing e-mail used by the Department of Defense. The DMS-T is the Army service extension into the tactical environment. DMS/DMS-T provides a fully integrated, supportable, secure, accountable, and completely Commercial off the Shelf capability for e-mail and organization/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 Security Service (SS). The SS is a combination of the Certification Authority Workstation (CAW).

The CSS, Fort Gordon, is currently teaching the MHS, DSA, MWS and the ROA, Fort Gordon is teaching the CAW. The Operational Requirements Document (ORD) and the System Training Plan (STRAP) are under revision.

Automated Communications Management System (ACMS)

The ACMS is a software suite that forms a segment of the Milstar system (military satellite system). ACMS decentralizes the management of Milstar systems. The ACMS will optimize Milstar resource planning and monitoring during short and long term planning. ACMS is a Joint Service proponent program.

The United Stated Air Force is the executive Service proponent for ACMS. The ACMS institution training will be conducted at Fort Gordon. Three ACMS courses will be conducted: 1-week overview course, 4-week staff users course, and a 2-week systems administrator course. Army tactical soldiers will attend the 1-week overview course, and only two weeks of the staff users course. The Army's 74B soldier will not attend the 2-week systems administrators course, as 74Bs already possess required system administration skills. The Army plans to accept ACMS in Nov 2001.

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 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 on 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.

The LCMS accelerated training and fielding will be completed by October 2001. ACES will begin fielding in November 2001.

Asynchronous Transfer Mode (ATM)

The ATM is a form of fast packet switching that allows for data transmission via broadband Integrated Services Digital Networks (ISDN). The ATM can transport all communication application including data, voice, imaging, and video. The ATM is able to handle the legacy system under the Area Common User System Modernization Plan (ACUS MP).

The validation and verification of the training materials for the 124th Signal Battalion was conducted October 1998. A Training Test Support Package (TTSP) was developed and furnished to the tester to support the player training for the 124th Signal Battalion, 19 January-20 February 1999. The memorandum for the approval of the TTSP is enclosed.[112]

The validation and verification of the training materials was conducted at General Dynamics, Taunton, Massachusettes, February 2000. These materials are for the 3rd Signal Brigade. The Signal Center is currently developing the TTSP to support player training scheduled to begin 3 April-30 June 2000.

The ATM is limited to the First Digitized Division, Fort Hood. The Signal Center will not be fielded the ATM. A memorandum was sent to TRADOC requesting a waiver from developing an ATM STRAP as there will not be any resident training for the ATM.

Force XXI Battle Command - Brigade and Below (FBCB2)

The FBCB2 is both a system and a concept to be used by and interfaced with Combat, Combat Support (CS), and Combat Service Support (CSS) units across all Battlefield Operating System (BOS) while performing missions throughout the operational continuum at the tactical level.

As a component of ABCS, FBCB2 will interoperate with and exchange appropriate data and information with other Army, Service, and Joint Battlefield Automated System (BAS) in compliance with the Defense Information Infrastructure (DII) Common Operating Environment (COE) and the Internal Interface Specification for the ABCS.

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[112]Memorandum, COL Larry L. Turgeon to Commander, USA TEXCOM, 14 Jan 1999, subj: Training Test Support Package (TTSP) for the Area Common User System (ACUS) Asynchronous Transfer Mode (ATM).

Global Broadcast Service (GBS)

The GBS is a joint program between the Army, Navy, Air Force, and Marine Corps that will be incorporated into the existing Military Satellite Communications (MILSATCOM). GBS will be developed and fielded in three phases using commercial products, technologies, and non-developed items:

- Phase I (FY96-98): Leased commercial satellite service operating as Ku band used for concept of operations development, demonstration, and limited operational support.
- Phase II (FY00-01): Initial fielding with threshold requirements with available satellite constellation support.
- Phase III (FY00-02+): Fielded systems will be upgraded with objective requirements with satellite constellation that will provide worldwide coverage.

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 data, 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 31S and 74B. The operation of Receive Suites will be a General Purpose User and unit level maintenance is Signal Support Systems Specialist, MOS 31U10 with system/security administration support from within the Tactical Operation Center 74B structure.

High Capacity Line of Site (HCLOS) Radio

The HCLOS will serve as the next generation line-of-sight (LOS) radio for the WIN. 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 ECB, to the ATM 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. 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 1998, and the System Design Review was completed, August 1998. The Area Communications System Radio Modernization Program for the HCLOS Preliminary Design Review was conducted, 20-22 October 1998. The Critical Design Review was held January 1998. The First Article testing was held 3QFY99. The Signal Center subject matter experts reviewed the training materials for the HCLOS and we are currently developing the TTSP to support the player training beginning 7 April-30 June 2000.

A memorandum was sent to TRADOC requesting a waiver from developing a STRAP for the HCLOS. This radio will not be fielded to the Signal Center. It is being fielded to the 3rd Signal Brigade, under the First Digitized Division experiment.

High Mobility Digital Multiplexer Assembly (HMDA)

The HMDA transmission assemblage completion will provide increased mobility and easier transportability. The EAC transmission assemblages downsize program is completed. This HMDA will be transported on High Mobility Multipurpose Wheeled Vehicles (HMMWV). The Signal Center was to field the HMDA in January 2000 and resident training will begin.

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 automates 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.

The Operation Test Phase II was conducted 28 September-8 October 1998, at Fort Hood; the Milestone III Decision was approved Febraury 1999. The First Unit Equipped will be at Fort Hood, in January 2000. Fielding to the Signal Center is scheduled for FY01 with the General Dynamics Resident School to receive 42 Sun Sparc 20s, three AN/TYQ-76(V)1, (Split Shelter); CSS 16 Sun Sparc 20s; 369th Signal Battalion (ACD and RNCOA) to receive one each AN/TYQ-76(V)1, 442 Signal Battalion (ROA) to receive one each, AN/TYQ-76(V)1.

The ISYSCON training will be trained in the following training departments and schools: ROA, RNCOA, CSS, ACD, and General Dynamics Resident School.

Interim Tactical Orderwire System (ITOS)

The ITOS will be the primary means to accomplish positive control between multi-channel tactical satellite terminals and the Ground Mobile Forces Controller. The ITOS will replace the existing FM Orderwire. The ITOS was developed under the Defense Satellite Communications System (DSCS) five- year plan. The original software fielded will be a 16-bit version; the objective software is a 32-bit version.

ITOS will be fielded with the 16-bit software version to the five DSCS Operations Centers (DSCSOC) between January and July 2000. The ITOS 32-bit software version is scheduled to be fielded to Fort Gordon 31S course in July 2000.

Joint Network Management System (JNMS)

The JNMS is a software suite that will be used to plan and monitor high level communications for the Commander-In-Chiefs (CINCs) and commanders of designated Joint Task Forces (JTF). The JNMS will not be designed to be consistent with low level systems below the CINCs and JTFs, rather the lower level planning systems (corps and below) must be designed to be consistent with JNMS. The JNMS is a Joint Service program.

The Army is the executive service proponent for JNMS. JNMS was funded for $36 million in 1QtrFY00. Solicitation will be issued in April 2000, and the contract will be awarded in November 2000. First unit fielded will be in or about October 2002.

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 Command, Control Communications, Computers, and Intelligence 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 was approved March 1998. An update was done on this ORD in February 2000. The STRAP has been completed and staffed out to the training departments at the Signal Center. Comments were received from the training departments on 28-29 February 2000. Comments from the training departments are now being reviewed. STRAP and ORD will be staffed out to the other TRADOC schools and services. A consortium of companies have been tasked to develop a prototype of the JTRS with a projected completion date of April-May 2000 time frame. At this time, no date has been given for a test or fielding.

Multifunctional Information Distribution System (MIDS)

The MIDS is a data radio communications system based on advanced synchronous Time Division Multiple Access and spread spectrum technology and has integral cryptographic security, error detection/correction coding, and frequency hopping characteristics.

The MIDS will support Air and Missile Defense engagement operations by providing communications means for the high speed distribution of air picture data between joint service and allied aircraft, ground based platforms, and Air and Missile Defense Command, Control, Communications, and Intelligence (C3I) elements.

The MIDS is an associated support item of equipment and will not be used as a stand-alone system. The platforms MIDS will support are: Forward Area Air Defense Command, Control, Communication and Intelligence (FAADC3I), PATRIOT PAC3, Theater High Altitude Air Defense (THADD), Corps SAM, Air Defense TOC (ADTOC), Joint Tactical Ground Station (JTAGS). The MIDS is a low cost replacement for the Joint Tactical Information Distribution System.

The player training to support the test was conducted September 1999 for the 35E (DS Maintainer) and the 14J (Operator). The MIDS Limited User Test was conducted October 1999, Eglin Air Force Base, Florida. The Signal Center did develop a MIDS STRAP and provided a TTSP to the tester.[113]

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[113]Memorandum, COL Larry L. Turgeon to CPT Pierce, 13 Sep 1999, subj: Request Approval of the Iniital Draft System Training Plan (STRAP) for the Multifunctional Information Distribution System (MIDS); Memorandum,

The Signal Center will not receive any equipment nor conduct resident training. The 31U and 31F will receive on-the-job training if assigned to an Air Defense unit.

Single Channel Anti-jam Manportable (SCAMP)

The SCAMP 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 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.

There was no Initial Operational Test and Evaluation conducted per "Perry Initiative Buy." SCAMP was tested in a Follow-On Test and Evaluation, at Fort Bragg, North Carolina, 28 October -18 November 1998 and failed the test. A Limited Users Test was conducted October-November 1999; the SCAMP conditional release is pending. The final STRAP was approved by TRADOC on 20 January 1998.

Secure Enroute Communications Package-Improved (SECOMP-I)

The SECOMP-I is a self-contained, stand alone, Single Channel Tactical Satellite (SCTACSAT) system using multiple, manpack 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 will be used by Army commanders and staff at brigade and below, and provides any combination of two UHF 5 kHz an/or 25 kHz SATCOM voice/data channels, or VHF voice data channels and two laptop computers to communicate with the division, brigade commanders, and subordinate battalions. The system will perform at a minimum, mission planning and rehearsal, process joint standard National Imagery and Mapping Agency (NIMA) digital topographic data (DTD), and controlled image based products, digitized photographs, intelligence information and other mission related information. There will be 53 command versions (corps/division level), and 81 standard versions, (brigade or deployed elements), plus maintenance floats purchased.

There are no resident training requirements for operator (MOS 31U), unit level maintainer (MOS 35E) personnel. Operators and maintainers will be trained in the unit. The Material Developer's New Equipment Training (NET) Team or contractor will conduct initial training when the equipment is fielded in 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 Doctrine, Tactics, and Techniques, (DTT) training. The DTT training will be based on the materials and training provided by the contractor and will be provided to the units receiving the equipment.

COL Larry L. Turgeon to TEXCOM, Sep 1999, subj: Training Stest Support Package (TTSP) for the Multifunctional Information Distribution System (MIDS).

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 originally approved 29 January 1997. The ORD is currently being revised. The STRAP is being developed. The system is ACAT 3 with Joint interest.

Secure Mobile Anti-jam Reliable Tactical Terminal (SMART-T)

The SMART-T is a HMMWV mounted Milstar compatible satellite terminal. This system provides range extension to the Army's 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 (EMF) 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 of 1998. The Signal Center Resident Training began October 1999.

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 WIN 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 STRAP was approved by TRADOC, September 1999.[114]

The SSS is scheduled for fielding to the Signal Center, one dismounted shelter 3QFY00, and 4 dismounted shelters 4QFY00. In addition to the shelters, the Signal Center is requesting the PM fund for a 24 position training suite to train the 31F10s using Interactive Courseware.

The ACUS MP is currently being updated to include the SSS.

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 an HMMWV. It has a tri-band capability in the SHF range and will provide range extension for C3I systems and Tri-Service Tactical Communications (TRI-TAC) at EAC. 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)

[114]System Training Plan for the Single Shelter Switch (SSS), AN/TTC-56, 24 July 1999.f

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. The STRAP was approved in 1995; a revised STRAP at TRADOC was awaiting approval. Test Player Training is scheduled for May 2000, Initial Operation Test and Evaluation is scheduled for July 2000 at Fort Huachuca.

Satellite Terminals Principal Trainer (STPT)

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 COTS items and the software required to simulate system function was developed using standard techniques and practices low.

The DSCS Generic Principle Trainer (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 ORD is currently being written. The Initial Operational Test and Evaluation was conducted 4 August-26 September 1997.

Tactical High Speed Data Network (THSDN)

The THSDN increases the ACUS network ability to support voice, data, and video traffic. The ACUS will be modified with commercial Internet Protocol Router, special interface cards, Enhanced Transmission Group Module Orderwire (ETGMOW) cards, and High-Speed Mux/Demux (HSMUX) cards. THSDN provides high-speed data and video teleconference path through either the Mobil Subscriber Switch or TRI-TAC networks. The THSDN interfaces with the Tactical Packet Network.

Some units are procuring the THSDN from the contractor. The THSDN was purchased by the 82nd Airborne at Fort Bragg and has been fielded to the 125th Signal Battalion. Signal Center personnel verified the training materials for the THSDN. The PM is fielding the THSDN to the Signal Center for resident training. Do not know the quantities of cards or the fielding date as of yet.

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 the North Atlantic Treaty Organization (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). Currently the contractor

(Rockwell Collins) and the Government are under contractual negotiations, program dates are undetermined.

Warfighter Simulation (WARSIM) 2000

The 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 were validated in February 1999. The title, identification (ID) and document (DOC) number follows:

- U.S. Army Retrans Team, Plan and Conduct FM Retrans, 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.

Warfighters Information Network - Tactical (WIN-T)

The WIN-T is a spiral technology for information systems that support The Army Plan for horizontally and vertically integrating the battlefield with command, control, communications, computers, intelligence, and reconnaissance between fiscal 2000-2015. The approved ORD was revised 17 December 1999 and the STRAP was approved 26 January 1999. The WIN-T STRAP requires updating with new terminology and system introduction as a result of spiral development. The Army Plan for WIN-T is a $10.2 billion objective and $11.2 billion threshold initiative. Currently, the funding for WIN-T has been halted, and material development has temporarily ceased.[115]

[115] System Training Plan (STRAP) for Warfighter Information Network-Terrestrial Transport (WIN-T), 26 Jan 1999.

CHAPTER VI

US ARMY SIGNAL CENTER AND FORT GORDON GARRISON COMMAND

The Garrison Command began the year under the direction of Colonel Thom E. Tuckey. It ended the year under the direction of Colonel Charlette I. Roman. Colonel Roman took command on 24 August in a ceremony at the flagpole in front of Signal Towers.[116] Under their guidance and direction, the various organizations assigned to the Command continued to do great things to maintain and expand the quality of life efforts here at Fort Gordon, both for the military and civilians who work and live here. These organizations will be discussed below and can be found in table 6-1.

Table 6-1
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
551st Signal Battalion
Source: 1999 Staff Directory for Fort Gordon.

551st SIGNAL BATTALION

From the Commander's Perspective

The 551st Signal Battalion consisted of approximately 444 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, Germany, and Kuwait to include soldiers attached to the United Kingdom, Venezuela, Australia and France. The battalion's participation in civilian community activities continued with our active support of Spirit Creek Middle School. The caring, selfless

[116] Spc Michelle L. Helms, "Tuckey bids farewell to post," The Signal, 27 Aug 1999, p.1.

nature of the 551st Signal Battalion personnel was signified by their contributions to various fund-raisers 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/Central Savannah River Area (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.

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 $18,000 for general supplies and $1,557 for morale, welfare, and recreation activities. A small portion of these funds was spent on computer upgrades to ensure the battalion's compliance in Y2K.

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 51 different MOSs and over 24 different specialties; thus the battalion was able to fulfill several deployment requirements for Bosnia, Saudi Arabia, Germany, 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 current in their Soldier Readiness Posture (SRP) process and 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 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. A constant challenge for the battalion cadre was to correct the receipt of late NCO Evaluation Reports (NCOER) and awards given to our soldiers before a permanent change of station or retirement. We were successful in improving and maintaining all administrative functions through continuous communication with the directorates.

Quality Of Life

The Better Opportunities for Single Soldiers (BOSS) program continued to provide many opportunities for single soldiers. Several activities took place during the year which included the Valentine's Day sale in February, Easter Egg Hunt for the foster children of the Central Savannah River Area in March, a Morale, Welfare, and Recreation concert in April, August, and September, Bratwurst concession at Gordon Lakes Golf Course from April to August, Single Service Member Day on Engineer Field in June, a Halloween Bash in October, a visit to the Veterans' Administration Hospital, Freedom Park Celebration, and Commissary Awareness Day in November, and the Christmas Tree Lighting Ceremony and Christmas House in December.

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 1999, 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 551st Signal Battalion's Total Army Retention Program again exceeded all active, reserve, and special recruiting objectives for Calendar Year 1999. The 551st Signal Battalion achieved a total of 143 percent of its combined objective for Calendar Year 1999. 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 a Thanksgiving dinner for both our cadre family and our 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 1999. In May, Major Gerry M. Spragg replaced Major Linda K. Beuckens as Executive Officer. In September, Command Sergeant Major Bernard Pinckney replaced Command Sergeant Major Edward F. McKeown as Command Sergeant Major. In a ceremony on 19 August 1999, Captain Douglas M. Descamps replaced Captain Juan M. Vazquez as commander of Headquarters and Alpha Company. On 2 August 1999, Captain Shawn A. Hebert replaced Captain Lisa Willadsen as Bravo Company Commander. On 17 July, WO1 John W. Mitchell replaced WO1 Glen W. Nardin as the 434th Army Band (Signal Corps Band) Bandmaster.

Summary

For the 551st Signal Battalion, 1999 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 Financial Management Division, Recreation, Clubs and Family Division and Services, Lodging and Entertainment Division.

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) 1999 was $4.9 million with $180,100 in account #325796.N, $2.0 million in account #325796.L, $1.8 million in account #325719, $406,700 in account #325720 and $514,800 in P10 account. Total NAF revenue was $14.8 million (sales, fees, extraneous income), with $13.4 million in expenses (labor, cost of goods sold, and operating costs). This yielded a net income of $1.4 million.

Capital Purchases & Minor Construction (CPMC) budget execution projects totaling $1,721,800 were paid during calendar year (CY) 1999. Projects included equipment purchases, kitchen equipment, guesthouse furnishings, replacement vehicles, bowling/golf items, equipment repair and facility renovations for Outdoor Recreation, Signal Cafe, Sports Connection, Golf Course, Gordon Club, gymnasiums and FGRA, etc.

Financial Management Division

During 1999 the Financial Management Division (FMD) was reorganized as part of the overall DCA reorganization. With the transfer of NAF Billeting to DCA, FMD assumed the fiscal management/budget analysis responsibility for the Billeting Fund. FMD also absorbed Time & Attendance responsibilities (APF and NAF) into a consolidated payroll office, relieving activities of time card duties. Further, FMD absorbed the DCA Marketing function to include Commercial Sponsorship.

Recreation, Clubs and Family Division

In January 1999, the Community Operations Division was divided and put into Services Division and Family and Soldier Support Division. The Recreation, Clubs and Family Division was formed having: responsibility for Clubs, the Fort Gordon Recreation Area, Outdoor Leisure (Leitner and Mirror Lakes), Golf, Army Community Services, Children and Youth Branches, and sports program. The division chief appointed was Mr. Kerry L. Jones. Division office is located in Nelson Hall, Room 214b. The division office staff was comprised of the Chief, Administrative Assistant and Secretary.

Army Community Service: The mission of 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 quality of life services which promote self-reliance, resiliency, and stability during war and peace. ACS Centers worldwide are preparing for certification within the next three years. In 1999, Fort Gordon ACS conducted a pre-inspection assessment to identify problem areas and begin corrective actions. TRADOC will visit Fort Gordon in the 2002 timeframe to conduct certification inspections. The organization had one vacancy this year in the Family Member Employment Program. We recruited for the position and it is now filled. Several ACS staff members continue to work on their professional certification in their respective fields and several others have completed the requirements. The certification process provides opportunities for the staff to stay current with the latest developments in their fields. The following is a list of significant ACS accomplishments for 1999:

- ACS staff members conducted an annual customer service survey using the Unit Services Coordinators as points of contacts. Results from the survey were used to review ACS programs and tailor them to better meet our customers' needs;
- ACS conducted the annual post-wide AER Fundraising Campaign. Fundraising results for Fort Gordon exceeded the projected goal;
- Community Life Coordinator conducted National Volunteer Week Activities;
- ACS Officer resumes chair of the Community Planning Board's Economic Team. Goals of the team are to promote economic and financial stability for Fort Gordon servicemembers and their families through on-post information and programs;
- Better Opportunities for Single Servicemembers (BOSS) hosted a Single Servicemember Day, 9 June 1999. Commanders and senior enlisted leadership showed their support by cooking and serving;
- ACS Family Advocacy Program established the New Parent Support and Victim Advocate contract with Management Assistance Corporation to provide services to the Fort Gordon military community;
- BOSS was allocated space for a "headquarters" operation in Building 25440. BOSS representatives completed self-help projects such as painting and floor/ceiling tile replacement in the building;
- Community Life Coordinator conducted the first annual Volunteer Expo, which allowed various organizations to recruit for volunteers at one event;
- BOSS sponsored a successful Halloween Monster Bash, 30 October 1999, Mirror Lake. All food and sodas were complimentary;
- ACS celebrated its 34th birthday with a cake-cutting ceremony. Colonel Tuckey, Garrison Commander, hosted the event. ACS volunteers were recognized and thanked for their contribution to the organization;
- ACS coordinated the Fort Gordon Tree Lighting Ceremony;
- Community Life Coordinator conducted the post-wide holiday assistance program, Christmas House. The annual Fort Gordon event assisted over 300 families with food and toys, and;
- At the annual DA BOSS Conference, Fort Gordon BOSS Program was awarded second place in the Best Installation competition. The installation received recognition, a plaque, and a monetary award.

Fort Gordon Bingo Program: The Fort Gordon Bingo Program had been contracted to Mr. Bingo of Great Games, until 1 January 1999. At that time, the contract was ended, and the program was back under the purview of the Chief, Recreation, Clubs and Family Division, Mr. Kerry Jones. The program was so vast and popular that a facility was needed to house it. Bowling Center 2, Building 15500, was closed. Building 15500 was renovated to house bingo program, and the facility was named The Bingo Palace. The program went operational on 1 January 1999.

With a brand new facility, a new Bingo Manager, Mr. David Stremke, the program was financially successful from the beginning. The program is a six night operation, Tuesday through Sunday. The snack bar was renovated also, and a new manager was hired to manage it. Ms Diane Attallah soon proved that the snack bar was a successful venture also. The program employed 43 NAF employees.

Youth Services: The Fort Gordon Youth Services (YS) program is comprised of Leisure/Recreation, include Teen Excursions and volunteering. The installation School-Age Fitness/Sports and Limited Youth Development programs. A range of activities are provided which Services program operates in an independent program.

The YS programming supports 1,760 eligible kindergarten through 12th grade youth. This includes 70 kindergarten, 845 Elementary School, 525 Middle School/Junior High and 320 High School. Approximately 1,659 youth participated in scheduled activities to include 1160 in Fitness/Sports, 296 in Leisure/Recreation and 203 in Youth Development. In addition, an average of 167 youth participated in self-directed activities such as schooling pool, pick up basketball, playing cards and video games each week. Seven weeks of summer day camp (Teen Conservation Camp) provided full day educational and recreational programming for 49 youth ages 12 and up. 1,282 families were registered in FY99 with 238 families having two or more youth participating in YS programs.

Two full-time Appropriated Fund and nine full-time and flexible schedule NAF employees manage and operate the YS programs and facilities. All direct services positions have been converted to CYPAS positions. Volunteers play a big roll in supporting YS programming. In FY99, 83 individuals volunteered 5100 hours to assist professional staff in conducting youth programs. This included 2,340 hours by 60 volunteers in Fitness/Sports programs and 2,760 hours by 23 volunteers in Leisure/Recreation programs. Two individuals were under contract to provide instructional classes in dance, karate and gymnastics. Over 40 contracted officials provided support to the YS sport program this year.

The Youth Services Center has a one time operational capacity of 850 and was constructed in 1990. YS maintains four youth-size sports fields and /multi-purpose room for team sports programs and uses other MWR facilities for sports and recreational activities.

Youth Services is the community sponsor for Soap Box Derby and works with installation Boy and Girl Scout troops.

Child Development Services: The Fort Gordon Child Development Service (CDS) program is comprised of all three Child Development Services delivery systems, with two Child Development Centers, Family Child Care (FDCC) 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 FY 98. Of the 1,439 children served, 519 were infants, 318 were toddlers, 482 preschool-age children and 120 were school-age. Pain 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./supervisory staff, nine administrative support staff and 66 direct services staff. Throughout FY 98 CDS 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 (YTD) 1,243 children were served in the CDC program. The main CDC was awarded accreditation by the National Academy of Early Childhood Programs in July 1995 and is now due for re-accreditation. 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 July 2001. The Main CDC is open

from 0515 to 1800 hours Monday through Friday. Fees range from $186 to $380 for children attending the full-day program. A rate of $2.00 per hour per child is charged for children attending the hourly care program. On the DOR, 237 full day, and 45 hourly children were cared for in the CDC's.

Family Child Care: The Family Child Care (FCC) program served 163 children in 45 homes in FY 98 (10 fully certified and 35 provisionally certified). On the DOR, 17 homes were operational (7 fully certified and 10 provisionally certified). Four 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 were served.

Supplemental Programs and Services: Supplemental Programs and Services (SPS) offers one-stop enrollment process for parents, a resource and referral services 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 armywide child care. Also an additional 582 sponsors with 718 children were served through the central registration waiting list. Three Short Term Alternative Child Care (STACC) and Volunteer Child Care in Unit Settings (VCCUS) services were conducted during FY 98 serving 33 children. There are no SPS homes on Fort Gordon. The waiting list on Fort Gordon has not excess demand. The preference for care list consists of 29 infants, 11 pre-toddlers, 6 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 FY 98 was $94,451 for the CDC delivery system and $25,827 for FCC. In FY 98 parent fees generated $716,315.

Installation Child Care Availability Plan: The Installation Child Care Availability Plan (ICCAP) had 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 Fort Gordon CDS program was DOD certified in the Spring of 1997. MCCET visited Fort Gordon in October 1997 and recertification is expected.

Special initiatives/innovative services include a collaborative effort with Richmond County Schools to provide a free prekindergarten program for four year olds. Using funds from lottery dollars, Richmond County Schools reimburses labor and other expenses for the prekindergarten 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 identifies their school-age programs as School-Age Services (SAS). Fort Gordon offers before and after school programs (to include a full-day camp programs during school vacations and school closures). It also offers a full-day summer camp program for children 6-12.

A total of 865 school-age children were enrolled year-to-date (YTD) FY99 in the SAS program: 214 in the before and after school program and 651 were enrolled in the camp

programs. Children enrolled in the before and after school program attended the full day programs during school vacations and closures. SAS served 685 families in FY99 (589 Military and 96 Civilian).

There are five APF authorizations and four NAF positions on the PRD. A GS-11 SAS/YS Manager administers the Fort Gordon school-age program. Another APF position is the Program OPS Specialist and the remaining three are Education Technicians. One NAF position is administrative support; the other three NAF positions are direct services staff. Seven staff members from CDS provide support to SAS-the TACS spends approximately three hours/week; the cook, five hours/week; the Food Service Manager approximately two hours/week; and four Program Assistants, 15 hours each per week in direct services. Funding was not available for a homework center teacher in FY99.

Operational Capacity, Spaces and Open Recreation:

The SAS program operates using all permanent location for a total operational capacity of 165.

Of the operational capacity of 165, 120 spaces have children enrolled and staff hired to meet the 1:15 ratio in the before and/or after school program and 165 spaces for summer camp.

There is no new construction planned.

Operating hours for Before/After School are 0515-0830 and 1500-1800 Monday through Friday for a total of 30 3/4 hours per week.

Fees for FY99 ranged from $79.50 per month (Category 1a) to $125 (Category 5) for the before and after school program and $139 (Category 1a) to $230 (Category 5) for the before and after school program. School age children enrolled in the before and/or school program do not pay any additional fee for full day programs during school vacations and closures. Camp fees (winter, spring and summer) range from $43 (Category 1a) to $64 (Category 5) per week.

Installation School Age Availability Plan: The Installation School Age Availability Plan (ISAP) has been completed. Children and Youth Services (CYS) rolled the plan into the installation Child Care Availability Plan so there is one master plan which addresses the child care needs of children 4 weeks through 12 years.

Fort Gordon Recreation Area: Camping area #4 was completed in enlarging site to 40'x 26', rock screening, terraced site dividers as well as area fertilized and grass seeded. New increased power boxes were installed to service camping area #4. New electrical power poles were installed on each site which now provide patrons with 50 amperage, 30 amp, and 2 – 110 outlets.

Camping Area #2 site renovation are ongoing to rebuild, lengthen, and widen individual sites to 40'x26'. Half of the sites were completed in 1999.

In camping areas #2 and #4, approximately 430 tons of crush and run, and 2,250 tons of soil were necessary to facilitate the upgrade of these camping sites. All materials were loaded and transported by 878th Engineer battalion's heavy equipment operators. These sites were then filled, packed, rolled, and dressed with screening rock.

An old solid waste dumpsite was discovered under power lines. Erosion uncovered old rebar, concrete, and hot water heaters. Site was cleaned and waste removed and properly disposed.

FGRA Marina has a new above ground 4,000-gallon gas tank, and new gas lines replaced on dock walkway.

The 45-slip Yacht Cove dock was dismantled, removed from the water, and scraped. Dock was deteriorated beyond repair. Patrons renting spaces on the Yacht Cove dock for their boats were moved to the main marina.

Boat rentals and gas sales were contracted in entirety to PAL entertainment. Fort Gordon Recreation Area turned in all rental boats and waverunners to DRMO. Contractor bought and sold all gasoline and oil. FGRA received profit of gross for all rentals and sales.

Ten new parking spaces were built next to the main marina ramp for slip patron parking. This service was needed to accommodate increased ramp usage. Handicapped parking spaces were enlarged to accommodate vehicles with trailers. Fort Gordon Recreation Area formally came under the supervision of Sports and Leisure Chief, William H. Wren, Jr.

The main boat ramp courtesy dock was removed due to deterioration, and replaced with the newer walkway salvaged from Yacht cove dock, and a new dock attached extended 50 feet, allowing more boaters accesses to tie-up, loading and unloading.

Through assistance from 878th Engineer Battalion heavy equipment operators, FGRA was able to raconteur and recover beach sands eroded and misplaced by heavy storm and wind action.

The 878th Engineers used a front-end loader to scrape our main boat ramps of silt to accommodate boat-launching efforts during the drought and low water level months.

Due to constant low water levels and deterioration, FGRA removed three patron courtesy docks from the water. These were located by Alabama deluxe cabin, Tennessee caretaker cabin, and Camping Area #3.

The country store was allowed to resume beer sales to authorized I.D. cardholders on 2 April 1999.

FGRA purchased a new heavy-duty John Deere 5310 tractor for necessary normal operations and projects.

New events where Fort Gordon Recreation Area provided site location were Polaris Personal water craft fishing tournament 1 May 1999, and Wee Can Ski day allowing handicapped children to ski on specially prepared equipment, sponsored by the Medical College of Georgia on 14 August.

Approximately 17-20 local bass clubs as well as large open bass tournaments such as; Mr. Clark Hill, Top-Six, Easter Seals, March of Dimes, Toys for Tots, Clark Hill Bassmasters, Augusta Marine, Broadway Bait and tackle, Suburban Open, CSRA Open, Paralyzed Veterans Association, launched their events from FGRA.

Boat ramp user decals were purchased and sold on 1 July 1999, for civilian boaters to use the FGRA boat ramps without usual daily fee of $3.00. Only 41 decals were sold. Clark Hill Bass Committee estimates 300 members.

Fort Gordon Recreation sponsored/hosted the following events: West Point Rowing Crew winter practice week 14-22 March, Easter Egg and prize hunt for children, which was attended by 85-100 people, Saint Patrick's Pot of Gold scavenger Hunt that lasted two days before being found. Winner received free cabin rental and prizes, Memorial Weekend Beach Blast with DJ, horseshoe, volleyball, and domino tournaments, watermelon seed spitting contests, concessions, and sponsor booths, Independence Weekend Beach Cookout with DJ, tournaments, and concessions, Thanksgiving and Christmas pot luck dinners at the Lodge, approximately 30 patrons attended both events.

Golf Program: Gordon Lakes Golf Course hosted the Georgia High School Athletic Golf Rules and Clinic in January 1999. In February, the maintenance crew began overseeding greens with bent grass, and applied fertilizer and herbicides to the fairways. The Capital Purchase Major Construction (CPMC) project for a new Maintenance facility was completed. The maintenance staff moved into the new facility.

In March 1999, Gordon Lakes served as the home course for the Evans and J. W. Josey High School golf teams. Contracted golf lessons and had four tournaments.

April began the golfing season, with the annual Masters Week in the Central Savannah River Area (CSRA). Golfers from around the world converged on Augusta for the prestigious Masters tournament at the National Golf Course. This week always brings a myriad of golfers to the Gordon Lakes Golf Course. It is the busiest week of the year for the golf program. April was also filled the golf staff providing beginner golf lessons for the Officers Wives Club members. Five tournaments were held.

May, June and July were busy months with 21 tournaments, one of which was the Regimental Golf Tournament. Preliminary planning for the new nine-hole addition to Gordon Lakes began, with a meeting of the principle staff. When Fort Jackson, South Carolina was unable to host the All Army Golf Trials, Fort Gordon opted to host them. Preparations began for the Trials, which were held in August.

In December, the pro shop hosted the most successful Christmas Sale in the history of the pro shop.

Sports and Recreation Branch: The Sports and Recreation Branch experienced several significant activiteis during the year. These included the completion of the renovation to Gym #3 in March. Renovation of the Fitness Center started in March 99 and was completed in November. In November renovation work began on Gym #4. From February-May the Indoor Pool underwent renovation. The Sports and Fitness Branch became the Sports and Leisure Branch in Mar 1999 with the inclusion of the FGRA and the Outdoor Recreation Branch.

Sports and Leisure Branch became the Sports and Recreation Branch in November with the inclusion of the Golf Program. The Branch conducted two AT&T Shootouts in June and July. The Branch conducted the Augusta Arsenal Soccer Tournament in February, the Special Olympics in March, and hosted two Kickboxing Championships, in February and May 1999. And, Fort Gordon hosted two professional Boxing Championships in April and November 1999.

Bill Wren was converted from GS-09 to NF-04 on 9 December. Mildred Brown, Fitness Coordinator, attended the Army Fitness Workshop in Orlando, Florida from 29 November–7 December.

Fort Gordon Sportsman's Club: The Fort Gordon Sportsman's Club has evolved from the Rod & Gun Club to a DCA/Outdoor Recreation Program that served the outdoor enthusiast. The Fort Gordon Sportsman's Club sponsors a variety of activities and events for Fort Gordon and the Augusta community. The Club provided youth programs such as the, fishing derbies on National Fishing Day in June and National Hunting and Fishing Day in October, and taught the Hunter Education Program for the Georgia Department of Natural Resources monthly. The Club operated a shooting range, open twice monthly on Saturdays for recreational shooting, and conducted monthly bass and crappie tournaments at Butler Reservoir. Club members also held five archery tournaments, three pheasant hunts, two foxhunts, and two endurance horseback rides each year.

The Fort Gordon Sportsman's Club increased activities in 1999 with the addition of the Sportsman's Club Restaurant. We added additional flex employees, cooks and food service workers at Leitner Lake Recreation Area on weekends and to begin catering unit parties and special events.

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 solders exceeding 10,000 to 15,000 annually. The project is a source of revenue for the Nonappropriated Fund.

Services, Lodging and Entertainment Division

During calendar year 1999, Services Division (SD) along with the rest of the Directorate of Community Activities underwent reorganization. In April 1999, the division absorbed the Bowling, Dinner Theater, Student Trainee Center and Concert programs becoming the Services and Entertainment Division (SED). Marketing functions were transferred to Financial Management Division. Due to a realignment of functions mandated by Department of the Army (DA) on 1 October 1999, Billeting and Guest House operations were transferred from Directorate of Public Works (DPW) to DCA and assigned to the division. As of 1 October 1999 the organization was redesignated the Services, Lodging and Entertainment Division (SLED).

During 1999 several major facility projects took place using our in-house NAF Construction Teams. The Officer/NCO Clubs were consolidated into one facility repaired/renovated at a cost of $700,000. Additionally, two gymnasiums were renovated and a third started. These projects done through in-house capabilities saved both nonappropriated and appropriated funds in excess of a million dollars over contracting the projects out.

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. 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 Dining 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 6-2 below, indicate the type of tours.

Table 6-2
Museum Tours

Type Class	Number of Tours
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

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. The Museum had three soldiers on loan from Hospital Hold to assist in day to day operations of the museum to include weekend tours.[117]

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.

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. The Directorate of Human Resources (DHR) is exploring different measurements of performance than used in the past. These measurements are linked to the needs of the customers. The needs of the customers have become the "hot buttons" for the DHR. The DHR is successfully responding to customer complaints and following up on these issues until they are completed whether the process is internal to the DHR or external, the responsibility of other organizations. Also, the DHR is an active participant in the town hall meetings where employees and community members have the opportunity to address their problems. DHR standards call for a balance among customer satisfaction, employee satisfaction and personnel results.

In situations involving civilian reductions, the DHR strategy of immediate action with early involvement with the union resulted in another small draw down of civilians with no involuntary separations. The draw down may continue into the out years with the number of activities

[117] IAW USASC&FG Supp 1 1 to TRADOC Reg 614-1. The curator was responsible for ensuring these people met prerequisites set forth in paragraph 13, AR 190-18.

scheduled for commercial activities' review. The commercial activities' review began in earnest after 1 October when funding was provided for contractor assistance with the studies of 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 milestones for the study did not change. The objectives were accelerated due to the late start. The decision will be made on contracting the services or a reduction to the most efficient organization within the original 24 months deadline. The DHR is committed to providing advice and assistance throughout the study period to those employees involved.

Realizing that the intellectual power of the work force is one of the most valuable assets that needs to be protected and nurtured, the DHR revitalized the administration of the career programs. As part of this effort and at the request of the DHR, the Chief of Staff began a quarterly review of the career intern program and civilian training with the Activity Career Program Managers. As a result, this year, Fort Gordon graduated a number of career interns into vacant positions and selected a number of career interns to begin training.

The civilian population continues to be serviced by the Southeast Regional Civilian Personnel Operations Center (CPOC) and on-site by the Civilian Personnel Advisory Center (CPAC). The Army objective is to improve the delivery of civilian personnel services and products through standardization. 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 three full years of regionalization of personnel services, indicates that there continues to be significant problems and customer service issues to resolve. Hopefully, these problems will be resolved with the implementation of *RESUMIX*, the new merit promotion system; the *MODERN* system, the new automation system for electronic personnel actions; and the Army Benefits Center, an interactive voice response system (call-in center) for employee benefits. These should be on-line in the year 2000.

In preparation for the changing human resource management systems targeted for next year, the DHR strives to support systematic planning. The DHR focus is on continuous improvement. To this end, staff attendance at workshops and conferences concerning the deployment of these systems has been critical. The DHR sets up and fosters a work environment conducive to learning, innovation, and employee empowerment.

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 144 manpower spaces for FY 1999 and this was the average on-board strength. The 1999 budget was approximately $4,941,500 including salaries and operating costs.

Civilian Personnel Advisory Center

The CPAC advisors were heavily involved in reorganizations and realignments in a number of areas. The largest of these realignments involved all the training departments. At the end of the year, significant issues were pending concerning the realignment of the training departments. These initiatives will continue into year 2000.

The labor-management agreement that was negotiated in 1998 was reviewed by the CPAC and submitted to the labor union for review. The staff of the labor union should complete their review in 2000.

During 1999, the civilian population that supports the TRADOC activities downsized very little through the use of voluntary separation incentive pay (VSIP). Eleven employees took VSIP, five from activities within the USASC&FG and six from the U. S. Army Ordnance Missile and Munitions Center and School.

Issues involving management-employee relations were on an upswing in 1999. The CPAC advisors assisted management with numerous disciplinary actions and performance based actions. In most situations, management started dealing with issues such as abuse of leave or poor performance in a forthright manner.

The Centralized Medical Delegated Examining Cell (MEDCELL) stood up in April 1999 at the Northeast Civilian Personnel Operations Center at Aberdeen Proving Ground, Maryland. This centralized recruitment function was set up to improve the timeliness and quality of recruitment of designated hard-to-fill medical occupations. The CPAC at Fort Gordon has developed a strong partnership with the MEDCELL and provides the MEDCELL with recruitment advice and strategy, unique geographical considerations, historical recruitment information, marketing and visibility, and all around effective dialogue and communication. The fill of medical positions at Fort Gordon continues to be difficult.

The Civilian Personnel Advisory Center provides 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, 20,000 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 include: the Training and Doctrine Command; 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.

Military Personnel Division personnel in-processed over 1,900 permanent party soldiers; out-processed over 2,300 permanent party soldiers; in-processed over 4,200 trainees/students and out-processed over 4,750 trainees/students. Personnel issued nearly 24,000 identification cards, processed over 1,180 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. Our efforts were recognized as outstanding by the TRADOC Personnel Management Assistance Team during their visit in August 1999.

The Fort Gordon Casualty Area Command provided funeral honors and assistance to family members for 454 deceased personnel. Of that number, five were active duty soldiers, 202 Army retirees, and 170 veterans. Fort Gordon fully supports the new directive to provide two-man teams to honor veterans.

Fielding of SIDPERS-3 was completed in March 1999. Training was conducted for users at the MPD level as well as the unit level.

Operation EXODUS took placed on 17 December 1999 and resulted in an orderly and expeditious movement of over 1,800 soldiers. The MPD actively participated in the Hometown Recruiter Assistance Program and set in motion procedures to ensure continued support of the program.

The Total Army Retention Program again exceeded all active and reserve recruiting objectives in FY99. In the active component, Fort Gordon reenlisted 111 percent of its initial term and 100 percent of its mid-career objectives. In the reserve components, Fort Gordon achieved 168 percent of its transition objective.

In an effort to reduce operating costs without decreasing service, the Retirement Services Office began several new programs to provide timely and accurate information to the retired community. Weekly articles were published in the installation newspaper column titled "Retiree Notes;" press releases were published through various media outlets via the Public Affairs Office; and a monthly electronic newsletter titled "e-Notes" was made available to retirees and family member subscribers with Internet access. The Military Personnel Division Internet web site was expanded to include more information for members of the military active duty and retired community.

The A-76 study of the Military Personnel Division began in October 1999 and will continue until decisions are made as to whether MPD functions will be contracted or remain as a government organization.

Alcohol and Drug Abuse Prevention and Control Program Division

The Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) saw a slight drop in the number of positive specimen results in 1999. Positive results for marijuana use dropped from 141 in 1998 to 123 in 1999. At the same time positive test results for cocaine dropped from 62 in 1998 to 34 in 1999. There was a decrease of 939 total specimens collected over the year

giving us a grand total of 27,344 for 1999. However positive results for prescription drugs saw a slight increase.

In March the Department of the Army Center for Substance Abuse conducted an inspection/staff assistance visit to the Fort Gordon Drug and Alcohol Control operations. Results were favorable, however they did suggest that the overall organization effectiveness was adversely effected by the shortage of assigned staff personnel.

Clerical support provided by the Military Medical Hold Detachment was terminated in May. The Alcohol and Drug Control Officer (ADCO) attended an administration and training review training session at Fort Monroe, Virginia, in June. In August the ADCO participated in the Institute on Addictions five-day conference in Colorado Springs, Colorado. In October, the Department of the Army sent a Biochemical representative to conduct a detailed inspection of the Fort Gordon specimen collection and handling procedures. The section received an overall rating of superior.

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 the ACAP-Management Information System, which included Microsoft Explorer Internet capability, Microsoft Word '97 and WordPerfect 5.1, word processing applications, Transition Bulletin Board (TBB) and various job, employer and service provider databases. The Defense Outplacement Referral System (DORS) an automated resume database program expired in 1999. The Internet, however, continued to provide invaluable assistance to ACAP clients. In fact, The Department of Labor and the Department of Defense also launched a new website, www.dod.jobsearch.org to replace the now defunct DORS program.

Special events sponsored in 1999 by the ACAP Center include specialty workshops titled, "Strategies For Job Fair Results" and "Being Your Own Boss". The Center hosted over 700 job seekers at a job fair at the Fort Gordon Youth Development Center in which 58 local and nationally based employers participated. Targeted recruiting events were sponsored by 25 different nationally based employers such as Advanced Auto Stores, Delta Airlines, FBI, ITT Federal Systems, Nokia Mobile Phones, Perot Systems Communications, Sprint Communications, Target Stores, US Border Patrol and US West Communications as well as a host of executive recruiters and Law Enforcement Agencies.

Headquarters, ACAP initiated plans for a major overhaul of operations in the next year. ACAP XXI, a primarily computer based service, will be implemented at various centers throughout the Year 2000. Exact dates for the implementation of the program at Fort Gordon is unknown.

The Department of Veterans Affairs initiated a Pre-Discharge Program in May 1998 at Fort Gordon. Eligible participants were service members leaving the service with disabilities, diseases, or injury diagnosed or treated on active duty, who had 90-180 days remaining on active duty, and who will live in the Augusta/Fort Gordon area long enough to report for a physical examination conducted by private physicians at VA expense. 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 ten percent, or above. This program has met with great success with over 510 cases filed and over 300 rating decisions completed.

Education and Career Development Division

The Education and Career Development Division (ECDD) emphasis was multifaceted in 1999. The division personnel set a goal of increase the number of career and educational opportunities for their customers. The ECDD wanted to secure additional funding for the tuition assistance (TA) program and improve the on-post college classroom environment. Other emphasis item was providing community recognition for the educational accomplishments of their customers and to increase public awareness of the ECDD programs and services and the on-post education programs. At the same time, the ECDD wanted to continue to modify and adapt the functions of the Education Management Information System (EDMIS) and update and increase the hardware and software capabilities of the Army Learning Center (ALC) to maintain an up-to-date technology edge. The ECDD staff wanted to continue the effort to develop an on-post graduate program in computer science and computer engineering for Signal Officers under the auspices of the Office Chief of Signal and, finally, the staff wanted to explore the possibilities of a personnel cost saving effort through the contracting of ALC non-counselor related functions. The ECDD accomplished each of the emphasis items.

An increase in distance learning opportunities expanded the educational opportunities. The number of Memorandums of Understanding/Statements of Understanding with off-post institutions of higher learning increased to forty-three, an increase of thirteen from 1998. A change in the Tuition Assistance regulation that now allows up-front tuition assistance for distance learning courses impacted on the increase in the number of memorandums. Of the forty-three institutions, thirty offer distance learning courses. The Education Services Officer, Mr. Gene Bussell, was successful in increasing the TA budget from a beginning budget amount of $425,000 to an ending budget amount of $665,000.

Through the Ft. Gordon U-Do-It program, several of the classrooms were painted and, with the assistance of DPW the front part of each classroom was tiled. Due to an increasing civilian student enrollment, Georgia Military College opened a branch campus in Martinez, Georgia, in an effort to relieve on-post classroom overcrowding and to increase the number of classroom seats for military students. The ratio of civilian students to military students dropped from 5:1 to 1:1 thus saving classroom resources and utilities.

The accomplishments of our customers concluded in the annual college graduation exercises that took place on 23 June 1999 in Alexander Hall. A reception followed in Signal Towers. Dr. Larry L. Smiley, Associate Dean, College of Extended Learning, Central Michigan University, delivered the commencement address.[118]

The ECDD increased public awareness of its programs and services by the hardcopy "Education Services Brochure" and through the ECDD website: http://www.gordon.army.mil/aces/default.htm. The ECDD and on-post colleges and universities increased public awareness by participating in the American Education Week activities during the week of 14-20 November. The military theme was "Educated Soldiers Today, Military

[118]USASC&FG Annual Graduation Ceremony Program, 23 June 1999.

Leaders Tomorrow". Education fairs held at various locations throughout the installation provided the Fort Gordon community with an opportunity to view exhibits from local and on-post colleges and universities.

The use of the EDMIS by the on-post colleges and universities to enroll a soldier into a course and to create and print a Tuition Assistance Form 2171 begun in 1998 has proven to be a critical success in 1999. This decreased the waiting time for service members and increased efficiency by allowing more counselor contact. EDMIS queries have increased the efficiency and accuracy of the administrative staff in their collection and reporting of education data.

Continued technology updates in the ALC in both hardware and software increased the educational and career development advancement capabilities of our customers. More computers have been added to the ALC bringing the number to nineteen for internet use and six for use with the Functional Academic Skills Training (FAST) program and other educational programs. Software was purchased to assist the customer in test preparation and technical skill development. A cabling upgrade in the ALC was scheduled to be finished in FY00. This upgrade will increase the multimedia capabilities of the computer systems in the ALC.

The Division participated in an effort by the Office Chief of Signal and the Signal School to bring a university to Fort Gordon to provide signal related graduate degrees to Signal Officers. The ECDD prepared and mailed letters to 103 universities requesting their comments and cooperation in this effort. The ECDD has participated in direct negotiations with Florida Institute of Technology and Southern Polytechnic State University. This effort will continue in FY00.

A personnel cost saving effort evaluation of the possibility to contracting the ALC non-counselor related management functions led to the writing of a small purchase contract. This contract will be awarded in the third quarter of FY2000. Mr. Randy Gooding, DANTES test examiner/ECDD supply contract holder, successfully renewed his contract for an additional five years.

Even with continued reductions in staff, the availability of counseling services continues at the Education Center. The Education Center operating hours remains Monday through Friday from 0800 until 1630. The Learning Center operating hours remains Monday through Friday from 0800-1615.

Library Services Division

Committed to providing Fort Gordon with comprehensive library service, the consolidation of Woodworth and Conrad Library resulted in many positive changes, including improvements in service and new directions for the library's mission.

Projects

- The project to convert the adult non-fiction collection from Dewey to the preferred Library of Congress classification system has been 60 percent completed as of December 1999. The present staff has accomplished this entire project without assistance from any outside source.
- Directorate of Information Management (DOIM) has now taken over complete administration of the library's networked CD ROM services. This cooperative partnership

has resulted in many library indexes being conveniently displayed on office desktops throughout the installation.

- The installation of WebCat software provides Internet access to the library's catalog, and to applicable WWW sources outside the library as well. Eventually all of the library's resources, even CD-ROM indexes, will be accessed this way. Already authorized users can view and interact with the library's catalog, view their own library records, request library materials and interlibrary loans, and view library/community announcements from their desktop computers.
- The periodical collection, completely reorganized with volunteer assistance, has been inventoried, with corrected records entered into the ILS (Integrated Library System). The library currently subscribes to over 450 periodicals, reflecting a variety of interests from electronics and telecommunications, to fashion and gardening.

Programs

- The summer reading program, with the theme "Reading is Power", was offered from July through August to children of the Fort Gordon community. Over 30 children participated in the event.
- The Fort Gordon PTA hosted the Scholastic Reading Book Fair from the library during the month of May.
- Black History Month was celebrated with a display provided by Ms. Joy Johnson, Community Health Nurse along with attractive bulletin board displays. Additionally, the library sponsored writing and drawing contest for the children of the community. The winners of the contest were provided gifts compliments of U.S. Army Comptrollers Association.
- A much-needed coin-operated copier was purchased by NAF for patron use. Woodworth Library is the only facility on Fort Gordon that provides coin-operated copying.
- The process of replacing used furniture was begun with the acquisition of new Circulation and Reference desks. The subtle change greatly enhances the appearance of the library's public area.

- Internet access has proved increasingly popular to patrons resulting in a rise in library patronage and usage statistics.

Statistics

During the year Woodworth Library maintained its' operational schedule, open to the public six days, for 55.5 hours per week. The collection consists of 49,254 book volumes, 10,000 military documents and over 400 periodical subscriptions. As of 31 December there were 13,439 registered users. Of these, 3,683 were active duty service members along with 1,655 family members. Military students numbered 2,907. Military retirees and their family members accounted for another 3,667 registrants. A total of 88,193 items were charged out during the year from Woodworth Library. Permanent party personnel checked out 18,941 items while their family members borrowed 12,358 additional items. Military students and their family members borrowed 28,966 items, and retiree families accounted for another 12,352 items. Books remained the most popular item types with 53,169 volumes being borrowed. Nearly 4,060 audio

tapes, videotapes, and records were borrowed during 1999. Interest in the library's Internet access resulted in 26,279 patrons utilizing the library's computers. Woodworth Library recorded dramatic attendance figures totaling 93,212 patrons for the calendar year proving again that interest in libraries and service they offer has not decreased.

Staff Accomplishments

Chief Librarian, Linda Orne, was recognized as one of TRADOC's outstanding librarians at ALI (Army Library Institute), New Orleans, Louisiana, in June 1999. Colonel Thom Tuckey, awarded Ms Orne the Commander's Award for Civilian Service, May 1999.

Fred Danes, Reference Librarian, attended Computers and Libraries conference in Alexandria, Virginia, in March. Ms. Janet Hansen, Reference Librarian, attended a DTIC conference in Alexandria, during May. In addition to the ALI Conference in New Orleans, Ms. Linda Orne was granted ACTEDS sponsored training of MLW (Military Librarian's Workshop), Williamsburg, Virginia, in November.

Summary

As 1999 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 PUBLIC WORKS

From the Director's Perspective

The Directorate of Public Works continued to support the Fort Gordon installation and its tenants in an outstanding manner even in a tight, significantly resource restrained environment. A proactive stance by all combined with partnership and teamwork provided the best possible value in engineering and logistics support services. Significant highlights can be found in table 6-3:

Table 6-3
Significant Highlights – 1999

- Reopened Dining Facility (DFAC) #4 on weekends and readjusted hours for all DFACS to meet the training load.
- Further consolidation of Johnson Controls functions into the Consolidated Maintenance Facility Complex.
- Renovation of three barracks buildings under the Barracks Upgrade Program (BUP).
- Repair of two rolling pin barracks.
- Demolition of 135,000 square feet of WWII facilities.
- Implementation of new and upgraded computer systems.
- Began resolicitation of BASOPS and Food Service contracts.
- Resolution of three notices of violation (NOVs) with the State of Georgia.

- Establishment of Hazardous Materials Control Center (HMCC).
- Relocation of Central Issue Facility (CIF) to provide reduced cost services to the installation.
- Established priority requirements for funding in TRADOC MAR destined for $11,000,000 funding.
- Won $515,000 in TRADOC Bold Grants for innovative solutions to engineering to engineering and logistics challenges.
- Awarded $4,571,900 in projects for FY 99 year end.
- Significantly improved quality of Fort Gordon housing with investments of $3,300,000 through placement of new windows and doors, additional parking areas, new kitchens and bathrooms in various housing areas across post.
- Initiated sterilization unit at the Wastewater Treatment Plant.
- Entered partnership with local political subdivisions on a watershed protection plan for Butler Reservoir.
- Welcomed population of 3,000 Robust Redhorse sucker fish in partnership with State of Georgia DNR and U.S. Fish and Wildlife Service.
- Deployed the STORES (Food Service) and Hazardous Substance Management Systems.
  Source: DPW Input for the 1999 ACH.

The most significant challenge facing Fort Gordon's installation support team is the Army's continued lack of priority to base operations funding. Fort Gordon's current backlog of needed facility projects is $93,000,000. Despite this situation, the DPW engineering and logistics team continues to seek and implement innovative solutions to BASOPS support challenges.

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 1999 budget was $51,827,600 direct funds and $10,641,000 automatic reimbursements. The majority of the budget, other than for personnel, was allotted to support the Base Operations contract. The Directorate had 76 civilians and nine 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 the year at twenty-one. Two of these were contract

employees, one was an USDA Forest Service Employee, and three were Student Conservation Association resource assistants.

A Notice of Violation and a Proposed Consent Order dated 8 February 1999 were received as a result of a Compliance Evaluation Inspection by the State of Georgia, Department of Natural Resources, Environmental Protection Division (GAEPD) in September 1998.[119] The Consent Order was executed on 7 September 1999. Under the terms and conditions of the Consent Order, Fort Gordon paid a monetary settlement of $50,000 in September 1999 and agreed to perform a supplemental environmental project with a monetary cost of no less than $50,000

The Emergency Planning and Right-To-Know Act for reporting year 1998 was completed. A United States Environmental Protection Agency (EPA) Form R was submitted for chlorine on 22 June 1998 and GA EPD RTK2 Forms were submitted to the Richmond County Emergency Planning Committee and the Fort Gordon Fire Department.[120]

In the area of pollution prevention, the ENRMO initiated a recycling program for shop towels thereby reducing the amount of waste going into landfills and purchased an antifreeze recycling machine to reduce used antifreeze disposal.

In 1999, ENRMO processed turn-in documents covering 214,980 pounds of hazardous waste and materials. The ENRMO assisted in the opening of the Hazmart facility to be operated by Supply, DPW.

In 1999, ENRMO delivered the first annual Consumer Confidence Reports for quality of the post drinking water under the Safe Drinking Water Act.[121] The reports covered three Fort Gordon water systems serving a daily population of 16,000-20,000 personnel. During 1999, ENRMO contracted to eliminate two large discharges under the Clean Water Act on Butler Creek. The ENRMO prepared a Water Supply Watershed Management Plan for the Butler Creek Watershed.[122] The management plan to protect the watershed will be implemented through a partnership between Fort Gordon and local governments.

A NOV of the Rules and Regulations for Water Quality Control[123] was received on 27 August 1999 for allowing unpermitted (leachate) discharge from the 17th Street Landfill site to flow into McCoy Creek (state waters). The installation in a memorandum dated 25 October 1999 gave the state a schedule of compliance for the NOV.[124]

In 1999, the Air Program paid the minimum fee of $1,400, associated with the Title V Operating Permit required under the Clean Air Act (CAA) of 1990.[125] The actual emissions of criteria pollutants did not exceed the allowable 100 tpy in attainment areas. The Risk

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[119]Ltr, 8 Feb 1999, Harold F. Reheis, Director, Georgia Department of Natural Resources to MG Peter M. Cuvielllo, subj: Notice of Violence (NOV); State of Georgia Consent Order (EPD-HW-1338), 7 Sep 1999.

[120]Ltr, 28 June 1999, MG Cuviello to Mr. Burt Langley, Georgia Emergency Response Commission, subj: Toxic Chemical Release Reporting Information; GA EPD RTK2 Forms for Fort Gordon for 1999.

[121]Consumer Confidence Reports 1998 Safe Drinking Water Act, Fort Gordon, Georgia, Report Prepared by the USASC&FG Environmental and Natural Resources Management Office, Fort Gordon, Georgia, c. January 1999.

[122]Butter Water Supply Reservoir management Plan, Fort Gordon, Georgia, Prepared by the USASC&FG Environmental and Natural Resources Management Office, Fort Gordon, Jan 1999.

[123]Chapter 391-3-6.03(5)(c) and .06(3)(a), Georgia Department of Natural Resources and Environmental Protection Division Rules.

[124]Ltr, 27 Aug 1999, G. Robert Bishop, manager NE Region EPD to MG Cuviello, subj: Notice of Violation; Ltr, 25 Oct 1999, COL Michael J DeBow to Mr [G. Robert] Bishop, subj: Response to the Notice of Violation (27 Aug 99)

[125]Georgia Air Emissions Fee reporting Form, 21 Sep 1999.

Management Plan[126] required under the CAA Section 112(r) was submitted to and approved by the EPA. The Water and Wastewater Treatment Plants were audited by GA EPD; no negative findings were reported.[127] Quarterly reports were submitted to the GA EPD as required under New Source Performance Standards for the boilers at the hospital's heating plant.[128] In October, applied for an Air Quality Permit from the GA EPD for the operation of three, new, diesel engine driven, peak shaver generators at Building 25910. Final action from the GA EPD is still pending.[129] The ENRMO assisted in the inventory of halon on the installation and contracted to have it safely removed and stored at a central location until it can be transported to the Department of Defense Halon Reserve. An ENRMO staff member attended training and was certified as a visual emissions inspector.[130]

National Environmental Protection Act documentation was prepared by ENRMO as follows: an Environmental Assessment (EA) and Hazard Analysis were completed for the construction of an elementary school on the installation[131] and a Finding of No Significant Impact was issued on 19 March 1999.[132] ENRMO reviewed and commented on a Draft Environmental Assessment of the Conversion of the 700th Airlift Squadron at Dobbins Air Reserve Base, Georgia.[133] The following EAs for Fort Gordon were being prepared by the Corps of Engineers: EA for the Real Property Master Plan, EA for the construction of an additional nine holes at the Gordon Lakes Golf Course, EA for the restoration of wetlands at Maxwell, Scout, and Thomas Lakes, and EAs in preparation for the Endangered Species Management Plan, the Forest Management Plan, and the Pest Management Plan. 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 1999, office personnel upgraded Geographic Information System (GIS) and Global Positioning System (GPS) equipment, firmware, and software to ensure it's operation during and after Y2K. During 1999, GPS was used to record new and updated locations of numerous natural and cultural resource sites of significance on the installation. Also work continued on the conversion of Geographic Resources Analysis Support System (GRASS) mapset files to ArcView files.

During the year, ENRMO staff trained 5,083 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

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[126]Notification Letter, 18 Aug 1999, US EPA to Mr. Dave, Schulte, USAIC and Fort Gordon, subj: Risk Management Plan.

[127]Ltr, 8 Oct 1999, Mr. Kent P. Howell, GA Dept of Natural Resources RPM Coordinator to Mr David Schulte, subj: Risk Management Plan (RMP) Audit.

[128]Ltr, 18 Oct 1999, Dave Schulte to Georgia Dept of Natural resources EPD, subj: Quarterly Report: New Source performance Standards.

[129]Ltr, 1 Nov 1999, Frank A. Nederhand, Environmental Engineer to MG Cuviello, subj: Application No. 11745, Dated October 3, 1999 and Received by EPD: October 13, 1999.

[130]Visible Emissions Evaluator Certification for David Schulte, 3 Nov 1999.

[131]Environmental Assessment for Construction of An Elementary School on Fort Gordon, Richmond County, Georgia, report prepared by ENRMO, Directorate of Public Works, Fort Gordon. Aug 1998; Memo, c. Aug 1998, COL Thom E. Tuckey, Garrison Commander to Richmond County Board of Education, subj: Hazard Safety Analysis Report – Proposed Fort Gordon Elementary School Site w/atch report.

[132]Prepared by Robert L. Drumm, ENRMO, Environmetnal Assessment and Finding of No Significant Impact Construction of an Elementary School on Fort Gordon, Richmond County, Georgia, 18 March 1999.

[133]Draft, Environmental Assessment of the Conversion of the 700th Airlift Squadron at Dobbins AFB, GA, Hq Air Force Reserve Command Environmental Division, Sep 1999.

protection, conservation and improvement of the environment through compliance with applicable federal, state and local laws, regulations and policies. During 1999, Natural Resources Management staff provided training as well as guided tours of the Sandy Run Nature Trail facility to individuals ranging in age from youth to adult. These groups included local schools, scouting organizations, civic groups as well as military personnel. The ENRMO set up displays and participated in several community activities at Fort Gordon, Fort Discovery, and Richmond, Columbia, and Jefferson County schools.[134] ENRMO participated in Fort Gordon's Armed Forces Day Displays at the Augusta Mall.

In 1999, the Cultural Resources Program completed a study of the WWII warehouse/logistic area to determine the historical significant of structures within that area.[135] The study determined and the Georgia State Historic Preservation Officer agreed that none of the structures covered by the study had any historical significance and were cleared culturally resource aspect for future demolition. The Cultural Resources Management Program continued a Cold War Era Survey of the installation's facilities and the updating of the Historic Preservation Plan for Fort Gordon. These projects are being 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. Seven cultural resource sites were contracted through the Corps of Engineers, Savannah District for further Phase II testing to determine National Historic Place Register eligibility. The work on these sites is ongoing and a report is due in this year. During 1999, work continued on a Memorandum of Agreement with the University of Georgia for the curation of artifacts collected from the installation during cultural resource site surveys and testing.

In January 1999, Fort Gordon was awarded the Tree City USA Award for the year 1998 by the National Arbor Day Foundation.[136] The Tree City USA Award recognized Fort Gordon's commitment to preserving the urban forest environment. A tree was planted by children of the Fort Gordon Pre-school Program during the annual Arbor Day Ceremony on 19 February 1999 in Freedom Park.[137]

The Forest Management Program generated an income of $489,184.82 from the sale of 6,044 tons of pine pulpwood, 7,511 tons of pine saw timber, and 390 tons of pinestraw. Timber stand improvement was performed on 1,000 acres and 100 acres were reforested. Seven woods fires occurred on the installation during the year burning approximately 150 acres. Individual Area Prescribed Burn Plan development began in 1999 and will continue until a final Installation Wildland Fire Plan is completed. Approximately 12,000 acres were prescribed burned by ENRMO personnel during the year for fuel reduction, silvicultural benefits, and native ecosystem enhancement. In anticipation of the possible Department of Defense joining with the Interagency Wildland Fire Coordinating Committee, a training program, which will be required of all personnel involved in wild wildland fire, was initiated in 1999.

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[134]"Discover Earth Day at Fort Discovery," The Signal, 16 Apr 1999, p.4; "Post Participates in Stand Up for Safety Day," The Signal, 28 May 1999, p.16; "Teen Conservation Camp Offers Learning Fun," The Signal, 16 July 1999, p.3.

[135]Fort Gordon Warehouse Area Documentation, , Fort Gordon Cultural Resources Office and the USA Corps of Engineers, Seattle, April 199990 (Ft. Gordon Files, Cabinet 1).

[136]Ltr, 5 Feb 1999, Mr. John Rosenow, President of the National Arbor Day Foundation to MG Cuviello, subj: Fort Gordon Named a 1998 Tree City.

[137]Allen Braswell, "Arbor Day 1999 Celebration Feb 19," The Signal, 26 Feb 1999.

In 1999, Fort Gordon ENRMO personnel continued translocation efforts of the Red-cockaded Woodpecker (*Picoides borealis*) (RCW). Habitat management strategies for the RCW were completed on approximately 200 acres in Training Areas 21 and 22 in preparation for the October 1999 relocation. This management strategy consisted of controlling mid-story hardwoods in potential RCW habitat. With the combination of the 1998 and 1999 habitat work, Fort Gordon now has approximately 575 acres of high quality RCW habitat. ENRMO personnel, in conjunction with the U.S. Fish and Wildlife Service (USFWS), and Fort Stewart Endangered Species personnel, translocated three RCWs on 20 October 1999 to Training Areas 21 and 22. These efforts are critical in reaching Fort Gordon's population objectives of 25 pairs. Fish and Wildlife personnel continued to monitor the progress of 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 concluded in September 1999. Under this agreement, subcontracts to survey fauna (with emphasis on herpetological and entomological species) associated with identified community types were conducted.
Fort Gordon Natural Resources staff revised the existing Fort Gordon/TNC partnership agreement.[138] Modifications will include projects for the development of monitoring protocols for identified conservation zones as well as the completion of planning level surveys mandated by Department of the Army regulations/policy. These projects are critical elements in the implementation of Fort Gordon's ESMP. Revisions were completed in summer 1999.

Waterways Experiment Station under contract to Fort Gordon completed stream quality surveys. Parameters were expanded to examine community structure and relationships between species abundance and physical conditions of habitat. A final draft of this report is to be completed early in 2000.

The Fish and Wildlife Section, in conjunction with the Directorate of Community Activities (DCA) and the Sportsman Club sponsored two kids fishing derbies (June and September) with a total of 352 kids ranging in age from 4-15 years participating in the two events. Other events coordinated with DCA and the Sportsman Club included the operation of a shooting preserve, fox hunts, and several horseback riding endurance races. The Fish and Wildlife Section conducted management activities on approximately 320 acres of installation lake facilities. This activity included the application of herbicides for the control of nuisance weeds in 152 acres as well as the application of fertilizer in approximately 205 acres. Georgia Department of Natural Resources (GA DNR) 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 stocked approximately 65 acres of lakes with 8,560 channel catfish. Fort Gordon Fish and Wildlife section in cooperation with the USFWS, the Robust Redhorse Sucker Committee and the GA DNR established a refugial population of Robust Redhorse Suckers (state-listed endangered species) in a lake on Fort Gordon. The Fish and Wildlife Section updated the Hunting, Fishing, Trapping and Horseback Riding Regulation USASC&FG REG 420-5 as well as the Hunting and Fishing Advisory Council Charter. Fort Gordon Fish and Wildlife personnel planted approximately 500 acres of wildlife clearings consisting of numerous wildlife plant species to include several species of Native Warm Season Grasses (NWSG). Documented game harvest for 1999 included 273 whitetail deer (*Odecoileus virginianius*), 38 eastern wild turkey (*Meleagris gallopavo*), 439 mourning doves (*Zenaida macroura*), 151

[138]Modification to Partnership Agreement Between Fort Gordon and The nature Conservancy of Georgia, 28 June 1999.

Eastern Gray Squirrel (*Sciurus carolinensis)* and Eastern Fox Squirrel (*Sciurus niger),* as well as 62 waterfowl species. Permit sales on the installation for 1999-00 season totaled 3,789 and brought in $39,368 in Fish and Wildlife Program revenue.

LOGISTICS DIVISION

The Logistics Division was comprised of the Food Service, Maintenance, Supply, Property Book and Transportation Branches. The branch chiefs were CW2 Lorraine Thomas, Mr. Larry House, Ms Olaree Hill, and Mr. Robert Woodard respectively. Mr. Wilson L. Head was Chief of the Logistics Division.

Plans and Readiness Coordinator

During the year, the Readiness Coordinator, William J. Martin, was involved in deployments, training exercises and numerous special events. There were two major training exercises conducted this year. The first was the CONUS Replacement Center Exercise (CRCX-19) held during the time period 1-28 April 1999. This exercise tested the operations of the 381st CRC Battalion from Oklahoma, to receive, process and deploy Active and Reserve military, Department of Defense civilians and Contractor personnel. After the personnel passed through Fort Gordon they were airlifted to the Republic of Korea and participated in training exercises for three weeks. They returned through Fort Gordon enroute to their home station.

The second exercise involved a similar scenario of receiving, processing and deploying personnel to Egypt for " Bright Star '00". This exercise involved deployment and redeployments during the months of September, October and November 1999. The 360th CRC Battalion, Myrtle Beach, South Carolina, hosted the participants. Most of the deploying personnel were Active Duty military and Contract Linguists. This was the Active Duty training period for the 360th CRC Battalion, which would similarly support a major mobilization at Fort Gordon.

All during the year, personnel and equipment were deployed and returned from various worldwide "hot spots." Both the 513th Military Intelligence Brigade and the 93rd Signal Brigade responded as required by higher headquarters.

There were 50 Special Events this year. Each year they seem to become more elaborate and varied. Each month there is a standard Installation Retirement Ceremony and then there are other larger events. There were various outdoor concerts including (1) "The Goo Goo Dolls", a Dog Days Concert and a (2) R & B Festival. Heartwarming events such as the (3) Special Olympics, including the (4) Signal Corps Regimental Week Activities, (5) Stand Up For Safety Day, which provides extensive safety to the troops and the ultimate special event, (6) the 27th Annual Signal Symposium. The DPW takes pride in providing all the support needed to make the special events successful.

Stock Fund Manager

This year, the Army Working Capital Fund, part of the Defense Working Capital Fund introduced two initiatives. First was the Global Combat Support System (GCSS). Its purpose was to significantly re-engineer the way we deploy and sustain logistical automated information systems. Second was Single Stock Fund. Its purpose is to re-engineer inventory management functions and associated financial processes throughout the Army. In FY99, the Army Working

Capital Fund, Fort Gordon, had $48,314,540.14 in gross sales; $43,467,136.99 in net sales to customers; $2,857,999.65 in obligations to support issues and $4,847,403.15 of credits granted to customers

Food Service Branch

The Food Service Branch experienced another successful year. Ronlyn Food Service, 93rd Signal Brigade Dining Facility and the 513th MI Brigade Dining Facility continued to work hard to maintain the highest standards for food service. The Installation Food Service Dining Facilities (DF) served over 1,562,618 meals to the Installation, i.e., AIT Students, Permanent Party, ARNG, Reserve, etc.

Effective 1 April 1999, two Market-Ready Food Service Contracts were implemented, both dairy contracts. A Market-Ready Catalog was transmitted through the Subsistence Total Order Receipt Electronic System-NT (STORES), which is a program that is implemented to bring warehouse, market-ready and prime vendor ordering functions together into one system and new stock numbers were entered into the Army Food Management Information System (AFMIS) to establish procedures for orders and receipts.

In July, the Installation Food Advisor, WO1 Sharon D. Simmons and the Installation Food Service Branch hosted the successful first Fort Gordon Food Service Symposium held at the Noncommissioned Officer (NCO) Club. The purpose of the event was to provide various post chains of commands, food service logisticians and support personnel the latest food service initiatives and marketing strategies. The symposium consisted of 45 major food vendors promoting their products and services.

The Commanding General's Best Dining Facility Award's 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 Qtr); DF #11 (2nd Qtr); DF #6 (3rd Qtr); DF #4 (4th Qtr).

In November, the Installation Food Service Branch assisted each operated dining facilities (DF) in preparation for the Thanksgiving celebration. A post-wide competition was held to select the best Thanksgiving decorations. The branch also held a Culinary Arts Workshop to select a team to represent Fort Gordon at the Fort Lee Annual Culinary Arts Show. On 15 December 1999, the Garrison Commander, COL Charlotte I. Roman, presented the awards for the Best Thanksgiving Decorations and Culinary Arts Workshop.

In December, the Installation Food Service NCOIC, MSG Famous Johnson retired from the Army after 22 years of service. SFC Cheryl St Jules replaced him.

Maintenance & Equipment Branch

The year 1999 was a productive one for accomplishment of Modifications Work Orders (MWO). In 1999, the DPW Logistics Division Maintenance Branch coordinated the successful completion of 10 MWOs, encompassing 725 individual items of equipment. The scope of this work ranged from tactical vehicles to various types of communications-electronics equipment. The Fort Gordon Modification Coordinator, Mr. Ray Wilcauskas, is a member of IMEB/DPW. He also represented Fort Gordon at the US Army Tactical Vehicle Command 99/00 CONUS/Pacific Modification Work Order Coordination Workshop, 24–28 May 1999, at Fort McPherson, Georgia.

CW3 Stephanos Kariotis left us for an assignment in Korea, and Mr. Larry House was assigned the duties as Installation Maintenance and Equipment Officer. Mr. Head, Logistics Chief, assumed the duties of the Contracting Officers Representative after CW3 Kariotis departed. Mr. Raymond Wilcauskas was assigned duties as the Local Sustainment Maintenance Manager (LSMM). Mr. Wilcauskas has workloading responsibility for all Army Sustainment maintenance units, activities and AMAs on Fort Gordon. The Fort Gordon LSMM manages end item and reparable item programs to meet local demands in support of the Integrated Sustainment Maintenance (ISM) concept. Mr. Wilcauskas, Communications-Electronics (C-E/Weapons/COMSEC) and Mr. House, Vehicles and Equipment Specialists/Technical Monitors continued as JCWS Base Support Services Contract Monitors and Government-in-Nature duty specialists. Early in the year MSG Curry also joined us a C-E Technical Monitor.

The year showed usage of the Army Warranty Program, with the continued warranty coverage during 1999 at Fort Gordon of 167 FMTV (the Family of Medium Tactical Vehicles) of various types. These vehicles were manufactured by Stewart & Stevenson and came with a General Support (GS) warranty. The Fort Gordon Warranty Control Officer (WARCO) is a member of the DPW/Installation Maintenance and Equipment Officer's Staff, and he screened for applicability and coordinated the completion of nine each FMTV warranty claims by Stewart & Stevenson during the calendar year. Additionally, 36 claims for warranty repair of commercial items were processed during the year. Fort Gordon activities greatly increased their inputs into the DPW/IMEB Warranty Database. Mr. Wilcauskas is the Fort Gordon Warranty Coordinator.

The Fort Gordon Modification Work/Warranty Coordinator completed distribution of free issue rechargeable batteries, battery charges, and charger adapters to Fort Gordon 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.

With TRADOC direction, Fort Gordon added 27 Commercial Utility Cargo Vehicles (CUCVs) to the fleet of vehicles at the TMP. The CUCVs were deleted from the Tactical Fleet and used for administrative missions on the installation. Savings to Fort Gordon from reuse of these excess vehicles is over $100K annually.

Mr. Jack Donahoe left Johnson Controls Fort Gordon Support Project, and Mr. Cortez Daniels was appointed as Electronic & Vehicle Maintenance Division Manager (JC) in October. IMEB/DPW POC is Mr. Raymond Wilcauskas, 791-6059.

Supply Branch

The Central Issue Facility (CIF) relocated from building 2225 to 25709. The move started on Friday, 29 October 1999 and the new Issue Point was functional on Monday, 1 November 1999. Based on an IG report, we dropped accountability of Furniture Management Branch (FMB) property. The action started in midsummer 1999 and concluded 1 October 1999. New furniture was installed in building 25410 and 25411 as part of the on-going Building Upgrade Project (BUP).

During the year, the Ammunition Accounting and Tracking System was upgraded at the Ammunition Supply Point in February 1999 to SAAS-Mod. A site survey was done in November 1999 for probable outsourcing of the POL Point.

Property Branch

The Property Book Office fielded a new automated system, SIDPERS III, for all Signal School units and activities. This was approximately a million dollar fielding and took place in January 1999.

In June and July 1999, the Signal School fielded six each of the Secure Mobile Anti-Jam Reliable Terminals (SMART-T) AN/TSC-154.

During July and August 1999, the Signal School fielded 34 Radio Sets AN/PSC-5 (SPITFIRE).

In July 1999, the Property Book Office was asked by CECOM to help in the fielding of the High Mobility Digital Multiplex Assemblages (HMDA). This office was responsible for receiving 145 HMMVs, 70 trailer-mounted generator sets, 70 - 1 ½ to trailers and 70 damp antennas. This office was also responsible for ensuring that all vehicles were processed for issuing to the 93rd Signal Brigade.

Transportation Branch

The Transportation Branch, with government oversight by Mr. Robert Woodard, has three sections: the Traffic Section, Freight Section and the Installation Transportation Motor Pool. Johnson Controls, Inc., FG Support Project staffed all sections. A sub-section of the Traffic Branch is Carlson Wagonlit Travel (CWT). Mr. Woodard was also the Contracting Officer Representative (COR) for Carlson Wagonlit Travel and monitored the three sections for quality and contract compliance.

During 1999, the three sections participated in several fielding projects, training exercises, deployments, high visibility installation conferences and symposiums and moving soldiers home for the Christmas Holiday (EXDOUS). Notables are: "HMDA" Fielding Project where Freight personnel off-loaded 55 trucks loaded with 165 pieces of military equipment charges (Demurrage), Operation Bright Star, Grecian Firebolt, Roving Sands and return of the 249th General Hospital equipment and personnel from the Port of Charleston.

These sections also transported 600,000 soldiers to and from training on and off the base and processed, documented and moved 17,155 tons of material and household goods; processed and arranged for airline tickets for 38,514 official travelers from all services; tested and licensed 3,012 military and civilians to operate government equipment and processed, handled, mailed, and answered 67,000 pieces of paperwork associated with routine daily operations.

These sections use several electronic systems to do their daily operations. They are: Global Transportation Execution System (GATES), Electronic Account Government Ledger System (EAGLS), SABRE Travel Information Network (STIN), Transportation Operations Personal Property System (TOPPS) and Test (P-TOPPS), Fleet Management Information System (FMIS) Computerized Freight Management System (CFMS), Transportation Coordinator Automated Command and Control Information System (TCACCIS), and Transportation Coordinator Automated Information for Management System II (TCAIMI). During this year, the branch received 19 new/upgraded computers to replace dummy terminals and old equipment.

The Motor Pool downsized 11 vehicles saving $40,000. Carlson Wagonlit assumed more responsibility in the official travel area and saved the government $7,000,000 on airline ticket costs using contract fares and cost effective routing. A total of four personnel received formal

training in Household Goods Inspection and Quality Control, TOPPS training and Hazardous Material (HAZMAT) Certification.

PUBLIC WORKS DIVISION

This division is a government-in-nature function to oversee contracting activities by Johnson Controls (Pan Am World Services).

Engineer Plans and Services Branch

The division was active again this year in "Winning the Infrastructure War." Twenty-four buildings, with 142, 836 square feet of space, were demolished.

Thirty-three projects were designed and awarded for construction, maintenance, or repair. The construction work, funded by various sources, totaled approximately $4,734,000.

Housing Branch

Fort Gordon was successful in the completion of approximately five million dollars worth of improvement/maintenance projects. Projects included replacement of windows and doors in most of the housing areas and the continuing renovation of bathrooms in one area. There were a number of projects for the General Officers Quarters to include replacement of the roof and flooring at Quarters 4, and replacement of windows at Quarters 1, 2, and 3. 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 of these improvements/maintenance projects were a product of maintaining high occupancy rates that was the basis for determining funding availability.

The usual summer turnover occurred with some major changes in command structure. The new Chief of Staff and Garrison Commander arrived in midsummer with no extended wait for quarters. All required maintenance and repair plus the projects listed were completed prior to assignment.

A new policy was established for handling the accountability of Family Housing appliances. The Housing Office inspectors will now transfer information pertaining to the appliances to the new occupant's hand receipt during the assignment. Furnishings Management Branch no longer maintains accountability of appliances in their HOMES system.

On 23 November 1999, Family Housing Quarters 1971-A had a fire. Estimated cost of repairs was submitted at $47,000 to include asbestos abatement. The fire was discovered to be of a suspicious nature and a Report of Survey was submitted. The Criminal Investigation Division took possession of the quarters pending investigation.

An unannounced inspection by an Environmental Protection Agency representative resulted in changes to procedures for disclosure in writing on lead-base paint to family housing occupants. A sample of the disclosure was modified for Family Housing and has been submitted for approval. This will be handed out to occupants at the time of assignment along with the already provided required pamphlets.

In August 1999, the Housing Operation Management System II (HOMES) was replaced with the new HOMES3. The new system is more user-friendly in that it works in the Windows environment. The new system was necessary to meet the Y2K requirement.

In October 1999, major changes occurred in the transient facilities with the turnover of operations to the Directorate of Community Activities. Due to the change, the nonappropriated personnel became responsible for front desk responsibilities that included reservations and assignment to rooms. Front Desk Clerks and the Front Desk Manager attended GEAC reservations training at Fort Benning to better understand the procedures they are now responsible for. Prior to the turnover, Ring Hall renovation continued with the 3rd and 4th floors being completed and returned for occupancy. New draperies were installed on the 4th floor.

Occupancy for Stinson Guest House was 93.08 percent, a two percent decrease from 1998. Improvements consisted of new draperies installed in 106 rooms, new windows were installed in the duplex, new refrigerators, televisions, and VCR were purchased, and walls were painted in the duplex. Exterior light fixtures were replaced with new ones. Stinson maintenance personnel are now capable of performing mild to medium repairs and improvements, thereby saving time and keeping contractor costs to a minimum. Ongoing Capital Purchase and Minor Construction projects include replacement of wooden guest room doors with steel doors, replacement of lock sets with key card lock sets and remodeling walls in the main building.

Summary

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 76, one less than in 1998. This, along with dedicated DPW staff members demonstrating their unfailing initiative and can-do attitudes to face overwhelming workloads, helped DPW have a good year.

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[139] compliant and that users were 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 continuef to support the southeast region Power Projection and Power Projection Support Platforms. The TCC and the Automation

[139] 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.

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 compliment of information management services to Fort Gordon as a complex, multi-functional, large military installation. Services included automation, networking, telecommunications, records 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 Aviion 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 records 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.

Copiers remain 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 services 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 that 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 fifth year of consolidation in 1999. 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.

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, law enforcement, crime prevention activities, and Force Protection. Responsibilities for safety programs included the Occupational Safety and Health Program (OSHA) 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.

SAFETY DIVISION

Resources for the Safety Office in 1999 comprised three assigned personnel (civilian) until April when Mr. Walker transferred from a fire inspector slot to a safety technician slot. The personnel budget was $200,700 and the supply/travel budget was $7,000. Extensive office automation, including networking with the Hazardous Substance Management System, Microsoft Exchange, Defense Data Network, and other Department of Defense and Department of the Army electronic systems did not totally assuage the adverse effects of understaffing, i.e. two Safety Specialists, one Safety Engineer, one Health Physicist, and one Safety Clerk. The lack of these personnel had adverse impacts on the radiation safety program, safety support of new equipment acquisition, compliance inspections, range/explosives safety compliance, and branch safety. The safety office bought safety promotional items, traffic cones, a color printer, safety training tapes, reflective vests, in addition to office supplies and printing services. Mr. Buzhardt attended the TRADOC SAFE Training Workshop, making a presentation on the Fort Gordon safety program. TACOM invited Mr. Houpt to speak at the Radiation Safety Officer conference at Rock Island, IL. He presented a seminar on Radiological Emergency Management from an Operational Perspective.

Safety Program

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). Mr. Houpt continued to develop a gentleman's agreement with the Georgia Department of Natural Resources by 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' compliance with Nuclear Regulatory Commission regulations for proper disposal. The installation fared well on a radiation safety inspection (1 deficiency) conducted by TACOM.

The Safety Office continued to provide Risk Assessment/Risk Management classes. Mr. Blandin oversaw a Memorandum of Understanding with the Georgia Highway Patrol for Motorcycle Rider Courses (MRC) (18 hours) and Experienced Rider Courses (ERC) (8 hours). Mr. Blandin coordinated the class enrollment for Fort Gordon personnel who owned their own motorcycle. Regrettably, attendance declined due to Georgia State Patrol budget concerns. GSP could no longer offer the use of their motorcycles for free.

The Safety Office continued its Signal Corps mission with review of schoolhouse incorporation of risk management into lesson plans and programs of instructions and the signal branch safety program. Mr. Buzhardt 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. The Safety office also created a Christmas exodus safety video that every soldier on Fort Gordon was required to watch before they went on holiday leave. Fort Gordon had and an accident due to the lightning strikes on ranges. A reserve unit training with RTS Med suffered numerous casualties due to the lightning strike. Fortunately none of the injuries were serious.

The eighth annual Safety Stand-Up Day was conducted in May 1999 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, Range Control, ambulance service, the Environmental and Natural Resources Management Office, representatives from Mothers Against Drunk Driving, Preventive Medicine, Child Development, Safe Communities Coalition, 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. Mr. Blandin inspected DPW renovation projects and all DCA special events. He evaluated work orders for safety requirements that required on-site evaluation. He conducted child-care safety training. Mr. Blandin continued to serve as the IMPAC credit card holder for the office. He also ensured the wrecked vehicle displays and banners were in place for holiday periods. Mr. Blandin coordinated the purchase of new banners due to the age and deterioration of the existing ones.

The Safety Office conducted four Safety and Occupational Health Council meetings in 1999.

Operation Safe Return – The 45 days of a soldier's life that has the highest potential of accidental injury occurs between Thanksgiving and New Year's Day. This year marked the third annual " Loaded 45" Breakfast and Awards program for Fort Gordon. All tenant and assigned organizations participated in this holiday safety and awareness initiative. The program included a breakfast keynote address by Major General Peter Cuviello, an audience of all organizational staff on the topic of seasonal safety. Attendees were presented with a computer disk that contained complete training and educational materials for their local use during this time period.

As an additional incentive, commanders competed for a $1,000 unit fund award within two major categories – TRADOC students and permanent party. In order to level the playing field, all at fault incident (i.e. fires, POV accidents, 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, 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 experienced one at-fault accidental fatality for FY 99. The two winners of the $1,000 unit fund prize were the 73rd Ordinance Battalion and Permanent Party members from the 63rd Signal Battalion.

Summary

The Safety Office's mission continued to expand while the staff adjusted to personnel cuts. Safety personnel actively participated in the automation initiatives (i.e., HSMS) while striving to maintain safety support of Fort Gordon and Signal Branch Missions.

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. This was accomplished through 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. 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 Summer Concerts.

Throughout 1999, the Military Working Dog (MWD) Section supported unit commanders with health and welfare inspections utilizing Narcotic Detector Dog Teams. Along with supporting commanders, the drug team also conducted construction site sweeps and 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 many presidential sweeps. This required the MWD teams to travel throughout the Untied States. All missions were in support of the President, Vice President, or Department of State VIPs. Our Patrol Dog teams 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.

Military Police Investigations

The Military Police Investigations (MPI) Section proved its readiness for the new millennium through its diligence in the prevention and solution of crimes on the installation. Even in the face of low manpower, the office processed 289 cases in 1999, ranging from minor damages to aggravated assault. Members of the MPI Section were selected to attend the MPI course, Basic Noncommissioned Officers Course, Domestic Violence Investigation Techniques, Child Abuse Prevention and Investigative Techniques, Emergency Medical Technicians Course, Nuclear Biological Chemical NCO course and Equal Opportunity Course, all career enhancing schools, without readiness and community support ever suffering. The continued goals of the MPI Section were to become a stronger section, more community oriented, and to be an extension of the LED that criminals would fear and respect, goals that were definitely attained. Comparing statistics for the last three years indicates a continued steady drop in the cases received by this section. This is attributed to the younger and more community oriented investigators that have been brought into the section, in addition to the emphasis placed on crime prevention. The MPI Section continues to thrive with the young investigators, even with the transition of three supervisors. The MPI Section has continued its legacy of insuring criminals

are brought to justice through their diligence in case work and testimony at Grand Jury hearings and assistance to the Assistant and Special Assistant U.S. Attorneys Offices. The MPI Section continued to curb the sale of alcohol to minors with the execution of "Operation Youngblood" and joint operations with Richmond County Sheriff's Department and off post establishments frequented by underage soldiers.

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

The Fort Gordon Security Division processed 35,000 personnel security actions during 1999. Continued to provide free fingerprint service for personnel processing their U.S. citizenship packets. The Security Division also sponsored a Defense Security Services (DSS) training class on the use of the EPSQ for all S-2's to include all tenant organizations assigned to Fort Gordon. Processed 100 percent of all requests for security clearances by using Electronic Personnel Security Questionnaire (EPSQ). The Security Division identified 1,293 personnel, soldiers and civilians who were due for periodic investigations (pr's) and submitted them with the goal of 100 percent submission by October 2000. They also conducted Level 1 Force Protection training to 1,869 student personnel and 1,632 permanent party personnel going OCONUS during 1999. Conducted the annual Subversion and Espionage Directed Against the Army (SAEDA) to include an overview of Force Protection to 1,933 assigned personnel. Presented Level III training to 52 officers attending the Pre-Command Course. They also hosted the second Level II (Certification Training Course) for 36 activity force protection officers. The Security Division also conducted the annual Force Protection exercise on 29 June 1999 to test the installation Force Protection Plan. They developed a new unclassified Risk Assessment/Threat Statement, which addressed 12 categories of Force Protection risk. They prepared the 1999 Fort Gordon Commander's Force Protection Assessment Report, which is provided to HQ TRADOC. Fort Gordon received an Antiterrorism Force Protection Joint Staff Integrated Vulnerability Assessment on 31 October–5 November 1999. The assessment was conducted by the Department of Defense Joint Staff Integrated Vulnerability Team (JSIVA). The assessment concluded that Fort Gordon rated as being the best TRADOC installation and ranked one of the best in the Army. The Security Division also conducted 96 security inspections, site surveys, and pre-construction surveys of activities assigned to Fort Gordon. They wrote numerous articles on Crime Prevention that were published in the Fort Gordon Signal. Completed the installation of the new XO7 locks. Processed 53 requests from Foreign Governments on releasability of signal training products and attendance to various signal courses. In addition to all of this, the Security Division has 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.

FIRE AND EMERGENCY SERVICES DIVISION

On 4 April, Mr. George T. Wilder arrived at Fort Gordon and assumed the duties of Fire Chief. Mr. Wilder arrived here from Heidelberg, Germany where he was the Seventh Army's Fire Protection Specialist. Since his arrival, he has provided steady, progressive leadership for the Fire and Emergency Services Division at Fort Gordon.

There were 585 fire alarms during the year, 60 of which caused approximately $75,000 in property loss. No deaths or serious injury was experienced.

A total of 419 Hot Work Permits were issued and closed out. Mr. Matthew Williams attended a train-the-trainer Hazardous Materials (HAZMAT) course at the DOD Fire Academy in Goodfellow AFB, Texas. Mr. William's training will allow HAZMAT training to be conducted at Fort Gordon with a significant cost savings to the installation.

A new, 1,250-gallon per minute (GPM) fire truck manufactured by Emergency One for approximately $200,000 was received in May. A combination HAZMAT, Rescue Truck, manufactured by Emergency One for approximately $200,000 was received in August. A building was constructed to house the two new trucks with $110,000 received from TRADOC.

Mr. Herbert Ellis, Fire Lieutenant and Patrick Blackwell retired during the year and Mr. Robert Johnson, Fire Inspector was reassigned to F&ES.

There were 218 Fire Prevention classes taught during the year with a total of 2,982 attendees. A campaign began during the year to phase out all HALON and Carbon Dioxide hand held fire extinguishers with approximately $33,000 of year-end funds. Totals of 167 buildings were inspected, 89 Work Orders and construction project plans were reviewed to ensure compliance with applicable codes, and 211 meetings were attended with Corps of Engineers and the Department of Public Works.

Fort Gordon F&ES was the first TRADOC installation to successfully negotiate a Memorandum of Understanding with the Union to fulfill impact and implementation to implement procedures and requirements set forth in changes to DOD 6055.6-M issued in June 1998.

FORT GORDON MILITARY POLICE COMPANY

The Military Police Company has increased its quality and level of support to the DPS Law Enforcement Division and the Fort Gordon Community. The unit has increased its training with the Richmond County Sheriff's Office, Aiken County Police Department, and North Augusta Department of Public Safety Office. Some of the increased training includes the Emergency Vehicle Operators Course (EVOC), Weapons Retention Course, Verbal Judo, Traffic Accident Investigators Course, SWAT training, Domestic Violence Intervention (DVIT), and Emergency Medical Technician Certification. The increased level of diversified training provides the DPS and the Fort Gordon Community with Military Police soldiers who possess an enhanced level of awareness and capabilities.

In June of 1999 the Fort Gordon Military Police Company had a change of command where CPT Henry H. Washington relinquished command to CPT Kirt R. Boston. The company

also established a new NCO Support Channel with the addition of a new 1SG, 1SG Kenneth Newborn.

The Fort Gordon Military Police Company provides trained military police to the DPS for the purpose of law enforcement and security on Fort Gordon. The company initiates, supervises, and monitors all soldier training pertaining to law and order operations, common soldier tasks, physical training, supply, personnel actions, health and welfare issues, and the Special Reaction Team.

The Military Police Company's main focus is the transition to the 35th Military Police Detachment on 16 June 2000. The company has requisitioned all of the required MTOE equipment and begun structuring the personnel for the new deployable missions. The new mission will require the 35th MP Det. To be able to deploy small teams of Desk Teams, Military Working Dog Teams, Traffic Investigator Teams, Military Police Investigator Teams, or Military Police teams to support Military Police Brigades in forward-deployed areas.

The Fort Gordon Special Reaction Team is one of the Commanding General's principal response forces in the event of a major disruption or special threat. Some situations requiring SRT employment are barricaded criminals, hostage situations, sniper incidents, counter terrorists, VIP protection, threatened suicides, and counter narcotics operations. The Fort Gordon SRT has recently gone through a revamping and now has a new NCOIC, SSG Cates. The SRT has doubled its monthly training, and added a new vehicle to its inventory. Some of the new training includes live fire room clearing with the Richmond County Shoot House, rappelling and rescue rappels with the DPS Fire Department, and partnership training with Richmond County, North Augusta DPS, and South Carolina Tactical Officer's Association. The SRT has also added the use of K-9 to their arsenal to increase there less than lethal options of handling a crisis. The SRT is adding a paramedic to the first on the scene incident response. The newly acquired SRT Vehicle will assist in the tactical command post and the ability to safely and swiftly deploy the SRT team to any incident.

DIRECTORATE OF PLANS, TRAINING, AND MOBILIZATION

From the Director's Perspective

During 1999 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 1999 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 maintenance through help from local U.S. Army Reserve Engineering units. Our goal for 2000 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 (USASC&FG). Directorate personnel were extremely busy during the year. They managed the training facilities of USASC&FG and FORSCOM units, as well as other personnel not in a trainee or student status; they supervised range operations; monitored Training Support Center (TSC) 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 1999 was $2,165,000. Of that amount, $1,844,000 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.

Division personnel coordinated shelter and installation support for soldiers and their families evacuated from the coasts of Georgia and South Carolina due to Hurricane Floyd, from 14–17 September 1999. Division personnel also coordinated with the Emergency Management Agencies of Richmond and Columbia counties for support of civilians seeking shelter from the hurricane. The division participated in the Headquarters, USASC&FG Force Protection Exercise in April 1999, Southeastern Regional Medical Command (SERMC) National Defense Medical System Exercise in June 1999, Fort Gordon Radio Communication Study, and the Joint Integrated Vulnerability Assessment Assistance Visit in October 1999. PO&T Division also coordinated and developed the USASC&FG Y2K Plan and activated the Emergency Operations Center (EOC) 31 December 1999–1 January 2000, and directed actions on behalf of the installation to provide a coordinated installation response to address any Y2K situations that could occur as a result of transition to 2000.

The division supported numerous ceremonies/events during the fiscal year. These included: ten Retirement Reviews, one Regiment Retirement Review/Ball, five music concerts, two ribbon cutting ceremonies (Staff Judge Advocate and Fort Discovery), Dr. Martin Luther

King Birthday, Black History Month Command Program, Spring Flea Market, Springfest, Easter Sunrise Service, Special Olympics, Month of the Military Child Carnival, Very Special Arts Festival, Annual Family Advocacy Day, Armed Forces Day, Memorial Day, various events in the City, Asian-Pacific Heritage Month, Safety Stand-Up Day, Flag Day/Army's Birthday Cake Cutting, Fall Flea Market, POW/MIA Recognition Ceremony, Hispanic Heritage Month, one recognition ceremony, four quarterly Audie Murphy Club Induction Ceremonies, Augusta Exchange Club Fair, Native-American Heritage Month Program, Jewish-American Heritage Veterans Day, Massing of the Colors, German-Italian Memorial Ceremony, Christmas Tree Lighting Ceremony, Christmas House Opening Ceremony, Garrison Commander's Change of Command Ceremony, Community Carnival, Partners in Freeman Celebration, 27th Annual Signal Symposium, Women's History Month Command Program, one National Prayer Breakfast, U.S. Air Force Assumption of Command Ceremony, and the OCS Memorial Ceremony. All ceremonies include In-processing Reviews (IPR) and a number of rehearsals, depending upon the ceremony.

Mobilization Branch

The Mobilization Branch assisted and supervised the planning and execution of the installation in support of numerous deployments of units and individuals to Saudi Arabia, Egypt, Bosnia, Kosovo, Korea, and South America. In December 1999 and January 2000 the branch personnel coordinated and supervised the execution of two airborne operations in support of the Joint Signal Communications Element, Central Command and the 112th Signal Battalion Special Operations Command, Fort Bragg. Branch personnel coordinated the recurring use and prepared operations procedures for the use of Preston Drop Zone by the 700th Squadron, U.S. Air Force Reserves, Dobbins AFB, near Atlanta, establishing Fort Gordon as a Joint Services Training site. Branch personnel coordinated and published the operations plan for the second CONUS Replacement Center (CRC) operation in support of personnel deploying to Egypt in support of Exercise Bright Star. Branch personnel coordinated and published the operations plan for the conduct of CRC operations in support of the deployment of Individual Ready Reserve personnel participating in the Receiving, Staging, Onward Moving and Integration Exercise. Deployed personnel to Korea as replacements/fillers for forward deployed units. Branch personnel coordinated and supervised the conduct of readiness training for deploying tenant organizations in rail load, hazardous material, and airload; over 350 soldiers were trained.

Ceremonial Detachment

The Ceremonial Detachment provided military honors for 198 deceased active duty and retired personnel to include 168 two-man funerals within the Fort Gordon area of responsibility, 45 counties (30 in Georgia and 15 in South Carolina). The Ceremonial Detachment Color Guard provided honors for 52 ceremonies; and the Salute Battery provided honors for 12 ceremonies.

The Detachment provided support and honors to 357 USASC&FG and civilian community parades and ceremonies, 11 Retirement Reviews, various changes of command, three ribbon cutting ceremonies, a POW/MIA memorial ceremony, the 4th of July celebration, Armed Forces Day Program, Veterans Day Parade, Exchange Club Fair, Massing of the Colors, Army Birthday Celebration, Dr. Martin Luther King Command Program, Salute to the Nation, German-Italian Memorial Ceremony, Regimental Retirement Review, Officer Candidate School Reunion,

Safety Stand Up Day, Arts and Crafts Flea Market, Girl Scout Roundup, Easter Sunrise Service, Asian-Pacific Heritage Program, Black History Month Command Program, ACS Birthday Celebration, Earth Day Program, Fall Fest 1999 Craft Show, Family Advocacy Program, Family Information Day, Annual Signal Symposium Ceremony, numerous prayer breakfasts, Fort Gordon Appreciation Day with the Augusta Lynx Hockey Team, Wreath Laying/Sunset Memorial, CSRA Spring Challenge, 10K run, state track meet at Butler High School, Very Special Arts Festival, Field of Honor Ceremony, Founder's Day Parade, Annual Sportsman Festival, 15th Regimental Signal Brigade's Change of Command, Arts in the Heart of Augusta, Festival, Partners in Freedom Festival, Homecoming Ceremony for Aiken High School Junior ROTC.

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 Detachment (EOD). The Range Control Branch completed the upgrade of the M60 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 FY99, 38,074 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 1999.

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 10 classes with an average of 13 students in each class, for a total of some 130 students. Changed 100 percent of entire program of instruction (POI) including instructor guide, student guide, tests, practical exercises, and training aids. Additionally, the TDA of the NBC Defense School was changed or updated to include the very newest of the Army's Chemical Defense Equipment (CDE).

Six NBC classes were given at the Regimental Leadership Department (RLD) for a total of 60 hours. The NBC School managed training area 16 Post Gas Chamber area ensuring unit training compliance with TRADOC and FORSCOM mask confidence training requirements. Number of units utilizing training area was 51 company/battalion/brigade-sized elements. Total number of personnel trained totaled 6,300.

The efforts of the NBC School to train, manage, and advise units in NBC defense preparedness has directly influenced commanders to implement renewed vigor for NBC defense training. Implementing the first Post NBC inspection checklist assisted units to develop and manage a more thorough NBC program.

Central Tasking Branch

During 1999, the Central Tasking Branch processed more than 509 requests for tasking support. The types of needed support varied, with 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 1999 (Korea)
- UCOM HQ and NATO C-E Support for IFOR
- UCOM HQ and NATO C-E Support for SFOR
- ULCHI FOCUS LENS 1999 (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
- 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 Polk, Louisiana, 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 1999 – 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.

The branch provided support to different activities, i.e., 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. 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. The Branch provided guards for the post gates, post police call, NSC drivers, range control detail, and drivers for the Center Duty Officer.

Branch personnel supported various CSRA area community activities in 1999. These events included:

- Fourth of July parade/celebrations
- Armed Forces Day Parade
- Christmas Parade, Wrens, Georgia
- Dr. Martin Luther King, Jr. Parade
- August/Richmond County JROTC Parade
- Saint Patrick's Day Parade, Augusta
- Veterans Day Parade in Augusta
- 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

RESERVE COMPONENT SUPPORT DIVISION (RCSD)

RCSD's mission is to serve as the Fort Gordon central point of contact for administrative, logistical, training and exercise support for the U.S. Army Reserve, Army National Guard, and other Department of Defense (DoD) agencies. With defense dollars shrinking and the downsizing of the Army, RCSD was forced to examine ways to economize and maximize all available resources. RCSD relied on U.S. Army Reserve and Army National Guard units (Engineer Units) and Fort Gordon's Directorate of Public Works to upgrade existing facilities and facilitate the turn-in of buildings scheduled for demolishing.

RCSD FY99 goals were to provide quality training support to the U.S. Army Reserve, Army National Guard, Active Army, other DoD and civilian agencies. Goals included vacating and turn-in of old barracks (World War II structures) in the RCSD area and signing for administrative building 21706 on Barnes Avenue. These barracks are designated primarily for support of Reserve soldiers conducting training on Fort Gordon.

Approximately $20,000 was committed for continued support of Fort Gordon's ranges and training areas. Funding was provided for the acquisition of targets, mowing equipment, and climatic control training devices (heat index wet-bulb sets). RCSD also coordinated with the Army Reserve Personnel Command to provide IMA and IRR personnel in support of range control operations. Army National Guard Engineers supported post-wide construction and repair projects.

RCSD supported the following training: Army National Guard, Annual Training of over 11 units comprising over 1,019 personnel; United States Army Reserve, Annual Training of over 69 units and over 8,529 personnel; Army National Guard, weekend training of 50 units and over 9,100 personnel; United States Army Reserve, weekend training of over 84 units and over 15,280 personnel; training over 20 active duty units and over 3,000 personnel; training 17 junior

and senior ROTC units and 1,909 students; 21 other units/DoD organizations and over 2,159 personnel. RCSD also provided the primary installation support for displaced military and civilian hurricane Floyd victims. Division personnel coordinated billeting, linen exchange, and administrative services for over 1,500 personnel and their families.

Personnel shortages exist in MOSs 92Y30 and 92Y20. Automation upgrades have provided adequate support for the Army National Guard and U.S. Army Reserve units until year 2000. Despite the harsh budget restriction, and personnel shortage, 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 building and facilities, which, in turn, will allow for quality training and attract new customers to Fort Gordon. RCSD will carry out the mission of the U.S. Army Reserve and Army National Guard support by maximizing resources and personnel.

TRAINING SUPPORT CENTER

In calendar year 1999, the Training Support Center began the year with 48 civilians and completed the year with a total of 45 (one loss due to death, one loss due to reassignment and one to retirement). The Administrative Office and 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:

TSC's VI Manager, Mr. Bannecke, and Administrative Officer, Ms. Edwards, went TDY to Fort Rucker, Alabama, 19–22 January 1999, for the purpose of observing a contracted TSC. Additionally, a video copy was obtained of Fort Rucker's Town Hall meetings that are broadcast live to the installation over the Command Channel with the housing area residents calling in their questions during the show. The tape was provided to the Garrison Commander, Col. Tuckey, for his review.

Two TSC employees, Mr. Jimmy Hood, Devices Branch Cabinet Shop, and Ms. Marilyn Pavliscsak, Visual Media Branch, were selected as Civilian of the Month for December 1998 (Mr. Hood) and January 1999 (Ms. Pavliscsak). They were recognized at the January Monthly Awards Ceremony, 28 January, at Conrad Hall.

TSC's ETV Branch Video Teleconference Facility was changed over to a new communications carrier contract on 21 January 1999; the Defense Information Systems Agency administered the contract. York Telecon Corporation completed the installation and testing of equipment necessary for compatibility with the new network on 22 January.

For the first time, all significant 1998 Signal Symposium graphics and photos were written to CD and made available from TSC's Web site.

TSC's Visual Media Branch employee, Mr. Ron Bartlett, Draftsman, went TDY to Huntsville, Alabama, 1–4 February 1999, to attend a training class on Fundamentals of MicroStation 95, required training for use of software on the CAD System.

On 3 February, Ms. Gwen Fulcher-Young, wife of Augusta's Mayor Bob Young, and Ms. Cuviello, wife of the Commanding General, were given a brief tour of TSC's Devices Branch mission as part of the Garrison Commander's tour of Fort Gordon.

TSC's Alexander and Olmstead Halls' schedule calendar became accessible through the EMAIL Outlook in March 1999. Both calendars are listed under the Fort Gordon Folders at Inbox of EMAIL. Reservations for the halls can be made by sending an EMAIL to combsr@emh.gordon.army.mil or by calling 791-4190/4415.

Low-voltage lights were installed to light up the steps to the stage and edge of the stage in Alexander Hall to prevent personnel from missing a step or falling from the stage during periods of semi or complete darkness. The lights were concealed in a frame that shields them from attendees in the hall. Also, safety strips were installed on the stairs leading to the balcony. Workers started replacing the motor and cable that operates the stage curtains in Alexander Hall and completed it on 4 March 1999.

The Georgia Governor's Military Affairs Coordinating Committee (MACC) visited Fort Gordon the afternoon of 15 April. The Garrison Commander, COL Tuckey, took them on a tour of the post from 1300-1630. They visited TSC's Devices Branch and were given a short tour of the Devices production capability and the Services Branch warehouse and shipping mission that provides needed devices throughout the DoD.

TSC's VI Manager, Mr. Bannecke, and Administrative Officer, Ms. Edwards, attended a 3-day training class on the Training Support Automated Management Software (TSAMS-E) at Redstone Arsenal, from 30 March to 1 April 1999. The class included introduction to TSAMS-E and the requirements to run it, introduction to the 15 different modules and how each module related to the overall management of TSC's work orders, and how TSAMS-E will support the Annual Workload and Cost Data Report required by TRADOC and DA.

An OPA funded ($120,000) Canon 1000 color printer with ColorPass was installed in TSC's Visual Media Branch, 19 April, by IKON technicians. The printer is significantly better than previous models and has improved overall printing of all photography. TheVisual Media Branch now has a total of three large color printers that also include a Canon Model 800 and a Canon Model 500. Additions of Canon 1000 and the Ultima 65 Laminator impacted on an already crowded work area in the Visual Media Branch.

TSC's ETV Branch provided a mobile television team to Fort McClellan, Alabama, 18–21 May 1999, for the purpose of providing video documentation of the official closing ceremony.

TSC was tasked to support an update of photographs for TRADOC's "Essence of TRADOC" visual display at TRADOC Headquarters and at the Pentagon. This visual display depicting all 12 TRADOC schools simultaneously is an important tool in telling TRADOC's story to Fort Monroe and Pentagon visitors. This display project is in its eighth year of showing, and has been very popular. In support of this requirement, TSC photographed equipment at the Battle Lab Mobile Unit, National Science Center, Vincent Hall, soldiers in the model classroom (Classroom 21), SMART-T team at Moran Hall, and the 31U validation of DL products (CBT) location at Greely Hall.

TSC's Services Branch Property Book Officer, Ms. Emma March, served as a process action team member for the Global Combat Support System (GCSS). GCSS is the replacement system for the Standard Property Book System-Redesign (SPBS-R) (property book accountability system). Fielding is scheduled for August 2000, and the entire installation will be fielded at the same time.

TSC's VI Manager, Mr. Craig Bannecke, and the Administrative Officer, Ms. June Edwards, traveled to Atlanta, 28-30 June to attend an IPR on TSAMS-E's continued development. This TDY was at the request of TRADOC. The IPR covered problems that all DA VI Activities were having with TSAMS-E implementation and with unique problems that TSC, Fort Gordon was having with networking and costing of workorders.

Fort Gordon's new Chief of Staff, Colonel, Janet L. Hicks, visited TSC during the DPTM tour on 23 July. On 26 July, the Chief of Staff re-visited TSC for a more in-depth and detailed TSC briefing.

The TSC's Devices Branch Chief, Mr. Joseph W. Reid, passed away 25 July 1999 at the Columbia Augusta Medical Center. Mr. Reid had worked at Fort Gordon since August 1972 and was promoted to the Devices Chief position in March 1995. Mr. Joseph L. (Lynn) Skinner now serves as Acting Chief of the Devices Branch and is the point of contact for anyone having questions concerning devices or devices projects.

TSC's Audiovisual/Services Branch hosted an audiovisual equipment technology demonstration on 3 August 1999 at Alexander Hall. Audiovisual equipment vendors from the Audiovisual Center of Augusta and Southern Business communications demonstrated equipment representing new technology for training in multimedia classrooms.

TSC held an Awards Ceremony for its employees on 19 August. Two employees (Mr. Charles E. Angst and Mr. Larry E. Bowman) were awarded certificates and pins for 35 years of Federal Service, two (Ms. Judith H. Krause and Ms. Emma L. March) for 25 years of Federal Service, two (Ms. Marilyn C. Pavliscsak and Mr. Joseph L. Skinner) for 20 years of Federal Service, and one (Ms. Rebecca L. Schuhow) for 15 years of Federal Service. The Acting Chief, Devices Branch, Mr. Joseph L. Skinner, was presented a TSC Recognition Award. In addition, TSC's Administrative Officer, Ms. June B. Edwards was awarded a Department of the Army Achievement Medal for Civilian Service; a TSC Recognition Award; and a Letter of Appreciation from Brigadier General William H. Russ, Office of the Secretary of the Army, for her outstanding support during the development, fielding, and subsequent modifications to the Training Support Automated Management Software-Enhanced (TSAMS-E).

From 30 August to 2 September 1999, TSC personnel attended a FORSCOM-hosted Training Support Workshop at Colorado Springs, Colorado. Conference attendees consisted of both civilian and military personnel and Devices Managers from throughout the Army. Subject areas of discussion were Training Aids, Devices, Simulators, and Simulations (TADSS) FY 02-07 program objective memorandum (POM) priorities, bar coding for all TADSS for the Material Armywide Trading System (MATS), the development by Fort Carson's TSC of the Multimedia Accessioning Visual Information System (MAVIS), a tour of Fort Carson's TADSS, device demonstrations, displays, and discussion of the replacement of WEAPONEERS. They observed the demonstration of the Engagement Skills Trainer (EST) that has been identified as the replacement for the WEAPONEER system. There were, at the time, no funds available for fielding the EST; and at the same time, there were no longer repair parts available for purchase to maintain the WEAPONEER. This affected the Directorate of Plans, Training, and Mobilization's (DPTM's) Range Control and one reserve unit that TSC has hand-receipted a WEAPONEER. The Multipurpose Arcade Combat Simulator (MACS) device was being reviewed for upgrading. The prototype replacement was scheduled for delivery to USAIS, Fort Benning, with a cost of $2,000 each. This is not a DA-funded device, and individual units are required to purchase from Fort Benning's TSC. Overall, the conference was very informative and provided excellent information.

Mr. Bannecke met with COL Everette, Director of Resource Management (DRM), on 8 September to discuss TSC's execution plan for end-of-year funds to purchase classroom audiovisual equipment. In September 1999, TSC was provided approximately $240,000 to purchase classroom equipment.

TSC provided review and comments to the TASS Battalion Commanders Call issues. Colonel (P) Richardson directed the Signal Center to provide the seven Signal TASS Battalions a list of available services from Fort Gordon's TSC. Per Mr. Bannecke's telephone conversation with RDOT's Ms. Barbara Walton, RDOT was provided seven copies of the TSC organizational video, seven Training Aid Catalogs on TSC's device, mock-up, visual media, and duplication capabilities for them to distribute to the battalions.

All Services Branch Property Book files for FY 99 were closed out, and FY00 files were established in accordance with the MARKS Regulations. Also, steps were underway to initiate TSAMs and MATS bar coding systems for all audiovisual and training devices equipment. Compatibility between Window and bar code system software caused delays.

TSC was successful in obtaining end of year funding for new carpet in Alexander Hall, and in the Services Branch building 962. Carpet was installed in November 1999. TSC obtained $50,000 for the purpose of purchasing supplies for FY00 in order to shore up a $50,000 shortfall in supply dollars in the FY00 TSC budget.

THE UNITED STATES ARMY SIGNAL CORPS BAND

The United States Army Signal Corps Band (434th Army Band), under the command of WO1 John W. Mitchell, maintained its highly regarded presence throughout the military and civilian community.

Throughout the year the Band performed over 450 commitments for an audience totaling over 260,000 people. This rigorous performance schedule includes all military ceremonies in support of Fort Gordon, such as, monthly retirement ceremonies, Signal Officer Basic and Advanced Course graduations, the annual Signal Symposium, and other miscellaneous ceremonies and functions, as well as, bugler support for the CSRA's many military funerals and burials.

First Quarter: In January the Band received laudatory responses from the audience for the participation and performance at the Augusta, Georgia Inaugural Ceremony for the Mayor of Augusta. The event included participation from various community organizations and community leaders. In February, our small ensembles, such as, Garden City Brass Quintet and the Crooked River Dixie Band performed for a variety of local Richmond County Public schools. The month of March brought performances by the variety group at the area high schools. Ground Zero (variety group) performed for over 5,000 students throughout the month of March.

Second Quarter: Highlighting this quarter was the continued use of the Signal Corps Band's small ensembles. The variety group, Ground Zero, performed for over 125,000 people during the ensemble's tour to the Annual Airshow presented to the Miami community. The airshow had an estimated audience count of over 1,000,000. Also, initiated during the quarter were regular performances at the Augusta area VA Hospitals. Numerous gratifying responses were the result of a variety of superbly executed performances.

Third Quarter: Another successful year of performances during this quarter with the continued tradition of the 3rd and 4th of July Independence celebrations, and the Community's celebration of the various ethnic backgrounds living in the Augusta area through the Arts In the Heart event. The performances by the Band for the 3rd and 4th of July totaled well over 15,000 people. Each event ended with the start of a spectacular fireworks presentation. The band's participation in the Arts in the Heart of Augusta celebration was one of the most popular events of the year, with an estimated audience count of 20,000 people.

Fourth Quarter: The conclusion of the last quarter brought the close of a tremendous effort put forth by every Band member. This effort was exemplified in the many congratulatory comments upon conclusion of the Christmas Concert. The concert was performed for the first time in one of Augusta's most prestigious landmarks, the site of the nationally televised Jessye Norman Christmas performance, the pew area of the First Baptist Church. The church provided the Signal Corps Band a location that allowed both the civilian and military communities to enjoy the concert.

Summary

Budget and resources constraints did not keep 1999 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 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.

EQUAL OPPORTUNITY OFFICE

From the Director's Perspective

The Equal Opportunity (EO) Office's primary goal for CY99 was to educate personnel regarding the new Army Command Policy, AR 600-20, Chapter 6, *The EO Program in the Army* and Chapter 7, *Prevention of Sexual Harassment*. Equal Opportunity Advisors (EOAs) conducted numerous surveys and sensing sessions to study the installation's human relations climate. In addition, EOAs educated personnel on the procedures for filing formal and informal EO 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 communities. 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 1999. Leaders were involved with ethnic awareness training as planners, facilitators, 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 Department of the Army policies concerning institutional and individual discrimination. Equal Opportunity Advisors planned and conducted ethnic observances, workshops, and seminars. Additionally, EOAs conducted several Consideration of Others training sessions for personnel to become training facilitators at their units or directorates. 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. Equal Opportunity 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 1999 was approximately $100,100. The largest portion of the funds was used for civilian employees salaries, with approximately $4,000 used for the operational aspects of the program.

Command Programs

The EO Office sponsored and presented several command programs in 1999. The programs provided Fort Gordon personnel an opportunity to learn different aspects of other ethnic groups, races, and gender, and the contributions made by each. These programs are mentions below.

African-American/Black History Month. The national theme of February's African-American/Black History Month was, "The Legacy of African Leadership for the Present and the Future." A Command Program was held on 13 February 1999 in Alexander Hall. Honorable David D. Watkins, State Court Judge, Augusta, Georgia, was the guest speaker for the program. 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.

Days of Remembrance (Holocaust). From 11-18 April 1999, Fort Gordon celebrated the Days of Remembrance of the victims of the Holocaust during World War II. The theme for the observance was, "Refuge Denied: The Voyage of the SS St. Louis." A Command Program was held on 13 April 1999 in the Friendship Chapel. Rabbi Jordan M. Parr, from Congregation Children of Israel, Augusta, Georgia, was the guest speaker for the program.

Asian-Pacific Heritage Month. May was designated Asian-Pacific Heritage Month, with the theme of, "Celebrating Our Legacy." A Command Program took place in Alexander Hall, on 26 May 1999 with Dr. Beheruz N. Sethna, President and CEO of the University of West Georgia, and Professor of Business Administration was the guest speaker. As with the many of the other observances, there were cultural and arts exhibits and a Hawaiian Luau held at the Network Club as part of the activities.

Hispanic Heritage Month. Hispanic Heritage Month observances took place from 15 September-15 October 1999; its theme was, "A Vision for the 21st Century." Mr. Manuel Rivas,

Former Consul of Panama and Professor of Foreign Language at Morris Brown College in Atlanta, was the speaker at a Command Program in Alexander Hall on 14 October 1999. Included in the program were performances of a dance group from the University of Panama and a group from Paraguay. Other activities included during the month were articles in The Signal, ethnic foods were served in the dining halls, cultural arts exhibits, dances in the Officers Club and a musical show with a Mexican band at the Main PX.

Native American Heritage Month. November was designated as Native American Heritage Month. The theme for the observance was, "Embracing America's First People: Yesterday, Today and Tomorrow." The guest speaker for the Command Program on 3 November was Mrs. Joyce Elaine Conseen Dugan, the Principal Chief, Eastern Band of Cherokee Indians. Mrs. Dugan, a Native American, was the first female ever to be elected as Principal Chief. Ethnic foods and arts exhibits were part of the celebration.

Women's History Month. March was designated as Women's History Month. The theme for the observance was, "Women: Putting Our Stamp on America." The guest speaker for the Command Program on 11 March was Dr. Sethanne Howard, Director of the Extragalactic Astronomy and Cosmology Program at the National Science Foundation, Washington, DC. Arts exhibits were part of the celebration.

Other Activities

The Equal Opportunity Advisors conducted Training Workshops for the Unit and Battalion level Equal Opportunity Representatives. Also conducted Human Relations Training for the Richmond County Fire Department. The EOAs attended and conducted training at the Child Development Center in Fort Gordon. Additional human relations and diversity training took place at the Aiken Human Relation's Seminar, North Augusta High School, North Augusta Elementary School, and Augusta State University. Other entities included the 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 sixth 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

1999 was a productive year. The command sponsored six ethnic observances, numerous training sessions with soldiers and 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.

DIRECTORATE OF CONTRACTING

Director's Overview

The objective for the Directorate of Contracting (DOC) for 1999 continued to be that of providing dedicated and professional contracting support to Fort Gordon, its tenants, and satellite activities. Directorate goals for 1999 included the continuation of an aggressive promotion of the government purchase card program to increase utilization by requiring activities, the 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 (SC), Benning (GA), Rucker and McClellan (AL), and the Presidio of Monterey (CA).

Mission

The Directorate's mission was the management, direction, and execution of the installation 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

Personnel strength on 1 January 1999 was twenty-eight. Significant personnel actions transpired during the year. A GS-1102-11, Contract Specialist, was promoted to GS-12. Two GS-1102-12, Contract Specialist positions were vacated. Selections were made to fill both positions. One GS-1106-04, Procurement Clerk, was detailed to support a Source Selection Evaluation Board. Detail was extended for another 120 days. As of 31 December 1999 there were 26 personnel assigned to Contracting.

Operating costs for fiscal year 1999 totaled $1.559,700. This included direct US Army Training and Doctrine Command (TRADOC) funds and reimbursement for contracting support through 31 December 1998 to US Army Medical Command (MEDCOM) activities at Fort Gordon contracting support to the 81st Army Reserve Command, and TRADOC reimbursement for overtime for WAN support. Nine workstations, ten personal computer stands, conference tables and chairs were purchased for delivery to DOC's future home, Winship Hall, Building 29718.

Activities and Accomplishments

Fort Gordon Directorate of Contracting implemented the use of the Department of Defense Standard Procurement System (SPS) in June 1999 and proceeded to full operational capability for all new solicitations in July. In October, database conversion application software was run so that all future actions, including solicitation, contracts, delivery orders, and

modifications would be executed in SPS and the Standard Army Automated Contracting System used only for contract close-out and archiving records. Gordon host site database manager went on site to assist Fort Jackson and Fort Benning attain initial operating capability before end of fiscal year 1999 and subsequently assisted Forts Rucker, Leonard Wood, Lee, Bliss, and Sill achieve initial operating capability before 31 December 1999.

In February, Mr. William Rogers, Fort Gordon Small Business Specialist, attended "National Small Disadvantaged Business Briefing's" sessions in Atlanta. Also in February a Small Business Fair was held at the NCO Club for businesses seeking to do business with Fort Gordon. In April, Mr. Rogers attended "Government Procurement Opportunities", a small business conference, in Perry, Georgia. Mr. Rogers participated in a workshop for women-owned small manufacturing businesses in June in Tampa, Florida. In July, Mr. Rogers attended an 8(a) Contractors Conference in Atlanta and attended a DoD small business training Conference in December in New Orleans, Louisiana.

Individual counseling was provided to hundreds of businesses seeking to do business with Fort Gordon. In fiscal year 1999, appropriated funds obligated through contracts awarded to small businesses totaled $29,563,093, or 43.9 percent of all business awards, of which $17,644,578 were awarded to small disadvantaged businesses and $7,230,572 were awarded to woman-owned businesses. All small business program goals for fiscal year 1999 were favorably exceeded.

The government purchase card program has maintained on average 330 cardholders, 105 approving officials, and 60 alternate approving officials. Training sessions were held monthly with an average of 12-18 attendees per session. A total of 120 inspections of cardholder's files were conducted. The Customer Automation and Reporting Environment (C.A.R.E.), US Bank's electronic interface which provides functional capabilities in transaction management via the Internet, began semi-functional operation at the program coordinator level in mid 1999. In 1999, DoD also issued policy requiring use of government purchase card as method of payment for vendor conducted training authorized via DD Form 1556. Cardholders placed 19,090 Visa transactions totaling $6,130,780 in fiscal year 1999.

A wide variety of contracts were awarded in support of base operations activities and mission customers at Fort Gordon. Major contracts awarded during 1999 were:

Installation Support Services

The option to extend contract **DABT11-95-C-0006** was exercised in October 1999. Johnson Controls World Services, Inc., is to provide non-personal installation support services to activities at Fort Gordon, the Fort Gordon Recreation area at Thurmond Lake (Clark's Hill), 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 $22,022,400 for fiscal year 2000. The initial estimated cost for the five-year contract awarded in July 1995 was $95,535,299.00. Contract amount on 31 December 1999 was $130,594,046.

Resolicitation of the installation support services requirement was accomplished during 1999. Following latest acquisition reform procedures, the request for proposals (**RFP DABT11-00-R-0003**) was placed on the Directorate of Contracting Internet website in draft form for industry comment while awaiting the official review process. The unrestricted RFP was

officially released on 20 October with proposals due on 20 December 1999. Total time the RFP was on the website available to the public was over 110 days. This innovative approach eliminated the cost of reproducing thousands of pages and first-class mail expenses to insure timely delivery to the interested vendors and potential offerors. The new oral presentation procedure is also being used for this resolicitation. This has reduced the number of pages of written technical information submitted by the offerors for review by the Source Selection Evaluation Board. Oral presentations are designed to reduce the evaluation time by allowing the offerors to verbally explain their approach. Evaluation of proposals and award will be accomplished in 2000.

Food Services

Contract **DABT11-95-C-0003** was extended for fiscal year 2000 at a cost of $3,795,851. Ronlyn Corporation, a small disadvantaged business out of Augusta, Georgia, is 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 195 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 99 was $18,608,598.

Resolicitation process of the food services requirement was begun during 1999. The draft request for proposals **(RFP DABT11-00-R-0001)** was also placed on the Directorate of Contracting Internet website in draft form for industry comment while awaiting the official review process. This solicitation is an 8(a) set-aside restricted to Region IV. Delay in the review process prohibited release of the RFP during the 1999. The official release will also be placed on the internet website, saving reproduction and mailing costs. The oral presentation method will also reduce the evaluation time and costs. Release, evaluation, and award will be accomplished during 2000.

Liquefied Petroleum Gas

Request was made from the Directorate of Public Works, Facilities Management Division, for a firm, fixed price indefinite delivery, indefinite quantity (IDIQ) contract for an estimated 357,000 gallons of liquefied petroleum gas to be delivered to Fort Gordon and to the Fort Gordon Recreation Area located at Leah, Georgia. The contract was awarded 15 June 1999 to the incumbent contractor, Bennett Gas Company of Augusta. The estimated contract award amount is $156,366.00. The contract delivery period is 1 July 1999 through 30 June 2000.

Mortuary Services

Request was made by the Directorate of Human Resources, Personnel Processing Branch, Mortuary Affairs Office for mortuary services to be provided for an estimated 24 deaths per contract period for active duty personnel stationed at Fort Gordon. This contract is a firm, fixed price requirements contract. The contract was awarded to Jesse Carroll Memorial Funeral Home of Hephzibah, Goergia, on 23 June 1999. The estimated contract award amount is $58,942.00. The contract performance period is for one year from date of award.

Family Advocacy Program Services.

Request was made from the Directorate of Community Activities, Army Community Service, Recreation, Clubs and Family Division for a firm, fixed price service contract. This contract is to provide prevention services for the Family Advocacy Program's Victim Advocate and New Parent Support Services programs. Services are to be provided for active cases of high risk and at risk soldiers and their family members. Services will include home visits, group facilitation, case management and follow-up. A Request for Proposal was sent to Management Assistance Corporation of Dulles, VA, and a direct award was made to them under the Small Business Administration's 8(a) Program. The contract was awarded 29 June 1999. Contract award amount is $59,846.28. Contract performance period is 1 July 1999 through 31 December 1999.

Doughnut Products

Request was received for doughnut products from the Directorate of Public Works, Food Service Branch, for a variety of doughnut products to be delivered to the post dining facilities and to the dining facility at Dwight D. Eisenhower Army Medical Center. Bid opening was held 17 September 1999 with one bid received. The firm, fixed price contract was awarded to the Augusta Doughnut Company, (DBA Krispy Kreme), Augusta, on 27 September 1999. Contract award amount is $113,880.00. Performance period is 1 October 1999 through 31 September 2000.

Education Support Services

Request was received from the Directorate of Human Resources, Education and Career Development Division, for services to support Defense Activity for Non-traditional Education Support (DANTES) test examination services to include supply functions. A Request for Proposals resulted in receipt of three proposals for evaluation. The firm-fixed price contract was awarded 30 September 1999 to the incumbent contractor, Randy M. Gooding, of Appling, Georgia. The contract award amount is $26,500.00 for the base year. Contract award amount for the five-year period is $150,000.00. Performance period is for one base year and four option years from 1 October 1999 through 30 September 2004.

International Military Student Office Administration

Request was made by the 15th Signal Brigade, International Military Student Office to provide services for operating and managing the Student Support Center and for conducting training for a Signal Captains Career Preparatory Course, 4C-F36X, for international students. The purpose of the preparatory course is to better prepare international students to attend the Signal Officers Basic Course. A Request for Proposal for this firm, fixed price contract resulted in receipt of three proposals for evaluation. The contract was awarded to Andrew H. Brejda on 30 September 1999. The contract award amount is $46,270.04 for the base year. Total contract amount for the five-year period is $255,671.13. Contract performance periods are for one base year and four option years from 1 October 1999 through 30 September 2004.

Utilities Monitoring and Control System

Request was received from the Directorate of Public Works, Public Works Division, for onsite maintenance and repair services on the government-owned Utilities Monitoring and Control System. A Request for Proposal for a firm-fixed price contract resulted in receipt of one proposal for evaluation. The contract was awarded to the incumbent contractor, Dorsett's, Inc. of Yadkinville, North Carolina. Contract award amount is $184,689.96 for the base year. Total contract amount for a five-year period is $983,129.04. Performance period is for the base year plus four option years from 1 October 1999 through 30 September 2004.

ATM Maintenance

Request was received from the Directorate of Information Management for a firm-fixed price service contract for maintenance of the asynchronous transmission mode (ATM) system 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 30 September 1999 to Computer Intelligence Squared, Inc. (CI2, Inc.) of Atlanta. CI Squared is a sub-contractor under the Small Business Administration's 8(a) Program. Contract award amount is $41,599.26. The contract performance period is from date of award through 31 March 2000.

Polyurethane Elastomer

Request was made from the Directorate of Plans, Training and Mobilization, Training Support Center, Devices Branch, for a firm-fixed price requirements contract for an estimated quantity of 50 kits of polyurethane elastomer. This material is used to mold replicas of the M16A2 weapon which is used for training purposes. The contract was awarded 19 May 1999 to Ciba Specialty Chemicals of East Lansing, Michigan. The total estimated contract award amount is $214,200.00. The first delivery order is for 25 kits for $80,637.50. The second delivery order for 10 kits is for $32,255.00. The contract period is for one year from date of award.

Administrative Support Services

Contract Number **DABT11-95-C-0005** was extended for an additional fiscal year for its final option to end 30 September 2000. Wilshire Associates, Inc., a small business 8(a) contractor, provides 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 is $896,565.36.

Refuse Collection and Disposal Services

Contract Number **DABT11-95-C-0012** was extended for an additional fiscal year for its final option to end 30 September 2000. Commercial Trash Removal, Inc. of Valdosta, Georgia, a small woman-owned business, 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 is approximately $1,504,271.46.

Elevator Maintenance

Contract Number **DABT11-96-C-0004** for providing elevator and dumbwaiter maintenance Services was extended for an additional fiscal year for its final option to end 30 Septemberv2000. Dover Elevator Company, a large business, has been providing services for Fort Gordon for several years. Total amount of the contract over the five-year period is $413,620.86.

Maintenance of Vividcare System

Contract Number **DABT11-99-P-2142** for providing technical support, equipment maintenance and software upgrades for the Vividcare Network System, was awarded to Newbridge Networks of Herndon, Virginia. This equipment is an integral part of the Fort Gordon Network. Award amount was $42,813.50 for the period 1 October 1999 through 30 September 2000.

Post Newspaper

Contract Number **DABT11-99-H-0001** was awarded for providing the weekly post newspaper, The Signal, publishing and distribution services. Chalker Publishing Company of Waynesboro, Georgia, was awarded the contract to provide these services. This is a commercial enterprise contract under which contractor expenses and profit are derived from sale of advertisements published in the newspaper.

Shoptowel Laundry Services

Contract Number **DABT11-00-C-0001** for providing recycled and laundry services of shop towels used in motorpools was awarded to G&K Services, Inc., of Augusta. Drop off and collection points receiving these services within Fort Gordon included the 513th Military Intelligence Brigade, 63rd Signal Battalion, and the 67th Signal Battalion. The contract, for $4,230.90, was awarded for the base period of 1 December 1999 through 30 September 2000, with an option for extending through 30 September 20901. Total amount of contract for base and option is $9,740.58.

Employment Assistance Trainer

Contract Number **DABT11-00-C-0002** for non-personal services of an employment assistance trainer for the Fort Gordon Army Community Services was awarded to Management Assistance Corporation (MAC) of Dulles, Virginia, a woman-owned small business, under the Small Business Administration's Section 8(a) Program. Award amount for the base period is $11,679.23. Period of performance is 1 January 2000 through 30 September 2000 with option to extend to 30 September 2001. Total for base and option period is $27,952.29.

Job Order Contract

New Job Order Contract (JOC), **DABT11-99-D-0004**, was awarded on 19 August 1999 to Beneco Enterprises, Inc., Sandy, UT. Eleven task orders, totaling $1,121,300.94 have been issued.

Building Demolition and Asbestos Abatement

Contract **DABT11-99-D-2002** was awarded to American Logistics, Inc., a small disadvantaged business of Griffin, Georgia. The contract is for a base year only for an estimated amount of $3,000,000.00. This is an indefinite-quantity type contract for the demolition/asbestos abatement of World War II and other type building on Fort Gordon. One task order, in the amount of $114,979.49, has been issued so far.

Removal and Disposal of Storage Tanks

Contract **DABT11-99-C-2035** was also awarded to American Logistics, Inc. The contract was for one year, in the amount of $175,000.00. Work consists of the removal of underground and above ground storage tanks as designated by Environmental Services, DPW.

Reserve Contracts

Contracts in the amount of $6,392,877.95 were awarded for maintenance and repair and minor construction projects at various Army reserve centers in Georgia, Alabama, Florida, South Carolina, North Carolina, Kentucky, Mississippi, and Tennessee.

Resurface Indoor Pool

DABT11-99-C-0004 was awarded to Aztech Contracting, Inc., Marietta, Georgia, in the amount of $193,023.00 to resurface the indoor pool. Plumbing work and painting of locker rooms was also included. Award was made under the Small Business Administration 8(a) Program.

Gender Separation Project

DABT11-99-C-0010 was awarded to Harmon Masonry & Construction Co., Macon, Georgia, in the amount of $317,295.00 to construct walls and install doors & alarms in barracks for the separation of male and female soldiers. Award was made under the Small Business Administration's 8(a) Program.

Laundry Rooms for Barracks

DABT11-99-C-0011 was awarded to J&B Construction & Services, Inc., Grovetown, Georgia, in the amount of $362,788 to construct laundry rooms for barracks. Award was made under the Small Business Administration's 8(a) Program.

Laundry Rooms for Barracks

DABT11-99-C-0032 was awarded to Harbor Construction Co., Savannah, Georgia, in the amount of $49,743 to convert janitor's closets to laundry rooms in barracks building 25427. Award was made under the Small Business Administration's 8(a) Program.

Resurface Roof

DABT11-99-C-2012 was awarded to J&B Construction & Services, Inc., Grovetown, in the amount of $257,081.00 to apply a waterproof coating to the roof of Back and Vincent Hall. Award was issued with full and open competition under the Small Business Competitiveness Demonstration Program. J&B Construction & Services is a small disadvantaged business.

Construct 3 Metal Buildings

DABT11-99-C-2019 was awarded to ACTS, Inc., New Ellenton, South Carolina, in the amount of $489,902 to construct metal pre-fabricated buildings for an electric maintenance facility, switchpark, and administration building for the 93rd Brigade. Award was made under the Small Business Administration's 8(a) Program.

Fire Alarm Systems

DABT11-99-C-2021 was awarded to J&B Construction & Services, Inc., Grovetown, in the amount of $212,184.00 to install a fire protection system in one section of Back Hall and upgrade the fire protection system in Lukentina Hall. Award was made under the Small Business Administration's 8(a) Program.

Environmental Projects

DABT11-99-C-2026 was awarded to Harbor Construction Company, Savannah, in the amount of $427,240.00 to repair a storm sewer, replace an oil/water separator, and route discharge to a sanitary sewer. Award was made under the Small Business Administration's 8(a) Program.

Painting of Schoolhouse Buildings

DABT11-99-C-2033 was awarded to DiCrisci Painting, Inc., New Palm Beach, Florida., in the amount of $462,777 to pressure wash and paint schoolhouse buildings. Award was made under the Small Business Administration's 8(a) Program.

Job Order Contract–Childers Corporation

The second and final one-year option period for this contract expired 2 August 1999. During the time frame of 1 October 1998 through 2 August 1999, 14 task orders were issued under this contract totaling $1,107,259.

Replacement of Windows and Sliding Glass Doors

Requirements Contract **DABT11-99-D-2001** was awarded to ACTS, Inc., New Ellenton, to replace windows and doors in Family Housing. Task orders 0001 and 0002 were issued to replace windows and doors in housing areas 5,6,7,8,9,10 and 11 totaling $1,780,594.00. Award was made under the Small Business Administration's 8(a) Program. Additional task orders will be issued once funding is made available.

Renovation of Barracks Buildings

Requirements Contract **DABT11-99-D-2003** was awarded to Interstate General Government Contractors (IGGC), Inc., Savannah, to perform various renovation work to barracks buildings. Includes work in the HVAC, painting, ceiling and plumbing trades. One task order was issued to perform ceiling, lighting, flooring and painting work in barracks buildings 25718 and 25702 totaling $159,400. Award was issued with full and open competition under the Small Business Competitiveness Demonstration Program. IGGC is a small business. Additional task orders will be issued once funding is made available.

Environmental Services

A task order was issued against the Basic Ordering Agreement (BOA) DABT11-98-G-0001 for environmental services with Hydrovision, Norcross, Georgia, in the amount of $32,094.00. Services were for the development of a stormwater visual inspection program manual. Hydrovision is a small disadvantaged business.

Summary

The Directorate of Contracting faced a challenging year with continued requirement to remain flexible and responsive while meeting mission changes. The contracting program was successfully executed as described above. Fiscal year 1999 contract obligations totaled $78,255,862. 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 1999 was exceeded. All numeric goals of the small business programs were met and overall program objective of supporting the small business community was achieved. Additionally, a new home for the directorate was identified which will take the office from World War II vintage wooden building to a permanent structure, Winship Hall, for co-occupancy with the Staff Judge Advocate. Layout plans were developed and work begun in the building to create an excellent facility for DOC operations with relocation targeted for Spring, 2000.

CHAPTER VII

COMMAND GROUP STAFF

OFFICE CHIEF OF SIGNAL

From the Director's Perspective

The Office Chief of Signal (OCOS), under the leadership of Colonel Craig L. Zimmerman, was very successful during 1999 in 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. Resources continue to be scarce. However, as the year 2000 begins, we are happy to say that our drive to identify and justify additional resources to accomplish the personnel proponent mission, as mandated by the Chief of Signal, has been successful for future years.

The Training and Doctrine Command (TRADOC) manpower team visited OCOS during a mandatory audit of all training development (TD) personnel requirements. All OCOS TD personnel requirements were validated during the audit.

Key projects this year have been the Signal Regimental Functional Review; Signal Regimental Strategic Plan; Headquarters Department of the Army (HQDA) Standards of Grade Review; Enlisted Structure Review for Warfighter Information Network-Tactical (WIN-T); Officer Personnel Management System (OPMS) XXI; Warrant Officer Personnel Management System (WOPMS) XXI; Enlisted Personnel Management System (EPMS) XXI; cooperative degree program; and Regimental marketing initiatives. This report will outline a wide range of accomplishments in the proponent mission area in 1999.

OCOS conducted the first Signal Regiment Personnel Summit. The summit brought all major personnel management players from HQDA, Total Army Personnel Command (PERSCOM) and OCOS together for two days of discussion on responsibilities and challenges. Everyone agreed, at the end of the two days, that they were better prepared to do their part in accomplishing the personnel mission for the Chief of Signal.

The management of Conrad Hall (Regimental Hall) was turned over to the Signal Museum under a Memorandum of Understanding during 1999. OCOS will continue to maintain oversight of Regimental Hall activities and property.

The Chief of Signal established the office of Regimental Chief Warrant Officer (RCWO) 2 December 1999. The RCWO will serve as advisor to Chief of Signal on all warrant officer matters. This is a designated CW5 position in the Office Chief of Signal, and the first RCWO is CW5 Pete Hewitt.

OCOS lost no civilian or military personnel spaces to reduction in force. However, the retention and filling of noncommissioned officer (NCO) positions has become more difficult. We see this as a major challenge during 2000.

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.

OCOS printed the Army Communicator and placed updated copies on the World Wide Web (WWW). The Signal Regiment Proponent Handbook was published on-line (only) in 1999; however, it will be published in hardcover in 2000. New Regimental Certificates of Achievement and Certificates of Signal Regimental Affiliation were printed in 1999. An

updated Signal Regiment Marketing Brochure and new Regimental posters were also published in 1999.

Mission

OCOS 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, 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 also serves 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 is implementing 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

In 1999 Regimental Division took responsibility for converting two major publishing projects to digital format and successfully published these projects on behalf of the Signal Regiment. The first project, the 1999 Signal Regiment Marketing Brochure,[140] was updated and revised from its 1998 edition. This brochure is oriented primarily toward West Point and Reserve Officers Training Corps (ROTC) cadets and contains information on the Signal Regiment. Digitizing the marketing brochure produced a quality product but still saved the Regiment $7,500. The second publishing project was the Regimental poster set, last published in 1995. The six-poster set included a photo collage of Signal jobs and people; a map of Active Component Signal units; a map of Army National Guard Signal units; a map of Army Reserve Signal units; a poster with "Signal experience" vignettes from officers (oriented toward cadets); and a historical poster. Most of the posters, except the vignette poster, were designed for current members of the Signal Regiment as Regimental information and esprit de corps materials.

Another special project for Regimental Division in 1999 was the lead on redesigning and reprinting two Regimental certificates. The Training Support Center Visual Information Branch produced the redesigned Regimental Certificate of Achievement (Fort Gordon Form 6723-1) and the Certificate of Signal Regimental Affiliation (Fort Gordon Form 6723). The new certificates are attractive additions to the Regimental awards program.

Normal responsibilities for Regimental Division include the proponent responsibility for sustaining the Signal Corps Regimental Program in accordance with Army Regulation 600-82. In

[140] 1999 Signal Regiment Marketing Brochure.

part, OCOS did this by administering the Regimental Affiliation Program, Chief of Signal Regimental Awards Program, and Honorary/ Distinguished Member of the Regiment Program, plus supporting 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 deactivations.

Susan Wood, Chief, Regimental Division, served as the government's liaison to the Signal Corps Regimental Association (SCRA), a private organization. Ms. Wood attends SCRA board meetings, advising on awards, membership services, and financial management.

Other Regimental Division projects supporting the Regiment's well-being included procuring and distributing the Regimental Colors, plaques, certificates, decals, coins, and other fabricated memorabilia, which served to advertise and promote the Signal Regiment. We provided promotional materials, static displays, and coordination for equipment displays by the 501st and 29th Signal Battalions for the ROTC Summer Camps at Fort Knox, Kentucky, and Fort Lewis, Washington, as well as providing one briefer for the ROTC Basic Summer Camps. Office Chief of Staff 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.

Our marketing initiatives and efforts have paid off in 1998 and 1999. In 1998, more than 50 West Point cadets chose Signal as their branch, more than doubling the number of cadets selecting Signal in 1997. This trend continued in 1999 when the number of cadets opting for Signal equaled 1998's numbers.

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 monthly about Regimental Division's mission.

Regimental Division's support of the 1999 Signal Symposium, "Support of the CINCs," included coordinating the design and content of advertising slides shown to attendees during breaks; and coordinating the Distinguished Member of the Regiment/Honorary Member of the Regiment/RCWO induction/appointment ceremony and writing remarks. Army Communicator distributed magazines and accepted sign-ups for free subscriptions, as well as giving the symposium advance and after-the-fact coverage.

During the symposium, the Chief of Signal inducted retired Colonel C. Lee Vannes and retired Sergeant Major Clyde E. Hyde as Distinguished Members of the Regiment for their service to the Regiment. The Chief of Signal also inducted John T. Holleran, retired Lieutenant General Thomas M.M. Rienzi, and retired Command Sergeant Major Samuel Smith as Distinguished Members during Regimental Week activities, 14-19 June 1999

The Regimental Division expanded its WWW presence in 1999. All the division's on-line information tools were reorganized into a user-friendly, consolidated website called "Nexus" (http://www.gordon.army.mil/regtmktg/index.htm). We envision "Nexus" as a "one-stop information center" for the Signal Regiment and those interested in it, and we will continue to improve the website toward that end. "Nexus" is organized into five main areas and at this time includes:

- Area 1, the Regiment:
  - Pages for the Regimental NCO, including the Chief of Signal Awards Program, Chief of Signal biography, Distinguished Member of the Regiment biographies, and historical/archival information on the Signal Corps and Signal Regiment;
- Information on the Regimental Hall;
- Regimental art, including Distinctive Unit Insignia and shoulder patches for Signal units that website visitors may download, as well as images of Signal jobs/equipment, history, maps, Signal people, military ranks and other areas of interest.
- Area 2, marketing initiatives:
  - "Go Signal," an on-line marketing "brochure" on why young people should choose the Signal Corps as a career, including information for both officer and enlisted careers;
  - "KidsCommo," webpages established for children (primary target age: 10) which include activities and information on communications technology;
  - Regimental Division's on-line brochures and briefings, including Portable Document Format (PDF) representations of the 1999 Signal Regiment Marketing Brochure.
- Area 3, the professional magazine: The 1998 and 1999 editions of Army Communicator, as well as annual indexes for every article published in the 24 years of the magazine's existence.
- Area 4, helpful information for members of the Regiment:
  - "Currents," a monthly news service for items of interest to Signal Regiment members – covers primarily Army and Defense Department topics;
  - A page devoted to Regimental news;
  - Links to Signal unit homepages and other useful resources for Regimental members;
  - Customer service links and Regimental reference service.
- Area 5, Regimental Division itself:
- Division points of contact;
- Regimental Division mission information.
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Regimental Division also has responsibility for managing the Signal Regimental Strategic Plan website. 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.

Another website Regimental Division manages is OCOS' website, which includes officer and enlisted proponency information, and Signal Regiment Proponency Handbook.

The Army Communicator's editor, Ms. Lisa Alley, also serves as Regimental Division's, OCOS' and the Strategic Plan website's web administrator. As a special project with Regimental Directorate of Training Staff and Faculty Branch, she began in 1999 to teach classes on website design using Microsoft FrontPage. More classes will be offered in 2000 to the Fort Gordon populace based on demand.

Ms. Alley was invited by the United Kingdom's defense and aerospace industry representatives to speak to the representatives about how the U.S. Army Signal Regiment uses the WWW to communicate with the Regiment. She traveled to London in June and addressed conference attendees.

Regimental NCO

The Regimental NCO, SFC Hurley Perry, gave Regimental briefings to Advanced Noncommissioned Officers Course and Basic Noncommissioned Officers Course 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 NCO also prepared information packets for the Regimental Adjutant's portion of the briefing to 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 NCO 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 1999, the Chief of Signal approved several awards: 34 Chief of Signal Awards; 20 Fellowship Awards; 39 Honorary Members of the Signal Regiment; and five Distinguished Members of the Regiment.

Army Communicator

Army Communicator is an authorized, official quarterly publication of the U.S. Army Signal Regiment.[141] 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 (VI).

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 focused on several topics for special coverage: Warfighter Information Network, training, the Signal Regiment's mission, and officer personnel management.

As an administration and management decision, we chose to rotate issue nomenclature in 2000 to more closely match the year's "seasons." In the past, editions have been printed in this order: Winter, Spring, Summer, Fall. However, the Winter edition usually was published in March; the Spring edition in June; the Summer edition in September; and the Fall edition in November.) To begin the rotation procedure, the magazine began shifting nomenclature in 1999. Winter edition (Vol. 24 No. 1) was the first issue published in the calendar year, as has been the case, followed by the Spring edition (Vol. 24 No. 2). However, the magazine then went to Fall (Vol. 24 No. 3) and Winter II (Vol. 24 No. 4) nomenclature. Volume and numbering order remained consistent with past years. The first edition of 2000 will be published in March and will be labeled as the Spring 2000 edition (Vol. 25 No. 1).

ENLISTED DIVISION

The enlisted military occupational specialties are a wealth of knowledge and experience; Signal soldiers exploit equipment and techniques that are on the cutting edge of modern technology moving into the 21st century.

Enlisted Division personnel conducted a "Standards of Grade Review" to comply with the Army's mandate to have its NCO content at or below 49.2 percent. The initiative was

[141] Army Communicator, Winter 1999 (hereafter called AC); AC, Spring 1999; AC, Fall 1999; AC, Winter 1999.

designed not to reduce the aggregate number of authorizations, but to change the grades of authorizations to meet percentages prescribed in a Grade Distribution Matrix (GDM) for each career management field (CMF). To meet the Army's structure needs, Enlisted Division submitted a revised The Army Authorization Document System (TAADS) and Standards of Grade Tables to TRADOC's Force Design Directorate on 15 December 1999 for Major Command (MACOM) coordination.

CMF 25, Visual Information Operations

During calendar year (CY) 1999, the VI field expanded its role in the warfighting community by putting MOSs 25R, 25V and 25Z on the ground to meet the personnel requirements for battlefield videoteleconference systems (BVTC). This system increases the CMF's authorizations by seven for each division fielded. Currently only 4th Infantry Division has been fielded.

MOS 25M, Multimedia Illustrator, had few changes throughout the year. The MOS was approved for a Manpower Requirement Criteria (MARC) study and was developed late in 1999. The study should be fielded in early 2000. This MOS's initial term retention rate improved over that of CY98. This was due mainly to it having a Selective Re-enlistment Bonus (SRB) for most of the year. As with all VI MOSs, MOS 25M recruited very well in 1999. This MOS is projecting no major changes in the aggregate number of authorizations in CY00.

MOS 25R, Visual Information Equipment Operator-Maintainer, reduced its authorizations by 13 in CY99, which caused it to end the year at 132 percent strength. This MOS had a very high attrition rate due to it being a highly technical MOS and its small class size. This MOS is projecting several new E-5[142] authorizations in the digitized division beginning in FY01.

MOS 25V, Combat Documentation/Production Specialist, decreased in size by 25 authorizations in 1999 and ended at 111 percent strength. This MOS retained and recruited well throughout the year.

MOS 25Z, Visual Information Operations Chief, was affected greatly by the "Standards of Grade Review" with a decrease in E-9 authorizations, to five. The year started with three E-9 authorizations at 166 percent strength and ended with seven authorizations at 85 percent strength. The CY99 sergeant majors board promoted five to SGM. With the decreased authorizations and the five promotions, this MOS will be severely overstrength at E-9
for the next couple of years. The trickledown effect of this will be slower promotions at E-8 and E-7 in the out years.

CMF 31, Signal Operations

MOS 31P, Microwave System Operator-Maintainer, ended 1999 as a goal MOS, filling 88 percent of authorized operating strength and above strength only in grade E-7. The MOS was somewhat affected by the enlisted Standards of Grade Review, with some NCO authorizations being downgraded to lower-grade authorizations to bring the MOS in line with the CMF 31 GDM. Sixty staff sergeants were selected for sergeant first class, the largest selection rate for this MOS in many years. Retention rates for initial term soldiers ended the FY 27 percent below the Army average, necessitating a requirement to grant a 1A SRB. Mid-term soldiers lagged 12

[142]Enlisted ranks were E-1 (Private), the lowest,to E-9, Command Sergeant Major, the highest.

percent below Army average in FY99. School seat fill for FY99 was also a problem; only 48.4 percent of available non-prior service seats were filled. The MOS has a $5,000 enlisted bonus for a five-year initial enlistment and a $6,000 bonus for a six-year enlistment. Despite the falling authorizations, school seat fill and retention for MOS 31P, the functions this MOS performs are expected to remain vital to the Army's mission for a minimum of five to 10 years.

MOS 31S, Satellite Communication System Operator-Maintainer, is a goal MOS and ended the year at 102.1 percent of authorized operating strength. Training seat fill remains an issue to maintain the MOS strength; accessions filled only 63.5 percent of training seats for FY99. The MOS has a $3,000 enlisted bonus for a six-year initial enlistment. There is also an SRB of 3A (4A for those 31Ss holding Additional Skill Identifier (ASI) 1C). Forty-three staff sergeants were selected for sergeant first class in the CY99 centralized promotion board. Initial-term soldier retention ended FY99 above the Army average. Mid-term soldier retention ended FY99 eight percent below the Army average. The functions of satellite controller (ASI 1C), strategic and tactical satellite systems operator-maintainer (MOS 31S), will remain vital into the new century.

MOS 31T, Satellite/Microwave Systems Chief, is the capper MOS for 31S and 31P. Thirty-three soldiers (31Ps and 31Ss) were selected to 31T during the 1999 master sergeant board, and the MOS ended 1999 at 114.7 percent operating fill strength.

MOS, 31U, Signal Support Systems Specialist, finished the year at 92.3 percent strength. The present and future for 31U has a large increase in automation responsibility, with digitization being the driving force. The current strength of 31U in the field is approximately 87.7 percent Tables of Organization and Equipment (TOE) and 12.3 percent Tables of Distribution and Allowances (TDA).

CMF 74, Information Operations

The increase in the 74B MOS is projected to continue. All soldiers with MOS 74G will reclassify in 2002 to 74B. PERSCOM published a Notification of Future Change in October 1999 deleting MOS 74G, Telecommunications Computer Operator-Maintainer. Effective date of the deletion is 1 October 2002.

We also coordinated with PERSCOM's Reclassification Management Branch to reclassify MOS 74C soldiers with Defense Message System system administration training to MOS 74B. Qualified soldiers were able to request reclassification through their local field reclassification authority as an exception to policy. Soldiers granted reclassification were hand-managed to ensure that they were properly scheduled for Advanced Individual Training.

OFFICER DIVISION

OCOS' Officer Division has many varied functions and responsibilities. It serves as the personnel proponent for Branch 25 (Information Systems Operations), Functional Area (FA) 53 (Information Systems Management), FA 24 (Information Systems Engineering), and Signal warrant officers for Active Army, Army Reserve, and National Guard. We are also responsible for the Signal Regiment's Training with Industry (TWI) and Advanced Civil Schooling (ACS) programs.

The division had three personnel changes this year. Major Mark Lundtvedt left the division and was replaced by Major Alan Makowsky as the FA 24/53 manager. Major Brian Prince also left the division and was replaced by Captain David Funk as the Branch 25 manager.

CW5 Pete Hewitt received additional duties as the RCWO. Major Christopher Kemp continued duties as the RC officer personnel manager for Branch 25 and FA 53, as well as deputy division chief. 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. Among our many accomplishments, we developed a training strategy to support OPMS XXI; conducted several OPMS XXI Councils of Colonels; chaired a Signal Regiment Strategic Plan Executive Steering Committee; and conducted OPMS XXI, OPMS XXI Implementation in the Reserve Component, warrant officer workshops and an Information Operations Career Field (IOCF) Senior Leaders Seminar during the 27th Signal Symposium. We also conducted several briefings on WOPMS XXI during the year. Additionally, we prepared the Signal Regiment Functional Review presented by Major General Peter M. Cuviello on 5 March 1999[143]; participated in the 25A (Signal Operations), 24A (Telecommunications Systems Engineering), 24B (Computer Systems Engineering), and the 53A (Information Systems Management) Critical Task/Site selection Boards; and worked the recoding of colonel positions to FA 24 and FA 53.

Branch 25 (Information Systems Operations)

The Signal officer authorization base stabilized at about 2,486 for the end of FY99. This was a decrease of 195 from the FY98 authorizations of 2,681. The Signal Corps continues as a shortage branch, with inventory deficits at all officer ranks except lieutenant.

The Army has continued implementing OPMS XXI, including recoding Signal positions on the Modified TOE, TDA, and Joint Duty Assignment List This process will require all officers to choose a career field before their records are reviewed for promotion to major. Under OPMS XXI, the Signal Regiment will reduce its authorizations by focusing its area of responsibility. This new personnel management system directly aligns with the current trend towards Signal officers becoming more multifunctional in nature. The Signal Corps has reduced from five areas of concentration (AOC) to one (25A, Signal Operations). The engineering piece of information systems has been realigned under FA 24. The dual tracking system where field grade Signal officers alternate back and forth between Signal and other FA assignments has been eliminated by the career field designation process. Field grade signal officers will now, at the grade of major and above, focus only on operational communications. OPMS XXI is scheduled to be fully in place by FY 2001.

The Officer Division also changed nine (Signal) Army Education Requirement System (AERS) positions to FA 24A (four) and FA24B (five). AERS is designed to fill certain positions with officers that possess specific graduate degrees. Ten officers who entered the TWI program in September 1998 graduated and proceeded to their follow-on assignments in September 1999. Eight other Signal officers entered TWI in September 1999 at the following industries and governmental agencies: Air Force Space Command, Army Spectrum Management Office, Raytheon, AT&T, TRW, and GTE. AT&T accepted one MOS 250N warrant officer, and EDS accepted a FA 53 officer.

The Signal Corps received 13 quotas for the FY 00/01 program.

[143]Brfg Slides, 5 March 1999, subj: Signal Regiment 1999 Functional Review."

FA 53, Information Systems Management, and FA 24, Information Systems Engineering

Under OPMS XXI, FA 53 reduced from three AOCs (53A, 53B, and 53C) to one (53A, Information Systems Management.) FA 24, Information Systems Engineering was created, with AOCs 24A, Telecommunications Systems Engineering; 24B, Computer Systems Engineering; and 24Z, Information Systems Engineering. AOCs 24A and 24B are supported at the grades of captain through lieutenant colonel. They are merged at colonel in AOC 24Z. Many of the 53C positions (Army Acquisition Corps) were recoded as 51R at grades captain and major, and 51Z at lieutenant colonel and above. Most 53B positions were 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

FA 53 exceeded 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.

We completed plans for implementing the training strategy to support the Signal Regiment under OPMS XXI. While the strategy was approved for implementation in FY02, resourcing to begin and continue training in the first quarter of FY00 remained an issue, and we were unable to begin training as initially planned. Under the current plan, training which should begin in 4th Quarter FY00 is subject to resourcing.

The training referred to is that non-Signal FA 53 and FA 24 officers will attend the Information Systems Operations Leveler Course (ISOLC) before attending the Systems Automation Course (SAC) or the Information Systems Engineering Course (ISEC) respectively. ISOLC is designed to provide non-Signal officers with the same level of training in Signal operations and automation as a graduate of the Signal Captains Career Course (SCCC). Students will gain an understanding of the environment in which they will work, as well as the planning factors they will use when engineering signal networks and providing operational automation support in the field.

Also, OCOS is working in conjunction with the Education Center to bring a cooperative degree program to Fort Gordon. Under this program, officers attending SCCC, SAC, or ISEC would receive credits towards their master's degree in a field related to their branch/FA. Officers would attend night school during their career course to achieve additional credits. Upon completion of the career course, the officers would remain in a permissive TDY status to complete their degree.

OCOS is currently working with Fort Leavenworth, on implementing the revised Command and General Staff College (CGSC), named Intermediate Level Education (ILE). Under ILE, officers will attend a core CGSC followed by training specific to their branch/FA. OCOS is working to implement a program whereby a CGSC extended campus is located at Fort Gordon to offer the core CGSC. FA 24 and FA 53 officers will remain at Fort Gordon after the core course to attend a master's degree completion program in electrical engineering, computer science, or a related field. Our proposal to establish the Signal Center as an extended campus for the CGSC was favorably received by Combined Arms Center, Fort Leavenworth, in December 1999.

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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. Cuviello, 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 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 resolvedproblems 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.[144]

[144] 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 Roever, 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.[145] 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.[146]

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[145]FY1999 Command Master Religious Program, 24 Sep 1998.
[146]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.[147] 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.[148]

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.[149]

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

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[147]USASC&FG Chaplain's Office Personnel Roster, effective 30 July 1999

[148]E-mail, 5 May 1999, SFC David B. Bowen to Abraham Laws et al., subj: Soldiers Chapel Closure.

[149]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.[150]

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.[151]

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.[152]

"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,"

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[150]Program, "Four Chaplains Memorial Services," 3 Feb 1999.
[151]Program, "Living the Army Values Day Inspirational Breakfast," 25 March 1999.
[152]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.[153]

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.[154]

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.[155]

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.[156]

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[153]Flyer, "Generation X Christian Rock Concert," for 29 Oct 1999.
[154]ROA Photo Directory, n.d.
[155]Flyer, "B.I.& B.L.E. Railroad," c. June 1999.
[156]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.[157]

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.[158]

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[157]"Service Member Family Outreach," The Signal, 17 Sep 1999, p.10A.

[158]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.[159]

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.[160]

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.[161]

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.

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[159]Memo, 10 Mar 1999, MG Peter M. Cuviello, subj: Religious Retreats and Programs.
[160]Flyer, "Attend the S.T.A.R. Retreat," c. July 1999.
[161]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.[162]

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.[163]

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

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

[163]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.[164]

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.[165]

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.[166]

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.[167]

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.[168]

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

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[164]Flyer, "Battle of Aiken," c. Feb 1999.

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

[166]Memorandum, 19 Jan 1999, Chaplain Kerr to Cmdr, 551st Signal Battalion, subj: 551st Leadership Breakfast.

[167]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.

[168]Order of Service, 67th 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.[169]

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.[170]

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.[171]

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.[172] The Triumphal 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.[173]

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

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[169]Flyer, "67th Signal Bn Chaplain's Run and Quarterly Prayer Breakfast," c. Dec 1999.
[170]Memorandum, 5 May 1999, Chaplain (COL) Richard M. Hartsell to UMTs, subj: May Mandatory Training.
[171]Memorandum, 12 Oct 1999, Chaplain Hartsell to Chaplain, CCRA et al., subj: Memorandum of Instruction: Support for Thanksgiving Food Voucher Program.
[172]Program for the National Prayer Breakfast, 18 Feb 1999.
[173]Program, "Interfaith Worship Service Barnes Ave. Friendship Chapel," 21 March 1999.
[174]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.[175] Seventy-five attended the Post-wide Interfaith Thanksgiving Service held 24 November at the Barnes Avenue Friendship Chapel. Chaplain Hartsell was speaker.[176] 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.[177]

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.

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[175]Memorandum, 3 Aug 1999, Chaplain (CPT) Dennis E. Hyson to Installation Chaplain, subj: After Action Report on the Chaplain Anniversary Celebration.
[176]Program, "Post-wide Interfaith Thanksgiving Worship Service," 24 Nov 1999.
[177]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

a new development, filers who did not attend a class had the option of reviewing written materials on the Internet.

The division worked with the Director of Community Activities and the Garrison staffs on three significant policy issues: Fund-raising, bingo patronage, and beer sales at Fort Gordon Recreation Area. The division also worked on and coordinated with TRADOC, PERSCOM, and OTJAG on the issue of composition of officer elimination boards.

Consistent with our Administrative Law legal opinion, the installation received definitive guidance from HQDA that the local Family Advocacy Case Review Committee cannot name an Army agency as the responsible offending party. This issue arose in connection with an injury to a child at the Fort Gordon Childcare Center. The division continued to provide SJA representation on the two Case Review Committees (child and spouse) established on the installation pursuant to AR 608-18. The division also provided the SJA representative on the Exceptional Family Member Program Committee and the Family Advocacy Committee.

Environmental Law

In January the Georgia Environmental Protection Division (EPD) served Fort Gordon with a proposed consent order for alleged violations of the Resource Conservation and Recovery Act (RCRA) involving the handling and storage of investigation derived waste (IDW). The proposed monetary settlement was $125,000. This began a process of correspondence, meetings and negotiations between Fort Gordon environmental personnel (ENRMO) and EPD. Mr. Larry Proudfit, the OSJA Environmental Law Specialist (ELS), worked closely with environmental personnel in assembling the facts, providing information to the Environmental Law Division (ELD), OTJAG, preparing correspondence to EPD and developing an Installation position and negotiating strategy. When legal and factual research and coordination with ELD indicated that the allegations probably could not be fully and successfully contested, the ELD encouraged ENRMO to seek a lower monetary settlement in exchange for a Supplemental Environmental Project that would benefit Fort Gordon and its environmental program. Mr. Proudfit then worked with ENRMO to craft changes to the consent order to protect the Army's interests and a final consent order was signed in September.

In November and December 1999, the OSJA Environmental Law Specialist, worked closely with ENRMO, the Garrison Commander, the Georgia EPD and the U.S. Fish and Wildlife Service in connection with the establishment on Fort Gordon of a protected population of a state endangered fish, the "robust redhorse".

Labor Law

The installation Labor Counselor, Mr. James R. Baugh, represented the Army in several arenas during 1999. These included four appeals to the Merit Systems Protection Board, eight EEO complaints before the DOD Office of Complaint Investigations, four EEO complaints before Administrative Judges from the Equal Employment Opportunity Commission, two appeals to the EEOC Office of Federal Operations, one whistleblower complaint filed with the Office of Special Counsel, and two third-step grievances.

Mr. Baugh also represented the Army in unfair labor practice charges filed by the Union against three installation directorates, arbitration actions regarding back-pay due to alleged

asbestos exposure at Fort Gordon, the grade determination of two employees on Fort Gordon, and an election conducted by the Federal Labor Relations Authority.

Legal Assistance

More than 26,000 eligible clients were seen or provided legal services at the Fort Gordon Legal Assistance Office. More than 7,500 powers of attorney were prepared as well as more than 1,500 wills and living wills. Nearly 16,000 notarizations were performed. The Legal Assistance Division saw further increases in the frequency and volume of Soldier Readiness Processing activities (more that twenty-five days involving all on-post deployable units and hundreds of other individually deployable active duty personnel) to include participation as a backup center for mobilization and deployment processing. The Division continues to render full services to the retired community. The Division was again responsible for coordinating and implementing the IRS/VITA sponsored federal income tax preparation and electronic filing program. Our new building provided the setting for a larger and enhanced tax center for the program and allowed for the provision of better and more efficiently delivered tax services. In 1999 the Fort Gordon Tax Center assisted in more than 7,500 tax matters and electronically filed almost 2,500 federal income tax returns. These returns resulted in over $3,000,000 in tax refunds and saved clients nearly $250,000 in tax preparation fees. The Division was awarded the annual Army Chief of Staffs Award for Excellence in Legal Assistance.

Claims

The Claims Division processed 835 claims against the Government and 314 local carrier recovery claims during calendar year 1999. Collections for the Government from household goods carriers were $93,352.96 during the year. Medical care recovery was $406,812.01 during calendar year 1999. A total of $627,712.31 was approved and paid on claims against the Government. Two civilian employees of the claims section taught at U.S. Army Claims Service Worldwide Claims Training Courses. The claims examiner for Fort Gordon, Mrs. Still, was personally requested by the Army Claims Service to assist the USARSO Staff Judge Advocate in the transfer of their claims operation from Panama to Puerto Rico. She provided this service during a one week TDY at Fort Buchanan.

PROTOCOL OFFICE

From the Protocol Officer's Perspective

The U.S. Army Signal Center and Fort Gordon hosted numerous general officers including: GEN John Abrams, GEN John Keane, Gen(Ret) Paul Gorman, LTG William Bolt, LTG David Kelley, LTG William Campbell, LTG(Ret) Peter Kind, LTG(Ret) Robert Donahue, and LTG(Ret) Otto Guenther. The Protocol Office also coordinated visits by such dignitaries as U.S. Senator Max Cleland, (D-GA); Georgia State Senators Joey Brush and Don Cheeks; Congressman Jay Dickey; Representative Jack Connell; Mr. Robert Seger; and Augusta's Mayor, the Honorable Bob Young.

Several international visitors also visited the post during the year. Among them were: MG Paul Kuntz (France), BG Mashooj Bin Sayyah Khalaf Al-Anazi (Saudi Arabia), BG Andrew Mantell (Britian), and BG Elsayed Hesham Saad Mhoamed Soahoman (Egypt).

Mission

The Protocol Office, headed by Mrs. Janice Kitchens, 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. Kitchens' and her 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 personnel. The Protocol Office had 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 Signal Center can be found at Appendix B. In all there were 330 general officers and sergeant majors and 104 foreign general officers and civilian equivalents.

Ceremonies and Conferences

The Protocol Office arranged 69 ceremonies during the year. They included the Regimental Retirement Ceremony, monthly retirement ceremonies, recognition ceremony for retiring general officer, Freedom Park Celebrations, and the Commanding General's New Year's Reception. A list of ceremonies and conferences is located in Appendix C.

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 1999, the Signal Corps and Fort Gordon gained increased attention and

awareness throughout the nation and the southeast region. Increased awareness of the impact of our continued transition into the Information Age and into a new millennium also increased attention to Fort Gordon's and the Signal Corps' essentialness. The year ended on a positive note, as widely anticipated "Y2K" problems failed to materialize. This resolution was greatly influenced by intensive and circumspect planning and preparation. PAO played a major role by actively participating as a member of the installation's crisis management team.

The acknowledged leadership of the Signal Regiment in Force XXI, the Army of the future, and in WIN-T, the program which assures information dominance for future warfighters, led to numerous instances of media and public interest during the year. PAO successfully coordinated coverage and information dissemination. This included innumerable articles in local and regional print publications and electronic media. The former included a major piece in Forbes magazine[178] and the latter in "48 Hours" and "20-20" segments.

PAO also continued to lead the way in publicizing Fort Gordon's continuing prominent role in the economic, cultural and quality-of-life for Augusta and the entire Central Savannah River Area (CSRA). Fort Gordon's primacy as the CSRA's number one employer and locale for continued economic development and population growth was emphasized. This impact can be best seen in the fact that regular coverage in the only major metro newspaper is assured by assignment of full-time and part-time military "beat" writers as well as an enhanced weekly section dedicated to Fort Gordon news and activities. Overall, 1999 saw a dramatic increase in media relation's activities and in the number of media queries.

Growth was also seen in the increased number of joint service personnel assigned to Fort Gordon as elements of the intelligence community were enlarged as were training classes that included joint service and foreign allied students. 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, exercises and activities.

Within PAO, personnel were quite active during 1999. James L. Hudgins completed his fourth year as the first civilian PAO assigned to Fort Gordon. As PAO, he 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 continued 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 positive relationship with the external public was also greatly enhanced by the election of Bob Young as Mayor of Augusta-Richmond County. Previous positive experience working with the major in his prior position as anchorman for the local ABC-TV affiliate has, and will prove beneficial in PAO's effectiveness with local government(s) and influencers.

The civilian staff remained unchanged during 1999. However, the year saw continuous personnel shortages due to permanent change-of-station (PCS) moves and separations (ETS), and the unplanned transfer of personnel. For example, a member of our broadcast section returned after a tour in Bosnia and another spent most of the year as a member of the cast of the Army's "Soldier Show." One result of this shortage was a closer working relationship with tenant commands. This increased awareness of military intelligence and deployable assets at Fort Gordon and 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 Latin America following the floods in

[178]Carleen Hanwa, "Brain Drain," Forbes, 17 May 1999, pp. 190-191

Venezuela, as well as following deployment to the Balkans (Bosnia and/or Kosovo). 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 third year as Fort Gordon's Webmaster. As the first 74B30, Information Systems Operator/Analyst, to be assigned to an installation PAO, he helped establish procedures, guidance and directives that will be effective TRADOC-wide (Training and Doctrine Command). A commander's Web policy was constructed and refined. His departure for Turkey ended an extremely successful tenure as the first Webmaster. With its continued growth and importance, steps are underway to expand the duties into a "fusion cell" with duties and location to be determined in early 2000.

Much success was accomplished by PAO through its outreach to the community in all aspects of public affairs activities. As stated, media contacts were expanded and enhanced, as well as contacts with local chambers of commerce and other service organizations. The Soldier of the Month/Volunteer of the Month/Civilian of the Month program continued to grow in size and exposure. A member of PAO, Ms. Linda Means, earned recognition as Civilian of the Month for November 1999. Special support was also provided to the Signal Corps command staff through PAO involvement with the 1999 Signal Symposium, providing speeches and coverage, and in liaison with various governmental representatives and agencies. The last Signal Symposium of the century was also the largest ever in numbers of attendees, exhibits and money generated for the local economy.

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 "Freedom Fest" at Freedom Park. Others included a wildly successful, major regional musical concert featuring a nationally known group, the "Goo Goo Dolls." Also, WJBF-TV selected Fort Gordon as a site for their "Your Hometown" production which highlighted the installation for its leadership in the CSRA.

Mr. Hudgins enhanced his working relationship with the Augusta Metro Chamber of Commerce through his personal and professional interaction with Jim West, President, and Scott MacGregor, Vice President of Governmental Affairs. 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.[179] Media relations 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

[179] 1999 Map of Fort Gordon; 1999 Fort Gordon Installation Guide.

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 $270,000 to support all of the office's mission requirements that included pay, transportation of items, travel, rentals, contracts, supplies and equipment. Manpower strength averaged nine military and six civilians at the end of 1999.

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 1999. The 18,500 weekly copies of the newspaper covered major news stories, information for military, civilians and families, sports, community calendars and special events.

Biographies and photographs of the service member, civilian and volunteer of the month, quarter, and year were used throughout 1999 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. The grand opening of Fort Gordon's new Federal Credit Union building was held on 15 January 1999. The Eisenhower Army Medical Center's Health and Wellness Center opened in Building 29605 offering health education literature, health risk appraisals, a video resource room with computer access and fitness assessments. On 27 January 1999, Brigadier General Robert F. Griffin, commanding general of the Southeast Regional Medical Command, hosted an activation ceremony for the Army's C12 Fixed Wing Aeromedical Evacuation Test Program. The program will employ two C-12D fixed-wing aircraft, appropriately modified for patient transport, to augment this component of the region's health care mission.

Richmond County school board trustees voted 14 January 1999 to approve Fort Gordon as the site of an elementary school. The school board approved the building of a school on post in August 1997. The 14 January vote approved the site that was proposed for the school. The area where the school will be built is at the corner of Brainard Avenue and 43rd Street. Two Russian linguists assigned to the 513th Military Intelligence Brigade's 202nd MI Battalion got the rare chance to put their skills to work first hand by interpreting for visiting Russian Cosmonaut, Commander Talgat Musabayev, as he visited the Augusta area. Musabayev, who spent 300 days on the Russian Mir Space Station in 1994 and 1998, was hosted by the Savannah River Site National Management Association for its Space Week program. Linguists were Sergeant Kevin Riley and Specialist Mark Browning both assigned to Company C, 202nd MI Battalion. The Garrison Command announced in February 1999 that Fort Gordon's Directorate of Information Management, the Training Support Center and the Military Personnel Division would be looked at as part of an Army wide commercial activity study to determine what will be the most cost effective way to do business. Each study will take a minimum of two years to complete. The newly renovated Staff Judge Advocate building, Winship Hall, was dedicated on March 9, 1999. The building was named in honor of former Army lawyer and native Georgian, Major General

Blanton Winship, who served as The Judge Advocate General from 1 March 1931 to 31 March 1933. General Winship had a distinguished military career as a combat commander and lawyer.

Colonel Velma L. Richardson, the first female deputy commander of Fort Gordon, the home of the Army Signal Corps, was selected for promotion to Brigadier General. Her selection will be as one of the first two women selected for promotion to general in the Army Signal Corps.

Members of the 249th General Hospital Battalion participated in a field training exercise 6-23 March 1999 on Fort Gordon. The 18-day exercise trained 390 soldiers who were part of the professional officer filler system (PROFIS). The object was to train members who are assigned to fixed medical treatment facilities to cope with casualties under field conditions.

Dr. Sethanne Howard, the current director of the Extragalactic Astronomy and Cosmology Program at the National Science Foundation in Washington, DC, spoke at the Fort Gordon Women's History Month Command Program on 11 March 1999.

Saturday bus service was started for trainees and permanent party soldiers. After three years of working with the Augusta Public Transit, an economical means of transportation began in March 1999 between Fort Gordon and the Augusta community.

Congratulations to Specialist Tia C. Batiste, the only Fort Gordon soldier selected for the All Army Soldier Show. Specialist Batiste was assigned as a broadcast journalist in the Public Affairs Office.

The Regimental Officer Academy implemented realistic training for Signal Officer Basic Course students through a "Rites of Passage" training event. Rites of passage training, was in addition to an MSE (Mobile Subscriber Equipment) field training exercise, and included navigating a rope bridge, liberating a prisoner-of-war camp and several ambushes.

The new Army fraternization policy that took effect 2 March 1999 standardized fraternization rules throughout the services. The 'good order and discipline' policy gave officers and enlisted soldiers that are romantically involved one year to marry or end their relationship.

A new automated system made it easier for U.S. Army active duty members to review pay information by telephone. The Defense Finance and Accounting Service-Indianapolis Center, implemented the system, IVRS, or Interactive Voice Response System, in April 1999 at Fort Gordon. Once assigned a Personal Identification Number (PIN), service members access pay information from the master military pay account 24 hours a day, seven days a week.

On 31 March 1999, nearly 800 special athletes gave their all here on post in the Area 9 Special Olympics which was hosted by the 67th Signal Battalion, 93rd Signal Brigade. Special athletes ranging from grade school age to 76 years old traveled to Fort Gordon from 12 neighboring counties to take part in this event, the largest area Special Olympics event in the state.

Fort Gordon gained 900 Computer Based Training (CBT) courses for the contract period of 1 December 1998 through 29 November 1999. All active duty, Army reserve, National Guard and Department of Defense civilians are authorized to use these CBTs. The 900-plus self-paced courses cover a variety of software applications, such as Microsoft products, Information Technology Core Concepts, Certified Internet Professional, Cisco, Cobol, application development and programming, C/C+, Java, Informix, Internetworking Essentials, Intel, LAN Technologies, Netscape and Lotus, to name a few.

Fort Gordon hosted approximately 12,000 people for the *Goo Goo Dolls* concert on 3 April 1999. Also in April, the Augusta community banded together to provide a multitude of services to the homeless in the Central Savannah River Area. One service consisted of dental health screenings and minor dental procedures. Community dentists volunteered time to see patients

and become more familiar with the mobile dental unit being used. Three of the volunteer dentists were active duty officers stationed at Fort Gordon. The "Stand Down" was designed to show the homeless people in the CSRA that the community was concerned about their needs and can be mobilized through volunteer efforts to help the less fortunate in our area by providing health screenings and other services to give a hand to those who are facing tough times.

Fort Gordon goes on record saying all its services and procedures are ready for the Year 2000; all systems are a go as Fort Gordon is Y2K compliant. All computers, routers, servers and hubs on post were assessed to be compliant for the Year 2000.

Fort Gordon's senior enlisted soldier, Command Sergeant Major John H. Holden Jr. is spearheading efforts to establish the newly implemented Sergeant Major of the Army's Recruiting Team on Fort Gordon. The program will basically be set up to facilitate the cooperation between Army installations and local recruiting commands in recruiting potential quality soldiers into the Army. Each major Army command should be able to provide the local recruiting battalion with one referral for every 150 soldiers assigned to their command. Soldiers currently on active duty will be provided incentives for the number of potential soldiers they refer to a recruiter who in turn decides to join the active Army or the reserve forces.

A group of 110 soldiers, including 19 reservists from the Augusta and other areas of the the United States, rolled out of the parking lot in front of the 513th Military Intelligence Brigade's headquarters on 16 April 1999 for a two-week deployment to Kuwait. The deployment kicked off two large-scale exercises involving the Vigilant Knights and their affiliated reserve units. The soldiers who went to Kuwait participated in *Lucky Sentinel 99*, a major command, control, communications and intelligence support exercise run by Army Central Command in Southwest Asia from 19 April to 1 May. General Eric K. Shinseki became the Army's 34th Chief of Staff on 21 June 1999.

Fort Gordon's Directorate of Public Works (DPW) was awarded five BOLD grants this year from Training and Doctrine Command (TRADOC). BOLD, or BASOPS (Base Operations) Opportunities Leveraging and Development, is a TRADOC initiative. Eighty-eight initiatives were submitted from all TRADOC installations. Fort Gordon submitted nine and received funding for five projects. These projects were converting heating systems from kerosene to LP gas, saving an estimated $16,000; conversion of fuel-oil heating system to LP gas, saving an estimated $128,000; sign-making equipment, saving an estimated $11,000; high-pressure sewer cleaner, saving an estimated $9,000, and a trailer-mounted vacuum.

The Fort Gordon community braved rain and cold wind on 30 April 1999 to head out to the Post Exchange (PX) for the live videotaping of a News Channel 6 special segment, "Your Hometown." Brad Means, Jennie Montgomery, George Myers and Marlon Williams, News Channel 6 team, broadcast live from the entryway to the PX.

The Central Savannah River Area Federal Executives Association held its second annual Employees of the Year Recognition Luncheon at the Fort Gordon Officers' Club on 18 May 1999. Federal agencies participating included Fort Gordon, the Veterans Administration Medical Center, the Savannah River Site, the Augusta Postal Service, the U.S. Department of Agriculture Forest Service, the Naval/Marine Corps Reserve Center and the Corps of Engineers. The guest speaker was Augusta Mayor Bob Young. Staff Sergeant Daniel A. Zuckerman of the 202nd Military Intelligence Battalion received national recognition at West Point, New York on 4 May 1999 when the Counterintelligence (CI) community presented him the Department of Defense Counterintelligence Award for analysis and production. Zuckerman, 29, was the youngest and most junior ranking award recipient at the 12th Annual DoD CI Awards ceremony.

Zuckerman's award reflected his performance as a Force Protection/Counter-Terrorist Analyst in Southwest Asia for the Combined Joint Task Force (CJTF)-Kuwait, from October 1998 through February 1999. His ability and performance so impressed CJTF intelligence officers and the 513th MI Brigade chain of command that they recommended him for the prestigious analysis and production award.

Fort Gordon's Employee of the Year for 1999 was Donna Anderson, personnel management specialist, Directorate of Human Resources. Anderson has been in the personnel field for 18 years at Fort Gordon. Sergeant Wendy Merkel has a reputation with her chain of command as a dedicated, take-charge NCO so it was no surprise when the 93rd Signal Brigade noncommissioned officer was awarded the prestigious Newgarden-Morris Award during Fort Gordon's Armed Forces Day celebrations on 15 May 1999. Major General Peter M. Cuviello, Fort Gordon's Commanding General, was presented an official proclamation by Augusta Mayor Bob Young on 15 May, Armed Forces Day, at the Augusta Mall. Members of the Signal Corps Band also performed military classics and patriotic tunes on stage at the Augusta Mall during Armed Forces Day.

Eisenhower Army Medical Center (EAMC) and the Southeast Regional Medical Command got a new leader on 26 May 1999 as Brigadier General Robert Griffin passed the hospital colors to Brigadier General Darrel Porr. Porr came to EAMC from the 44th Medical Brigade where he served as the Commander and Corps Surgeon, XVIII Airborne Corps, Fort Bragg, North Carolina. Fort Gordon's Child Development Center continued to be one of the best day care facilities in the Augusta area. It is one of the few accredited programs in the state of Georgia and certified by the Department of Defense. Pedestrian safety was a major concern for the installation throughout the year. Fort Gordon's Directorate of Combat Developments hosted a Tactical Network Advisory Group conference to discuss tactical Signal Regimental challenges and develop near-term solutions for issues pertaining to the Signal community. About 175 representatives from all over the world attended the first conference of this type held in almost three years. Some of the issues discussed were different emerging software and its integration into the force, development of the high-speed tactical database network, information assurance, a new website which will contain technical information for tactical solutions and a refocus of the numerous Signal related list servers.

Soldiers of the 67th Signal Battalion, 93rd Signal Brigade, deployed to Fort Gordon's training areas 1-4 June 1999 for a thorough evaluation of all aspects of their mission. Everything was evaluated - from the way the unit communicated, the work of various staff sections, the way support personnel operated and how companies defended against attack and reported casualties. When the U.S. Army Signal Corps at Fort Gordon learned that the Albert J. Myer mausoleum was in need of extensive repairs, the Signal Corps Regimental Association decided to help. After all, Myer is the father of the Signal Corps. In May 1999, Major General Peter M. Cuviello traveled to Buffalo, New York. On behalf of the Signal Corps Regimental Association, Cuviello presented a donation of $6,700 for the repair of the Myer mausoleum.

Members of the Signal Officer Basic Course embarked on their final step in training as Signal officers 7 June 1999 in a field training exercise. The exercise, which is the final test for second lieutenants, was combined with students from the Noncommissioned Officer Academy and Company D, 442nd Signal Battalion. The mission of the NCOs and officers was to cooperatively set up and maintain a communication network. The students were separated into three groups spread out in sites miles away from each other. The exercise was a combined effort to enhance leadership skills for the NCOs and gives the officers hands-on experience with

communication equipment. Aside from the responsibility that comes with running a communications network, the students were also responsible for maintaining a protective perimeter around their site. After four days of attacks and redeployment to different sites, students were prepped for a twelve-mile indirect road march. The road march included attacks from hostile forces and hiking over rope bridges.

The 1999 U.S. Army Soldier Show, "A Tribute to America's Heroes," recognized women, athletes, pop and MTV icons, Biblical figures and veterans of America's wars, among others. The Soldier Show was held at Fort Gordon in June 1999. Specialist Tia Batiste of Fort Gordon's Public Affairs Office auditioned for, and was selected to participate in the 1999 Army Soldier Show. Congratulations to Specialist Batiste and the other 24 members who toured installations throughout the United States during their nine-month tour with the show. Fort Gordon celebrated the Army's 224th birthday with a special cake cutting and retreat ceremony during the Signal Corps' Regimental Week, 14 - 18 June 1999. Exercise Southern Knight 99-01 was the capstone intelligence exercise of the year for the 202nd Military Intelligence Battalion, 513th Military Intelligence Brigade and for the Reservists and Guardsmen who support them. Southern Knight provided the 202nd a chance to show a theater-level commander their essential wartime skills of interrogation, strategic debriefing and document exploitation. The exercise involved approximately 160 Reserve component soldiers, sailors, airmen and civilians from 12 units and approximately 200 active component soldiers, Marines, airmen and civilians from eight installations throughout the continental United States.

Fort Gordon participated in the 1999 Georgia Games in four categories: cycling road race, ultimate Frisbee, in-line skating, and diving. Fort Gordon supported Georgia Governor Roy Barnes' Prep-It-Up Program for school age children by showing different career opportunities in the military. The program, known as "P-16," was supported by tours of the installation and visits with various units and activities on post. Soldiers and friends of the 513th Military Intelligence Brigade gathered at the Barnes Avenue Friendship Chapel on 2 August 1999 to honor five Vigilant Knights who lost their lives in a plane crash while on a routine counter-narcotics mission in Colombia 23 July 1999. The Fort Bliss-based soldiers served in the 204th Military Intelligence Battalion, a subordinate unit of the 513th. They were flying a counter-narcotics surveillance mission for U.S. Southern Command. A board of Army officers is investigating the cause of the crash.

The new field office for Defense Information Systems Agency (DISA) opened in Signal Towers 29 July 1999. DISA will ensure that Department of Defense information systems are compatible or aligned with communication systems being developed by the Signal Center. Town Hall meetings were held on post and topics discussed included the new school uniform policy for local counties, school screenings, school age services offered by the Youth Activity Center and conserving water during the summer drought. After three years of command, Colonel Thom E. Tuckey passed the garrison command colors to Colonel Charlette I. Roman on 24 August 1999.

Members of the Augusta and Fort Gordon community gathered on 26 August 1999 in Alexander Hall to celebrate Women's Equality Day. The command program was to inform the public of the contributions women have made in the fifty years since they were granted the right to vote. The guest speaker for the program was Gwendolyn Fulcher Young, president, Gwen Fulcher Young and Associates Real Estate. Over 3,000 participated in the 15th Regimental Signal Brigade's Safety Awareness Run which promoted a safe holiday weekend over Labor Day. The 1999 Combined Federal Campaign kicked off 8 September 1999 with a breakfast at the Fort Gordon Officers' Club. The goal for the year was $260,000. On 17 September 1999,

Fort Gordon's Prisoner of War/Missing in Action (POW/MIA) recognition ceremony was held. Colonel Benjamin H. Purcell, U.S. Army retired, spent more than five years as a prisoner of war during the Vietnam War and shared his experience with members of the 73rd Ordnance Battalion. The 93rd Signal Brigade's colors passed hands in a ceremony on Barton Field 16 September 1999. Colonel James Van Patten relinquished command to Colonel Keith Snook.

Fort Gordon assisted over 975 evacuees during Hurricane Floyd 14-15 September 1999. Active duty and retired personnel and families stayed overnight after being evacuated from coastal military installations in Florida, Georgia and South Carolina. Eisenhower Army Medical Center received 19 patients whom had been evacuated from coastal military medical facilities. National disaster medical teams established a location at Fort Gordon. The teams used the installation as the staging and deployment site from which they would report to specific locations where medical services were needed. By 14 September 1999, 650 Army and Air Guard troops had been called up in Florida, 800 were standing by in Georgia and 520 were waiting in North Carolina.

The 73rd Ordnance Battalion celebrated "See You at the Flag Pole" day 16 September 1999 along with hundreds of thousands of other students and Americans across the nation. Soldiers from across the battalion gathered at the post flagpole to celebrate religious freedom and to pray.

Service members and civilians gathered at the Officers' Club 23 September 1999 to recognize the outstanding achievements of Fort Gordon's finest soldiers, sailors, airmen, Marines and civilians at the annual recognition ball. Among those recognized were Staff Sergeant Anderson Freeman, Company C, 369th Signal Battalion, Drill Sergeant of the Year; Staff Sergeant David W. Thompson, 31st Intelligence Squadron, Air Force Noncommissioned Officer (NCO) of the Year; Senior Airman Jeffrey Derr, 31st Intelligence Squadron, Airman of the Year; Petty Officer 1st Class Edwin D. Purdy, Navy Detachment for Navy NCO of the Year; Petty Officer 3rd Class Beverly E. Meadows, Navy Detachment, for Navy Junior Sailor of the Year; Sergeant Terrell E. Roundtree, Marine Detachment, for Marine NCO of the Year; Corporal Adrain Gomez, Marine Detachment, for Marine of the Year; Foncile Power, Regimental Communications/Transmission Systems Department for Civilian Employee of the Year; Staff Sergeant Ivery Torbert, Company A, 447th Signal Battalion for Post Instructor of the Year; Specialist Carol Stahl, 721st Military Intelligence Battalion, for Post Servicemember of the Year and Staff Sergeant Shanel Moses, Regimental Noncommissioned Officer Academy, for NCO of the Year.

The Directorate of Public Works transferred control and operation of billeting facilities to the Directorate of Community Activities (DCA) in a billeting changeover ceremony 1 October 1999. The billets that changed hands were Ring and Griffith Halls, Wainwright Circle Cottages, Advanced Noncommissioned Officer Academy facilities and the Stinson Guest House. The changeover was directed by Department of the Army in order to consolidate nonappropriated fund activities under one umbrella at each post.

The Regimental Directorate of Training hosted the fourth annual The Army School System Signal (TASS) Battalion Commanders' Call 24-25 September 1999. Those in attendance talked about how many soldiers they trained, what military occupational specialties they trained and the issues they dealt with during training. The conference included updates by the Signal Center, TASS Signal Battalions and TRADOC representatives. The conference addressed issues and solutions on topics such as resource sharing, equipment shortages, training loads for training year 2000 and courseware instructor training.

Command Sergeant Major Ronald Bedford, command sergeant major of Fort Rucker, Alabama, walked through the Fort Gordon installation during his 1,500-mile trek in an effort to raise funds for a National World War II memorial to be established on the Washington Mall. His journey began in Mobile, Alabama on 2 September 1999 and ended in Washington, DC on Veterans Day, 11 November 1999. Members of the media, soldiers, civilians and Command Sergeant Major John H. Holden Jr., Post Command Sergeant Major, met Bedford at Gate 5 and walked with him to the main Post Exchange where Bedford was greeted by banners. Colonel Charlette Roman, Garrison Commander, greeted Bedford and praised his "Honor Walk."

The Better Opportunities for Single Service members (BOSS) program was recognized at the national conference 12-17 September 1999 in Leesburg, Virginia. The BOSS program took second place on the medium installation category for excellence in a display and video presentation at the conference. As a result, the Fort Gordon BOSS program received $500 toward BOSS activities. The BOSS program on Fort Gordon was involved in many activities throughout the year. Besides social events, BOSS is an essential source of volunteers during concerts and assistance for the Veterans Affairs hospital events. The program runs mostly from fund-raisers held throughout the year and centers its activities toward offering a forum for single service members to address quality-of-life issues.

Several generations of members of the U.S. Army Signal Corps Officer Candidate School Association gathered to pay tribute and to remember comrades during an Officer Candidate School reunion memorial ceremony at Freedom Park in October 1999. Wreaths were placed at three monuments honoring Signal Corps soldiers of World War II, the Korean War and the Vietnam Conflict.

The largest Rhythm & Blues festival to hit Augusta in many years converged on Fort Gordon's Barton Field 16 October 1999. Headlining the gigantic event were K-ci and JoJo, Blaque and Keesha.

Force protection, an Army-wide concern, is a well established system developed to make the community more aware of possible dangers facing the post. "Force Protection," an umbrella term that covers several different aspects of countering terrorism, takes into account counter-terrorism, law enforcement measures, physical security measures and resourcing. Fort Gordon's plan is the guide for anything that might happen from a hostage situation to violence in the workplace. The plan identifies how to deal with a bombing on post, perceived threats, natural disasters, accepting refugees from the coast when Hurricane Floyd threatened, etc.

Eisenhower Army Medical Center is one of only five medical centers in the Department of the Army where soldiers can complete the training necessary to become licensed practical nurses, or 92C's. Approximately 100 students a year come to Fort Gordon for Phase II of the program that is divided into junior and senior levels. The junior level consists of four months of clinical rotations. Part of the student's training takes place at the Medical College of Georgia's Obstetrics and Gynecology Department, the Department of Veterans Affairs Neurology Department, as well as the EAMC emergency room, the Medical Intensive Care Unit, the Surgical Intensive Care Unit and the Ambulatory Surgery Center.

Chief Warrant Officer 2nd Class Kevin M. Roof, agent in charge of the Criminal Investigation Division, was named Military Boss of the Year. Shirley Markle, chief, Principles Branch, Satellite Communications Division, Regimental Communications/Transmission Systems Department, 15th Regimental Signal Brigade, was named Civilian Boss of the Year for Fort Gordon.

Freedom Fest '99 was held on 10 November 1999 and included an Apache helicopter, drill team competition, the Signal Corps Band in concert, Green Beret Sport Parachute Team, B-1 Flyover and F-16 Flyover. The event also included a performance by the Morgan Road Middle School Chorus and a visit by the Augusta Lynx Mascot and Lynx Launcher Alvin Franklin.

Fort Gordon's first Christian Rock Concert was held in November at Alexander Hall. The "Gen-X" Christian concert was a change for Fort Gordon and focused on young soldiers. One of the objectives of the concert was to bring wholesome entertainment to the soldier. The concert was a gift from the congregations on post to try to stir soldiers to stronger and more powerful faith. The Smalltown Poets were the main performers with special guests, the Skaddaddles and the Straw Theory.

Gym 6 received a facelift with new rubber matting installed, newly renovated locker rooms which provide more locker and bench space plus all the equipment in the gym was overhauled and painted.

Fort Gordon was the site for the first ever Signal Personnel Summit. Office Chief of Signal was the staff agency at Fort Gordon that carried out the commanding general's mission as the personnel proponent for all Signal Regiment officer, warrant officer and enlisted career fields. The summit addressed all aspects of the organizational functional life cycle model which included force development, acquisition, training, distribution, deployment, sustainment, development and separation. Together these eight functions form a continuous life cycle that governs all areas of the personnel spectrum which include determining the structure of organizations, creating/deleting MOS's, determining initial and developmental training requirements and manning and sustaining the force.

Instructors from the Computer Science School at Fort Gordon participated in the "Reading First--Moving Mountains" project at Tobacco Road Elementary School. The act of volunteerism was part of a collaborative effort of what is known to be the largest face-to-face corporate planned literacy event in the nation. It was noted that during the 1998-1999 school year, over 13,000 hours were spent reading aloud to over 10,750 young children in over 430 classrooms throughout the United States.

Seventy 513th Military Intelligence Brigade soldiers and civilian contractors weathered the sands of Egypt to provide key intelligence support to Army Central Command and United States Central Command during Exercise *Bright Star 99/00*. The exercise emphasized coalition cooperation and operational and tactical integration in a computer-aided command post exercise. Bright Star also included several weapons range fires, airborne operations and a beach assault in a combined force environment. The exercise marked a historic first for the brigade. For the first time, the Analysis and Control Element's (ACE) hardened work shelters deployed from Fort Gordon to a theater of operations. The ACE (forward) operated from an austere forward base at Mubarak Military City in the desert, not far from Alexandria.

Fort Gordon's Combined Federal Campaign (CFC) exceeded all expectations by collecting contributions of $318,446. Fort Gordon's goal was $260,000. This was probably the largest amount ever pledged at the installation. This year's theme was "It's You...It's Me...It's Our CFC."

Fort Gordon received a DoD grant titled "Sustaining Our Forest, Preserving our Future," for ecosystem restoration. A group of volunteers collected long-leaf pine seeds because of advanced depletion. When Europeans settled this area long-leaf pine covered 60-90 million acres in the Southeastern United States. Today there are less than four million acres remaining and less than one percent old growth long-leaf pine remaining. The project, which took only two months to

get approved, was a joint effort with the Fort Gordon Environmental Office, Clemson University and the U.S. Forestry Service. Several Boy Scouts and students from the Noncommissioned Officers Academy volunteered to gather and collect the seeds. The goal is to cover five acres with long-leaf pine seedlings. Because of another grant Fort Gordon procured, "Streamside Forests: Lifelines to Clean Water," children from several local schools will plant trees to help restore areas that have been hit by erosion. By planting trees in areas such as streams or stream drainages, the trees will filter out excess nutrients before they enter the local waterways.

The 27th Annual Signal Regimental Symposium, held 29 November-3 December 1999, featured the Vice Chief of Staff of the Army, General John M. Keane, as the keynote speaker. "Support to the Commanders In Chief (CINC)-Enabling the Force" was this year's theme and focused on communications visions as the U.S. Armed Forces headed into the 21st Century. Training and Doctrine Command's Commanding General, General John Abrams, was the guest speaker for the Armed Forces Communications and Electronics Association (AFCEA) President's Dinner on 1 December 1999. Seminars and workshops for Army Reserve, command sergeants major, warrant officer, and senior officers in the Signal career field were part of the symposium agenda. More than 100 vendors displayed their wares in the exhibits area and more than 2000 people attended the symposium.

Respected leaders from area schools and surrounding communities gathered 7 December in the Gordon Club for a reception to discuss young people coming into the military. On-hand were Mayor Bob Young, Major General Peter M. Cuviello, Commanding General, post Command Sergeant Major John H. Holden, Jr., Command Sergeant Major Dale E. Moore, U.S. Army Cadet Command, and LTC Michael J. Reagor, Commander, Columbia Recruiting Battalion. Topics discussed included the importance of keeping a partnership between all the educational and military organizations in the area. There are 270 senior programs and 1,370 junior reserve officers training corps programs throughout the country, all with one thing in common and that is to provide future leaders. Of the cadets that are involved in JROTC programs, 94 percent graduated from high school. Absentee rates, pregnancy rates and drug use are lower across the board for JROTC programs.

With the millennium approaching, Fort Gordon's Directorates of Public Works, Information Management and Plans, Training and Mobilization had plans in place when the clock struck midnight 31 December 1999. All the directorates were confident that mission critical systems such as electric, natural gas, water, sewage, traffic lights, fire alarms, elevators, security, etc. would not be adversely affected by the Y2K bug.

Over 2,200 students, teachers and volunteers from 11 Georgia counties with exceptional children participated in the 14th 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.

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.

Public Affairs personnel covered several events and observances throughout the year including: January's Martin Luther King, Jr. birthday; February's African American History Month; in March, Women's History Month; in April, Take Your Sons/Daughters To Work Day; in May, Asian Pacific American Heritage Month; in August, Women's Equality Day; in September, Hispanic Heritage Month; in October, National Disability Employment Awareness Month and, in November, Native American Heritage Month. Other events 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 U.S. Army Soldier Show, community auction, flea markets, craft shows, car shows, concerts and dinner theater productions were covered in the newspaper.

The Signal staff included Marla B. Jones, command information chief and deputy PAO; Janet A. McElmurray, editor; Specialist Michelle L. Helms, staff writer; Specialist 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 215 questions in 1999. Top concerns included illegal parking, smoking, reserved parking, handicapped parking and running on the installation.

Radio/Television Operations

Throughout 1999, the broadcast staff continued coverage of local events as the "Fort Gordon Report" remained a one-anchor newscast. The report, considered the best in TRADOC, captured first place in the 1999 TRADOC Keith L. Ware competition and all members of the broadcast section captured individual honors for TRADOC as well. As for this year, the results are in, and for the fourth year in a row the "Fort Gordon Report" has claimed first place honors for best local television newscast in TRADOC. Once again, individual competition yielded a first, second and third place win for PAO in the areas of best television news report. Specialist Daisy C. Bueno was selected as the TRADOC Broadcast Journalist of the Year.

Two soldiers left the Public Affairs Office's broadcast team in 1999. Specialist Bueno departed for an assignment to the 25th Infantry Division in Hawaii. Specialist Tamie M. Ramsey left the Army. Specialist Tia C. Batiste returned from the Army Soldier Show in November to fill the void. No other replacements are inbound.

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, Regimental Week and Equal Opportunity sponsored programs. Fort Gordon broadcasters also provided their talents in support of 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 were 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 began with Master Sergeant Patricia L. Winebrenner as Noncommissioned Officer In Charge of Public Affairs and Sergeant First Class Joey Gaspard departing for Turkey. By year's end, the broadcast staff members included Sergeant Jeffrey T. Stevenson, as Broadcast Noncommissioned Officer and Specialist Tia Batiste filling both reporter slots. Due to lack of personnel to take over the community relations program, Specialist Brett E. Pelotte, MOS 25R10, Visual Information Equipment Operator Maintainer, filled the position very nicely. Although there was no official engineer position to maintain, his contributions to the Public Affairs Office have been immeasurable. He has helped out as a grip for the broadcast section and on tours and other community relation's activities. He has truly been the "all purpose" soldier.

Community Relations

The Community Relations Section continued to be a presence in the Central Savannah River Area (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 200 community relations' supported missions.

The band provided a great deal of support to the community with 68 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 Veterans Day and the Christmas holiday period. The presence of the Signal Corps Band in the community continues to be the biggest impact in the Central Savannah River Area. 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 40 events in 1999 including Memorial Day, Veterans Day celebrations and area Christmas parades. Professionalism and expertise made the color guard a vital part of the installation'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 visits to Fort Gordon's dining facilities.

Tours of Fort Gordon accounted for 34 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 manager 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 Barnwell Junior Reserve Officer Training Corps (JROTC), Richmond County Council of Parent-Teacher Association, Sego Middle School, North Augusta Radio Club, Washington Rotary Club, War Veterans Nursing Home, numerous Veterans Day and Memorial Day activities and to area schools.

The monthly awards ceremony provided another way to bring the local community and Fort Gordon together. Twenty-nine (29) 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 (AAFES), Total Force, Baldino's, Holiday Inn West, Comfort Inn, Sheraton Augusta Hotel, Radisson Suites Inn, Gordon Highway Holiday Inn, Augusta Super 8 Motel, Amerisuites, Enterprise Rent-A-Car, Comfort Inn Medical Center, Fort Discovery and the Partridge Inn.

Three new businesses became sponsors this year: Meybohm Realtors, Wachovia Bank and First Union Bank. 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. Local media continued their coverage of Fort Gordon in activities like the Thanksgiving meal, EXODUS, dedications, and ceremonies. Augusta's Comcast Cable continued broadcasting PAO's "Fort Gordon Report." Augusta Chronicle reporter, Amy Joyner, left in April 1999 after almost three years of covering the installation. Steve Crawford came on board as Fort Gordon's beat reporter until October then Clarissa Walker was assigned coverage of the post.

In mid-January, local media covered the Richmond County Board of Education's approval of a site on post for an elementary school to be built.[180] The local media also showed an interest in the fact that more Air Force personnel arrived at the Signal Center for classes.[181] On 16 February 1999, Channel 6 did an in-depth look at what a military pay raise means. On 24 February 1999, the post served as the site of a meeting with top communications and computer leaders to get their guidance on developing information technologies and strategies for the future.[182] The American Forces Information Service which distributed the story to all armed forces media outlets profiled Colonel (P) Velma L. Richardson, Deputy Commander, in March.[183] On 12 March 1999, Dining Facility #6 on post served as the site for a remote broadcast by WFXA (Foxie 103). The station is #1 in the market with an audience of 75,000 listeners to their

[180]Faith Johnson, "School Board Approves Fort Gordon Land Lease," The Augusta Chronicle, , 15 Jan 1999.
[181]Amy Joyner, "Fort Gordon's School Attracts More Airmen," The Augusta Chronicle, , 17 Jan 1999. pp. 1c, 7c.
[182]Amy Joyner "Unit To Seek Ideas From Private Sector," The Augusta Chronicle, 22 Feb 1999. 1C.
[183]Web Article, "Youthful Dream Fulfilled," by Rudi Williams, American Forces Press Service, 5 Mar 1999.

morning program. This was the first time a radio station broadcast a remote from the post that consisted of an entire program. Officials taking part included the Deputy Commander and the Garrison Commander.

The Augusta Chronicle's 21 April 1999 issue covered a plan by Fort Gordon to provide bus service for soldiers to two area shopping centers and the resulting opposition from local taxi operators.[184] In late summer, the experiment to provide bus service was dropped. On 30 April 1999, Channel 6 visited Fort Gordon as part of "Your Hometown" coverage with a 30 minute 6:00 p.m. newscast from the lobby of the Post Exchange.

On 12 May 1999, Channel 26 broadcast the local weather segments of its TODAY Show from Dining Facility #4. In late May, efforts began to locate a VA (Veterans Administration) cemetery at Fort Gordon.[185] The U.S. Army Soldier Show performed at Fort Gordon the weekend of 18 June 1999[186]. Specialist Tia Batiste of the Public Affairs Office and Specialist William Jones of the 721st Military Intelligence Battalion were members of the 1999 Soldier Show. Defense News and Inside The Army reported on the Warfighter Information Network-Terrestrial (WIN-T).[187]

In mid-July 1999, a crew from the CBS television program, "48 Hours" visited Fort Gordon to tape scenes of the post and interview Captain Chip Dillard of the Office of the Staff Judge Advocate. Captain Dillard had represented David Picard at Fort Huachuca in a court-martial hearing and "48 Hours" was doing a follow-up on the investigation. The program aired on 11 November 1999.

On 28 July 1999, the new Gate 2 opened for motorists.[188] The Augusta Chronicle ran articles on 19 and 27 August and 15 September 1999 about two Fort Gordon noncommissioned officers charged with fraternization; one NCO was convicted and given time in prison; the other NCO, a Sergeant First Class, was reprimanded and reduced in rank to Specialist.[189] On 13 September 1999, The Augusta Chronicle ran a story about the return of the red-cockaded woodpecker.[190]

Two Navy heroes, retired Naval Commander Lloyd M. "Pete" Bucher and Joseph Lentini, a survivor of the *USS Liberty*, which was bombed by Israel during the Six Day War in 1967, were special guests at Fort Gordon for the annual Navy Ball. Both veterans shared their stories with The Augusta Chronicle.[191] On 4 November 1999, The Atlanta Journal-Constitution published a story about Fort Gordon paying a $50,000 environment fine to the Georgia Department of Natural Resources.[192]

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[184]Alisa DeMao, "Bus Route Plan Steams Cabbies," The Augusta Chronicle, , 21 Apr 1999. 6C.

[185]"Put VA Cemetery Here;" editorial, The Augusta Chronicle, 31 May 1999, 4A; Douglas Bushels, LT. (USA-Ret), "CSR Leaders, Vets Should Push To Put Augusta On VA List For New Cemetery," The Augusta Chronicle, 31 May 1999, 5A.

[186]Donnie Fetter, "Fort Gordon Soldier Show," Metro Spirit, 17 Jun 1999, p.25; S.B. Crawford, "Soldier Show A Labor Of Love," The Augusta Chronicle, 19 Jun 1999, 1C.

[187]George I. Seffers, "U.S. Army To Rewrite Communications Overhaul," Defense News, 21 Jun 1999, p.20; Web Article, "Army Will Replace Communications Networks with New WIN-TACTICAL, Inside The Army, 20 Jul 1999.

[188]Photo, "Passage Granted," The Augusta Chronicle, by Todd Bennett, 29 Jul 1999.

[189]S.B. Crawford, "Two NCOs Face Misconduct Charges," The Augusta Chronicle, 19 Aug 1999, 1A and 11C; Clasissa J. Walker, "Adultery Leads To Jail Time," The Augusta Chronicle, 27 Aug 1999, 1C; S.B. Crawford, "Court-Martial Drops Soldier's Rank," The Augusta Chronicle, 15 Sep 1999, 8C.

[190]S.B. Crawford, "Military Protects Wildlife," The Augusta Chronicle, 13 Sep 1999, 1C and 5C.

[191]Charmain Z. Brackett, "Veterans Share Their Tales Of War," The Augusta Chronicle, 22 Oct 1999, 1C and 5C.

[192]Associated Press, "Military Fort Fined For Waste Storage," The Atlanta Journal-Constitution, 4 Nov 1999, F5.

The Augusta Chronicle published an interview with Major General Peter M. Cuviello as part of its November 1999 issue of The Augusta Business Chronicle.[193]

SOLDIERS Magazine ran a story on the "Caroling Colonels" of Fort Gordon.[194] Two exhibits at the Signal Regimental Symposium were highlighted in The Augusta Chronicle's Fort Gordon Neighbors section on 9 December 1999.[195]

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." Twenty thousand copies of the 1999 Fort Gordon Installation Guide were distributed along with 50,000 new 1999 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 380 hometown news release forms, providing an opportunity for Fort Gordon's military personnel to tell their hometowns about their successes in the military.

The winners for the 1999 TRADOC Keith L. Ware journalism competition were announced in January 1999. Fort Gordon PAO staff took eight of the awards: Specialist Sharron Grinder won 2nd Place in Category K, Story Series, SPC Michelle Helms took 2nd Place in Category M, Picture Story and PAO volunteer Henry Wynn won 1st Place in Category O, Illustrative Art.

Broadcast media winners took many of the awards again this year. Specialist Daisy Bueno was selected as the TRADOC Military Broadcast Journalist of the Year. Winners in Category H, Television News Report, were Sergeant Jeff Stevenson, 1st Place; Specialist Daisy Bueno, 2nd Place and Specialist Tamie Ramsey, 3rd Place. In Category J, Local Television Newscast, the "Fort Gordon Report" won 1st place.

COMMAND HISTORIAN OFFICE

From the Director's Perspective

Dr. Carol E. Stokes, the Command Hisotrian, retired effective 4 January 1999. Upon her departure, Mark W. Dunn the Archivist/Historian became acting Command Historian while he continued his primary duties as the archivist for the Signal Center and Signal Corps Archives. For the remainder of 1999, Mr. Dunn filled the duties of two full-time persons; the duties and responsibiliteis of Command Historian consumed over 90 percent of his time.

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[193]S.B. Crawford, "Signal Chief Leads Fort Gordon," The Augusta Business Chronicle, Nov 1999, 10 and 17.
[194]Heika Hasenauer, "The Caroling Colonels," SOLDIERS Magazine, Dec 1999.
[195]Charmain Zimmerman Brackett, "Signal Corps Shows Past, Present," The Augusta Chronicle, 9 Dec 1999.

Mission

The acting Command Historian continued to coordinate the Signal Corps and Fort Gordon History program. The archives, as 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 historian served as the coordinator for the Military History Educaton Program.

Resources

The History Office received adequate funds to conduct its mission. Mr. Dunn 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

Mr. Dunn compiled, edited, printed, and submitted the 1998 Annual Command History. This document served as the institutional memory of the Signal Center and Fort Gordon. It was the primary means of collecting approximately two cubic feet of important material that became a permanent part of the archives.

In addition, the History Office published and distributed copies of various monographs to provide information on the Corps and Fort Gordon. 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, The Signal Corps Recipients of the Medal of Honor,* and *A History of Fort Gordon.*

The largest single user of these materials was the Office Chief of Signal, specifically the Regimental NCO, SFC Hurley E. Perry. He requested approximaatley 400 copies of *The Concise History*, the Desert Storm monograph, and the Regimentral System publication for distribution to various Reserve Offier Training Corps units around the United States.

CHAPTER VIII

NATIONAL SCIENCE CENTER-ARMY

From the Director's Perspective

The NSC continues to explore new ways to serve its target audience of middle school teachers and students through programs locally, regionally, and nationally. Contacts and input are derived from attendance at national conferences. This year, staffers attended conferences of the National Science Teachers Association, The American Association of Museums, The Association of Science Technology Centers, the Georgia Science Teachers Association, and the League of United Latin American Citizens.

Partnerships and cooperative ventures marked the progress of the National Science Center in 1999. Activities with local and regional groups continued to grow, such as those with the CSRA Environmental Science Education Cooperative and the Space Week Committee in conjunction with the National Management Association Savannah River Site Chapter. Programs linked with national organizations, such as the National Science Foundation's National Science and Technology Week and the American Association for the Advancement of Science, also were pursued. In addition, a new collaboration was formed with the Jason Foundation for Fort Discovery to be the coordinator for the JASON Project in Georgia. Attendance at planning and training conferences and the training of the first cadre of 278 teachers throughout Georgia were advance preparations for the actual JASON XI expeditions and broadcasts in early 2000. Harry Gray, member of the NSC Discovery Center Inc's Board of Directors, provided funding support to initiate the JASON Project at Fort Discovery.

Progress continues on web site development with a focus on providing more resources for teachers to use in the classroom. Through partnerships with the Army Research Lab, General Dynamics Communications Systems (a member of the Secretary of the Army's Advisory Board), and Hypercosm Inc, the NSC has produced initial efforts at supplying web resources built on specific science themes, a "one-stop shop" for teachers. The first two themes, Motion and Magnetism, were being compiled at the end of the year for the new web site: NationalScienceCenter.org. Miriam Cooper, representing Middle School teachers for the National Science Teachers Association, advised NSC on the project and commented that this approach would be useful to teachers nationwide.

A prototype program of a Community Learning Center concluded the first phase at the New Hope Center in Augusta and began the second phase with the Boys & Girls Club of Augusta. These programs offer technology experiences to students in after- school programs, using Lightspan Partnership Inc. software on Sony Play Stations. Evaluations on these phases will determine NSC participation in similar programs on a wider scale.

Digital outreach is of prime importance nationwide, through the expanding web site, through distance learning, and creation of Compact Disks. Those efforts need to be supported by other resources and collaborative efforts in order to move forward. Limitations of staff and funding will become more severe in the coming years.

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.

Resource

A total of $2,900,000 was expended from the NSC budget in FY99. Personnel salaries, awards, overtime, and VSIP accounted for $1,880,000; contracts accounted for $646,800; supplies and equipment required $135,400; travel accounted for $172,600; and other expenses amounted to $65,100.

In February, Sue Downard, Secretary to the Director, resigned her position to take a job in Signal Towers, at Fort Gordon. In March, Vicki Johnson, Chief of Education and Technology, resigned her position and accepted a job at the Center for Disease Control in Atlanta, Georgia. Tammra Nelson's position as Electrical Engineer was abolished in May and she was reassigned to a job in Signal Towers. On 1 October, Richard Donnelly, one of our Science Education Specialists retired from Federal Service.

Ollie Washington Jr., Chief Automation and Administration, was selected from among hundreds of applicants across the Department of the Defense and the Fourth Estate for the 1999 class of the Defense Leadership and Management Program (DLAMP). The DLAMP is a unique and highly selective program designed to identify and prepare high potential civilian employees (GM-13 to 15) to move into Senior Executive positions (being vacated by retiring SES members in the next five years). The DLAMP has three components: 1) A Master's in Business Administration Graduate Program, 2) A one-year rotational assignment and 3) A course of Professional Military Education at one of the Defense Senior Service Schools (Army/Navy/Air Force War College, Industrial College of the Armed Forces or the Defense War College).

Exhibits and Special Programs

Approximately 270 exhibits have now been installed in Fort Discovery, including several new ones purchased from SciWorks, a science center in Winston-Salem, North Carolina. The four new exhibits are the Harmonograph, the Ring Launcher, the Laser Harp, and a Walk-on Arch Bridge. Several puzzle exhibits were also purchased for use in demonstrations and special programs. New computer-based exhibits were installed in KidScape, the area for young children. KidScape now has five state-of-the-art computers connected to a server; the server provides access to multiple software programs.

New and revised interactive science demonstrations were added to the in-house programs in the Power Station, with staff training on-going as a cadre of demonstrators were formed. Demonstrations on portable carts were in operation on both floors with explainers showing quick physical science demonstrations to visitors in that area. These demo carts supplemented the normal 30-minute demonstrations scheduled several times a day in the Power Station. These demonstrations were also the core resource for the distance learning programs, "Fort Discovery Live" and the NSC Mobile Discovery Center van programs. NSC's Fort Discovery continued to support the Medical College of Georgia by conducting science demonstrations for patients at the

Children's Medical Center. Other programs supported annually with demonstrations are the Department of Energy (Savannah River Operations) "Take Our Children to Work Day" and "Cookin' for Kids" which supports the center for abused children.

A couple of traveling exhibits were installed in the Knox Gallery during the year. During Space Week in late January, exhibits from NASA's Kennedy Space Center and a rocket model from the Marshall Space Flight Center in Huntsville, added extra educational value to student visits. In July, an official ribbon cutting opened an exhibit created by the Night Vision and Electronics Sensors Directorate, Fort Belvoir, Virginia. The exhibit featured the new technologies in night vision goggles, thermal imaging, and other heat-sensing devices. Electronic sensors were demonstrated in a simulated minefield exhibit. This successful exhibit was open through the end of the year. When dismantled, several components were integrated into Fort Discovery's exhibit areas and demonstration programs.

In January, a special exhibit created by a Sego Middle School (Augusta) class was the culmination of a Public Science Day project completed in collaboration with Fort Discovery. The American Association sponsored public Science Day for the Advancement of Science. A grant for $5,000 was received by Fort Discovery to share with the middle school on a project associated with an environmental study. The teacher's proposal covered an interdisciplinary project on the Savannah River which included several research investigations, the creation of an historical video, and a model of the Savannah River from headwaters to the ocean.

Special educational programs were conducted throughout the year on a periodic basis, usually in conjunction with some special event or observance. These included:

- A "Kids and Chemistry" workshop in February for parents and teachers conducted by two representatives from the national office of the American Chemical Society.
- Another workshop in March for teachers and parents was conducted by Rudy Mancke, a naturalist educator from South Carolina Public Television. His presentation on tips for teaching about nature and the environment in the classroom was co-sponsored by the CSRA Environmental Science Education Cooperative and Fort Discovery.
- For Women's History Month in March, the National Science Center sponsored a national-level speaker from the National Science Foundation in Washington, Dr. Seth-Anne Howard. Her topic was "Women in Science." Dr. Howard addressed several audiences in the community including Fort Gordon's Command Program. She also gave a presentation at our first Teachers' Camp-In.
- David Heil, facilitator from the "Newton's Apple" television program, also conducted a workshop for the Teachers' Camp-In. He had just completed videotaping a hands-on program for the spring TELTRAIN.
- April is also National Math Month. In collaboration with Richmond County, Fort Discovery hosted their Middle School Math Competition and also a reception and program for math teachers.
- The Earth Day weekend in April at Fort Discovery saw much activity on the Science Plaza, among the inside exhibits, a puppet program in the theater, and presentations in the Power Station. The Environmental Science Education Cooperative collaborated with exhibits by the Fort Gordon Environmental and Natural Resources Office, the Sierra Club, the Audubon Society, the Metro Augusta Clean and Beautiful, the Southeastern Environmental Management Association, EcoSystems Institute, and Paine College. Programs were offered by the Ben & Keeter Puppets who performed the "Emily Earth" show, Augusta State University, Savannah River Ecology Lab, and the National Wild Turkey Federation.

- May 1 heralded "World of Color' Day, sponsored by the American Chemical Society and the National Science Foundation. Hands-on experiments were conducted with visitors by the local American Chemical Society chapter with a focus on the colors in chemistry, especially plants as the source of color and dyes. Local magnet high schools performed chemistry demonstrations in the Power Station.
- Two sports related programs were offered this year: The Science of Baseball in the spring and the Science of Ice Hockey in the fall. Both included members of the local teams as participants in the demonstration programs, and were a big hit with students. Activities were conducted in the Knox Gallery, on the Science Plaza, and in the theater.
- In August, during the teachers' planning week, Fort Discovery hosted an Open House for Educators with special information booths, demonstrations, and program presentations.

A major event that will affect Fort Discovery program planning in the future was the commitment to the JASON Project. JASON Foundation President Inabeth Miller presented the program to the staff in July, and with funding support from Harry Gray, a NSC Discovery Center Inc. board member, the program was accepted. The National Science Center's Fort Discovery was the only Primary Interactive Network (PIN) site approved in Georgia. JASON is a program initiated by undersea science explorer Dr. Robert Ballard eleven years ago in an attempt to bring live science expeditions to students in classrooms nationwide by means of the latest communication technologies. It integrates a year-long expedition with curriculum materials endorsed by the National Science Teachers Association; supplemental video programs, internet access and activities; and professional development and support.

The Georgia Department of Education Technology Training Center at Fort Discovery became the coordinating office for the JASON Project with funding and support from both the Army and NSCDCI staffs. Training on the curriculum was conducted across the state of Georgia in the fall, with 270 teachers signed up. Staff members participated in three national JASON training conferences to cover the education, marketing, and technical aspects of the program. The two-week broadcasts were scheduled for 28 February-10 March 2000.

Portable Planetarium (STARLAB)

The STARLAB portable planetarium outreach program continued to be a successful educational project for the NSC. There were seven training sessions conducted for teachers in 1999. There were two sessions taught at Fort Discovery and five sessions taught in the Southeast US to include, Georgia, South Carolina and Florida. There are facility constraints at Fort Discovery because of the size and configuration of the STARLAB. All sessions at Fort Discovery are coordinated with the Paul S. Simon Theater presentations and special project events. This is not the most effective training environment, but we accomplished our mission. Other sessions were taught through the Berkeley-Dorchester Math and Science Hub. We added workshops with Bamburg-Orangeburg Math and Science Hub, The Low Country Math and Science Hub and with Magic Camp in Florida.

STARLABs continued to be rented throughout the year to schools as usual. The STARLAB was featured at several church, private and public schools, Boy Scouts, Girl Scouts, libraries and special conference events. We continued presentations at Fort Discovery using the NSC larger dome that seats 60 people. The Fort Discovery dome is used for camp-ins, evening events, training and daily public presentations. The STARLAB project served over 13,000

students in 1999. This total combines with our running total since the project began in 1991 to bring the total to 168,000 students served by the project.

Mobile Discovery Center Vans

Two expandable, 18 wheel Mobile Discovery Center (MDC)/Theater vans continued to cross the country reaching schools in rural and inner city areas. During the January-June 1999 school year, 24,400 students were hosted in the vans serving 23 schools/districts in 16 States. The vans also supported a State Conference in Atlanta, GA and The Lewis & Clark Conference in Portland, OR. Additionally, MDC programs were presented after the school tour season to support two college summer programs and a convention held by the League of United Latin American Citizens (LULAC) in June and July.

During the September-December 1999 school year, one van (MDC 2) remained at Fort Knox, Kentucky, at The Recruiting Support Battalion (RSB) awaiting assignment of staff, rebuilding of the MDC structure and upgrade of the van's programs and presentation. The other van (MDC 1) continued the tour schedule and hosted 10,400 students serving 15 schools/districts in four States and also supported the West Virginia State Science Teachers Conference.

This year, the MDC program was taken to Georgia, Alabama, Mississippi, Louisiana, Arkansas, Missouri, Kansas, Oklahoma, Texas, Colorado, Wyoming, Idaho, Oregon, Illinois, Indiana, Kentucky, Tennessee, West Virginia and Virginia.

Each MDC is staffed with two enlisted personnel provided by RSB. A Non-Commissioned Officer is provided by RSB with assigned duty station at Fort Discovery. This NCO serves as NCOIC of the van program, schedules the van tour season, insures that the vans have the maintenance and equipment needed to maintain a tightly constructed schedule and serves as emergency replacement driver/demonstrator.

Math and Science Summer Camps

The Math and Science Camp programs using NSC hands-on curriculum added six new sites and lost several other sites due to budget constraints. The NSC provided the curriculum, instructor training, and some funding for curriculum materials.

Camps were held with 39 partners in 18 states, reaching over 3,000 students with participative math and science activities. Sites were located in Georgia, South Carolina, Maryland, Virginia, Kansas, New York, Texas, Nebraska, Michigan, New Mexico, Louisiana, 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) Programs

JROTC Summer Camps

1999 saw an increase in the number of camps from 58 camps in 1998 to 64 in 1999. Cadet attendance remained almost the same with 21,000 in 1998 and 21,318 in 1999. Army and/ or Air Force camps were held in Hawaii, Puerto Rico, Alaska, Alabama, Arizona, California, Pennsylvania, Virginia, Kentucky, Georgia, South Carolina, Florida, Mississippi, Louisiana,

Missouri, Texas, Massachusetts, Indiana, Michigan, Wisconsin, North Dakota, Maryland, Colorado and Arkansas. Information provided by the Senior Army/Air Force Instructors indicates that cadets from 48 states participated in the National Science Center's math and science activities.

The NSC provided the curriculum and materials for eight hours (4 hours of science and 4 hours of math) of hands-on activities. Burglar alarms, electric engraving pencils, electromagnets and telegraph were constructed as part of the science activities. Problems solving, role playing, and modeling were used in the math activities. Train-the-Trainer sessions were conducted at five locations across the country. There were 76 senior military and civilian educators that attended NSC-A's training.

There were two major factors that prevented an increase in cadet participation during 1999. The first factor being an increase in the In-School Math and Science Program, (ISMSP) by nearly 3000 cadets. The second factor being Fort Sill, Oklahome, and Fort Dix, New Jersey (2,100 cadets) having to cancel their camps due to the installations reallocating billeting and transportation resources.

JROTC In-School Program

1999 saw an increase in both the number of schools enroll in the In-School Program and the number of cadets receiving the National Science Center's math and science program modules as part of their classroom training. 1998 ISMPS totals of 16 schools and 2,160 cadets jumped to 35 schools and 5,905 cadets in 1999.

Plans are possibly to increase the number of schools in the In-School Math and Science Program during years 2000-2005. Expansion is based upon TRADOC's Cadet Command willingness to support the National Science Center's efforts by supporting the continuance of the program Cadet Command goes forward with plans to fund 250 new high schools programs during 2000-2005.

Summer Teacher Workshops

The teacher workshops program has dwindled in attendance in the past few years. Classroom space has decreased from six dedicated classrooms to four multi-purpose, shared rooms. Additionally, there are a large number of competing programs offering teacher training. County school systems, science centers, and community and academic research facilities often offer stipends to teachers as incentives. The NSC workshops are approved for staff development credit. Currently, NSC has no funding available to supplement teachers with stipends. The Army has never tried to make a profit from the teacher workshops; however, with budget constraints, it is not cost effective to run the programs as has been done in the past. No teacher workshops were planned for summer '99, with the exception of the National Science Center Institute (NSC), a 2-week workshop for teachers who worked with math and science-mentors to develop exhibit based curriculum designed to be put on the web. The Institute was sponsored in partnership with the Georgia Department of Education Technology Center.

TELTRAIN

The NSC broadcast one satellite program, called TELTRAIN, in 1999. TELTRAINs are prerecorded programs focusing on science, math, and technology subjects. The programs are usually geared to middle school teachers and students, but anyone with the capability to receive a C band signal is able to participate. Program manager and producer for the broadcast was Jan Hemphill.

"Find Out Why: The Joy of Discovery" was broadcast in April and demonstrated activities from the theme for a year-long focus by the National Science Foundation, "Find Out Why." The program featured a studio audience of teachers and students. David Heil, host of PBS's "Newton's Apple," guided the participants through the activities. Featured in the second half of the program was chemistry experiments commemorating the American Chemical Society's year-long International Chemistry Celebration. Local representatives from the American Chemical Society conducted these experiments.

Teacher Resource Center

The National Science Center (NSC) Teacher Resource Center (TRC) Program had another very successful year. The local Fort Discovery center had 746 visitors in 1999. Also in 1999, the process of cleaning out and replacement of obsolete and worn out items continued. It was with regret that our very capable Head Librarian of many years, Ms. Betty M. Kennedy, moved on to continue her education. Ms. Kennedy was an exceptionally talented librarian, who contributed much to the success of the TRC Program. In August 1999, Ms. Sharon Dunbar replaced Ms. Kennedy. Also, three different large kits (Organism, Butterflies, and Time Measurement) were added to the resource collection. At the end of 1999, the NSC/Fort Discovery TRC had a total of 4,847 items.

The NSC off-site program also experienced a successful year of expansion. New sites included Georgia Tech, The Richmond County Youth Development Center of Augusta, Georgia, and the Fort Gordon Children and Youth Division. Older sites at Columbus State University in Columbus, Georgia and the Berkeley-Dorchester Mathematics and Science Hub at Moncks Corner, South Carolina, continued to use NSC items at an increasing rate. All off sites now have a total of 919 teachers using 979 NSC items in their classrooms. Also each large site continued to conduct numerous staff development programs utilizing the NSC loaned materials. In March of 1999, all active cooperative agreements were renewed after successful site evaluations.

Education Technology

The National Science Center–Fort Discovery in partnership with the department of Administrative Services (DOAS), State of Georgia brought a Georgia Statewide Academic and Medical System (GSAMS) to Fort Discovery. GSAMS is a world leader in providing distance learning, Telemedicine, and other programs and services. 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 teleconferening systems connecting over high speed telephone lines (T1's) 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.

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, 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, thirty-three Georgia independent telephone companies, others in private industry and science centers and museums to include Fort Discovery.

During 1998, NSC-Fort Discovery conducted 101 programs using the GSAMS network. Thirty of these 101 programs were broadcast originating from Fort Discovery and 71 programs were received. This equates to 341 hours of broadcast time and reached outside off the State of Georgia for the first time in a pilot program with PS 183 Brooklyn, New York. This was a pilot to test the requirements for broadcasting out of the Georgia network.

The NSC supervised and provided staff training on technical and program implementation aspects of GSAMS. Also, NSC developed and prepared for implementation for school year 1999-2000 programming that covered 11 subject areas (this is an additional six over FY98). Schedules were developed; advertised for 127 programs to be implemented September. 1999. Presenters were trained and participants for the programs offered were scheduled.

Summary

Despite a decrease in manpower, 1999 was a fast-paced year, with the brain-storming and development of many new projects. Four new exhibits were installed, and new and revised demonstrations were added to the in-house programs in the power station. The Georgia Department of Education Technology Training Center at Fort Discovery became the coordinating office for the JASON XI project with funding and support from both the Army and NSCDCI staffs. Our partnerships with local and regional groups have proven to be a very vital part of our survival, and will continue to be vital in the years to come.

APPENDIX A

KEY PERSONNEL

SIGNAL CENTER COMMAND GROUP

Commanding General	
Major General Peter M. Cuviello	11 May 1998 – 31 December 1999
Deputy Commander	
Colonel Velma L. Richardson	ca. June 1998 – 31 December 1999
Chief of Staff	
Colonel Robert C. Zelazny	15 July 1996 – c. Aug 1999
Colonel Janet A. Hicks	c. Aug 1999 – 31 December 1999
Signal Center Command Sergeant Major	
CSM John Holden, Jr.	May 1996 – 31 December 1999

15th SIGNAL BRIGADE

Commander, 15th Signal Brigade	
Colonel Peter Farrell	3 August 1998 – 31 December 1999
Deputy Commander	
LTC Horace Ragler, Jr.	ca. August 1996 –11 May 1999
Vacant	ca. 11 May- 1999 – 19 July 1999
LTC Thomas I. Fitzpatrick	19 July 1999 – 31 December 1999
Brigade Chaplain	
Major Patrick Easley	ca. January 1997 – December 1999
Command Sergeant Major	
CSM Noel Cartegena	ca. 8 August 1997 – December 1999
Commander, 73th Ordnance Battalion	
LTC Edward M. Sererak	ca. 8 June 1998 – 31 December 1999
Commander, 369th Signal Battalion	
LTC William R. Pope	ca. July 1998 – 31 December 1999
Commander, 442nd Signal Battalion	
LTC Joseph D. Young	- 30 July 1999
LTC Howard M. Cuozzi	30 July 1999 – 31 December 1999

Commander, 447th Signal Battalion

LTC Steven W. Shively	8 July 1997 – 9 July 1999
LTC Karen S. Adams	9 July 1999 – 31 December 1999

RC/ACD

Director

Samuel Hagood, Jr.	ca. January 1995 – 31 December 1999

Sergeant Major

SGM James F. Anderson	July 1996 – August 1999
SGM Terry W. Riggins	August 1999 – 31 December 1999

Chief, Training Support Division

Janice E. Mousseau	May 1995 – 31 December 1999

RC/TSD

Director

Douglas A. Wilson	July 1995 – 31 December 1999

Chief, Training Support Division

Foncile B. Powell	May 1995 – 31 December 1999

Chief, Operations Branch

Mae Ann B. Perez	May 1995 – 31 December 1999

Department Sergeant Major

SGM Terry Russell	ca. Jan 1998 – 31 December 1999

REGIMENTAL LEADERSHIP DEPARTMENT

Commandant, ROA

Colonel George M. Bryan	August 1998 – cc. Sep 1999
COL Perry L. Bridges	ca. Sep 1999 - Dec 1999

Sergeant Major

MSG (P) Terry Robinson	ca. October – 31 December 1999

Chief, Office of Academic Instruction

Mr. Phillip E. Hoover	ca. January 1996 – 31 December 1999

Chief, Training Support Branch

Mr. Earl E. Holmes	ca. January 1996 – 31 December 1999

Chief, Professional Development Division
Mr. John R. Turns — ca. January 1996 – 31 December 1999

Chief, Leadership Development Division
Ms Judy W. Quattlebaum — April 1997 – 31 December 1999

Chief, Warrant Officer Division
Ms Beverly Friend — April 1997 – 31 December 1999

REGIMENTAL NCO ACADEMY

Commandant
CSM Randy Lowery — ca. 1 May 1998 – 31 December 1999

Deputy Commandant
CSM Reginald Curtis — ca. February 1998 – 31 December 1999

Chief, Training Support
Mr. William J. Myers — ca. January 1991 – 31 December 1999

Chief, Training Development
Mr. Milton Keene — August 1991 – 31 December 1999

COMPUTER SCIENCE SCHOOL

Director
Colonel Michael W. Lemons — August 1996 – 31 December 1999

Sergeant Major
SGM Bronwyn L. Young — January 1997 – 31 December 1999

Chief, Training Support Division
Mr. Ralph K. Willey — May 1995 – 31 December 1999

Chief, Operations
Mr. Edward C. Tyler — February 1995 – 31 December 1999

Chief, Officer Training Division
Major Bruce D. Caulkin — June 1998 – December 1999

Chief, Enlisted Training Division
Mr. Jerry Pollard — ca. January 1991 – 31 December 1999

Chief, Technology Integration Division
CWO4 Robert McCampbell — ca. January 1995 – 31 December 1999

DIRECTORATE OF COMBAT DEVELOPMENTS

Director

Colonel William S. Rodakowski	13 August 1996 – July 1999
Colonel Michael L. Barron	July 1999 – December 1999

Deputy Director (formerly Senior Requirements Analyst)

Mr. Ronald W. Saeger	31 October 1997 – 31 December 1999

Sergeant Major

MSG June Payton	September 1998 – 31 December 1999

Chief, Material Requirements Division

LTC Thomas Tabler	July 1998 – 31 December 1999

Senior Electronics Engineer

Mr. Charles L. Blair	Unknown – 31 December 1999

Chief, Automated Systems Integration Branch, MRD

MAJ Michael H. Kautz	ca. January 1996 – 31 December 1999

Chief, Combat Communications Branch, MRD

Major Obediah Blair	April 1998 – April 1999
MAJ Eric Witherspoon	April 1999 – 31 December 1999

Chief, Architecture Branch

LTC Brian Hamilton	10 July 1998 – 31 December 1999

Chief, Switching and Networks Branch, MRD

Major Byron Browning	ca. 1998 – 31 December 1999

Chief, Power Projection Branch, MRD

Major Anthony Townsend	ca. 1998 - 1999
LTC Allen	1999 – 31 December 1999

Chief, Concepts and Architecture Division

LTC Jeffrey G. Smith, Jr.	July 1998 – June 1999
LTC Brian Hamilton	June 1999 – 31 December 1999

Chief, Concepts and Doctrine Division

LTC Bruce Ashman	ca. January 1998 – April 1999
LTC Christopher K. Reardon	April 1999 – 31 December 1999

Chief, Signal Support Division

CPT A. Mark Jordan	31 October 1997 – 31 December 1999

Chief, Power Projection Division

LTC(P) Thomas G. Allen	January 1998 – 31 December 1999

Chief, First Digitized Division Cell

LTC George Akins, Jr.	August 1998 – July 1999
MAJ Attila J. Bognar	July 1999 – 31 December 1999

Modeling and Simulation Branch

LTC Fred Marchant	c. January 1997 – 3 November 1997
MAJ Seff Souder	3 November 1997 – 1 August 1999
MAJ Joel Cornell	1 August 999 – 31 December 1999

Systems Architecture Branch

LTC Brian Hamilton	c. January 1999 – June 1999
MAJ Creighton Barber	June 1999 – 31 December 1999

NCO/Supply Operations, Signal Support Division

SFC Ismael Irrizarry	ca. January 1997 – 31 December 1999

Program Management Office

Mr. Willie M. Davis	ca, January 1998 – 31 December 1999

Operations Officer, Signal Support Division

CPT A. Mark Jordan	ca. January 1998 – ca. 31 December 1999

Chief, Threat Office

CPT Karen Pujals	July 1997 – 30 July 1999
CPT Joe Ervin, Jr.	31 July 1999 – 31 December 1999

BATTLE COMMAND BATTLE LABORATORY (GORDON)

Director

LTC Perry Bridges	ca. September 1998-c. September 1999
COL Roger Knox	ca. September 1999 – 31 December 1999

Chief, TAD

Mr. Mims	17 August 1992 – 31 December 1999

Chief, IED

LTC Lundeen	22 August 1997 – 31 December 1999

Chief, Operations

CPT Rowshanaee	2 September 1997 – 31 December 1999

Chief, Modeling and Simulation
Ms Digby — 8 March 1994 – 31 December n1999

TSM-BATTLEFIELD COMPUTERS

TSM-BC
Colonel Thomas E. Taylor — February 1998 – 31 December 1999

Deputy, TSM-BC
Mr. Marvin M. Macuch — ca. January 1992 – 31 December 1999

Assistant TSM
Major Gregory M. Johnson — April 1996 – 31 December 1999
CPT La Shawn E. White — February 1997 – 31 December 1999

Deputy TSM TACMIS
Mr. James H. Hillis — ca. January 1994 – December 1999

TSM NETWORK MANAGEMENT

TSM-NM
Colonel Hollister — ca. September 1998 – 31 December 1999

Deputy, TSM-NM
Don Jones — April 1996 – 31 December 1999

Assistant TSM (Logisitcs)
Major Douglas Kuehl — August 1996 – 31 December 1999

Assistant TSM (Personnel)
Major Julius W. Davis — ca. January 1997 – 31 December 1999

Secretary
Sherry Lemons — October 1996 – 31 December 1999

Supplemental Staff

Subject Matter Expert
SFC Terry Watson — September 1996 – 31 December 1999

Contract Support
Billy W. Rogers — June 1996 – 31 December 1999

Contract Support
Robert T. Gulley — June 1997 – 31 December 1999

TSM- SATELLITE COMMUNICATIONS

TSM-SATCOM
Colonel Mary Hammond — 16 June 1997 – 31 December 1999

Deputy TSM-SATCOM
Paul Chernek — 8 August 1994 – 31 December 1999

Assistant TSM (Logistics)
Major Victor Harper — 1 September 1998 – 31 December 1999

Assistant TSM (Training)
Major James C. Lord — 1 July 1996 - 31 December 1999

Contractual Staffing

PM-Milsatcom Technical Liaisons
Frank Stein — 1 September 1993 – 31 December 1999
Bill Campbell — 16 October 1994 – 31 December 1999
Steve Churm — 18 January 1994 – 31 December 1999

PM-GPS
Bill Clark — 18 January 1994 – ca. July 1999
Rich Solchenberger — July 1998 – ca. August 1999
Ronnie Baldwin — ca. August 1998 – 31 December 1999

SATCOM Architecture
Debbie Linton — 1 May 1995 – 31 December 1999

PEO IEW
Scott Long — 1 February 1996 – 31 December 1999

UHF Technician Liaison
Corrine Braswell — 10 June 1996 – 31 December 1999

TSM-TACTICAL RADIOS

TSM-TR
Colonel James T. Schroeder — July 1996 – 31 December 1999

Deputy TSM-TR
Mr. Glenn J. Strellner — February 1995 – 31 December 1999

Assistant TSM-TR (JTIDS)
Major Michael B. McDuffie — August 1995 – 31 December 1999

Assistant TSM-TR (NTDR)
CPT Richard J. Dickson — June 1996 – 31 December 1999

Assistant TSM-TR (EPLRS/TI)
CPT Charles W. Shrader — October 1998 – 31 December 1998

Contractor Representatives
Mr. Theodore Fillgrove (INNOLOG) — January 1995 – 31 December 1999
Mr. Jack V. Keever (MARCONI) — February 1995 – 31 December 1999
Mr. Jack Durshimer (MARCONI) — November 1998 – 31 December 1999

REGIMENTAL DIRECTORATE OF TRAINING

Director
Colonel Larry E. Turgeon — July 1998 – 31 December 1999

Deputy Director, RDOT
Wanda C. Butler — October 1996 – 31 December 1999

Sergeant Major, RDOT
SGM John R. Smalls — ca. 1 May 1997 – 31 December 1999

Chief, Training Management Division
Gayle A. Olszyk — February 1995 – 31 December 1999

Supervisory Education Specialist/Instructional Systems Specialist
Gayle A. Olszyk — January 1997 –31 December 1999

Chief, Resident Training Management Branch
Major Allen Lewis — January 1997 – ca. January 1999
Major Frank Orr — ca. January 1999 – 31 December 1999

Chief, Unit Training Branch
Charles Kirkey — ca. January 1991 – 31 December 1999

Chief, Course Management Branch
Susan Mesner — January 1997 – 31 December 1999

Chief, Individual Training Branch
Rosemary Berlin — Janaury 1997 – 31 December 1999

New Systems Integration Division
Major Jeffrey Daniels — September 1998 – 31 December 1999

Chief, Training Support Division
Barbara H. Walton — May 1995 – 31 December 1999

Chief, PMO/Accreditation Branch
Eugene Laughridge — January 1997 – 31 December 1999

Chief, Publications Branch
Terry Moehlman — ca. January 1991 – 31 December 1999

Chief, Staff and Faculty Development Branch
James A. Mercer — April 1997 – 31 December 1999

Chief, Conrad Library
Linda Orne — January 1997 – 31 December 1999

Chief, Total Army School System
CPT Randy Riedy — October 1998 – 31 December 1999

GARRISON COMMAND

Garrison Commander
Colonel Thom E. Tuckey — 16 August 1996 – 24 August 1999
Colonel Charlette I. Roman — 24 August 1999 – 31 December 1999

Deputy Commander
Mr. J. Terrence Smith — 5 June 1995 – 31 December 1999

Garrison CSM
CSM Lester Q. Hatcher — 15 March 1997 – 31 December 1999

Strategic Management Office
Ms Patricia Buchholz — 1 March 1995 – 31 December 1999

Commander, 249th Medical Detachment
Major Gordon R. Roberts — 17 July 1998 – 31 December 1999

551st SIGNAL BATTALION

Commander,
LTC Robert B. Mayr — 1 July 1998 – 31 December 1999

Executive Officer
Major Linda K. Beukens — March 1998 – May 1999
Major Gerry M. Spragg — May 1999 – 31 December 1999

Sergeant Major

CSM Edward F. McKeown	April 1997 – September 1999
CSM Bernard Pickney	September 1999 – 31 December 1999

Headquarters and Alpha Company Commander

CPT Juan M. Vazquez	13 July 1998 – 19 August 1999
CPT Douglas M. Descamps	19 August 1999 – 31 December 1999

Commander, Bravo Company

CPT Lisa Willadsen	30 July 1998 – 2 August 1999
CPT Shawn A. Herbert	2 August 1999 – 31 December 1999

Commander (Bandmaster), 434th Army Band

WO1 Glen W. Nardin	December 1997 – May 1999
1Sgt Mathias Andrulewitz	May 1999 – 17 July 1999
WO1 John W. Mitchell	17 July 1999 – 31 December 1999

US Army Signal School Detachment (USASSD)

CPT Marvin Powell	January 1997 – 31 December 1999

Air Force Detachment

CPT Allen E. Lacey	January 1997 – ca. 31 December 1999

Navy Detachment

ETCM Joseph Colpaert	April 1997 – 31 December 1999

DIRECTORATE OF COMMUNITY ACTIVITIES

Director

Mr. Charles H. Large	ca, July 1991 – 31 December 1999

Chief, Financial Management Division

Ms Mildred H. Hazelrigs	ca. October 1994 – 31 December 1999

Chief, Community Operations Division

Mr. Alvin D. Gelineau	March 1990 – 31 December 1999

Chief, Family and Soldier Support (Activities) Division

Mr. Kerry L. Jones	May 1986 – January 1999

Chief, Recreation, Clubs, and Family Division

Mr. Kerry L. Jones	January 1999 – 31 December 1999

Chief, Services Division

Mr. Keith D. Hazelrigs	September 1987 - 31 December 1999

Curator, Signal Corps Museum
Mr. Theodore F. Wise — ca. 1985 – 31 December 1999

DIRECTORATE OF HUMAN RESOURCES

Director of Human Resources
William H. "Ted" Sharpe — January 1991 – 31 December 1999

Alcohol and Drug Control Specialist
Keith Crum — September 1996 – 31 December 1999

Transition Services Manager
Ethoin Rowe — ca. January 1992 – 31 December 1999

Personnel Management Specialist
Sharon Henson — January 1996 – 31 December 1999

Chief, Education and Career Development Division
Gene S. Bussell — ca. January 1994 – 31 December 1999

Chief, Library Services Division
Linda Orne — March 1998 – 31 December 1999

Chief. Military Personnel Division
Sandra M. Huffman — August 1992 – 31 December 1999

DIRECTORATE OF CONTRACTING

Director of Contracting
Patricia D. Wallace — September 1991 – 31 December 1999

Assistant Director and Chief, Policy & Automation Support Division
William M. Rogers, Jr. — June 1991 – 31 December 1999

Chief, BASOPS Contracts Division
Joel K. Mason — January 1996 – 31 December 1999

Chief, Purchasing Division
Britton Goodwin — May 1994 – 31 December 1999

Chief, Construction Division
James Bodine — January 1998 – December 1999

Chief, Automation Support Team
Patricia Y. Owens — October 1992 – 31 December 1999

Chief, Supply and Services Division
Julie H. Carroll — October 1998 – 31 December 1999

DIRECTORATE OF INFORMATION MANAGEMENT

Acting Director
Barbara M. Poole — November 1998 – 31 December 1999

DOIM NCOIC
MSG Constance M. Faulk — July 1998 – 31 December 1999

DIRECTORATE OF PUBLIC SAFETY/MILITARY POLICE ACTIVITY

Director/Commander
LTC Thomas B. Howe — 23 September 1998 – 31 December 1999

Provost Sergeant
MSG Floyd Thomas — ca. January 1998 – 31 December 1999

Chief, Law Enforcement Division
Major Ronald L. Martin — ca. January 1996 – 31 December 1999

Commander, Military Police Company
CPT Henry H. Washington, III — June 1997 – 31 December 1999

Chief, Safety Division
Steven Buzhardt — April 1995 – 31 December 1999

Chief, Fire Prevention and Protection Division
Mr. Kimpton R. Bonner — March 1997 – 31 December 1999

Chief, Security Division
Mr. David Williams — ca. January 1995 – 31 December 1999

DIRECTORATE OF PLANS, TRAINING, and MOBILITY

Director
LTC Terry S. Peardon — 28 July 1998 – 31 December 1999

Sergeant Major
SGM Bobbie L. Paterson — July 1998 – December 1999

NCOIC, Plans, Operations, and Training Division
SFC Alphonso Ruffin — ca. January 1999 – 31 December 1999

Chief, Training Support Center
Mr. Craig A. Bannecke — ca. January 1991 – 31 December 1999

Reserve Component Support Division
LTC Norris O. Brickhouse — April 1998 – October 1999
LTC Joseph E. Johnson — October 1999 – 31 December 1999

DIRECTORATE OF PUBLIC WORKS

Director,
LTC Peter R. Eliason — July 1997 – August 1999
COL Michael J. DeBow — August 1999 – 31 December 1999

Chief, Environmental and Natural Resources Management Office
Mr. Stephen C. Willard — ca. January 1991 – 31 December 1999

Chief, Housing Branch
Mr. E. Dean Anderson — June 1991 – (Deleted in 1999)

Chief, Logistics Branch
Mr. Wilson L. Head — ca. January 1991 – 31 December 1999

Chief, Public Works Division
Mr. Larry J. Brown — ca. January 1991 – 31 December 1999

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

Equal Employment Opportunity Officer
Diane F. Stallings — ca. August 1998 – 31 December 1999

Equal Opportunity Specialist/Special Emphasis Program Manager
Kathleen A. Silling — September 1996 – 31 December 1999

Equal Employment Opportunity Specialist
Sonja E. Simon — ca. September 1998- 31 December 1999

EQUAL OPPORTUNITY OFFICE

Equal Opportunity Officer
Ms. Mary G. Jones — ca. May 1987 – 31 December 1999

NCOIC
SFC Artis K. Gosa — c. January 1999 – 31 December 1999

Equal Opportunity Advisors
SFC Derek Taylor — January 1999 – 31 December 1999

SFC Roberto Quintana	January 1999 – 31 December 1999
SFC Terry Watson	April 1998 – 31 December 1999
SFC Artis Gosa	August 1998 – 31 December 1999

INTERNAL: REVIEW AND AUDIT

Chief, Audit Compliance Branch
Frank D. Bennett — ca. 1977 – 31 December 1999

Chief, Internal Audit Branch
Gregory W. Mims — ca. 1982 – 31 December 1999

OFFICE CHIEF OF SIGNAL

Chief, Office Chief of Signal
COL Craig Zimmerman — 24 July 1998 – 31 December 1999

Deputy Director of OCOS
Mr. Franklin D. Swain — 21 July 199 – 31 December 1999

Chief, Regimental Division
Ms. N. Susan Wood — May 1993 – 31 December 1999

Chief, Enlisted Division
SGM L. Dale Manion — 1 May 1995 – 31 December 1999

Chief, Officer Division
Mr. Phillip F. Sines — ca. April 1996 – 31 December 1999

DIRECTORATE OF RESOURCE MANAGEMENT

Director
Colonel J. Sherwood Everette — February 1998 – 31 December 1999

Chief, Resource and Fiscal Policy Office
Mr. David Gillum — ca. January 1991 – 31 December 1999

Chief, Program and Budget Division
Mr. Vincent DiGirolamo — ca. January 1991 – 31 December 1999

Chief, Force Management Analysis Division
Mr. Robert Petty — ca. January 1991 – 31 December 1999

CHAPLAIN'S OFFICE

Center Chaplain
Colonel Richard M. Hartsell — July 1998 – 31 December 1999

Operations & Support Chaplain
LTC Frank J. Bruning — October 1997 – December 1999

Resource Manager
CPT Robert T. Land — June 1997 – 31 December 1999

Chapel Centers/Religious Activities
LTC Richard H. Grice — August 1996 – June 1999
LTC Willard M. Richardson — July 1999 – 31 December 1999

Family Life Chaplain
LTC David F. Roberts — July 1997 – 31 December 1999

NCOIC
SFC David B. Bowen — January 1997 – May 1999
SSG Robert Steward — May 1999 – August 1999
SFC Khadeejah Timazee — August 1999 – 31 December 1999

INSPECTOR GENERAL

Inspector General
LTC Bobby M. Rocha — November 1997 – 31 December 1999

Chief, Assistance and Investigations
Mr. Buford Brown — ca. January 1994 – 31 December 1999

STAFF JUDGE ADVOCATE

Staff Judge Advocate
COL Frederick Borch, III — July 1998 – 31 December 1999

Deputy Staff Judge Advocate
LTC James E. Macklin — July 1997 – July 1999
LTC Stephen M. Parke — July 1999 – 31 December 1999

Chief, Criminal Law Division
CPT Edward K. Lawson, IV — August 1998 – September 1999
CPT Charmaine E. Betty-Singleton — September 1999 – 31 December 1999

Chief, Administrative Law Division
Mr. Terrence Cleary — ca. January 1993 – 31 December 1999

Chief, Legal Assistance Division
Mr. David C. Cross — ca. January 1993 – 31 December 1999
Chief, Claims Division
Mr. Allan T. Downen — ca. January 1993 – 31 December 1999

Legal Administrator
CW2 Richard J. Okiishi — May 1995 –July 1999
WO1 Carl E. Bourland — July 1999 – 31 December 1999

Chief Legal NCO
SFC Kerry T. Campbell — January 1996 – June 1999
SFC David J. Salley — June 1999 – 31 December 1999

PROTOCOL OFFICE

Chief, Protocol Office
Ms. Janice Kitchens — September 1998 – 31 December 1999

PUBLIC AFFAIRS OFFICE

Chief, Public Affairs
Mr. James L. Hudgins — September 1995 – 31 December 1999

Command Information Chief
Ms. Marla B. Jones — ca. May 1992 – 31 December 1999

Community Relations
PFC Tamie Ramsey — November 1998 – 31 December 1999

Media Relations Officer
Mr. Henry H. Holmes, Jr. — ca. January 1991 – 31 December 1999

NCOIC, PAO
SSG Joey A. Gaspard — November 1998 – 31 December 1999

Editor, The Signal
Ms. Janet A. McElmurray — ca. January 1994 – 31 December 1999

NCOIC, Radio/Television
SGT Jeffrey L. Stevenson — June 1998 – 31 December 1999

COMMAND HISTORIAN OFFICE

Command Historian
Vacant — 2 January 1999 – 31 December 1999

Historian/Archivist
Mark W. Dunn — 15 July 1994 – 31 December 1999

NATIONAL SCIENCE CENTER

Director
Dr. George J. Fry, Jr. — October 1995 – 31 December 1999

Deputy Director & Chief, Discovery Center
Mr. James W. Frye, Jr. — October 1995 – 31 December 1999

Pentagon Liaison
Micki Bowman — July 1998 – 31 December 1999

Chief, Exhibits and Special Programs Department
Mr. James W. Frye, Jr. — ca. January 1995 – 31 December 1999

Chief, Education and Technology Department
Vicki Johnson — July 1998 – March 1999

Chief, Automation and Administration Department
Mr. Ollie Washington, Jr. — ca. January 1995 – 31 December 1999

Research and Special Projects Officer
Ms. Mary Ann Navarro — ca. January 1995 – 31 December 1999

APPENDIX B

DISTINGUISHED VISITORS

General Officers & Colonels & Sergeant Majors

9-10 Jan	BG Lowell Detamore, Deputy Commander, 335th Signal Brigade, East Point, GA
10-11 Jan	BG(R) John Hedrick, Fairfax, VA
11-12 Jan	BG (R) Howard Kreidler, Hilton Head, SC
11-12 Jan	MG (R) Berlyn Sutton, Greenville, SC
10-15 Jan	MG (R) John McWaters, Cumming, GA
13-14 Jan	COL John Boynton, Commander, United States Army Command & Control Support HNC, Pentagon, Washington, DC
13-14 Jan	COL Edward Siomacco, Project Manager-WINT, Fort Monmouth, NJ
15-17 Jan	COL Jay Hood, Commander, DIVARTY, Fort Bragg, NC
19-20 Jan	COL Stephen Taylor, Commander, 59th Ordnance Brigade, Redstone Arsenal, AL
19-22 Jan	COL Gary Holland, Military Judge, Fort Campbell, KY
22-23 Jan	COL Frank Helmick, Commander, Ranger Training Brigade, Fort Benning, GA
23-24 Jan	COL Lesile Dorris, Commander, 3d Headquarters Brigade, Denver, NC
23-24 Jan	MG (R) Charles Leonard, Fort Belvoir, VA
25-26 Jan	COL Harold Schmidt, Commander, 35th Signal Brigade, Fort Bragg, NC
26-27 Jan	COL Michael Mazzucchi, Project Manager, MILSATCOM, Fort Monmouth, NJ
27-28 Jan	LTG John Pickler, Chief of Staff, FORSCOM, Fort McPherson, GA
27-28 Jan	BG (R) Allen Grum, Macon, GA
28-29 Jan	COL Virgil Deal, Commander, Blanchfield Hospital, MEDDAC, Fort Campbell, KY
28-29 Jan	COL William Koehler, Chief of Staff for 44th Medical Brigade, Fort Bragg, NC

28-30 Jan	GEN Anthony Zinni, Commander-in-Chief, United States Central Command, MacDill AFB, FL
28 Jan-3 Feb	MG David Hale, Department of the Army, Inspector General Office, Washington, DC
29 Jan-1 Feb	BG (R) Robert Rose, Brooklyn, NY
3-4 Feb	COL Michael Howell, Project Manager, Joint Tactical UAV, Redstone Arsenal, AL
4-5 Feb	COL Ronald Vandiver, Director, C4I, TRADOC, Fort Monroe, VA
6-9 Feb	BG (R) Larry Capps, Huntsville, AL
8-9 Feb	MG (R) Joseph Lutz, Lutz, FL
9 Feb	MG Ronald Harrison, Adjutant Geneal, St. Augustine, FL
9 Feb	BG Jimmy Watson, Deputy Adjutant General, St. Augustine, FL
10-12 Feb	BG David Foley, Commanding General, United States Army Criminal Investigation Command, Fort Belvoir, VA
11-12 Feb	MG (R) Guy Hairston, Shelbyville, TN
15-16 Feb	LTG (R) Thomas Ayers, Columbia, SC
16-18 Feb	MG Charles G. Sutten, Jr., Commanding General, United States Army Signal Command, Fort Huachuca, AZ
16-18 Feb	MG (R) Robert Wiegand, Big Canoe, GA
16-19 Feb	COL Calvin H. Sydnor, TRADOC Staff Chaplain, Fort Monroe, VA
17-18 Feb	COL Tom Brown, Joint Chief of Staff, Pentagon, Washington, DC
18 Feb	MG Robert McIntosh, Assistant Chairman, Joint Chief of Staff, National Guard, The Pentagon, Washington, DC
19-21 Feb	COL Jane McCullough, Third Medical Command, Decatur, GA
21 Feb-6 Mar	COL Alan Miller, Pharmacy Officer, 4420th United States Army Hospital, Rocky Point, NY
22-23 Feb	BG (R) Wilford Hoff, Manning, SC
23-24 Feb	LTG (R) Robert Donahue, Herndon, VA
23-26 Feb	COL Ronald Vandiver, Director, C4I, TRADOC, Fort Monroe, VA
24-25 Feb	GEN (R) Edwin Burba, McDonough, GA
24-25 Feb	BG (P) Robert Harding, Director of Operations, Defense Intelligence Agency, Arlington, VA

26-27 Feb	MG (R) Ron Smith, Governor's Military Affairs Coordinating Committee, Atlanta, GA
26-28 Feb	BG Fred Haddad, Deputy for Command Administration, 3rd MEDCOM, Decatur, GA
27-28 Feb	COL Jerry Elder, Senior Liaison Officer, 81st Regional Support Command, Birmingham, AL
3-4 Mar	LTG Claudia Kennedy, Deputy Chief of Staff for Intelligence, United States Army, The Army Pentagon, Washington, DC
4 Mar	MG Craig Bambrough, Deputy Commanding General, United States Army Recruting Command, Fort McPherson, GA
4-5 Mar	MG (R) John Brashear, Rowell, GA
7-9 Mar	BG (R) Allen Grum, Macon, GA
8-9 Mar	LTG (R) Thomas Ayers, Columbia, SC
8-10 Mar	MG Walter Huffman, Judge Advocate General, United States Army, Washington, DC
10-11 Mar	MG (R) Story Stevens, Hilton Head, SC
10-12 Mar	COL Charles Voelker, Commander, 81st Training Group, Keesler AFB, MS
11-12 Mar	BG Stan Green, Assistant Deputy Chief of Staff for Combat Developments, TRADOC, Fort Monroe, VA
11-12 Mar	COL Ronald Vandiver, Director, C4I, TRADOC, Fort Monroe, VA
15-16 Mar	COL John Becker, Deputy Chief of Staff, Engineering, Headquarters MEDCOM, Fort Sam Houston, TX
15-16 Mar	BG Darrel Porr, Commanding General, 44th Medical Brigade, Fort Bragg, NC
18-19 Mar	MG (R) Forrest Abbot, Greenville, SC
21-24 Mar	LTG (R) Charles Eichelberger, Peachtree City, GA
22-23 Mar	MG Charles Sutten, Commanding General, United States Army Signal Command, Fort Huachuca, AZ
23 Mar	MG Geoffrey Miller, Deputy Chief of Staff for Personnel & Installation Management, FORSCOM, Fort McPherson, GA
23-25 Mar	CSM Dale Moore, Command Sergeant Major, Cadet Command, TRADOC, Fort Monroe, VA
23-26 Mar	LTG Ronald Blank, The Surgeon General, United States Army, Fall Church, VA
23-26 Mar	MG Robert Shadley, FORSCOM Commander, Atlanta, GA
25-26 Mar	MG Ralpn Haynes, Commander, 3rd Medical Command, Decatur, GA

26 Mar	COL (P) Paul Harman, Commander, 228th Signal Brigade, Spartanburg, SC
26-27 Mar	BG Reid K. Beveridge (ARNG), Commander, 261st Signal Brigade, Dover, DE
26-27 Mar	COL John M. Alley, Commander, 3rd Brigade (CS), 108th Division (IT), Fort Jackson, SC
28 Mar-2 Apr	BG (R) Joe Breedlove, Dunewoody, GA
29-30 Mar	MG (R) William Olesky, Dahlongea, GA
30 Mar-1 Apr	COL Edward Siomacco, Project Manager-WINT, Fort Monmouth, NJ
1-2 Apr	BG (R) Roy Flint, Elberton, GA
4-5 Apr	MG Richard Goddard, Commander, Warner Robins Air Logistics Center, Warner Robins, GA
6-12 Apr	GEN (R) Bernard Rogers, McLean, VA
7-11 Apr	LTG David Kelley, Arlington, VA
7-12 Apr	LTG (R) Ratcliff Anderson, Chicago, IL
7-12 Apr	GEN (R) Sam Walker, Pinehurst, NC
7-12 Apr	LTG William Kernan, Fort Campbell, KY
7-12 Apr	RADM (R) Frank Anderson, Johnson City, TN
7-12 Apr	MG (R) Kenneth Hagemann, Highlands Ranch, CO
7-12 Apr	MG (R) Clyde Hennies, Camp Hill, AL
7-12 Apr	RADM (R) James Mantel, Lake Quivier, KS
7-12 Apr	BG (R) Edwin Dosek, Crofton, MD
7-12 Apr	BG (R) Robert Lee, Riverside, CA
9-10 Apr	MG (P) Gary McKissock, Albany, GA
9-11 Apr	LTG John Woodward, Washington, DC
9-11 Apr	BG John Meincke, MacDill AFB, FL
10-11 Apr	LTG (R) John Blount, Columbia, SC
12-14 Apr	MG (R) Joseph Fant, Columbus, MS
12-14 Apr	LTG (R) Sidney Weinstein, Greatfalls, VA
13-15 Apr	MG (R) John Brashear, Roswell, GA
14-15 Apr	MG Milton Hunter, Director of Military Programs, United States Corps of Engineers, Washington, DC
14-15 Apr	MG (R) Richard McMillan, Atlanta, GA

14-18 Apr	BG Emile Bataille, Commander, 359th Signal Battalion, Fort Gordon, GA
15-17 Apr	MG (R) Richard D. Murray, Springfield, VA
15-18 Apr	COL Doug Beaty, Commander, DISA Support Activity, Columbus, OH
17-19 Apr	BG (R) Larry Capps, Huntsville, AL
18-19 Apr	BG (R) Floyd Adams, Greensboro, NC
19-20 Apr	LTG William J. Bolt, Deputy Commanding General for Initial Entry Training, TRADOC, Fort Monroe, VA
19-20 Apr	COL Alan Gardner, Senior Army Advisor, Atlanta, GA
19-21 Apr	BG (R) Marvin O'Connell, Hilton Head, SC
22-24 Apr	BG Darrel Porr, Commanding General, 44th Medical Brigade, Fort Bragg, NC
24-25 Apr	COL Lesile Dorris, Commander, 3rd Headquarters Brigade, Denver, NC
25-26 Apr	COL Virgil Deal, Commander, Blanchfield Hospital, MEDDAC, Fort Campbell, KY
26-27 Apr	COL Graves T. Myers, 3d Military Police Group, Fort Gillem, GA
28-30 Apr	LTG John Pickler, Chief of Staff, FORSCOM, Fort McPherson, GA
28-30 Apr	MG Alfred Valenzuela, Deputy Commander and Command-in-Chief USSOUTHCOM, Miami, FL
30 Apr-1 May	BG Alfonso Gilley, Deputy Commanding General, INSCOM, Fort Belvoir, VA
30 Apr-2May	BG Emile P. Bataille, Commander 359th Signal Battalion, Fort Gordon, GA
2-3 May	MG (R) Guy Hairston, Shelbyville, TN
3-4 May	BG (R) Floyd Adams, Greensboro, NC
3-4 May	MG (R) William Olesky, Dahlongea, GA
3-5 May	COL Victor L. Horton, Staff Judge Advocate, INSCOM, Fort Belvoir, VA
4-6 May	BG (R) William Dwyre, Parrish, FL
4-15 May	LTG (R) Charles Eichelberger, Peachtree City, GA
5-7 May	MG (R) Guy Hairston, Shelbyville, TN

7-8 May	COL James P. Gerstenlauer, Staff Judge Advocate, 3rd Infantry, Fort Stewart, GA
7-8 May	BG Arthur Keller, Warner Robins, GA
7-9 May	BG David Foley, Commanding General, United States Army Criminal Investigation Command, Fort Belvoir, VA
9-13 May	MG (R) James McAdoo, Roswell, GA
10-11 May	MG Thomas Wessels (USAR), Deputy Commander, 335th Signal Command, East Point, GA
10-11 May	LTG (R) John Yeosock, Peachtree City, GA
12-14 May	MG (R) Joseph Fant, Columbus, MS
13-15 May	MG (R) Story Stevens, Hilton Head, SC
14 May	LTG John Pickler, Chief of Staff, FORSCOM, Fort McPherson, GA
16-17 May	BG (R) James Keller, Hilton Head, SC
16-17 May	COL Stephen Taylor, Commander, 59th Ordnance Battalion, Redstone Arsenal, AL
17 May	MG Dennis Jackson, Commanding General, United States Army Ordnance Center & School, Aberdeen Proving Ground, MD
17-19 May	MG (R) John Brashear, Roswell, GA
18-20 May	BG James T. Spively, Jr. (USAR), Chaplain, Professor at Southwestern University, Fort Worth, TX
18-21 May	COL Howard Butler, Director, Combat Developments, CSS, CASCOM, Fort Lee, VA
18-21 May	COL Ronald Vandiver, Director, C4I, TRADOC, Fort Monroe, VA
19-20 May	LTG William J. Bolt, Deputy Commanding General for Initial Entry Training, TRADOC, Fort Monroe, VA
21-26 May	COL Lesile Dorris, Commander, 3rd Headquarters Brigade, Denver, NC
23-25 May	COL Michael Bingham, Chief of Staff, Infantry School, Fort Benning, GA
23-26 May	COL Edward Siomacco, Project Manager-WINT, Fort Monmouth, NJ
25-26 May	COL William Bester, Commander, Moncrief Army Hospital, Fort Jackson, SC
25-26 May	LTG Ronald Blank, The Surgeon General, United States Army, Falls Church, VA
25-26 May	COL Virgil Deal, MEDDAC, Fort Campbell, KY

25-26 May	MG Ralph Haynes, Commander, 3rd Medical Command, Decatur, GA
25-26 May	BG Fred Haddad, Deputy for Command Admin, 3rd MEDCOM, Decatur, GA
25-26 May	BG (R) Howard Kreidler, Hilton Head, SC
25-26 May	BG Dan Locker, (USAF), Region 4 Lead Agent, Kesseler AFB, MS
25-26 May	COL Harold Schmidt, Commander, 35th Signal Brigade, Fort Bragg, NC
25-26 May	COL Henry Stikes, Commander, Joel Army Health Clinic, Fort McPherson, GA
25-26 May	COL Ronald Vandiver, Director, C4I, TRADOC, Fort Monroe, VA
27-28 May	CSM Bobby B. Williams, Command Sergeant Major for 821st Regional Command, Birmingham, AL
27-30 May	MG Michael Ackerman, Deputy Inspector General, Department of the Army, Washington, DC
1-2 Jun	LTG (R) Clarence McKnight, McLean, VA
2-3 Jun	MG (R) William Gantt, Greenville, SC
4-6 Jun	BG Emile P. Bataille, Commander, 359th Signal Battalion, Fort Gordon, GA
6-7 Jun	MG James Emerson, Deputy Chief of Staff for Education, TRADOC, Fort Monroe, VA
7-8 Jun	COL Jack Weiss, United States Army CASCOM, Fort Lee, VA
6-18 Jun	COL James Stenger, Pharmacist, Redmond, WA
10 Jun	LTG William J. Bolt, Deputy Commanding General for Initial Entry Training, TRADOC, Fort Monroe, VA
15-17 Jun	COL (P) Gregory J. Premo, Deputy Director, Programs & Architect Office, Office of the Sec of the Army, Pentagon, Arlington, VA
15-17 Jun	COL Stephen Kinder, Chief, Information Management, Special Operations Management, Fort Bragg, NC
15-17 Jun	COL James H. Thomas, Chief, Command & Control Signal Division, The Pentagon, Washington, DC
15-18 Jun	COL David Titus, Commander, 1108th Signal Brigade, Fort Detrick, MD
15-19 Jun	COL James Patterson, Chief Material Development Cell, Fort Hood, TX

15-19 Jun	COL (P) Paul E. Harman, (ARNG), Commander, 228th Signal Brigade, Spartanburg, SC
16-17 Jun	BG Dee A. McWilliams, Director, Enlisted Personnel Management, PERSCOM, Alexandria, VA
16-18 Jun	LTG (R) Robert Donahue, Herndon, VA
16-19 Jun	COL Robert Fasulo, Deputy Director for RDEC, Fort Monmouth, NJ
16-19 Jun	COL Norman Southerland, Senior Army Advisor Arkansas, Little Rock, AK
18-19 Jun	COL Steven Thompson, Chief of Staff, 100th Division, Individual Training, Louiville, KY
21 Jun	BG Steven Boutelle, Program Executive Officer for Command, Control and Communications Systems, Fort Monmouth, NJ
21-23 Jun	Rear Admiral Larry L. Poe (USNR), Acting Assistant Secretary of Defense for Intelligence, Washington, DC
23-25 Jun	SMA (R) Richard Kidd, Fairfax, VA
24-25 Jun	COL William Knight, Military Deputy, Night Vision Lab & Electronic Sensor Directorate, Fort Belvoir, VA
24-27 Jun	CAPT (R) Robert H. Peiffer (USN), Charleston, SC
24 Jun-10 Jul	COL Jimmy Sanders, Chief of Staff, Dwight David Eisenhower Army Medical Center, Fort Gordon, GA
26 Jun-2 Jul	COL Howard Butler, Director, Combat Developments, CSS, CASCOM, Fort Lee, VA
27-28 Jun	MG (R) Gordon Duguemin, Roswell, GA
27-28 Jun	COL Edward Siomacco, Project Manager-WINT, Fort Monmouth, NJ
28-29 Jun	BG (R) Marvin O'Connell, Hilton Head, SC
29 Jun-1 Jul	BG Joseph Webb, Jr., Commander DENCOM, San Antonio, TX
30 Jun-2 Jul	COL Donald G. Hanchett, Chaplain for Forces Command, Fort McPherson, GA
30 Jun-4 Jul	BG Partrick Sculley, The Deputy Surgeon General, Dental Corps, Falls Church, VA
2-5 Jul	COL Julie Zills, Area Manager, Capitol Area for Army & Air Force Exchange Service, Washington, DC
6-14 Jul	COL Barry Milo, Beaufort, SC
7-8 Jul	BG Robert Glacel, Commander TEXCOM, Fort Hood, TX
7-24 Jul	COL JoAnn Wever, Commander, 5010th United States Army Hospital, Louisville, KY

8-10 Jul	COL William Knight, Military Deputy, Night Vision Lab & Electronic Sensor Directorate, Fort Belvoir, VA
9 Jul	MG Robert Nabors, Commanding General, United States Army CECOM, Fort Monmouth, NJ
10-11 Jul	BG Richard Simmons, Deputy Commander, 143rd Transportation Command, Orlando, FL
10-11 Jul	MG Thomas Wessels (USAR), Commander, 335th Signal Command, East Point, GA
10-12 Jul	BG (R) Larry Capps, Huntsville, AL
10-12 Jul	BG Fred Haddad, Deputy for Command Administration, 3rd MEDCOM, Decatur, GA
10-16 Jul	BG Emile P. Bataille, Commander, 359th Signal Battalion, Fort Gordon, GA
12-13 Jul	BG (R) Allen Grum, Macon, GA
13-15 Jul	COL James R. Fishelli, Director, Health Service, Air Force Surgeon, Robins AFB, GA
14-16 Jul	CSM Robert H. Bowden, Command Sergeant Major, 88th Regional Command, Minneapolis, MN
15-16 Jul	LTG Tommy R. Franks, Commanding General, Third United States Army, Fort McPherson, GA
16-18 Jul	LTG (R) Robert Donahue, Herndon, VA
17-18 Jul	MG Wesley Beal (USAR), Commander, 78th Division, Edison, NJ
18-22 Jul	COL Howard Butler, Director, Combat Developments, CSS, CASCOM, Fort Lee, VA
19-20 Jul	MG Woodrow D. Boyce, Commanding General, 311th Theater Signal Command, Fort Meade, MD
19-20 Jul	MG Rodney Ruddock, (USAR), Commanding General, 99th RSC Oakdale, PA
20-21 Jul	BG Fred Haddad, Deputy for Command Administration, 3rd MEDCOM, Decatur, GA
20-22 Jul	MG Rick J. Hillier, Assistant Deputy Commanding General, III Corps & Fort Hood, Fort Hood, TX
21-29 Jul	BG Emile P. Bataille, Commander, 359th Signal Battalion, Fort Gordon, GA
22-23 Jul	BG Keith Alexander, J2, CENTCOM, Tampa, FL
23-24 Jul	COL Robert Haseloff, 9th U.S. Air Force, C2WG Director, Shaw AFB, SC

25-28 Jul	BG (R) Floyd Adams, Greensboro, NC
27-30 Jul	CSM Ronald Wright, Command Sergeant Major INSCOM, Fort Belvoir, VA
28-29 Jul	BG (R) Floyd Adams, Greensboro, NC
29-30 Jul	LTG David J. Kelley, Director, Defense Information Systems Agency, Arlington, VA
2-6 Aug	CSM James George, Command Sergeant Major, 59th Signal Brigade, Redstone Arsenal, AL
3-4 Aug	BG (R) Wilford Hoff, Manning, SC
5 Aug	BG John Tindall (USAR), Deputy Commander, 85th Training Support Division, Arlington Heights, IL
5-7 Aug	CSM William O'Neill, Command Sergeant Major, Marine Support Battalion, Fort Meade, MD
6-8 Aug	BG Emile P. Bataille, Commander, 359th Signal Battalion, Fort Gordon, GA
6-8 Aug	COL Roger L. Ward, Deputy Commander, 359th Signal Brigade, Fort Gordon, GA
7-13 Aug	COL William Koehler, Chief of Staff for 44th Medical Brigade, Fort Bragg, NC
8-11 Aug	CSM Larry Paylor, Command Sergeant Major, United States Army Signal Command, Fort Huachuca, AZ
9-10 Aug	COL (R) Donald Whalen, Lake Suzy, FL
9-11 Aug	MG Charles G. Sutten, Jr., Commanding General, United States Army Signal Command, Fort Hucachuca, AZ
10-12 Aug	LTG (R) Frederic Brown, McLean, VA
12-13 Aug	MG (R) Peter Boylan, Milledgeville, GA
12-14 Aug	BG (R) Charles Prather, Tega-Cay, SC
16-17 Aug	MG (R) Robert Wiegand, Big Canoe, GA
19-20 Aug	LTG (R) Donald Burdick, Hartwell, GA
19-20 Aug	BG Robert Silverthorne (USAR) Assistant Division Commander, 84th Signal Division, Milwaukee, WI
20-21 Aug	BG William B. Watson, Jr., Deputy Commander, 81st Regional Support Command, Birmingham, AL
20-21 Aug	COL Max Oleson, Assistant Division Commander, 84th Division, Milwaukee, WI

20-22 Aug	COL Randell Koptizke, Commander, 3d Brigade, 84th Division, Fort Snelling, Minnesota
21-22 Aug	Chap (COL) Paul Clark, Chief, Chaplains Office, Fort Bragg, NC
22-25 Aug	COL Linda Shockley, Assistant for Counterproliferation Office of the Secretary of the Army, The Pentagon, Washington, DC
23-24 Aug	MG (R) John Brashear, Roswell, GA
24-25 Aug	LTG Richard A. Chilcoat, President, National Defense University, Fort McNair, Washington, DC
25-27 Aug	COL Keith H. Hodges, Judge, Fort Benning, GA
26-28 Aug	COL Richard Dennis, Consultant for Surgeon General for Audiology, Washington, DC
27-29 Aug	COL (P) Alan D. Bell, Commander, 1st Brigade, 87th Division Deputy Division Commander, Birmingham, AL
29-31 Aug	LTG (R) John L. Ballantyne, Dataw Island, SC
31 Aug-2 Sep	MG (R) Joseph Fant, Columbus, MS
31 Aug-2 Sep	COL Barry Moore, Chief, Force Provider Branch, Force Provider Branch, Fort Sam Houston, TX
31 Aug-2 Sep	COL Ronald Vandiver, Director, C4I, TRADOC, Fort Monroe, VA
3-5 Sep	COL John Alley, Commander, 3d Brigade, 108th Battalion, Fort Jackson, SC
7-10 Sep	Chap (COL) James Durham, Fort Sam Houston, TX
7-10 Sep	COL John S. Young, Clinic Director, Total Army Health Clinic, Hunter Army Airfield, Savannah, GA
8-10 Sep	Rear Admiral (R) John D. Miller, Atlanta, GA
9-11 Sep	BG George Read, Commanding General, 81st Regional Support Group, Fort Jackson, SC
9-12 Sep	BG Emile P. Battaile, Commander, 359th Signal Brigade, Fort Gordon, GA
10 Sep	MG Craig Bambrough, Deputy Commanding General, United States Army Reserve Command, Fort McPherson, GA
12-17 Sep	CSM George Taylor, INSCOM Retention Sergeant Major, Fort Belvoir, VA
14-15 Sep	BG (R) Charles Prather, Tega-Cay, SC
14-15 Sep	Vice Admiral (R) Douglas C. Plate, Johns Island, SC
14-15 Sep	LTG (R) Michael McGinty, Hilton Head, SC

15 Sep	CSM Larry Paylor, CSM, United States Army Signal Command, Fort Huuachuca, AZ
15-16 Sep	MG Woodrow D. Boyce, Commanding General, 311th Theater Signal Command, Fort Meade, MD
15-16 Sep	LTG Tommy R. Franks, Commanding General, Third United States Army, Fort McPherson, GA
15-17 Sep	MG William Russ, Commanding General, United States Army Signal Command, Fort Huachuca, AZ
15-19 Sep	CSM Larry Paylor, Command Sergeant Major, United States Army Signal Command, Fort Huachuca, AZ
17-20 Sep	Chap (COL) Paul Clark, Chief, Chaplains Office, Fort Bragg, NC
18 Sep	MG Douglas Robertson, CDR, 108th Div, Charlotte, NC
20-21 Sep	LTG (R) David L. Benton, Atlanta, GA
20-21 Sep	COL James Thomas, Chief, Command and Control Signal Division, The Pentagon, Washington, DC
24-26 Sep	BG (R) Lawerence Hoover, Amarillo, TX
5-6 Oct	BG (R) Charles Prather, Tega-Cay, SC
7-10 Oct	MG Robert Nabors, Commanding General, United States Army CECOM, Fort Monmouth, NJ
8-10 Oct	MG David R. Gust, Program Executive Officer, Intelligence, Electronic Warfare and Sensors, Fort Monmouth, NJ
12 Oct	LTG (R) Douglas Buchholz, Augusta, GA
12-14 Oct	COL Keith H. Hodges, Judge, Fort Benning, GA
14-17 Oct	MG (R) Michael Scotti, Chicago, IL
14-19 Oct	COL Sir Walter Scott, INSCOM Chaplain, Fort Beloir, VA
9-21 Oct	COL Frank Ward, Director, C4, Operation Test Command, Fort Hood, TX
19-22 Oct	MG (R) Guy Hairston, Shelbville, TN
20-21 Oct	BG (R) Allen Grum, Macon, GA
21-22 Oct	COL John Stockwell, Human Effects Office, United States Public Health Service, Atlanta, GA
21-24 Oct	BG (R) Charles Prather, Tega-Cay, SC
24-25 Oct	LTG Lawson McGruder, III, Deputy Commanding General/Chief of Staff, FORSCOM, Fort McPherson, GA
24-25 Oct	LTG (R) William Thurman, Pinehurst, NC

26-27 Oct	COL George Weightman, Chief Medical Corps Branch, Falls Church, VA
30 Oct-6 Nov	COL George Abraham, Team Chief, Joint Staff Vulnerability Assessment, Washington, DC
1-4 Nov	COL Peter Flood, Chaplain of Air Intelligence Agency, Kelley AFB, TX
2-3 Nov	MG (R) Joseph Fant, Columbus, MS
4-5 Nov	COL Richard Sackett, TRADOC Provost Marshall, Fort Monroe, VA
7-8 Nov	BG (R) Dan Williamson, Atlanta, GA
24 Nov	MG James Dubki, Deputy Commanding General for Transformation, Fort Lewis, WA
27 Nov-3 Dec	LTG David Kelley, Director, Defense Information Systems Agency, Arlington, VA
27 Nov-3 Dec	LTG (R) Billy Thomas Colorado Springs, CO
28 Nov-3 Dec	BG George Bowman, Commander, 311th Theater Signal Command, Fort Meade, MD
28 Nov-3 Dec	COL William Lasher, Chief, Defense-Wide Systems Division, EUCOM J6, Frankfurt, Germany
28 Nov-3 Dec	BG Gregory J. Premo, Deputy Director for Operations, Defense Information Systems Agency, DISA, Arlington, VA
28 Nov-4 Dec	MG William Russ, Commanding General, United States Army Signal Command, Fort Huachuca, AZ
29 Nov-2 Dec	BG John P. Cavanaugh, Commanding General, Deputy Chief of Staff Information Management 5th Signal Command, U.S. Army Europe & Seventh Army, APO AE
29 Nov-2 Dec	LTG (R) William Hilsman, Philadelphia, PA
29 Nov-3 Dec	BG Reid K. Beveridge (ARNG), Commander, 261st Signal Brigade, Marion, DE
29 Nov-3 Dec	LTG (R) Robert Donahue, Vice President, DII & EC Government, Falls Church, VA
29-Nov-3 Dec	LTG (R) Otto Guenther, Fairfax, VA
29Nov-3 Dec	COL Kenneth Gongaware, Director, Command, Control, Communications and Computer Systems, USSOUTHCOM/SCJ6, Miami, FL
29 Nov-3 Dec	LTG (R) Bruce Harris, Martinez, GA
29 Nov-3 Dec	BG James Hylton, Director of Programs and Architecture, ODISC4, 107 Army Pentagon, Washington, DC

29 Nov-3 Dec	BG Leonard Kwiatkowski, Vice President-Military Spaces, Lockheed Martin Missiles & Space Sunnyvale, CA
29 Nov-3 Dec	MG (R) Donald R. Lasher, Mantoloking, NJ
29 Nov-3 Dec	LTG (R) John Myers, Vienna, VA
29 Nov-3 Dec	COL James Thomas, Chief, Command and Control Signal Division, The Pentagon, Washington, DC
29 Nov-4 Dec	BG James Bryan, Director, Command, Control, Communication and Computer Systems, J6, United States Pacific Command, Camp H.M. Smith, Hawaii
29 Nov-4 Dec	COL (P) Paul Harman (ARNG), Commander, 228th Signal Brigade, Spartanburg, SC
29 Nov-4 Dec	COL Thom E. Tuckey, TRADOC DOIM Director, Fort Monroe, VA
29 Nov-5 Dec	BG Emile P. Bataille, Commander, 359th Signal Brigade, Fort Gordon, GA
30 Nov-1 Dec	GEN (R) Paul Gorman, Afton, GA
30 Nov-1 Dec	MG David R. Gust, Program Executive Officer, Intelligence, Electronic Warfare and Sensors, Fort Monmouth, NJ
30 Nov-2 Dec	LTG (R) John A. Dubia, Vice President for Operations, AFCEA, Washington, DC
30 Nov-2 Dec	BG Jerry McElwee, Director, Information Systems for Command Control, Communications and Computers J6, United States Atlantic Command, Norfolk, VA
30 Nov-2 Dec	LTG (R) Clarence McKnight, McLean, VA
30 Nov-2 Dec	BG John W. Meincke (USAF), Director, Command, Control, Communications and Computers Systems, USCENTCOM/CCJ6, MacDill, AFB
30 Nov-2 Dec	MG (R) Robert D. Morgan, Alexandria, VA
30 Nov-2 Dec	BG Marilyn Quagliotti, Vice Director, J6, Joint Staff, The Pentagon, Washington, DC
30 Nov-2 Dec	MG Thomas Wessels (USAR), Commander, 335th Signal Command, East Point, GA
30 Nov-3 Dec	BG Steven Boutelle, Program Executive Officer for Command, Control and Communications Systems, Fort Monmouth, NJ
30 Nov-3 Dec	LTG (R) Douglas Buchholz, Augusta, GA
30 Nov-3 Dec	MG (R) Leo M. Childs, Alexandria, VA
30 Nov-3 Dec	BG Lowell Detamore, Deputy Commander, 335th Signal Brigade, East Point, GA
30 Nov-3 Dec	COL (P) Michael Mazzucchi, Deputy for Systems Acquisition, CECOM, Fort Monmouth, NJ

30 Nov-3 Dec	MG Robert L. Nabors, Commanding General, United States Army CECOM, Fort Monmouth, NJ
30 Nov-3 Dec	LTG (R) Billy Thomas, Colorado Springs, CO
30 Nov -3 Dec	BG (R) Robert Wynn, Alexandria, VA
1 Dec	LTG William H. Campbell, Director of Information Systems for Command, Control, Communications and Computers, Office of the Secretary of the Army, Army Pentagon, Washington, DC
1 Dec	GEN John Keane, Vice Chief of Staff, United States Army, Washington, DC
1-2 Dec	GEN John Abrams, Commanding General, USATRADOC, Fort Monroe, VA
1-2 Dec	LTG John Woodward, Jr., Director, J6, Joint Staff, The Pentagon, Washington, DC
1-3 Dec	MG (R) Gerard Brohm, Ivyland, PA
1-3 Dec	LTG (R) Robert Gray, Evans, GA
2 Dec	COL (P) Dennis C. Moran, Commander, White House Communications Agency, Washington, DC
6-9 Dec	COL Kenneth Pangburn, Chief Circuit Judge, Fort Stewart, GA
9-10 Dec	MG Robert Shadley, Deputy Chief of Staff Logistics, Fort McPherson, GA
13-14 Dec	COL Kenneth Pangburn, Chief Circuit Judge, Fort Stewart, GA
13-14 Dec	BG Lawrence Adair, Director, EPMD XXI and WOPMS XXI Task Forces, Alexandria, VA
16-18 Dec	BG Thomas Romig, Assistant Judge Advocate General for MLO, Washington, DC
16-19 Dec	COL Thom E. Tuckey, TRADOC DOIM Director, Fort Monroe, VA

International Officers/Civilians

13 Jan	Honorable Bob Young, Mayor of Augusta, Augusta, GA
18 Feb	Mr. Dusty Houser, Legislative Aide to Senator Max Cleland, Augusta, GA
23-24 Feb	Mr. Dennis Heinbuch (SES 2), Army Senior Executive Account for NSA, Fort Belvoir, VA
23-25 Feb	Dr. Michael Gentry (SES 4), Senior Technical Director/ Chief Engineer, United States Army Signal Command, Fort Huachucca, AZ

24-26 Feb	Dr. Sue Bailey (SES 3), Assistant Secretary of Defense (Health Affairs), Washington, DC
24-26 Feb	Dr. James Sears (SES 6), Executive Director, TMA, Washington, DC
25 Feb	Mr. Allan Resnick (SES 3), Deputy Chief of Staff for Combat Developments, TRADOC, Ft Monroe, VA
26 Feb	Mr. Tommy Blanchard, Chairman, Metro Augusta Chamber of Commerce, Augusta, GA
26 Feb	Mr. Charles Mills, Chairman, Columbia County Chamber of Commerce, Martinez, GA
26 Feb	Mr. Joseph Oller, Chairman, North Augusta Chamber of Commerce, North Augusta, SC
26 Feb	Mr. Gene Renno, Chairman, Military Affairs Committee Augusta Chamber of Commerce, Augusta, GA
28 Feb-13 Mar	LCPL Simon Hodgson, 1st Signal Squadron, Special Communications, United Kingdom
5-7 Mar	SIR Lawrence Vermey & Lady Zor Verney, Royal Buckinghamshire Yeomanry, United Kingdom
7 Mar	Senator Max Cleland, United States Senator, Georgia, Washington, DC
11 Mar	Dr. Sethanne Howard, Program Director, Extragalacitc Astronomy & Cosmos Program, National Science Foundation, Washington, DC
15-18 Mar	COL Norman Jodoin, Director of Signals, Canadian Forces, Ottawa, Canada
20-24 Mar	MG Paul Kuntz, Commanding General, French Army Signal School, France
21-24 Mar	LTC Jasenko Krovinovic, General Staff, Head of C4I Directorate, Croatia
21-24 Mar	LTC Pavao Britvic, 1st Croatian Guards Corps, Dean for Information and Communications, Croatia
21-24 Mar	MAJ Tihomir Zajec, General Staff (J6), Chief of Branch for Software and Technical Support, Croatia
21-24 Mar	CPT Milan Erjavec, Ministry of Defense, Communications Directorate, Head of Department of Telecommunications Networks, Croatia
21-24 Mar	CPT Branko Lugaric, Croatian Air Force Headquarters, Information Technology Department Chief, Croatia
21-26 Mar	Mr. Kenneth Akin (GS-14), Force Mod, G3, Army Signal Command, Fort Huachuca, AZ
21-26 Mar	Mr. John Scott (GS-15), Deputy G3, Army Signal Command, Fort Huachuca, AZ
31 Mar	Mayor Bob Young, Mayor of Augusta, Augusta, GA
7 Apr	Congressman Jay Dickey, Congressman, 4th District, Arkansas

15-16 Apr	GM-15 Robert Potter, Deputy Director of Readiness Support CECOM, Fort Monmouth, NJ
16-20 Apr	COL G.S. Benz, German TRADOC, Director, C41, Hessrsamt, Germany
20-21 Apr	LTC Denise Dunn, SO1 CISEW, Combined Arms Training/ Developmants Centre, Australia
26-28 Apr	BG Mashooj Bin Sayyah Khalaf Al-Anazi, Director, Training Department, Directorate of Operations Saudi Arabian National Guard, Saudi Arabia
3 May	Mr. Danny Craig, Richmond County District Attorney, Augusta, GA
3-4 May	Mr. Thomas Chadwick, Associate Director, Presbyterian Council for Chaplains and Military Personnel, Washington, DC
6-7 May	Ms. Kathryn Condon (SES 5), Special Study Analyst, Washington, DC
11 May	Mayor Bob Young, Mayor of Augusta, Augusta, GA
12-13 May	COL Uzi Zaguri, Israeli LNO, Fort Monroe, VA
12-13 May	COL Joachim Rabe, German LNO, Fort Monroe, VA
12-13 May	COL Philippe Voute, French LNO, Fort Monroe, VA
12-13 May	COL Timoteo Lima, Brazalian LNO, For Monroe, VA
12-13 May	LTC Rick Vickers, Australian LNO, Fort Monroe, VA
12-13 May	COL Clive Hodges, United Kingdom LNO, Fort Monroe, VA
12-13 May	COL Mehmet Turner, Turkish LNO, Fort Monroe, VA
12-13 May	LTC Pedro Galan, Spanish LNO, Fort Monroe, VA
12-13 May	COL Tom Karremans, Netherlands LNO, Fort Monroe, VA
12-13 May	COL Wong-Seung Lee, Korean LNO, Fort Monroe, VA
12-13 May	LTC Toshimasa Takahashi, Japenese LNO, Fort Monroe, VA
12-13 May	LTC Fillo Camporesi, Italian LNO, Fort Monroe, VA
18 May	Mayor Bob Young, Mayor of Augusta, Augusta, GA
18 May	Mr. Dusty Houser, Staffer for Senator Max Cleland, Cleland's Office, Augusta, GA
18 May	Ms. Ellen Degeorge-Smith (SES 6), Director, Veterans Affairs Hospital, Augusta, GA
20-21 May	BG Andrew Mantell, British Military Attache, Washington, DC
26 May	Dr. Beheruz Sethna, President/CEO State University of West Georgia

1-3 Jun	Mr. David W. Keetley (SES 6), Director, Space & Terrestrial Communications Research, Division and Engineering Center CECOM, Fort Monmouth, NJ
2 Jun	Mr. Dennis Heinbuch (SES 6), Army Senior Executive Account Manager for NSA, Fort Belvoir, VA
8-9 Jul	Dr. Louis Marquet, Director, CECOM RDEC, Fort Monmouth, NJ
13-14 Jul	Mr. Mark McHenry (SES 6), Program Manager, Defense Advance Research Projects Agency, Arlington, VA
16-21 Jul	COL Marcia Quinn, Canadian Forces, Calgary, Canada
25-27 Jul	COL Andres Acosta, Director of Peruvian Army Signal School, Peru
27-28 Jul	Mr. Robert Seger (SES 4), Assistant Deputy Chief of Staff for Training, TRADOC, Fort Monroe, VA
28 Jul	Mayor Bob Young, Mayor of Augusta, Augusta, GA
28 Jul	Mr. Michael Smith (SES 4), NSA, Fort Meade, MD
8-10 Aug	BG Elsayed Hesham Saad Mohamed Shaoman, Chief of Staff, Technical Education and Training Department, Egypt
11 Aug	Mayor Bob Young, Mayor of Augusta, August, GA
23 Aug	Mayor Bob Young, Mayor of Augusta, Augusta, GA
24 Aug	Mayor Bob Young, Mayor of Augusta, Augusta, GA
24-25 Aug	Mr. Joe Jefferis (SES 4), ADCRSM, Assistant Deputy Chief of Staff for Rescue Management, Fort Monroe, VA
25 Aug	Mr. Jean-Paul Monchau, French Consul General, Atlanta, GA
21-23 Sep	Mr. Robert Seger (SES 4), Assistant Deputy Chief of Staff for Training, TRADOC, Fort Monroe, VA
26-30 Sep	COL Douglas Bell-Martin, Director of Communications for the Guardia National, Venezuela
29 Sep-1 Oct	Mr. George Morgan (GM 15), Director of Safety, TRADOC, Fort Monroe, VA
11-15 Oct	COL Gordon Shipley, United Kingdom
11-15 Oct	COL Dennis Mills, United Kingdom
12 Oct	Mayor Bob Young, Mayor of Augusta, Augusta, GA
12 Oct	Mr. Larry Brockway, Georgia Department of Veteran Services, Atlanta, GA
12 Oct	Mr. Charles Willey, Georgia Department of Veteran Services, Atlanta, GA

12 Oct	Mr. Jim Hussey, Staff of Congressman Charlie Norwood, Augusta, GA
12 Oct	Mr. Rich Horne, Augusta, GA
12 Oct	Commissioner Pete Wheeler, Commissioner of Georgia, Department of Veterans Services, Augusta, GA
12 Oct	Senator Joey Brush, State Senator, Appling, GA
12 Oct	Representative Jack Connell, State Representative, Augusta, GA
12 Oct	Senator Donald Cheeks, Senator of Augusta, Augusta, GA
13-16 Oct	COL Jose Oliveira, Brazilian, LNO, Combined Arms Command, Fort Leavenworth, KS
14 Oct	Mr. Randy Oliver, Richmond County Administrator, Augusta, GA
14 Oct	Mr. David Dlugolenski, Richmond County Emergency Management Agency Director, Augusta, GA
14 Oct	Mr. Sidney Hatfield, Chief, Sheriff's Department, Richmond County, Augusta, GA
14 Oct	Mr. Manuel Rivas, Former Consul of Panama and Professor of Foreign Language, Clark-Atlanta University, Atlanta, GA
3 Nov	Mrs. Joyce C. Dugan, Former Principal Chief, Eastern Band, Clark-Atlanta University, Atlanta, GA
4-6 Nov	LTC Haydar Ates, Turkish Liaison Officer, CAC, Fort Leavenworth, KS
8 Nov	MAJ Gavin Barwick, Staff Officer Overseas Training and Exchange, Australian Army, Embassy of Australia, Washington, DC
9 Nov	Mr. Andre Obradovic, Cisco Systems Australia, Business Development and Account Manager, ADF, Australia
14 Nov	Mr. Mr. Bernard Kuebart, Deputy Consulate General of the Federal Republic of Republic Consulate General Office, Atlanta, GA
14 Nov	Mr. Heinrich-Peter Rothmann, Consul General of the Federal Republic of Germany, Atlanta, GA
15-19 Nov	COL John Stakes, USARSO and Chaplain, Pureto Rico
17 Nov	Mr. Wayne Howe, Chief of Staff Sentor Max Cleland, Washington, DC
26 Nov-4 Dec	LTC Simon Leigh, Bowman Military Team, United Kingdom
27 Nov-4 Dec	Major Yves Lepoix, French MOD Staff, France
29 Nov	Mr. John G. Grimes (SES 6), Washington, DC

29 Nov-3 Dec	Mr. Peter Paulson (SES 4), Deputy Director for Operations (D3) Directorate, Arlington, VA
29 Nov-5 Dec	COL Heinz Karow, Signal School and Army School of Electrical Engineering, Germany
30 Nov-2 Dec	Ms. Kevin Carroll (SES 5), PEO Stamis, Fort Belvoir, VA
30 Nov-2 Dec	Mr. Victor Ferlise (SES 4), Deputy to the Commanding General, Headquarters, CECOM, Fort Monmouth, NJ
30 Nov-2 Dec	Mr. David W. Keetley (SES 6), Director, Space & Terrestrial Communications Research, Division and Engineering Center USACECOM, Fort Monmouth, NJ
30 Nov-3 Dec	Mr. Bennett Hart (SES 5), ICON, Director of Department of Defense, Herndon, VA
30 Nov-4 Dec	Mr. David Borland (SES 5), Vice Director of Information Systems for C4, Army Pentagon, Washington, DC
1-2 Dec	Ms. Janice Mendenhall (SES 5), GSA Federal Technology Center, Atlanta, GA

APPENDIX C

CERMONIES AND CONFERENCES

CEREMONIES

10 Jan	New Year's Reception
28 Jan	January Monthly Retirement Ceremony
10 Feb	African American/Black History Month Command Program
25 Feb	February Monthly Retirement Ceremony
26 Feb	Audie Murphy Induction Ceremony
9 Mar	SJA Building Dedication Ceremony
11 Mar	Women's History Month Command Program
25 Mar	March Monthly Retirement Ceremony
31 Mar	Special Olympics Games
3 Apr	Spring Festival, Goo Goo Dolls/ New Radicals Concert
4 Apr	Easter Sunrise Service
13 Apr	Jewish Days of Remembrance
29 Apr	April Monthly Retirement Ceremony
30 Apr	Drill Sergeant of the Year Ceremony
15 May	Newgarden Morris Award
26 May	Asian/Pacific Heritage Month Command Program
27 May	Safety Stand-Up Day
27 May	May Monthly Retirement Ceremony
14 Jun	Army Birthday Cake Cutting Ceremony
14-18 Jun	Regimental Retirement Week
17 Jun	Regimental Retirement Distinguished Member Induction Ceremony
17 Jun	Regimental Retirement Signal Ball
18 Jun	Regimental Retirement Ceremony
19 Jun	1999 US Army Soldier Show

29 Jul	DISA Office Ribbon Cutting Ceremony
29 Jul	July Monthly Retirement Ceremony
10 Aug	General Sutten's Recognition Ceremony
24 Aug	Garrison Commander's Change of Command
26 Aug	August Monthly Retirement Ceremony
27 Aug	Audie Murphy Club Induction Ceremony
17 Sep	POW/MIA Ceremony
23 Sep	Annual NCO Recognition Ball
30 Sep	September Monthly Retirement Ceremony
14 Oct	Hispanic Heritage Month Command Program
28 Oct	October Monthly Retirement Ceremony
7 Nov	Massing of the Colors Ceremony
10 Nov	Freedom Fest
14 Nov	German-Italian Wreath Laying Ceremony
18 Nov	November Monthly Retirement Ceremony
22 Nov	Audie Murphy Induction Ceremony
29 Nov	Christmas Tree Lighting Ceremony
30 Nov	Signal Symposium Exhibit Hall Ribbon Cutting Ceremony
1 Dec	AFCEA President's Dinner
2 Dec	Discover Augusta Reception
2 Dec	Regimental Induction Ceremony
14 Dec	Christmas Band Concert

CONFERENCES

24 Feb	Industry Advisory Group Meeting
26 Feb	Leader's Luncheon
26-27 Mar	Total Army School Systems Meeting
14-15 Apr	Governor's Military Affairs Coordinating Committee
11 May	AUSA Breakfast

18 May	Employee of the Year Luncheon
18 May	Federal Executive Association Luncheon
24 May	AFCEA Scholarship Awards Luncheon
2 Jun	Industry Advisory Group
11 Aug	Leader's Luncheon
8 Sep	CFC Kickoff Breakfast
20 Sep	AFCEA Luncheon
23-28 Sep	57th Signal Battalion Association Reunion
24-25 Sep	TASS Commander's Call
8-10 Oct	OCS Reunion
11-15 Oct	Annual United Kingdom/United States Combat Development Talks on Signal Corps Matters
12 Oct	Cemetery Luncheon
18 Oct	Pre-Command Breakfast
27 Oct	National Disabilities Luncheon
3 Nov	CFC Recognition Luncheon
3 Nov	Native American Heritage Command Program
19 Nov	AUSA Breakfast
29 Nov-3 Dec	27th Signal Symposium

GLOSSARY OF TERMS 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 Inforamtion 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 fand 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
BNCOC	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
DFAC	Dining Facility
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
1DACR	1st Digitized Armored Cavalry Regiment
1DCSA	1st Digitized Corps System Architecture
1DFSA	1st 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
HVAC	Heating, Ventilation, and Air Conditioning
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
RLD	Regimental Leadership Department
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 SATCOM	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-Terrestial
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

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