U.S. ARMY SIGNAL CENTER AND FORT GORDON
ANNUAL COMMAND HISTORY

1 JANUARY 2001 – 31 DECEMBER 2001

COMMAND HISTORIAN OFFICE
UNITED STATES ARMY SIGNAL CENTER AND FORT GORDON
FORT GORDON, GEORGIA 30905-5747

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Compiled and Edited
By

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Command Historian

27 November 2002

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PREFACE

The calendar year 2001 Signal Center 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 Center and Fort Gordon, Georgia. The Command Historian compiled the history from overviews by the directors of the Signal School and Fort Gordon installation's various activities, unit historical reports supplemented with documentation, and significant records identified by contributors. 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-POM-H (Attn: Steven J. Rauch), Fort Gordon, Georgia 30905-5747. One can send e-mail to Steven J. Rauch at rauchs@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.

27 November 2002

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TABLE OF CONTENTS

Page

Title Page ……..i
Preface ……ii
Table of Contents..……...iii

CHAPTER I – CHIEF SIGNAL OFFICER AND COMMAND GROUP

From the Chief Signal Officer's Perspective ……1
Mission ……7
Key Personnel ……...8

CHAPTER II – US ARMY GARRISON COMMAND

Garrison Headquarters
Commander's Perspective ……....9
Mission ……...10
Key Personnel ……12
Directorate of Community Activities
Director's Overview ……..13
Mission ……. ….13
Key Personnel ……13
Resources ……...13
Recreation, Community and Family Division ……...14
Aquatics ……... ….14
Army Community Service …….……14
Children and Youth Services ……15
Fort Gordon Outdoor Recreation …….. ….17
Fort Gordon Recreation Area ……...17
Gordon Lakes Golf Course ……... ….17
Hilltop Riding Stables ……18
Music and Theatre Program ……...18
Sports and Fitness Branch ……18
Services, Lodging and Entertainment Division ……19
Directorate of Human Resources
Director's Overview ……...19
Mission ……..20
Key Personnel ……21
Resources ……21
Civilian Personnel Advisory Center ……21
Military Personnel Division ……21
Army Career and Alumni Program Division ……...23
Education and Career Development Division ……...24

Summary ……24
Directorate of Information Management
Director's Overview ……...27
Mission ……..28
Key Personnel ……28
Resources ……28
Activities and Accomplishments ……... …28
Technical Services Division ……..29
Support Services Division …….31
Directorate of Public Safety/Military Police Battalion (Provisional)
Director's/Commander's Overview ……32
Mission ……..32
Key Personnel ……33
Resources ……34
Activities and Accomplishments …….…...34
Law Enforcement Division …….34
Military Police Operations ……..34
Vehicle Registration …….…..34
Military Police Desk ……...34
Military Police Investigations …….35
Traffic Accident Investigations ……..35
Military Police Working Dog Section ……35
Game Warden Section …….…...35
Security Division ……35
Fire and Emergency Services Division …….. …36
35th Military Police Detachment …….37
Directorate of Public Works
Director's Overview …….…..38
Mission ……...39
Key Personnel ……39
Resources ……39
Activities and Accomplishments …….…...40
Business Technology Office ……...40
Environmental and Natural Resources Management Office ……...41
Logistics Division …….…..46
Public Works Division ……50
Directorate of Plans, Training, and Mobilization
Director's Overview …….…..52
Mission ……...53
Key Personnel …….. ….53
Resources ……54
Plans, Operations, and Training Division ……...54
Reserve Component Support Division ……...57
Training Support Center …….58
The United States Army Signal Corps Band ……..59

Directorate of Contracting
Director's Overview ……...61
Mission ……...61
Key Personnel …….... 61
Resources ……61
Activities and Accomplishments ……62
Government Purchase Card (IMPAC) History ……...62
Competition Goals ……..62
Ft. Gordon Small Business Program Prime Contract Goals and Achievements ……....63
Construction Contracts ……...63
Supply and Services Contracts ……..64
Supply and Services Division ……65
BASOPS Contracts Division ……71
Equal Opportunity Office
Director's Overview ……...73
Mission ……...73
Key Personnel ……74
Resources ……74
Activities and Accomplishments ……74
Command Programs ……...74
Summary ……76
Equal Employment Opportunity Office
Director's Overview …….…..76
Mission ……...76
Key Personnel ……77
Resources ……77
Activities and Accomplishments ……77
Summary ……....79

CHAPTER III – COMBAT DEVELOPMENTS AT THE US ARMY SIGNAL CENTER

Directorate of Combat Developments
From the Director's Perspective ……81
Mission ……...82
Key Personnel …….. ….82
Resources ……82
Activities and Accomplishments ……84
Program Management Office ……84
Concepts, Doctrine and Force Integration Division ……84
Force Integration Actions
TOE Actions ……...86
BOIP Actions ……87
Total Army Analysis 2009 (TAA-09) ……87
Signal Force Design Update (FDI) ……88
Combat Camera ……..88
1108th Strategic Signal Brigade Organizational Redesign ……..88

Special Operations Signal Battalion …….. 89
Theater Tactical Signal Brigade TTSB (V2) ……..89
Global Broadcast Service Theater Injection Point ……89
Manpower Analysis Requirements Criteria (MARC) ……90
Operation Facility (OPFAC) Rules ……90
Operational Architecture (OA) ……...90
Doctrine Actions
Semi – Annual Army Doctrine Conference ……91
Digital Force Coordination Cell (DFCC) Council of Colonels ……...91
ABCS Sustainment Working Group ……...91
Tactical Radio Publication MTTP Working Group ……92
III Corps G6/S6 Conference ……...92
Doctrine Manuals ……...92
ABCS Sustainment ……94
Network Naming ……94
Concepts Actions
Interim Division (IDIV)……..96
Objective Force O&O ……96
C4ISR O&O ……...96
Air Assault 2010 Warfighting Seminar……...97
Second Interim Cavalry Regiment Mapex ……97
Force Protection O&O ……... 97
Network Security (NETSEC) …… 97
International/NATO Support ……..… 97
Threat Office ……. …98
Material Requirements Division ……...101
Key Personnel ……...101
Resources ……..... 101
Activities and Accomplishments ……..…102
Automated Systems Integration
Integrated System Control (ISYSCON) ……...103
Tactical Internet Management System (TIMS) ……104
Joint Network Management System (JNMS) ……...105
Information Dissemination Management – Tactical (IDM-T) ……106
Army Key Management System (AKMS) ……...107
Network Operations Center Vehicle (NOC-V) ……108
Combat Service Support (CSS) Automated Information Systems Interface (CAISI) ……..109
Common Hardware System (CHS) ……..109
Defense Message System – Army (DMS-A) ……...111
Public Key Infrastructure (PKI) ……...112
Combat Communications
Global Broadcast Service (GBS) ……..113
Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T) ……..114
NAVSTAR Global Positioning System (GPS) ……114
Secure En-route Communications Package – Improved (SECOMP-I).....115

Super High Frequency Tri-Band Advanced Range Extension
Terminal (START-T) ……...115
Spitfire ……..116
SCAMP ……116
MIST ……116
STEP/Teleport ……..116
WSOMS ……...116
EWSTS ……116
Joint Tactical Radio System (JTRS) ……117
Single Channel Ground and Airborne Radio System (SINCGARS) ……117
Frequency Hopping Multiplexer (FHMUX)/Co-Site Mitigation
Device (CMD) …….… 117
Retransmission (RETRANS) Vehicle….……..118
Tactical Internet (TI) ……... 118
Enhanced Position Location Reporting System (EPLRS) ……... 118
Near Term Digital Radio (NTDR) ……....118
Joint Tactical Information Distribution System (JTIDS)/
Multifunctional Information Distribution System (MIDS) ……...119
Tactical Unmanned Aerial Vehicle (TUAV) Communications
Relay Package (CRP)……... …119
Airborne Communications Node (CAN) ……. 119
High Mobility Digital Group Multiplexer (DGM) Assemblages
(HMDA), AN/TRC 173B, 174B, 175B, 138C …… 119
Switching and Networks
Warfighter Information Network – Tactical (WIN-T) ……120
Area Common User System (ACUS) Modernization Plan (MP) …….121
Information Assurance (IA) ……121
Tactical High Speed Data Network (THSDN) …….…121
ATM/High Capacity Line-of-Sight Radio (HCLOS) Upgrades to
The FDD and First Digitized Corps ……... 122
Single Shelter Switch (SSS) …….....122
Pre-Affiliation List (PAL) Data Base Update 2000 ……122
Packet Switch (PS) Removal ……....122
KG-175 Tactical Local Area Network Encryptor (TACLANE) ……. 123
Secure Guard ……123
Secure Wireless Local Area Network (SWLAN) ……... .124
Battlefield Video Teleconferencing (BVTC) ……...124
Brigade Subscriber Node (BSN) ……..……125
Architecture Integration Processing Center (AIPC)
From the Director's Perspective ……...125
Key Personnel ……..126
Activities and Accomplishments ……..126
Integration Branch ……126
Architecture Development Branch …….. 129
Analysis Branch ……....131

TRADOC System Manager for Tactical Radios (TSM-TR)
From the Director's Perspective ……...138
Mission ……138
Key Personnel ……139
Resources ……..140
Activities and Accomplishments ……..140
Joint Tactical Information Distribution System (JTIDS) ……..141
Multifunction Information Distribution System (MIDS) …….....142
Near Term Digital Radio (NTDR) ……144
Joint Tactical Radio System (JTRS) ……144
Waveforms ……...145
Summary ……..146
TRADOC System Manager for Satellite Communications (TSM-SATCOM)
From the Director's Perspective ……...147
Mission ……147
Key Personnel ……..147
Resources ……..148
Activities and Accomplishments ……..148
UHF SATCOM ……148
SHF SATCOM ……149
EHF SATCOM ……150
Other Satellite Programs …….…..151
Knowledge Sharing …….…152
Summary ……...152
TRADOC System Manager –Warfighter Information Network Tactical (TSM WIN-T)
From the Director's Perspective ……...153
Mission ……153
Key Personnel ……..153
Resources ……..153
Activities and Accomplishments ……..153
Battle Command Battle Laboratory (Gordon)
From the Director's Perspective ……...161
Mission ……162
Key Personnel ……..163
Resources ……..164
Activities and Accomplishments ……..164
Objective Communications Support to Reconnaissance Surveillance Target Acquisition (RSTA) Squadron …… 164
Tactical C2 Protect ……...165
Mobility Enhancements for BCT TOC Networks ……165
Joint User Interoperability Communications Exercise (JUICE 01) ……..166
Advanced Joint Communications Support for Extending the Littoral Battle space (ELB) ACTD and Fleet Battle Experiment India (FBE-I) ……...….166
Expeditionary C4ISR ……167
Information Dissemination Management – Tactical (IDM-T) ACT Program II …….. 167
Development Test (DT) for TACLANE (KG-175) ……..168

FA24 Officer Training Support (TSEC) …… .168
IBCT Signal Soldier Training (BSN) …… ..169
Millennium Challenge (MC02) Communications Architecture Design …..……. ...169
Summary ……..170

CHAPTER IV – TRAINING AT THE U.S. ARMY SIGNAL CENTER

Directorate of Training

From the Director's Perspective ……...171
Mission ……171
Key Personnel …….. ...171
Resources ……..172
Activities and Accomplishments ……..172
University of Information Technology (UIT) ……...172
Assignment Specific Advanced Individual Training (AIT) Courses ……173
Focus on PC Based Technical and Tactical Simulations ……..174
Virtual Campuses ……174
Education as a Lifelong Learning Process ……174
Resource Center ……... 175
Training Support Division ……176
Program Management/Accreditation Branch ……...176
Publications Branch ……..177
Staff and Faculty Development Branch ……... 178
The Army School System (TASS) ……...179
Training Management Division ……180
Resident Training Management Branch (RTMB) ……180
Unit Training Branch (UTB) ……184
Course Management Branch (CMB) ……... 184
Individual Training Branch (ITB)……185
Systems Integration Division …….. .188
Team Signal ……. 189

CHAPTER V – LEADER COLLEGE FOR INFORMATION TECHNOLOGY

From the Commandant's Perspective …….. 208
Mission ……208
Key Personnel …….. ...209
Resources ……..209

442nd Signal Battalion

Commander's Perspective …… ...210
Mission …… 211
Key Personnel …….. 211
Resources ……... ..212
HQ & A Company …… ...212
Bravo Company ……214
Charlie Company ……..214

Professional Development Division (PDD) ……. 215
Leadership Development Division (LDD) ……...221
International Military Student Office (IMSO) …….….224
School of Information Technology
Director's Perspective ……...225
Mission …… 226
Key Personnel ……...226
Resources ……. 226
Training Support Division (TSD) …… 227
Training Development Division (TDD) ……... 227
Officer Training Division (OTD) ……229
Warrant Officer Division (WOD) …… 231
Enlisted Training Division (ETD) …….. .233
Technology Integration Division (TID) ……. ..236
Regimental Noncommissioned Officer Academy
Commandant's Perspective ……..236
Mission ……237
Key Personnel ……...237
Resources ……..… 238
Activities and Accomplishments ……..239
Summary ……..242

CHAPTER VI – 15th REGIMENTAL SIGNAL BRIGADE

From the Commander's Perspective ……243
Mission ……245
Key Personnel …… 245
Resources ……..246
73d Ordnance Battalion
Commander's Perspective …… ...247
Mission …….. ..247
Key Personnel …… ..247
Resources ……... ..248
HQ & A Company …… ...248
Ordnance Electronic Maintenance Training Directorate …… .248
Bravo Company ……... 249
Charlie Company …….. ...252
369th Signal Battalion
Commander's Perspective …… ...256
Mission …….. ..256
Key Personnel ……...256
Resources …….….256
HQ & A Company …… ...257
Bravo Company ……... 258
Charlie Company …….. ...258
Delta Company ……. ...259

Echo Company …….260
447th Signal Battalion
Commander's Perspective …… ...261
Mission …….. ..261
Key Personnel ……..262
Resources ……..…263
HQ & A Company ……263
Bravo Company ……264
Charlie Company ……. 265
Delta Company ……..266
Echo Company ……..267
Switching Transmission Microwave Systems (STMS) Division ……..268
Satellite Communications (SATCOM) Division ……... ..273
551st Signal Battalion
Commander's Perspective …… ...278
Mission …….. ..279
Key Personnel ……...279
Resources ……..…280
HQ & A Company ……280
Bravo Company …… ...282
Charlie Company ……. 284
Delta Company ……. ...286
School of Telecommunications Technology Division ……..…….. ..288
Training Development Division ……..……... .291

CHAPTER VII – SPECIAL STAFF

Office Chief of Signal
From the Director's Perspective…..……302
Mission.……303
Key Personnel..…….. ...304
Regimental Division ……..…304
Regimental NCO.……..306
Army Communicator.…… ..307
Signal Corps Museum.……..307
Command Historian.……309
Enlisted Division.……..314
Officer Division.……314
Branch 25.……315
Functional Areas..……..315
FA53 – Information Systems Management..……316
FA24 – Information Systems Engineering..……..316
Signal Regiment Graduate Education Program (SRGEP).……....317
OES.……..317
ILE.……318
Warrant Officer Section..……...318

Directorate of Resource Management
From the Director's Perspective…..…….319
Mission.…….320
Key Personnel..……..320
Resources.……..320
Activities and Accomplishments.……..321
Program Analysis.…….323
Force Analysis….……..325
Program and Budget.…….327
Protocol Office
From the Protocol Officer's Perspective.……...328
Mission.…….328
Key Personnel....……..……..328
Resources.……..329
Activities and Accomplishments.……..329
Visitor's Summary...……..329
Ceremonies and Conferences.…..……..329
Public Affairs Office
From the Director's Perspective…..…….329
Mission ……331
Key Personnel..……..331
Resources…..…….332
Activities and Accomplishments.……..332
Command Information, Newspaper Operations …..……..332
Command Information, Television Operations….……347
Community Relations…..…….. 348
Media Relations.……....349
Summary…..……..350
Office of the Staff Judge Advocate
From the Director's Perspective …..…….351
Mission ……351
Key Personnel ……..351
Resources ……352
Activities and Accomplishments ……..352
Military Justice ……..…..……..352
Operational Law ……..……..353
Procurement, Ethics, Fiscal Law and Other Installation Issues…….353
Environmental Law……...354
Labor Law ……354
Legal Assistance ……...355
Claims ……...355
Chaplain Section
From the Director's Perspective …..…….355
Mission ……356
Key Personnel ……..357
Resources ……..357

Activities and Accomplishments ……..357
September 11, 2001 ……..…….. 357
Islamic Awareness Symposium …….……...358
Military Unity Celebration w/Dave Roever Installation Issues…….358
The Four Chaplains Memorial Service …….358
Ministry in the Units …….359
Chaplain Family Life Center ……...362
Post-Wide Marriage Retreat and Great Dads Seminar …….362
Training ……363
Religious Education …….363
Chapel Programs ……..364
Holiday Food Programs ……365
Annual Events ……..365
Summary ……...366
Inspector General
From the Director's Perspective …..…….367
Mission …….367
Key Personnel …….. ...367
Resources ……..367
Activities and Accomplishments ……..368
Summary ……..369
National Science Center – Army
From the Director's Perspective …..…….369
Mission …….370
Key Personnel ……..370
Resources ……..370
Activities and Accomplishments….……. 371
Exhibits …….371
Demonstration Programs ……..371
Educational Programs ……...372
Portable Planetarium (Star lab) ……...……..…373
Mobile Discovery Center Vans …….....373
Teltrain …….374
Teacher Education ……374
Education Technology/Distance Learning ……375
Math and Science Summer Camps ……...376
Resident Education Support …….376
Web Site Development …….376
JROTC In-School Math and Science Program (ISMSP) ……..377
JROTC Summer Camp …….377
Summary ……...377

APPENDICES

Appendix A: Key Personnel ……...379
Appendix B: Distinguished Visitors – 2001…….393

Appendix C: Ceremonies and Conferences ……..420

GLOSSARY OF TERMS AND ABBREVIATIONS …….424

CHAPTER I

CHIEF SIGNAL OFFICER AND COMMAND GROUP

From the Chief Signal Officer's Perspective

The year 2001 saw great strides in developing revolutionary new ways of training the Signal Regiment's soldiers and leaders for the future. The Signal Corps is developing a state-of the-art information-technology training program that will transform the way soldiers are trained for the objective force. Is is important that all Signal leaders and trainers understand the plan and support the objectives which are critical to the program's success! It is no secret that Information Technology training demands are growing exponentially, and training can not keep pace. Our current institutional-training model focuses almost entirely on lengthy periods of resident instruction, with significant gaps of time between them. Even as newly trained soldiers arrive in the field, commercial-off-the-shelf equipment dates what they've learned in the school. Many Signal units are running their own "unit universities" to fill the IT training gaps and meet the unit's specific needs.[1]

To overcome this shortfall, the Signal Center is aggressively leveraging new education-and-training methods and technologies that are dating traditional methods of instruction. "Lifelong learning" is the overarching objective we envision, and it will include both traditional resident instruction and web-based technology-assisted training. Our goal is to provide better-trained soldiers to the field faster who will continue to grow technically and tactically wherever they serve. The Signal Center's newly established University of Information Technology will underpin lifelong learning. UIT will provide the entire Signal community with resident and non-resident training support, including technology-assisted learning materials, just in time and on demand at the individual soldier's location. A UIT Resource Center is being established to enable 24/7 reachback and access to the university's digital library from any location worldwide. We're developing a suite of exportable simulation software to support technical (science) and tactical (art) education and training – "learning by doing." We're partnering with unit training centers to establish a network of extension campuses at distant locations where high concentrations of Signal soldiers can learn at the "teachable moment" right where they reside. UIT will be the "home" university enabling lifelong learning and fostering professionalism among all members of the Signal Regiment wherever they serve.

Assignment-oriented training will be the key to getting better-trained soldiers to the field faster. Instead of training each soldier on everything, we will "tailor" training to the soldier's first assignment location. Our pilot program for 31R (multichannel-transmission-systems operator-maintainer) AOT started Oct. 29. We anticipate great success and are anxious to expand AOT to other Signal military-occupation specialties. Graduates should begin showing up in the field starting in February 2002. Next, we plan to begin AOT training for MOS 31S (satellite-communications-systems operator-maintainer) in March 2002. Follow-on training and continuous self-development is a critical element of lifelong learning. Soldiers in the field will

[1]This chapter has been developed using the "Chief of Signal's Comments" from the Army Communicator Vol. 26 (Spring 2001, Summer 2001, Edition 2001, and Winter 2001).

share a greater responsibility for their own self-development – we'll provide the tools, but it will be the soldiers' duty to use them. A culture change will be required in the units, as commanders must provide time for individual soldiers to develop and learn on their own at the teachable moment.

Another reason this revolution in training is required is to support our emerging technical developments such as the satellite-communications systems that will provide warfighters an advanced communications network supporting tactical command, control, communications and computer requirements in the interim (2007) and objective (2010) forces. This link to the current systems and doctrine will allow a graceful transition to Joint Tactical Radio Systems that will minimize effects of programmatic perturbations while moving steadily toward full JTRS fielding. Through its open-system design, JTRS will encourage industrial competition for developing new hardware/software by mandating public-domain design standards.

The JTRS family will host a new wideband-network waveform to meet needs for high data volume and velocity and to enable highly flexible, mobile ad hoc networks. When operationally desired, a JTRS set configured for multinet operation will be programmed to act as a dynamic packet switch between its configured nets to route data packets to their destination using any of the nets' resources. In this way, the available capacity of all networks is virtually pooled for automatic and dynamic assignment to warfighters based on predetermined user priority and message precedence. From the perspective of radio connectivity and data throughput, the JTRS "internetwork" of legacy radio nets provides the tools to leverage advantages and minimize disadvantages inherent in legacy systems' design. JTRS sets using the WNW will be installed in WIN-T assemblages to provide gateway services between JTRS users and WIN-T subscribers.

These new radio sets will be configurable by the operator, via software loading in the field, to operate a variety of waveforms to send and receive voice, data and video. For example, users could configure a single JTRS set to operate in four different nets at the same time by emulating Single-Channel Ground and Airborne Radio System on one channel, a Spitfire SATCOM radio on a second channel, an Enhanced Position-Location Reporting System on a third channel, and the new WNW on a fourth channel. Furthermore, a JTRS set that operates in a SINCGARS network will appear to be SINCGARS to other net members.

In this configuration, a commander could talk to two other commanders in geographically isolated enclaves by crossbanding his SINCGARS network (Channel 1) through a SATCOM network (Channel 2). At the same time, situation-awareness data can be flowing through a data network and populating "Force XXI Battle Command Brigade and Below" terminals on Channel 3, while a video feed from an unmanned aerial vehicle is sent to the commander's command-information console in the tactical-operations center on Channel 4. The data and video traffic on Channels 3 and 4 are transparent to the commander as he converses on Channels 1 and 2.
The mobile ad hoc networking capabilities inherent in the WNW – combined with the capability to operate and crossband several channels simultaneously – present the warfighter with tremendous operational flexibility. He will be able to access all voice, data and video resources from anywhere in the battlespace, untethered from the TOC or command post. He will be free of the force-protection burden of soldiers on high ground since terrestrial relays and retransmission

sites will no longer be necessary. He doesn't need line-of-sight to the "distant end." Since every JTRS set is a "node" in the network, his data simply and automatically routes and retransmits from set to set to get to the designated destination, using range extension via high-frequency or SATCOM waveforms when required.

JTRS is a major step forward in tactical-radio technology that will mute the old refrain we've all heard throughout our service: "We can't interoperate with … the Marines … the Navy … the Air Force … the civil authorities … the unit on my left … the coalition … the allies … the State Department. …" JTRS will reduce interoperability between tactical radio networks to a simple matter of loading and executing software modules that fit mission needs. As the Army transforms, JTRS, WIN-T and SATCOM will be key enablers for achieving information dominance. They will be the cornerstones and building blocks for accomplishing the Signal Regiment's vision as we drive to an objective force with superior lethality and survivability.

By 2010, commanders in the objective force will conduct enroute mission planning while receiving situation-awareness updates, logistics updates and other relevant information from the joint common database. They'll expect subterranean, terrestrial and space-based beyond-line-of-sight communications that keep them connected to the network irrespective of terrain as they maneuver. Commanders will retain the same computer logon identification/password and phone number for use with a hand-held device that provides all their wireless services. Biometrics – including voice and fingerprint recognition, coupled with retinal scans – will authenticate authorized users. New technologies will guarantee continuous connectivity and intuitive network awareness. Commanders will expect to receive and access information that's managed, filtered, prioritized, packaged and delivered according to their individual profile.

The Army Transformation Campaign Plan – Army Chief of Staff GEN Eric Shinseki's master plan for Army transformation – and Army/Joint Vision 2010 establish the objective force's architectural framework. However, it's the emerging Signal Regimental vision that will focus the Signal and acquisition communities on providing warfighters with a tactical communications infrastructure to support command, control, communications and computers requirements. The Signal Regiment must support and enable warfighters' objective-force capabilities. To accomplish this challenging mission, our current paradigms must change. The Warfighter Information Network-Tactical is that paradigm shift; nowhere is this change more significant, or necessary, than in warfighting platforms at brigade and below.

The Signal Center and School chartered an objective-force working group in December 2000 that defined a list of communications and information-systems enablers the Regiment must support (with WIN-T and other communications systems) to meet warfighters' requirements. The Regiment's greatest challenge is supporting desired warfighter OFCs at brigade and below. Objective-force commanders must be free to lead without being tied to a geographically static command post. This requires a flexible, mobile network with embedded C&IS capabilities in warfighter platforms that actually "become" the network. As commanders maneuver forces, they'll simultaneously "maneuver the network." Unhindered by terrain or urban environment, the network is "plasma-like" as it self-synchronizes with warfighter movements and is always available.

Embedded C&IS will stay connected to the network via multiple links: similar warfighter platforms within the operations area, unmanned aerial vehicles, satellites and prepositioned terrestrial sites. The Signal Regiment's role will include synchronizing employment of "gap filler" assets and providing more network awareness to warfighters. Embedded C&IS provides warfighters an intuitive capability to monitor their network status/quality of service. As the commander's principal adviser for C4, information management and information-dissemination management, the Signal officer will be at the commander's side, constantly assessing the impact of maneuver on C2 and the credibility/resolution of battlefield visualization.

WIN-T, the objective-force communications system, initially provides an integrated subscriber node to brigade-and-below CPs, and eventually to all CPs at echelons corps and below. ISN – embedded in the maneuver battalion's tactical-operations center and other platform vehicles – extends voice, video and data network services to a user community whose C4 needs have grown significantly in the past five years. WIN-T leverages critical linkages such as the Joint Tactical-Radio System program and future satellite-communications improvements. JTRS incorporates 33 waveforms, including the enhanced position-location reporting system, single-channel ground and airborne radio system, high frequency, HaveQuick II and a new wideband networking waveform into one component radio within the warfighter's platform. As WIN-T exploits JTRS' on-the-move capability and ISN's information-routing and management functions, the warfighter gains an immediate increase in C2 and battlefield visualization, as well as access to the common relevant operational picture.

Warfighter Information Network-Tactical will provide a network that supports tactical command, control, communications and computer requirements in the interim (2007) and objective (2010) forces. WIN-T is a fully integrated network comprised of switching, routing, transmission systems, network management, network services, information assurance and user interfaces. It provides voice, video and data services throughout the battlespace, and it will intelligently allocate bandwidth and route information over multiple transmission paths – both line-of-sight and beyond-line-of-sight – bypassing outages and congestion. The WIN-T network is self-healing and self-organizing, getting critical information to the right place at the right time and in the right format. WIN-T depends on leveraging two other essential components to provide this fully integrated network – satellite communications and the Joint Tactical Radio System.

The Signal community is currently developing, and in fact beginning to field, SATCOM systems that will provide BLOS connectivity for the WIN-T objective architecture. These systems are key communications enablers of warfighters' objective-force capabilities. Our goal is to field SATCOM systems that provide greater bandwidth, connectivity, protection and reliability, while at the same time significantly downsizing these systems to make them much more mobile and deployable. The secure mobile antijam reliable tactical terminal is a prime example of where we're going; the first of these terminals have already been delivered to tactical units.

SMART-T will be fielded to brigade combat teams, divisions and corps. It can support up to four links from each terminal, thereby significantly improving connectivity across the non-linear battlefield. The entire system, including generator, is mounted on one humvee and operated by a 31F. SMART-T uses the Milstar II extremely-high-frequency satellite, which

provides protection from jammers and supports crosslinking to other Milstar satellites. The launch of the first Milstar II satellite occurred in February. The 124th Signal Battalion was the first unit to take advantage of the capabilities offered by the SMART-T/Milstar II package. Reports indicate that system performance is outstanding.

Further enabling SMART-T will be the advanced EHF satellite constellation, which will be launched beginning in 2006. The AEHF system offers significant improvements in bandwidth, power and coverage areas. To take full advantage of AEHF's capabilities, we will upgrade our SMART-T in the 2006 timeframe to handle eight megabits of throughput. With three SMART-Ts in a BCT, 12 in a division and 15 in a corps, this system will significantly increase the BLOS bandwidth and connectivity available to the tactical commander. In the 2004 timeframe, we expect to field the super-high frequency triband advanced range-extension terminal to corps and echelons-above-corps units. Using any of three bands – military X band or commercial C or Ku bands – STAR-T will provide crucial long-haul communications and reachback to the sustaining base in support of force-projection operations. STAR-T will take advantage of the enhanced capabilities of the Wideband Gapfiller System, which will begin launch in early 2004.

WGS satellites are a follow-on to the current Defense Satellite Communications System satellites, but they offer a tenfold capability improvement in available bandwidth. In addition to providing improvements in X-band capability, WGS satellites will also have a new Ka band capability that can be used for both two-way and Global Broadcast Service communications. To take advantage of WGS' increased capabilities, STAR-T will be upgraded by adding a fourth band (Ka), making it a quad-band terminal. The versatile reachback capability offered by the STAR-T/WGS combination strongly supports force-projection operations emphasized in both the Army's transformation strategy and Joint Vision 2020.

GBS is a space-based, high-data-rate, one-way communications link providing critical information to widely dispersed warfighters in the field. GBS will provide up to 24 megabits per second of bandwidth to support the warfighters' requirement to pass large files, graphics and maps directly to the tactical-operations centers that require them. GBS supports numerous warfighter OFCs, including advanced collection; processing, analysis and sharing of information; situational understanding; and decision and planning support. GBS terminals are now being delivered to 4th Infantry Division.

Two narrowband systems, Spitfire and the single-channel antijam manportable terminal, allow commanders to extend voice and data connectivity anywhere on the battlefield. Spitfire, which uses the ultra-high frequency follow-on satellite system, is being fielded now; in 2010 it will migrate to the mobile-user objective system. MUOS is being developed to focus on providing improved BLOS capabilities to the tactical mobile warfighter. MUOS will continue to support today's manpack/vehicular Spitfire system as well as future manpack/vehicular and handheld terminals developed under the JTRS program. The Spitfire waveform will be one of the first five incorporated into the JTRS radio.

SCAMP is a four-channel EHF radio that uses both Milstar and UFO-E satellites to provide protected tactical narrowband communications. SCAMP will also be upgraded to

incorporate the improved narrowband capabilities of the AEHF system. Command-and-control on-the-move is a top priority for the Army, and SATCOM will play a major role in providing this essential capability.

Command-and-control on-the-move is a top priority for the Army, and SATCOM will play a major role in providing this essential capability. On the non-linear and highly dynamic battlefield of the future, C2OTM must be reliable in both the LOS and BLOS modes. SATCOM radios will be the primary system supporting the BLOS mode. Today, we're able to achieve limited (2.4 kilobits per second) BLOS range extension using a Spitfire radio configured with a special C2OTM package. Advances in satellite technology, specifically the WGS system, will make it possible to attain C2OTM rates exceeding 128 kbs. We're now beginning efforts to make wideband C2OTM a reality by 2005 and expect the Advanced Wideband Satellite System to provide 1.544 mbps on-the-move for the objective force.

With Army transformation, we have an overarching vision from our top-level leadership of where we're going. The Signal Corps is at the forefront of developing technologies, such as SATCOM, which will ensure we arrive at our destination with the ability to overmatch our enemy. Our three major communications programs – WIN-T, SATCOM and JTRS – provide key enablers for our transformation vision. The synergism that can be created by combining advanced communications systems with information systems and highly trained units was clearly demonstrated by 4th Infantry Division in Division Capstone Exercise 1. This effective and highly lethal method of fighting creates an environment our adversaries will learn to fear.

Network-Tactical and the satellite-communications systems that will provide warfighters an advanced communications network supporting tactical command, control, communications and computer requirements in the interim (2007) and objective (2010) forces. This issue will complete the triad and discuss the importance of the Joint Tactical Radio System for our future force. This link to the current systems and doctrine will allow a graceful transition to JTRS that will minimize effects of programmatic perturbations while moving steadily toward full JTRS fielding. Through its open-system design, JTRS will encourage industrial competition for developing new hardware/software by mandating public-domain design standards.

The JTRS family will host a new wideband-network waveform to meet needs for high data volume and velocity and to enable highly flexible, mobile ad hoc networks. When operationally desired, a JTRS set configured for multinet operation will be programmed to act as a dynamic packet switch between its configured nets to route data packets to their destination using any of the nets' resources. In this way, the available capacity of all networks is virtually pooled for automatic and dynamic assignment to warfighters based on predetermined user priority and message precedence. From the perspective of radio connectivity and data throughput, the JTRS "internetwork" of legacy radio nets provides the tools to leverage advantages and minimize disadvantages inherent in legacy systems' design. JTRS sets using the WNW will be installed in WIN-T assemblages to provide gateway services between JTRS users and WIN-T subscribers.

These new radio sets will be configurable by the operator, via software loading in the field, to operate a variety of waveforms to send and receive voice, data and video. For example, users could configure a single JTRS set to operate in four different nets at the same time by emulating Single-Channel Ground and Airborne Radio System on one channel, a Spitfire

SATCOM radio on a second channel, an Enhanced Position-Location Reporting System on a third channel, and the new WNW on a fourth channel. Furthermore, a JTRS set that operates in a SINCGARS network will appear to be SINCGARS to other net members.

In this configuration, a commander could talk to two other commanders in geographically isolated enclaves by crossbanding his SINCGARS network (Channel 1) through a SATCOM network (Channel 2). At the same time, situation-awareness data can be flowing through a data network and populating "Force XXI Battle Command Brigade and Below" terminals on Channel 3, while a video feed from an unmanned aerial vehicle is sent to the commander's command-information console in the tactical-operations center on Channel 4. The data and video traffic on Channels 3 and 4 are transparent to the commander as he converses on Channels 1 and 2.
The mobile ad hoc networking capabilities inherent in the WNW – combined with the capability to operate and crossband several channels simultaneously – present the warfighter with tremendous operational flexibility. He will be able to access all voice, data and video resources from anywhere in the battlespace, untethered from the TOC or command post. He will be free of the force-protection burden of soldiers on high ground since terrestrial relays and retransmission sites will no longer be necessary. He doesn't need line-of-sight to the "distant end." Since every JTRS set is a "node" in the network, his data simply and automatically routes and retransmits from set to set to get to the designated destination, using range extension via high-frequency or SATCOM waveforms when required.

During the Signal Symposium, I challenged the Regiment to become intellectually engaged at looking toward the warfighter's future communications needs. Success for the Regiment hinges on our ability to empower warfighter OFCs. We'll continue to develop the Signal Regiment's vision as warfighter objective-force concepts unfold.

Mission

Signal Center mission

The multifaceted mission of the U.S. Army Signal Center and Fort Gordon encompasses training, doctrine, force integration and mobilization. The Signal Center conducts specialized instruction for all Signal Regiment military and Department of the Army civilian personnel, and provides doctrine and training development support of publications. Three Training and Doctrine Command systems managers coordinate acquisition and fielding of major systems. Force integration is accomplished through the lifecycle management of all major communications-electronics systems under study, in development or in use in the field Army. The mobilization mission is to maintain assigned Forces Command units in a state of readiness commensurate with their authorized level of organization. The Reserve Components Support Division provides year-round training for more than 60,000 reservists, as well as Army and Navy Reserve Officer Training Corps students.

Fort Gordon mission

Fort Gordon is like a city. The garrison provides logistical and community services necessary for the day-to-day operation of the installation. The garrison command is responsible for maintaining high-quality living and working conditions for all military and civilian personnel on the installation. The command also ensures the force readiness and mobilization capabilities of

the installation as a power-projection platform. The garrison is responsible for Fort Gordon's infrastructure -- buildings, roads, grounds, utilities and communications -- and vital community services -- housing management, food service, security and law enforcement, fire prevention and protection, and safety. Other programs and services include clubs, Army Community Service, transition services, library services, child-development services and recreation services. Support services necessary for mission accomplishment are also provided: personnel processing and files management, military and civilian strength management, evaluations and awards, career development, labor and employee relations, equal opportunity programs and other personnel-related functions.[2]

Key Personnel[3]

Commanding General
Major General John P. Cavanaugh — January – December 2001

Deputy Commander
COL Peter Farrell — January – December 2001

Chief of Staff
COL Craig L. Zimmerman — January – December 2001

Command Sergeant Major
CSM Stanley M. Davis — January – December 2001

[2]The mission statements were obtained from the United States Army Signal Center website located at http://www.gordon.army.mil/usascfg/fgmission.asp accessed on 12 November 2002.

[3]Staff Directory, U.S. Army Signal Center and Fort Gordon, April 2001 prepared by the Directorate of Information Management (ATZH-IMS-S).

CHAPTER II

US ARMY GARRISON COMMAND

The Garrison began the year under the direction of Colonel Charlette I. Roman. It ended the year under the direction of Colonel Robert F. Henderson. Colonel Henderson took command on 9 August in a ceremony at the Signal Towers courtyard. 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 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 2-1
Garrison Command Organizations

- Garrison Headquarters
- Directorate of Community Activities
- Directorate of Human Resources
- Directorate of Information Management
- Directorate of Public Safety/Military Police Battalion (Provisional)
- 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

GARRISON HEADQUARTERS

Commander's Overview

In the American consciousness, the year 2001 will always be the year of 11 September not only because of the tragic and momentous events of that day, but also because of the profound changes in American society that followed from that day. The U.S. Army Garrison at Fort Gordon reflected in microcosm the changes that occurred to our society across the nation. Overnight, Fort Gordon became a tightly secured installation, where entry and facility access were controlled, where roads and parking lots were barricaded, and where armed guards were in place to protect people and facilities. The post's Emergency Operations Center went into 24/7 operation, which continued through the end of the year. In addition, a Reserve Military Police company and a National Guard Infantry company were activated and assigned to Fort Gordon to aid with the post's Force Protection measures.

Following are some of the specific force protection measures that were implemented following 11 September:

— The Emergency Operations Center began continuous 24-hour daily operation. By the end of the year, plans were underway to convert the EOC into an Installation Operations Center, which would continue to function permanently as the installation's 24-hour central control point for emergency management as well as for tasking, suspense management, incident reporting, Center Duty operations, etc.

— Placement of concrete and water-filled barriers to re-route traffic and block close vehicular access to key buildings and facilities. In addition, the placement of similar barriers in a serpentine design at the gates to the installation to slow the passage of vehicles entering and leaving the post. In the urgency of the weeks immediately following 11 September, many of the barriers used were nothing more than portable garbage dumpsters and large bales of recycled aluminum, but these stop-gap barriers were gradually replaced with concrete "Jersey barriers" and plastic hydro-barriers.

— Identification card checks of 100 percent of people entering the installation.

— Inspections of vehicles entering the installation. All vehicles without a valid DOD sticker were inspected and random inspections were conducted on 30 percent of vehicles with DoD stickers.

— Armed overwatch positions were established to maintain surveillance over the gates to the installation. These positions were to be manned only when the post was under the higher Force Protection Conditions ("FPCON Charlie" and "FPCON Delta").

— Many other measures were implemented and plans developed, but they are not appropriate for publication in this medium.

One of the challenges the Garrison faced in the aftermath of 11 September was of maintaining a secured post while also maintaining easy public access to the post. Many of the post's facilities and services were open to the public, including family members, retirees and their families, and members of the general public with no DoD affiliation. The availability of these services and facilities was a big part of the post's community relations program and was also a matter of entitlement to the retirees. In addition, the continued availability of some Morale, Welfare, and Recreation services for our servicemembers depended upon the revenues generated by public use of those services.

Another challenge was maintaining access to the post for the hundreds of contractors, vendors, and shippers who regularly had business on the installation. Even access for public school busses was an issue that had to be addressed and resolved. Other challenges involved simply finding ways to expedite the flow of our own personnel through the gates during the morning rush hours, so that the ID checks and vehicle inspections did not detain thousands of our servicemembers and civilians for hours every day.

Underscoring all of our efforts were the resolve and determination to ensure security for all of our personnel and facilities, to maintain the maximum degree of "normality" despite extraordinary security precautions, and, above all, to provide a happy, safe, and wholesome

living and working environment for the thousands of our personnel and family members who reside and work at Fort Gordon every day.

There were two key organizational changes that occurred within the Garrison during 2001:

- On 10 August, Company B of the 551st Signal Battalion was redesignated as Headquarters & Headquarters Company (Provisional), U.S. Army Garrison, and the remainder of the 551st was assigned to the 15th Signal Brigade, by Permanent Order 234-0007.[1]

- On 29 October, the Military Police Battalion (Provisional) was established, by Permanent Order 302-091[2] and the HHC, U.S. Army Garrison was attached to the MP Battalion (Provisional), by Permanent Order 302-094.[3]

In addition, other units attached to the MP Battalion (Provisional) were the 434th Army ("Signal Corps") Band, by Permanent Order 302-095[4]; Company B, 1st Battalion, 118th Infantry, South Carolina National Guard, by Permanent Order 302-093[5]; and the 305th Military Police Company, Detachment 1, by Permanent Order 302-092.[6]

Mission

The Garrison Commander managed the activities of the installation's garrison staff and coordinated the activities of the installation's tenant organizations. Responsible for the daily management of base operations, the Garrison Commander provided comprehensive planning, services, and facilities necessary to achieve and maintain quality living and working conditions for all military and civilian personnel on Fort Gordon. The Garrison Commander promoted

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[1] Permanent Orders 234-0007, 22 August 2001, Headquarters, U.S. Army Signal Center and Fort Gordon, directing redesignation of Company B, 551st Signal Battalion, U.S. Army Garrison to Headquarters and Headquarters Company (Provisional), United States Army Garrison, Fort Gordon, Georgia, effective date 10 August 2001.

[2] Permanent Orders 302-091, 29 October 2001, Headquarters, U.S. Army Signal Center and Fort Gordon, directing the organization of the Military Police Battalion (Provisional) and assigning to the U.S. Army Garrison, Fort Gordon Georgia effective date 29 October 2001.

[3] Permanent Orders 302-094, 29 October 2001, Headquarters, U.S. Army Signal Center and Fort Gordon, directing the attachment of the Headquarters and Headquarters Company (Provisional) to the Military Police Battalion (Provisional), U.S. Army Garrison, Fort Gordon Georgia effective date 29 October 2001.

[4] Permanent Orders 302-095, 29 October 2001, Headquarters, U.S. Army Signal Center and Fort Gordon, directing the attachment of the 434th Army Band to the Military Police Battalion (Provisional), U.S. Army Garrison, Fort Gordon Georgia effective date 29 October 2001.

[5] Permanent Orders 302-093, 29 October 2001, Headquarters, U.S. Army Signal Center and Fort Gordon, directing the attachment of Company B, 1st Battalion, 118th Infantry, South Carolina National Guard, Summerville, South Carolina to the Military Police Battalion (Provisional), U.S. Army Garrison, Fort Gordon Georgia effective date 7 November 2001.

[6] Permanent Orders 302-092, 29 October 2001, Headquarters, U.S. Army Signal Center and Fort Gordon, directing the attachment of 305th Military Police Company, Detachment 1, Wheeling West Virginia to the Military Police Battalion (Provisional), U.S. Army Garrison, Fort Gordon Georgia effective date 9 October 2001.

cooperation and mutual understanding between Fort Gordon and the communities of the Central Savannah River Area. The Garrison Commander also had the responsibility for ensuring the force readiness and mobilization capabilities of Fort Gordon as a Power Projection Platform.

Key Personnel

Garrison Commander	
COL Charlette I Roman	January – August 2001
COL Robert F. Henderson	August – December 2001
Deputy Commander	
Mr. J. Terence Smith	January – December 2001
Garrison CSM	
CSM Lonnie Wimberly	January – December 2001
Strategic Management Office	
Ms. Patricia Buchholz	January – December 2001
Cdr, 249th General Hospital	
MAJ William Dowdy	January – December 2001
Cdr, 551st Signal Battalion*	
LTC Frankie Cruz	January – December 2001
Military Police Activity	
LTC Thomas B. Howe	January – June 2001
MAJ JoAnne Beard	June – October 2001
LTC Gerald Lawson	October – October 2001
Military Police Battalion (Provisional)	
LTC Gerald Lawson	October – December 2001

* Unit assigned from the Garrison to the 15th Signal Brigade on 22 August 2001.

Resources

At the end of 2001, the Garrison Command Headquarters was compromised of 10 personnel — six military and four civilian personnel.

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 (IMWRF) as well as the Installation Lodging Fund. The directorate's responsibility included programming and funding for Financial Management Division; Recreation, Community and Family Division and Services, Lodging and Entertainment Division.

Key Personnel

Director of Community Activities

Mr. Charles Large	January – December 2001
(Acting) Mr. Kerry Jones	October – December 2001
(Acting) Mr. J. Terence Smith	December – December 2001

Director of Community Activities SGM

SGM Fred Santiago	January – December 2001

Resources

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) 2001 was $5.0 million. Total NAF revenue was $18.9 million (sales, fees, extraneous income), with $17.2 million in expenses (labor, cost of goods sold, and operating costs). This yielded a net income of $1.7 million.

Capital Purchases & Minor Construction (CPMC) projects for IMWRF totaling $1,778,000 were paid during calendar year (CY) 2001. Projects included equipment purchases, kitchen equipment, guesthouse renovations, replacement vehicles, bowling/golf items, equipment repair and facility renovations for Outdoor Recreation, Signal Cafe, Sports Connection, Golf Course, Gordon Club, gymnasiums, FGRA, Bingo, etc. CPMC projects for NAF Billeting totaling $1,844,300 were paid during calendar year 2001. Projects included furnishings and conversion of eight new Distinguished Visitors Quarters at Griffith Hall, equipment purchases, and facility renovations for Griffith Hall, Ring Hall and Stinson Hall.

Activities and Accomplishments

RECREATION, COMMUNITY AND FAMILY DIVISION

The Recreation, Community and Family Division reduced staff by abolishing the secretary position. The administrative assistant is now the only support for this office.[7]

Aquatics: During May 2001 supported the Beach Blast at Fort Gordon Recreation Area with lifeguards. We converted two intermittent employees to full time to handle the big events such as summer and winter swim lessons. Most importantly, there were no fatalities at any of the Aquatics facilities.[8]

Army Community Service (ACS): During January the Employment Assistance Program hosted a job fair attended by approximately 400 people. The Community Life Program hosted an Army Family Action Plan/Quality of Life Focus Group. The Better Opportunities for Single Servicemembers (BOSS) sponsored a Super Bowl party where more than 110 single servicemembers attended. The Army Community Service coordinated and provided various ACS orientation briefings throughout the year. In addition to routine unit briefings, training was provided at the Cadre Training Course (CTC), Signal Officers Basic Course briefing, 551st Signal Brigade Newcomers briefing, 513th Military Intelligence Brigade Newcomers briefing, Garrison Commander's Community Information Briefing, Town Hall meetings, etc.

During February Family Advocacy planned, coordinated, and facilitated a Team Building exercise with the Department of Social Work. Army Emergency Relief initiated a new appointment system to minimize waiting time for customers and improve staff efficiency.
The Community Life held a workshop for the International Year of Volunteers and BOSS earned over $2500 in Valentine's Day Sale. During March the Relocation Assistance Program initiated weekly newcomer orientations. Excellent attendance and comments led to two orientations being scheduled per week. Attendance is mandatory for newly assigned permanent party personnel. Finally, BOSS hosted an Easter Egg Hunt for 75 CSRA foster children.

During April there were several observances, including the Month of the Military Child, National Child Abuse and Neglect Prevention Month, and National Volunteer Week where 100 post volunteers were recognized. The Annual Family Fun Fair was held where agencies on and off the installation were available to provide helpful information about services in the area to military and their families. The Relocation Program executed a contract for part-time contract instructor. We also planned and conducted the first FAP Spelling Bee and held four Kids University classes on the subjects of "Conflict Resolution", "Making Decisions", "College Compass", and "First Impressions and Career Explorations"

During May the ACS Relocation Program Manager presented three sessions at the Joint Services Relocation Assistance Conference. The FAP planned and held the May Day Block

[7]Point of contact is Laura Valley 791-4300 or valleyl@gordon.army.mil

[8]Point of contact is Larry Coggins, 791-3034, 0r cogginsl@gordon.army.mil

Party. The Financial Readiness Program negotiated an agreement for on-site credit report availability one-day per week. The most significant event was the Annual Army Emergency Relief campaign which collected a record breaking $138,031 in contributions.

During July Army Community Service celebrated its 36th birthday with a cake cutting ceremony. EFMP participated in DDEAMC School screening program. BOSS sponsored VIP Day Camp for 40 CSRA foster children. During August ACS volunteer Isa Busler was named post volunteer of the month. Also BOSS held the fifth annual Single Service Member Day where over 250 soldiers participated.

During September the Garrison Command Sergeant Major, BOSS President and one representative attended the annual DA BOSS Conference in Leesburg, Virginia. The Fort Gordon BOSS Program participated in the display and video competition and was selected second place, best installation and second place, best event. The installation received a commemorative statue and a $1,000 cash prize. The Relocation Assistance program completed execution of 69K in OSD funding. This included 11K in year-end funding which was successfully obligated in less than four hours.

During October the FAP conducted a two-day Victim Advocate Training and updated the training manual. FAP planned and conducted the Walk for Tranquility on Barton Field and a two-day "Empower Yourself to Excel" workshop. FAP initiated, planned, and held an outreach session at the Grovetown Public Safety building. Finally, the FAP hosted the "Celebrating Advocacy" luncheon at Gordon Club. During November over fifty BOSS soldiers visited patients at the VA hospital. During December the Community Life Center conducted post wide holiday assistance program through their Christmas House. This event assisted 322 families/759 children.[9]

Children and Youth Services (CYS): The CYS program at Fort Gordon is comprised of five delivery systems: Child Development Services (CDS), Family ChildCare (FCC), Middle School and Teen (MS&T), School-Age Services (SASD) and Supplemental Programs and Services (SPS). The entire program is now part of the worldwide Child Youth Management System (CYMS).

We collaborated with the National Science Center, specifically Fort Discovery, for our staff to use the excellent Teacher Resource Library and bring their resources onsite. We improved our own training by reorganizing our resource library to improve access and make it self-help. Our Food Service Manager set up and computerized our system. She worked with our vendors and the United States Department of Agriculture (USDA) to get us within budget. Previously, our food services were extremely over budget. The manager also worked with the dietitian and came up with diverse menus to make meals more nutritious and appealing to children. Due to change in demand and demographics, the center was reorganized for a larger hourly capacity and two rooms that were formally preschool became toddler rooms. This has increased the staff to child ratio. A negative Net Income before Depreciation (NIBD) continues

[9]Point of contact is Ms Vanessa Stanley, at 706 791-3579 or stanleyv@gordon.army.mil.

to be a source of concern for the center. Management is closely monitoring so as to determine causes and solutions.

The SAS delivery system offers before and after school programs, full-day programs during school vacation and school closures, and summer camp for children generally in Kindergarten - 5th grades. Activities are organized within four service areas: Arts, Recreation, and Leisure; Life Skills, Citizenship and Leadership; Sports, Fitness and Health; and Mentoring, Intervention and Education Support Services. As part of special Fort Gordon SAS initiatives the director used the School-Age Care (SAC) accreditation standards to motivate and encourage staff development and program development. The director and her staff have developed ownership in the program and the building. The director organized the files and schedules and encouraged the staff's initiative when it came to personal and professional development and maintaining their classrooms. The staff worked with parents and children to design programs that meet their needs. She also worked with the new Food Services Manager to find out what meals the children wanted. We continue to expand their transportation services to drop off and pick up children in the middle school as well as the elementary schools.

The YS delivery system offers regularly scheduled programming and drop-in options for middle school youth (6-9th) grades and teens. In addition to the four-service area framework, baseline programming for youth includes Individual/Group Sports and Fitness Activities, Self-Directed Activities, Homework Centers, Computer Labs, Youth Sponsorship, Workforce Preparation, Community Service and Youth Councils. Special Fort Gordon YS initiatives include: our new director pulled together a program for the middle school and youth in virtually one month. She visited the local schools and set up partnerships with them to bring in children. Her youth support every community carnival and activity on Fort Gordon. She offered teen dances and excursions. Good ideas stimulated her staff to encourage fun activities for the children and youth. Teen conservation program doubled enrollment for the previous fiscal year. In the beginning of FY 01, funding for the Teen program was cut. As a result, all teen programs were eliminated for the balance of the calendar year. Prior to year's end, after a VTC, $90,000 of Middle School/Teen funds was retrieved ensuring the continuation of the program.

The Supplemental Programs and Services delivery system, which is in the process of converting to CYS Liaison, Education and Outreach Services (CLEOS), provides central registration, resource and referral and outreach care options (e.g., on-site child care for group functions, parent education). Special Fort Gordon Special Program and Services (SPS) initiatives include: adding sports registrations to the Central Registration duties and making efforts to implement and change the program to the standards and services required in CLEOS. Staff and management provide baby sitting and training for youth ages 13 to 19 (on post).

During FY01, Fort Gordon served a total of 1853 children in 2 child development centers, 26 family childcare homes; 1 school-age site, and 1 youth and teen center. The Fort Gordon childcare program is DOD certified. All of the child development centers are nationally accredited. None of the Family Child Care homes are accredited although future plans do include the accreditation of at least one FCC home within the calendar year. The Fort Gordon school-age program is DOD certified and received national accreditation in the spring of 2001. The Fort Gordon youth program is an affiliate member of the Boys and Girls Clubs of America

and has established a 4-H club on the installation in November 2001. As staffing and budgets stabilize, this initiative will begin. One staff member who works with children/youth and four FCC providers have earned professional credentials.[10]

Fort Gordon Outdoor Recreation: The Fort Gordon Sportsman's Club has evolved from the Rod & Gun Club to a Directorate of Community Activities / Outdoor Recreation Program which serves the outdoor enthusiast. The Fort Gordon Sportsman's Club sponsors a variety of activities and events for Fort Gordon and the Augusta community. We provide youth programs such as the fishing derbies on National Fishing Day in June and National Hunting and Fishing Day in September, and teach the Hunter Education Program for the Georgia Department of Natural Resources monthly. We operate a shooting range for recreational shooting, conduct monthly bass and crappie tournaments, host five archery tournaments, two endurance horseback rides, and two foxhunts each year. The Fort Gordon Sportsman's Club operates the Leitner Lake Recreation Area and Campground.

The Sportsman's Club Restaurant was closed 1 October 2001 due to financial losses. Mirror Lake Recreation Area was closed January 2002 because of deterioration of the facility. One new employee, Audrey Landrum (NF-02) was hired as a recreation assistant to help with the outdoor recreation programs. Range 14 has been given to DCA / Outdoor Recreation, enabling the shooting range to be open three Saturdays per month with expanded facilities and programs.[11]

Fort Gordon Recreation Area: Services Division totally renovated 8 cabins, satellite TV reception was installed. Camping area #3 was electrically upgraded by Services Division to 50/30-amp service to all sites. The Beach house was renovated to include two new pavilions on each side of the building to accommodate patron parties. Main Marina dock received extensive damage due to storms and receding water levels in August. Courtesy and canoe docks were upgraded to regulation by replacing Styrofoam floatation to encapsulated floatation. Corps of Engineers issued a new Fort Gordon Recreation permit within which to operate.[12]

Gordon Lakes Golf Course: During January the Golf Course expansion scheduled was received informing us that construction of the new nine holes would begin on 1 Feb. Approval was granted to Evans HS and A R Johnson HS golf teams to use GLGC as their home course. The Golf Course Manager completed Armed Forces Golf Seminar. Employee Appreciation Day was held on 31 Jan. During February the Tee Times for MASTERS WEEK began on 1 Feb. Tree removal began on the new nine holes. Yardage markers were repainted on the course and 250 yd. markers were added.

During April events during the MASTERS WEEK went well. Environmental issues on the new nine have been satisfied. The contractor disturbed an area around #4 tee but makes repairs. Harvesting of wood on the new nine holes is complete. Night Golf Tourney is held with

[10]Point of contact is Kerry Jones - 791-6494.

[11]Point of contact is Mr. Fred Perry at 791-5078 or perryfl@gordon.army.mil

[12]Point of contact is Karen Peak at 706 541-1057. email peak@gordon.army.mil

7 teams competing. During June over 3" of rain fall on 3 June which slowed construction of the new nine. Junior Golf Clinics were held at the Center Golf Course due to the range being closed. 34 teams compete in the annual Signal Regiment Golf Tourney. Greens are aerified and topdressed.

During August the main irrigation line to the new nine holes was installed and cart paths are being run on the new course. The bridge over the wetlands was completed. Meeting was held with the construction contractors to review the progress of the new construction. During September the Club Championship was played over Labor Day weekend. 80 players compete in different divisions. Tourney was a great success with Budweiser sponsoring the event for the first time. The events of 11 Sep cause the play to be reduced by 60%. The month/year closes at a negative NIBD. During October the security precautions and limited access to post affect overall usage which has been reduced by 40%. Greens and Tees are overseeded for the winter. All outside events for the month were cancelled. Signal Symposium Golf Tourney is played 30 November with 144 golfers. During December a winter golf special was held during the month to promote play to civilians.[13]

Hilltop Riding Stables: During calendar year 2001 Hilltop Riding Stables (HTRS) underwent relocation from Child & Youth Branch to Sports & Recreation Branch. In April, we requested resale of horse, a gelding known as "Mo" unusable for programming. Also, spring horse camp was held for 1 week during April – August. The total number of patrons using the camp were 230 sponsored and 139 unsponsored. In October the regular programming resumes riding lessons and the horse known as "Mo" sold 26 Oct 01 for $600.00. In November, work started on isolation barn repairs on stables and grounds in preparation for boarding. In December the isolation barn was completed.[14]

Music and Theatre Program Annex: During February the Dinner Theatre Production held over three weekends was the play Blithe Spirit. During May the Dinner Theatre Production was held for three weekends with the play The Compleat Wrks of Wllm Shkspr (abridged). In June we hosted the senior NCO leaders at the Performing Arts Center for Regimental Week. In July our Dinner Theatre Production was Laughter on the 23rd Floor. During September the play See How They Run was performed. In October we hosted the U.S. Army Soldier Show, for 5 performances in Alexander Hall. In November we had a Dinner Theatre Production called the Last Night of Ballyhoo. In December we produced and performed the Holiday Safety Show for 6 performances for over 5,000 trainees departing on Exodus and Christmas break. We also held auditions for the for the U.S. Army Soldier Show.

Sports and Fitness Branch: In August Gymnasium Number Five (5), which had been closed for renovation since 15 November 2000, was re-opened. There were 11 applications submitted for the All-Army Team. The following personnel were selected to All-Army team:[15]

- Sharpe, Michael Co D 202d Military Intelligence Battalion-Racquetball

[13]POC is Mike DiPasquale, at 706-791-6854/2433 or dipasqum@gordon.army.mil.

[14]Point of contact, Ms Heidi Mohr, 706- 791-4864, mohrh@gordon.army.mil

[15]Point of contact is Mr. William Browning, 791-6099, or browninw@gordon.army.mil.

- Thatcher, Teressa Co A 206th Intelligence Battalion-Volleyball
- Jones, Useeth D Co A 369th Signal Battalion-Volleyball
- Horne, Steve L Headquarters and Headquarters Co 93rd Signal Brigade-Basketball
- Lancaster, Paul L Co 369th Signal Battalion-Track and Field
- Harvey, Garry Co E 447th Signal Battalion-Track and Field.

SERVICES, LODGING AND ENTERTAINMENT DIVISION

During calendar year 2001, Services, Lodging and Entertainment Division (SLED) accomplished many of its goals. Profitability of the Bingo, Bowling and Club Programs increased during the budget year with the Gordon Club making in excess of $100K positive turn around over prior budget year. Bowling increased both its league and open bowling play plus expanded its pro shop sales to record levels. The Bingo Program also improved its profitability. The $3M Lodging renovation was completed and Griffith Hall reopened on 10 December 2001. Many in-house renovations were completed as well, such as the Fort Gordon Recreation Area (FGRA) Beach House, Stinson Guest House, Riding Stables Quarantine Barn, FGRA Cabin renovations and FGRA electrical upgrades to campsites to name a few. This in-house capability saved in excess of $1M for the Fund versus contracting these projects out.

The year was also visited by tragic events. In May, Mr. David Stremke, Bingo Manager passed away. In June new gate access restrictions began having a minor impact to our business operations from our local area patronage. And of course, 11 September 2001, will be a day we will never forget. The toll to our nation was terrible and the resulting heightened restrictions to access have impacted significantly on the Bingo, Bowling and Club programs.

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

Director's Overview

The Directorate of Human Resources (DHR) always strives to delight the employees in their work environment thereby encouraging them to provide the very best in customer service. This objective was severely challenged by the 9-11 terrorist attacks/force protection activities, the announced closure of our servicing Civilian Personnel Operations Center, and implications of the continuing A76 studies. These challenges were met with a renewed sense of patriotism and an unwavering desire to be the very best.

Earlier in the year, the directorate responded to a number of institutional changes that will impact the civilian work force next year. The Southeastern Civilian Personnel Operations Center, (SECPOC) Fort Benning, Georgia, the institution that provided personnel services to Fort Gordon, announced their closure. Personnel services to Fort Gordon were impacted with

the work requests being handed off to new personnel on practically a daily basis as Fort Benning staff members found jobs elsewhere.

Timely and sensitive negotiations with the union were conducted in order to implement the transformation of the Signal Center schools in accordance with the approved design. The major changes were the transformation of a training department into training divisions within the 15th Regimental Signal Brigade and creation of the Leader College of Information Technology. The truly outstanding accomplishment was gaining the cooperation of the union. The transformation entailed the realignment of over one hundred employees.

There were several reductions within the civilian work force. The Directorate of Public Works contracted out the Utilities Monitoring and Control System (UMCS) operation through the placement of an Energy Savings and Performance Contract (ESPC). The contract was executed May 2001. The DHR conducted a very successful Reduction in Force (RIF) as all employees were either placed in government positions or received voluntary separation incentive pay to retire. The Training Support Center won the in-house bid for the training support center functions following the result of a two-year contracting study. The DHR was successful in realigning personnel to the in-house organization with no involuntary separations of permanent employees. Five employees were able to retire with voluntary separation incentive pay.

Everything in the directorate refocused on 9-11-2001. The DHR was a key player in the manning of the Emergency Operations Center on a 24-hour, 7-day a week basis. The Military Personnel Division responded to the mobilization and deployment requirements superbly. The Civilian Personnel Advisory Center (CPAC) advisors assisted directors in their decisions to identify key and essential employees, questions concerning administrative time off, and numerous questions concerning reporting times for work.

Morale in the directorate remains high in the midst of working Noble Eagle and Enduring Freedom deployments, institutional changes in civilian personnel services and contracting out studies. Emphasis continues to be placed on division chiefs' performance in the area of managing personnel. Division chiefs continued to focus on methods of evaluating DHR's progress toward becoming the best in our field. The objective, of course, was to produce high quality services with the result of customer and employee satisfaction.

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 installation residents and work force. They did this through the Civilian Personnel Advisory Center, the Military Personnel Division, the Army Career and Alumni Program Division, the Education and Career Development Division and the Library Services Division.

Key Personnel

Director of Human Resources	
W.H. "Ted" Sharpe	January - December 2001
Transition Services Manager	
Jim Zills	January - December 2001
Personnel Management Specialist	
Sharon Henson	January - December 2001
Chief, Education and Career Development Division	
Ethion Rowe	January -December 2001
Chief, Library Services Division	
Linda Orne	January -May 2001
Janet Millar	May -December 2001
Chief, Military Personnel Division	
Sandra M. Huffman	January -December 2001

Resources

The DHR was authorized 111 manpower spaces for FY 2001 and this was the average on-board strength. The 2001 budget was approximately $5,258.6K including salaries and operating costs.

Activities and Accomplishments

CIVILIAN PERSONNEL ADVISORY CENTER

The CPAC advisors were heavily involved in A76 studies. The staff participated in group briefings to employees once a month on the progress of A76. The staff assisted the managers in developing job descriptions for the Most Efficient Organizations. The Training Support Center won the in-house bid and the most efficient organization was implemented with no involuntary separations of permanent employees. During 2001, the civilian population that supports the TRADOC activities remained the same.

The Union finished the review of the labor management agreement that was negotiated in 1998. Issues involving management-employee relations were on an upswing in 2001. The CPAC advisors assisted management with numerous disciplinary actions and performance based actions. In most situations, management started dealing with issues such as leave abuse or poor performance in a forthright manner. 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 MODERN system for electronic Requests for Personnel Actions (RPA's) was deployed. In addition, the CPAC Human Resources 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 activity 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 military community. MPD supported approximately 11,000 active duty soldiers; 20,000 retirees, and 40,000 family members. Our area of responsibility included the local Fort Gordon community and 47 surrounding counties in Georgia and South Carolina.

Soldiers representing five major commands are assigned to Fort Gordon. These include the Training and Doctrine Command (TRADOC); the Army Signal Command (ASC); the Intelligence and Security Command (INSCOM); the Forces Command (FORSCOM); and, the Medical Command (MEDCOM). Support and procedures for the different commands were adjusted to adapt to the particular needs of the various commands.

MPD provided the entire realm of personnel support for the permanent party soldiers as well as the students and trainees assigned to Fort Gordon. Services included in and out processing; reassignment processing; promotions; record maintenance; evaluations; awards; congressional inquiries; strength accounting; personnel actions; separation and retirement processing; and mobilization/deployment processing.

The A-76 Study involving the Commercial Activity review continued in 2001. The Management Study, resulting in the Government's Most Efficient Organization was finalized and submitted to the Army Audit Agency for review. The Source Selection Board convened in September 2001; however, the results of the A-76 competition were not announced during 2001. The initial decision is expected in February/March 2002.

The events of September 11, 2001 had a tremendous workload impact on the Military Personnel Division. Soldier Readiness Processing began for the deploying units on post and MPD ensured that all soldiers met all deployment requirements prior to departure for their temporary change of station. In addition to the deployment of active component soldiers, approximately 500 reservists were called to active duty and in-processed at Fort Gordon. Key personnel within the division went to 24-hour operations to staff the Emergency Operations Center in a separate location. However, the normal day-to-day operation of the MPD continued during the Operation Noble Eagle and Enduring Freedom.

ARMY CAREER AND ALUMNI PROGRAM DIVISION

The Army Career and Alumni Program (ACAP) management at Fort Gordon changed in January 2001. Mr. Ethion Rowe, the previous Transition Services Manager (TSM) was reassigned to the Education and Career Development Division (ECDD). Mr. Jim Zills assumed duties as the ACAP TSM on 16 January 2001. During 2001 high emphasis was placed on the ACAP marketing program and implementation of an extensive outreach program. In addition to numerous unit briefings and visits, articles were published in the on-post newspaper to emphasize the importance of client timely attendance at the ACAP center and identification of employment opportunities for the separating service members.

April 2001 was highlighted by a visit by Resources Consultants, Inc. (RCI) Program Director, George Featherston. The staff enjoyed meeting with Mr. Featherston and being able to show him our operational environment. We appreciated his sharing of experiences with us and thank him for his comments on procedural changes to policy that will improve client timeliness and processing clients through the ACAP center.

Numerous companies, seeking separating service members for employment, visited Fort Gordon. In addition to these individual company visits, a major job fair was conducted on May 1, 2001. The job fair was sponsored by the Georgia Department of Labor and was conducted at the Fort Gordon Reserve Center. A total of 70 employers participated in the job fair and 833 job seekers attended the event. The job fair offered a diverse group of employers from both the national and local levels. Critiques indicated that the job fair was successful for employers and job seekers alike.

On May 17, 2001 Sergeant Major of the Army (SMA) Jack Tilley visited the ACAP center. He was impressed with our operations and staff. Our post Command Sergeant Major Davis quoted the SMA as saying "the ACAP program here at Fort Gordon is the best that I have seen". Additionally, CSM Davis said that in all his travels to overseas and throughout the states the Fort Gordon ACAP center is by far the most professional he has visited.

The heightened security measures adopted by the post since the terrorist attacks on 11 September has slightly reduced the number of clients using the ACAP center but all services remain available. Efforts to organize the Fort Gordon Job Fair for October 10, 2001 were canceled due to the increase in security measures. Fort Gordon command support continues at an all time high. New electronic computer switches were installed in our building during August 2001. The switches replaced our old, outdated computer hubs. The ACAP XXI computers operate faster and more reliable with the new switches.

This year, two counselors, Joyce Abelquist-Fix and Automations Specialist Sherry Martin departed the ACAP staff. Joyce, for a position as a counselor in a local elementary school and Sherry to accompany her husband to his new federal job in CO. Mr. Eddie Ferguson, counselor, and new automation specialist, Juva Alexander, have completed their ACAP XXI certification training. Both employees, who are prior military, enjoy their work with our transitioning service

members. The Fort Gordon team, which recently had a 50% personnel turnover, is now stable and ready for all future challenges.

EDUCATION AND CAREER DEVELOPMENT DIVISION (ECDD)

The Education and Career Development Division's emphasis for 2001 was to expand and improve educational services and programs. ECDD expanded operational hours even though there were two staff vacancies during most of the year. Through team efforts employee working hours were adjusted so that maximum staff coverage was during peak customer service hours and minimum staff coverage during low customer service hours. The ECDD counseling hours were changed to 0700-1700 Monday, Wednesday and Friday and 0700-1800 Tuesday and Thursday. The Army Learning Center (ALC) hours were changed to 0800-1715 Monday, Wednesday and Friday and 0800-1800 on Tuesday and Thursday.

The ECDD's Functional Academic Skills Training (FAST) program is an individualized program for service members to improve basic skills to prepare for retesting on the Armed Forces Classification Test and/or college enrollment. The program consists of computerized lessons in Reading, Composition and Mathematics. Students use computers in the ALC to work on FAST lessons. Participation in the FAST program was low this year. Commanders can recommend soldiers for FAST who require academic development to improve job performance, meet reenlistment eligibility, or MOS reclassification.

The Defense Activity for Non-Traditional Education Support (DANTES) testing program is available to service members, family members and Department of the Army Civilians. The DANTES testing program includes college exams for credit (College Level Testing Program, DANTES Standardized Subject Tests, and Excelsior College Exams), certification exams, interest inventories, and admission exams. A total of 1035 exams were administered through the DANTES testing program. The total number of exams for credit was 576. Students taking exams for credit saves money that would otherwise be used for tuition assistance. A minimum of $59,400.00 was saved in tuition assistance as a result of service members earning college credit by examination.

The annual College Graduation Ceremony was 20 Jun 01. Dr. Shirley A. R. Lewis, President, Paine College gave the commencement address. Two hundred and eleven graduates from eleven colleges and universities were recognized for completing associate, baccalaureate and master level degrees.

American Education Week was 11-17 Nov 01. The Army Theme was "An Army of One, An Education Opportunity for Every Soldier". ECDD sponsored an Open House at the Education Center on 13 Nov 01 and two Education Fairs on 14 Nov 01 at Darling Hall, and 15 Nov 01 at Eisenhower Army Medical Center. Augusta State University, Augusta Technical College, Brenau University, Central Michigan University, Georgia Military College, Paine College, Southern Illinois University, Southern Wesleyan College, Troy State University and Voorhees College participated in the Education Fairs. The Open House and Education Fairs gave students an opportunity to find out more about ACES programs and get information to compare college programs offered locally by accredited institutions.

The Army tuition assistance program provides service members with assistance to help defray tuition fees for college courses. Service members took courses with sixty-seven accredited colleges and universities. ECDD provided $910,097.00 for tuition assistance this year.

ECDD has a "visiting" counselor's office for colleges and universities with local off-post programs to use for counseling prospective students. The colleges and universities counsel students on a weekly or monthly basis. Six off-post colleges and universities are currently using our "visiting" counselor office.

LIBRARY SERVICES DIVISION

2001 continued the trend of advances in information technology. The Woodworth Library is committed to the goal of acquiring and developing new technologies for the purpose of providing the best possible service to our patrons. To this end, a new DELL POWEREDGE 4400 server was purchased for the Integrated Library System (ILS), the automation equipment that runs most library operations. The new server operates under the NETWORK Technology (NT) system, and, not only will it improve library operations, it brings the library into compliance with new installation computer security certification requirements.

While the capabilities of the new NT server may not have been obvious to library patrons, the library's new electronic books (E-BOOK) initiatives certainly were. Woodworth Library participated in a pilot project directed by the US Army Community & Family Support Center (USAC&FSC), Army Library Office, to study the viability of electronic books, or E-BOOOKs, for library collections. For its participation, the library received 10 E-BOOKS, each loaded with five titles in electronic format, and a subscription to NETLibrary, an online collection of over 2500 book titles, including full text. The beauty of NETLibrary is that, once users have registered online at the library, they can access the collection wherever there is Internet access. The project will continue into 2002.

2001 saw an increasing reliance on the Internet for the provision of once traditional information resources. Full-text periodical databases, accessed via the Internet, have become one of the library's most popular offerings. Contrary to popular belief, the best information on the Web is still not free. Woodworth Library is fortunate to have had the support of the USASC&FSC Library Office in purchasing these rather expensive databases. Registered users of Army Knowledge Online (AKO) may access these databases through AKO.

In a more traditional vein, the Library's programs for children continued to gain support. The Summer Reading Program and the school-year story hours for younger children were well attended. Enhancements to the children's room were undertaken. New paint and wall furnishings have done wonders to create a more cheerful and welcoming environment for the library's smallest patrons.

Other physical enhancements to the library included the installation of new carpeting in the offices and technical services area of the library, the purchase of modern free-standing periodical shelves made of clear acrylic, new chairs for the Internet alcove, and the improved

appearance of the library's botanical specimens thanks to a volunteer with a green thumb. Special attention has also been given to the four patios within the library walls, making them more appealing to library patrons.

2001 saw a major change in personnel at Woodworth Library. Ms. Linda Orne, Director of Library Services since March, 1998, retired, and Ms. Janet Millar, Librarian, was selected from within the library to be her replacement. Ms. Brenda Reed, Library Technician, was placed into the library in May, but resigned later in the year. As of the end of the year the library technician position vacated by Ms. Reed remained unfilled. A decision was made not to recruit for the GS-11 librarian position vacated by Ms. Millar.

Despite losing a librarian and a library technician, the library's hours of service stayed constant at 55.5 hours per week, including evenings and weekends. Visits to the library numbered 142,100, an increase of over 6,000 from the previous year. Though no study has been done, it is apparent the increase of users is due to the growing appeal of the Internet. Attendance for the year would have been even greater had not the tragedy of September 11 and its aftermath resulted in lower than normal installation traffic from the surrounding off-post community. Library registrations continued to grow, with 17,840 registered users as of Dec 31, 2001. Of these 6,435 were military students, 4,862 were active duty permanent party, and 1,984 were retired military. Registered family members of these groups numbered 3,432.

Woodworth Library remains committed to their mission of delivering to the Fort Gordon community a comprehensive, customer-driven library collection program and services.

Summary

During CY 2001 the staff of the Directorate of Human Resources continued to provide quality and timely service to customers. The new automation initiatives (MODERN), A76 studies and the events of 9-11 proved quite a challenge to the directorate's commitment of providing quality customer service. However, through regularly scheduled training classes and employee briefings, staff assistance visits and the directorate's web page, the service population was kept well informed. During each milestone instituting a new way of doing business, DHR successfully made the transition with the least amount of disruption for service providers and customers. By providing advice and assistance on all matters pertaining to civilian and military personnel issues, the DHR staff has equipped the customer with the necessary tools to make informed career decisions.

DIRECTORATE OF INFORMATION MANAGEMENT

Director's Overview

Calendar year 2001 was truly a challenge for the Directorate of Information Management (DOIM). A new director came on board in January right at the end of the A-76 study and was tasked to develop a Most Efficient Organization (MEO). In the midst of the study and technological changes, DOIM team members had to adjust to a new leader and leadership style. Developing the MEO alone was a challenge because it was developed based primarily on the workload data that was collected from the previous year. After being briefed on the previous data collection challenges and procedures, the director did not feel comfortable with the data. In spite of the adverse and awkward situation, a good MEO was developed with the outstanding support of DRM and Directorate of Human Resources (DHR). The DOIM was not only responsible for developing a MEO, but was also tasked to chair a Source Selection Evaluation Board (SSEB) for a TRADOC DOIM and provide four additional board members to participate on other boards to include the Fort Gordon board.

Over the year, the DOIM received a major task to accredit the Fort Gordon network in accordance with the Department of Defense Information Technology Security, Certification and Accreditation Process (DITSCAP) 5200-40. The Main Telephone Switch (Dial Central Office) Military Version/Load (GTD-5MV) was upgraded to function as a commercial switch providing Integrated Service Digital Network (ISDN) service and caller identification features. The Emergency Notification System was installed giving the Directorate of Public Safety the capability to send mass notifications via the telephone. The DOIM participated in severe weather and force protection exercises to prepare for crisis situations. The DOIM assumed the responsibility of the Fort Gordon Web site and assumed the co-chair responsibility with the Directorate of Resource Management (DRM) for the Information Management Support Council. Last but not least, the DOIM's Information Assurance (IA) readiness was tested after the terrorist attack on 11 September 2001. The DOIM received funding to proceed with the second phase of the Asynchronous Transfer Mode (ATM) to Gigabit Ethernet (GIG-E) conversion, the Land Mobile Radio Project, and to install a Voice-Over-Internet-Protocol (VOIP) system in the range area.

Due to the terrorist attacks, the threat condition (THREATCON) heightened to Charlie on the installation forcing the DOIM to look closer at its IA plan, policies and readiness. The majority of the military team members were assigned to guard duty and the Quick Reaction Force (QRF). The civilian team members were tasked to man 24 x 7 shifts in the Emergency Operations Center (EOC). The team responded to Information Technology (IT) requests including, but not limited to, providing desktop support, installing telephones at guard shacks at remote gates that no one knew existed, installing network connections on short notice, configuring workstations, establishing secure Net-meeting sessions and addressing Secure Telephone Unit III/Secure Telephone Equipment (STUIII/STE) issues. In spite of all of the uncertainties, adversities and challenges facing Fort Gordon DOIM team members, they met or exceeded each challenge with technical innovation and professionalism.

Mission

The DOIM provided a full complement of information management services to Fort Gordon as a complex, multi-functional, large military installation. Services included automation, networking, telecommunications, records management, postal and printing and publishing management. Serving concurrently as the command's focal point for problem resolution on issues pertaining to information matters, the directorate provided assistance to the entire installation and to all of its tenant activities.

Key Personnel

Director

Lisa E. McClease	January – December 2001

DOIM NCOIC

MSG Constance M. Faulk	January – August 2001
MSG Douglas L. Millhouse	August – December 2001

Resources

During fiscal year 2001, 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.

Activities and Accomplishments

The VOIP project started in 2001 with a contract awarded to Signal Corporation, Virginia Beach, Virginia. This was a $626,000 project that included construction of a 200 foot guyed tower at Training Area 25, and installation of fiber optic cable from the tower site to Range Control, Forestry and Game Warden offices. Two Cisco Systems Parabolic antennas were also installed on the tower. Under the current configuration, the signal for both voice and data is transmitted wireless to Eisenhower Army Medical Center where two Parabolic antennas receive the transmission. The transmissions are then converted to fiber optics and are transmitted to the DOIM's Dial Central Office where they are split for either voice or data. Internet Protocol (IP) phones were placed at the Tower Site, Range Control, Forestry and Game Warden offices providing to those areas wireless phone and data connectivity.

In March web-blocking software called Websense was installed. The software blocks users on the Fort Gordon network from visiting web sites that are deemed unacceptable, inappropriate or undesirable in a work environment. In July, the duties of the Fort Gordon webmaster were transferred from the Office Chief of Signal to the DOIM. After the September 11 attacks, the Fort Gordon web server was restricted to .mil users only. The site was then reviewed to ensure that all operations security measures were in place. The site was scrubbed of any sensitive information and reopened to the public approximately 26 November 2001.

To increase the security posture of the installation network, TRADOC purchased and placed a stateful inspection firewall at the "front door" of the installation network. The firewall increased the security posture against outside attacks and complemented the technology already in-place; Intrusion Detection Systems (IDS) and packet filtering conducted at the Army Security Router (ASR). Computer Support Branch (CSB) personnel assumed the overwhelming responsibility for the administration of the firewall.

The Information Assurance Manager (IAM) developed a User's Security Manual (USM) and a Fort Gordon Computer User Agreement to satisfy the security training and awareness requirement of AR 380-19. By 31 December 2001, all installation computer users had read the USM and signed the user agreement. Future plans call for automating the annual security training and awareness.

Network viruses and worms were highly visible throughout the year. While most of these network nuisances were spread via mass e-mail messages, some viruses and worms targeted specific platforms such as web servers. After the events of September 11, there was an increase in virus and worm propagation on military networks. Because of Fort Gordon's vulnerability preparedness and the diligence of installation system administrators and network managers, network resources were not defaced or hacked. Anti-virus software installed and regularly updated on installation computers and servers detected and quarantined thousands of incoming viruses and worms.

Technical Services

CSB maintains the servers for Fort Gordon and most tenant activities. CSB supports computer systems and network operations by providing systems administration, operation and maintenance functions for Exchange and Defense Message System (DMS) email systems, list server, library CD server, Web server, Firewall, Telecommunications Center (TCC), Terminal Security Access Controller System (TSACS) and Non-Classified Internet Protocol Router Network (NIPRNET) routers. CSB worked with all Fort Gordon organizations sending/receiving Automatic Digital Network (AUTODIN) messages to update DMS server and client software to version 2.2. The servers were completed in November.

There were numerous pieces of equipment added to supplement or replace old equipment during the year. In January, a Cisco Private Internet Exchange (PIX) firewall was installed and configured to screen all incoming data from the NIPRNET. This included support for many applications such as Defense Eligibility and Enrollment Reporting System (DEERS), Army Systems Approach to Training (ASAT), Sustaining Base Information System (SBIS), Integrated Logistics Automation Program (ILAP), Theater Operations Simulation (TOPS), Army Foodservice Management Information System (AFMIS) and many more. Two Exchange servers were added for additional capacity and Email resources were reallocated to reduce the account load on any one server. In April, Cisco 7513 Router was upgraded to a Cisco 6509 Router/Switch. This was funded from the Army Defense Router Program (ADRP). The 6509 router is positioned between the installation firewall and the Campus Area Network (CAN). A Foundry Big Iron switch was installed as part of the installation backbone and connectivity was established with all servers and workstations in Building 29610.

CSB team members set up accounts and assisted users in establishing EOC email in support of operation Noble Eagle shortly after the September 11 attacks. Personal leave and other plans were put on hold to remain available for rapid support of the EOC and related activities.

The Fort Gordon TCC continued its support of the installation with unclassified and classified AUTODIN messages. Work continues to get all organizational users on the DMS. DMS 2.2 Gold was released in the fall and plans are to have all organizational users installed by 20 February 2002. The TCC also provides Communications Security (COMSEC) to the installation. COMSEC support increased after the events of September 11. STU-III key requests tripled for the year. Also, there was increased interest in getting SIPRNET accounts increased. TRADOC committed to installing SIPRNET hubs in the near future.

The Information Management Center (IMC) continued to work with DCSIM at Headquarters, TRADOC to transition from non-standard ATM backbone to Gig-E. The transition was completed in February 2001 using Foundry Equipment. Additionally, Fort Gordon received funding from DCSIM for approximately 120 new switches that will be used to replace old, slower hubs and routers. IMC supported the annual Signal Symposium receiving certificates and laudatory remarks. During the past year, security became more important than ever. IMC worked diligently to improve the overall automation security posture of the installation and conducted two vulnerability scans. As a result, vulnerabilities were tremendously reduced. In September 2001, IMC became the single point for processing Local Service Requests (LSR). All LSRs are checked for accurate information, assigned a tracking number, and then forwarded to the Telephone Branch to be processed.

After 11 September, all military assigned to IMC except for two personnel were assigned to the Quick Reaction Force (QRF) and gate guard duty. During this period, the remaining IMC personnel performed in an exemplary manner. They pulled together as a team and did not “skip a beat” while supporting the Installation EOC, regular customers and the installation as a whole.

Outside Plant successfully completed the rehabilitation of the Fort Gordon Ammunition Supply Point by installing fiber optic cable and re-wiring the administrative office. Fifty pair cable was installed for the 2001 Signal Symposium to include over 150 telephones, providing vendors with communications. The EOC’s expanded communications requirements were supported after the September 11 attacks. The Cable Assignment Information Retrieval System was upgraded to operate as a Windows based system. This system now provides the Fort Gordon GTD-5 System with electronic customer related (cable, line, circuit, trouble, and directory information) telephone records. Unique Communications engineered and installed the upgrade for the E911 system located at the Military Police Station.

As the TRADOC Regional Dial Service Assistance (DSA) Center, the Telephone Operations Section continued to provide service to two Remote DSA Sites. The Automated Directory Assistance System (ADAS) system is running in full capacity. Cut over to the new switch occurred in July. Due to the upgrade, new features were added to the computer keyboards enabling more efficient service to the customers. Telephone Branch processed approximately

269,261 telephone transactions. Approximately 103,000 calls were in support of the regionalized DSA Telecommunications network of remote sites and 217 meet-me teleconferences were scheduled with over 1600 participants.

The Outside Plant continued to install and maintain various forms of telephone equipment while conducting other telecommunications requirements, to include surveys, establishing cable pairs for special circuits, performing cable location and marking, installing and maintaining the installation's cable infrastructure. In December 2001, one new GS-11 civilian was hired in the Outside Plant filling a long-term vacancy.

Support Services

Effective 1 August 2001, travel order authentication (to include invitational travel orders) being performed by the DOIM transferred to the Directorate of Resource Management (DRM). Records Management, to include Freedom of Information Act, Privacy Act, Copiers, MARKS, and Forms, continued to be staffed with one permanent employee. The Army initiated the Army Records Information Management System, which is a web-based set of applications and tools, to help in the management of the Army's hardcopy and electronic records under Recordkeeping Redesign.

Central Publications and the Central Mailroom/Reference Library contract continued to be operated by Technology Ventures, Inc. of Warren, Michigan. Technology Ventures, Inc. is continuing the same tradition of efficiently operating and properly utilizing personnel and resources, which has resulted in excellent customer service. Publishing of electronic forms is ongoing.

The Defense Automated Printing Service (DAPS) A-76 study was completed. Bids from interested parties were due by 6 September 2001. Since no bids were received, the MEO was reviewed and met all requirements and Defense Logistics Agency accepted the MEO bid. DAPS will continue to be operated by government employees and services will continue as usual, but more streamlined and efficient.

The Installation Postal Operations metered and processed 192,958 pieces of official outgoing mail at a cost of $192,660.48. All postage discounts were applied when and where possible. Special services mail was held to a minimum to accomplish the missions at Fort Gordon. The official mail program consisted of 85 primary and 216 alternates official mail managers for 85 active official mail control accounts throughout the installation. Directory mail service was provided to the installation in the amount of 117,678 pieces of personal mail. Biological threats on postal operations resulted from the September 11 attacks. Installation Postal provided training on the handling of "suspicious" mail to all interested individuals on the installation. Training included a representative from the Installation Postal Branch, the United States Postal Service and Eisenhower Army Medical Center.

The Garrison Commander directed a revamp of unit mail deliveries for the 249th General Hospital; U.S. Army Garrison Headquarters Company; 434th Army Band; 35th Military Police Detachment; 442d Signal Battalion and the International Military Student Office. Mail

deliveries for these units were transferred from the 15th Signal Brigade and to the Installation Postal Branch in October 2001. This resulted in an increased workload and delays in the movement/redirect of personal mail to service members. Approval to hire two civilian employees has been granted. The two civilian positions will alleviate delay and improve mail movement.

DIRECTORATE OF PUBLIC SAFETY/MILITARY POLICE BATTALION (PROVISIONAL)

Director's/Commander's Overview

The Directorate of Public Safety (DPS) celebrated its sixth year of consolidation in 2001 with the exception of the Safety Office, which was realigned under the Chief of Staff. Each section established several goals; many of the goals were achieved. As a result of the national security events which occurred on September 11, 2001, the Directorate manpower expanded to include members of the activated 1/118th Infantry, South Carolina National Guard and the 305th Military Police Company, United States Army Reserve, West Virginia. 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 and since September 11, 2001, to provide assistance to local civil authorities in the event of a catastrophic incident.

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 force protection/anti-terrorism measures, fire, security, law enforcement, crime prevention activities, and emergency preparedness. Responsibilities for the emergency preparedness program included the development and testing of installation disaster preparedness programs, installation response programs and installation support to civil authorities mitigating incidents involving Weapons of Mass Destruction, and the installation Radiation Protection Program under the Nuclear Regulatory Commission.

Fire Department responsibilities included response to suspected terrorist events, fire suppression operations, fire protection, prevention, hazardous materials 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 the traffic violations and accident investigation, vehicle registration, game warden, military police working dog support, military police investigations, training and monitoring of the Quick Reaction Force, and patrol operations.

Key Personnel

Director/Commander

LTC Thomas B. Howe	January -June 2001
MAJ Joanne L. Beard	June – October 2001
LTC Gerald S. Lawson	October - December 2001

Provost Sergeant

MSG Thomas Scott	January -April 2001
MSG Floyd A. Thomas	April – September 2001
MSG Steven M. Havens	September – December 2001

Chief, Law Enforcement Division

MAJ Joanne L. Beard	January – December 2001

Commander, 35th Military Police Detachment

CPT Kirt R. Boston	January – June 2001
CPT Jesse G. Pooler, Jr.	June – December 2001

First Sergeant, 35th Military Police Detachment

1SG Shari Dixon	January – December 2001

Chief, Fire and Emergency Services Division

George Wilder	January – May 2001
Curtis Williams	July – December 2001

Chief, Security Division

David F. Williams	January – December 2001

NOTE: Additional organizations reassigned under the MP Battalion (Provisional) in October 2001 were:

Commander, Headquarters and Headquarters Company, US Army Garrison

CPT Chrispin N. Rainford	October – December 2001

Commander, B-1/118th Infantry (Mechanized), South Carolina Army National Guard

CPT Gregory M. Farley	November – December 2001

Bandmaster/Commander, 434th US Army Signal Corps Band

CW2 John W. Mitchell	October – December 2001

Resources

One hundred seventy-six military and civilian personnel were authorized in FY 2001; the establishment of the Military Police Battalion in October 2001 brought the total authorized strength to 520 personnel. The DPS missions expended over $3.5 million in FY 01 as well as an additional $86K from earned reimbursables.

Activities and Accomplishments

LAW ENFORCEMENT DIVISION

The Military Police Law Enforcement Division truly demonstrated the Military Police Corps reputation to *"Protect, Assist, and Defend!"* These accomplishments were professionally achieved by executing numerous law enforcement missions both locally and abroad.

Military Police Operations: The operations section spearheaded Fort Gordon's force protection plans and installation closure during heighten security measures; specifically establishing and implementing barriers plans, vehicular security searches, patrolling, and antiterrorism measures. In the force protection arena, mission accomplishment was the result of proactive efforts and teamwork. The section established guidelines, trained, prepared, and certified over 1,150 soldiers to perform installation guard and Quick Reaction Force (QRF) duties.

The operations section developed on and off-post emergency notification capabilities while the emergency notification system commonly referred to as the "Reverse 911," expedited on and off post emergency notifications by 98%. The section identified critical and vulnerable areas that required security upgrades enabling specific areas and facilities to submit security upgrades to the Department of the Army at an estimated cost of $900,000.

Throughout 2001, the operations section coordinated security, traffic and crowd control during numerous activities and events for soldiers, family members, and the general public. Averaging 3,000 attendees each these activities included the Signal Symposium, Flea Markets, Youth Challenge graduations, Fourth of July celebration, Training Brigade Exodus, and Morale, Welfare & Recreation concerts.

Vehicle Registration Section: The vehicle registration section took the lead in implementing the Department of the Army mandated installation access control initiative and within a two-month period registered over 5,000 privately owned vehicles (POV); totaling 37,890 POV and 195 weapon registrations for CY 01. This was accomplished with personnel shortages and limited resources.

Military Police Desk: The desk operations section served an integral part in receiving and processing complaints, violations of the UCMJ, and the enforcement of federal, state, and local laws. The section processed 1,690 complaints and submitted 56 operation reports to TRADOC in CY 01. The desk section submitted law enforcement related Georgia Crime Information Center/National Crime Information Center (GCIC/NCIC) entries and queries consisting of 1,500 traffic stops, 175 employment checks, 80 criminal history, 70 wanted persons, 1,200 drivers

license, 100 stolen articles, 62 stolen vehicles, and 250 weapons. Desk operations monitored and dispatched "first responder" security for over 100 alarmed facilities protecting equipment, property, funds and Mission Essential or Vulnerable Areas (MEVAs) in excess of 60 million dollars.

Military Police Investigations: The Military Police Investigations (MPI) section provided criminal investigations of offenses that occurred on the installation involving violations of the UCMJ. MPI maintained an 87% solve rate of 217 cases investigated. The section established proactive crime prevention programs such as "Operation Mouse Trap." This program was designed to aid in the prevention of housebreaking and burglaries of on-post housing facilities. "Operation Youngblood" was an effective joint program with local police departments to decrease the sale of alcohol beverages to minors and soldiers who are under the legal age for the consumption of alcohol. During 2001 MPI provided close-in security for several visiting dignitaries and General Officers.

Traffic Accident Investigations: Diverse, mission capable, and always prepared, are words descriptive of the Traffic Accident Investigation section. The section investigated 228 vehicular accidents during CY 01. The section conducted 27 DUI/vehicle safety inspection checkpoints providing the Commanding General with statistical information to implement additional installation safety policies. The section performed numerous traffic surveys, assessments, escorts, and vehicle/pedestrian control for every major activity and event on Fort Gordon.

Military Police Working Dog Section: The dog section provided explosive detector dog teams supporting Fort Gordon's security posture and antiterrorist measures and supported several tenant commanders with health and welfare inspections. Dog teams conducted local and high profile U.S. Secret Service missions within the continental United States in Albany, Georgia; Kansas City, Missouri; Chicago, Illinois; Carlisle Barracks, Pennsylvania; and Charleston, West Virginia; these missions encompassed security for the Commander-in-Chief, Vice President, and other senior congressional officials. Dog teams also deployed aboard to Bosnia in support of Operation Nobel Eagle and supported other missions including demonstrations for the Gadsden Alabama Recruiting Command, Richmond County Sheriff's Department, Augusta Stallions Semi-professional football team, Fort Gordon Youth Activity Services, Girl Scouts, and several community elementary and high schools.

Game Warden Section: The Game Warden section consistently enforced federal, state, and installation game laws and regulations, covering more than 55,000 acres. During CY 01, Game Wardens maintained safety standards for sportsmen resulting in zero injuries or loss of life.

SECURITY DIVISION

The Fort Gordon Security Division with the support of other agencies and the hiring of one temporary civilian processed 39,000 personnel security actions during 2001. The Office of Personnel Management (OPM) assumed responsibility for conducting all personnel security investigations, while Merchants Credit Bureau established a satellite office in the Security Division to expedite credit reports for student personnel. The security office continued to provide free fingerprint service for personnel processing their U.S. citizenship packets and

several personnel attended various training sessions and conferences relating to personnel security and force protection.

The Security Division conducted 83 security inspections of organizations assigned to Fort Gordon and processed 43 requests from Foreign Governments on the release of signal training products and attendance to various signal courses. The security office conducted SAEDA/Terrorism training to 2,000 military and DOD Civilians. The office administered Level I Antiterrorism/Force Protection (AT/FP) training to approximately 1,100 permanent party personnel and 2,100 student personnel and certified 30 military personnel from various units to teach the Level I AT/FP Individual Awareness course. The security office and Fort Gordon hosted the Force Protection Unit Advisors Level II course in August 2001 and provided Level III antiterrorism training to 59 officers attending the Pre-Command Course.

In May 2001 Fort Gordon held a two-day force protection exercise involving a biological and chemical warfare scenario. This prepared the security office to initiate many of the intelligence and security measures necessary when the force protection condition abruptly rose from NORMAL to DELTA due to the events of September 11, 2001. This was proven by the fact that in 2001, Department of the Army recognized Fort Gordon as having the best Installation Force Protection Program in the Army for 2000 and several new annexes and appendices were added to improve it even more.

FIRE AND EMERGENCY SERVICES DIVISION

On 26 July 2001 Mr. Curtis Williams arrived at Fort Gordon and assumed the duties of Fire Chief. Mr. Williams arrived here from Offutt Air Force Base, Nebraska where he was the Deputy Fire Chief. Since his arrival, he has provided steady, progressive leadership for the Fire and Emergency Services Division at Fort Gordon. There were 400 fire alarms during the year, 10 of which caused approximately $9,200.00 in property loss. No deaths or serious injury was experienced. A total of 419 Hot Work Permits were issued and closed out. Mr. Lester Porter attended a train-the-trainer Hazardous Materials (HAZMAT) course at the DOD Fire Academy in Goodfellow AFB, Texas. Mr. Porter's training will allow HAZMAT training to be conducted at Fort Gordon with a significant cost savings to the installation.

A new, 1.3 million dollar Fire Training Tower was accepted, tested, and fielded. This live fire training system will allow for realistic fire training scenarios and enhance the confidences of assigned firefighters. This state-of-art training system will be extended to the surrounding fire departments as a part of our partnership outreach program. Headquarters TRADOC funded a new wild land fire suppression vehicle at a cost of 100k. This vehicle will enhance our capability to respond effectively to the many natural cover fires occurring on the training Range. The Command approved the authorization of a third Engine Company and the funding for five manpower spaces in our Fire Prevention branch. This action will raise our manning from 36 firefighter to 43 authorized personnel. Mr. Paul Mason, Assistant Fire Chief for Operations retired during the year after 35 years of service. Mr. Herbert Scott, Fire Lieutenant and Robert Johnson Fire Inspector retired during the year and Mr. John Dukes, Patrick Reid, Peter Batt, and Robert Gruber were reassigned to F&ES.

There were 281 Fire Prevention classes taught during the year with a total of 7031 attendees. Totals of 190 buildings were inspected, 70 Work Orders and construction project plans were reviewed to ensure compliance with applicable codes, and 205 meetings were attended with Corps of Engineers and the Directorate of Public Works. Fort Gordon F&ES entered into arbitration with the Union this year. The Union objective was to discontinue the Basic Life Support Program as it is currently operated, in which we send two firefighters in the Rescue vehicle to the scene of a medical problem. The award regarding this grievance allowed for the continuation of this valuable service to the Fort Gordon community.

35TH MILITARY POLICE DETACHMENT

The 35th Military Police Detachment conducted a change of command in June of 2001. CPT Jesse G. Pooler, Jr. assumed command from CPT Kurt Boston. The 35th MP Detachment mission is to provide trained military police to the DPS for the purpose of law enforcement and security on Fort Gordon. The detachment initiates, supervises, and monitors all soldier training pertaining to law and order operations, common soldier tasks, physical training, logistics, personnel actions, health and welfare issues, and the Special Reaction Team. The 35th is also required to support worldwide contingency operations in support of TRADOC deployments. The 35th Military Police Detachment supported a deployment in conjunction with the 297th MI BN to Kuwait in support of Operation Lucky Sentinel and deployed a military working dog team to Operation Joint Forge (KFOR 9) in March 2001.

In response to the events of September 11th 2001, the 35th Military Police Detachment was tasked with providing an increased law enforcement presence on Fort Gordon. The detachment received personnel resources from other units assigned to Fort Gordon in support of the increased Force Protection Condition. The detachment was tasked to provide training to the newly formed post quick reaction force and to soldiers detailed as vehicle inspectors.

To assist in the increased manpower requirement, the US Army Reserve activated the 305th Military Police Company, Wheeling, WV and 36 members of Detachment 1, 305th MP CO from Big Bend, WV were deployed to Fort Gordon for a period of 2 years. The 305th arrived at Fort Gordon, GA on 9 October 2001, under the Command of 1LT Charles T. Hillberry, Jr. Upon the completion of required mobilization and law enforcement training, the 36 Army Reserve soldiers were fully integrated as equal partners in the 35th Military Police Detachment law enforcement mission. The mission and METL requirements of the 305th Military Police Company, an Internee/Refugee Guard Company were incorporated into the 35th MP Detachment's.[16]

In May 2001 Fort Gordon held a two-day force protection exercise involving a biological and chemical warfare scenario. This prepared the security office to initiate many of the intelligence and security measures necessary when the force protection condition abruptly rose

[16]Headquarters and Headquarters Company, US Army Garrison, and 434th US Army Signal Corps Band were realigned under the Commander, Military Police Activity, which was reorganized as the Military Police Battalion (Provision) (W0U5ZL) by Permanent Orders 302-091 dated 29 October 2001. Also, Company B, 1st Battalion, 118th Infantry South Carolina National Guard (WP5KB0), Summerville, South Carolina, was activated and attached to the Military Police Battalion (Provisional) by Permanent Orders 302-093, 29 October 2001.

from NORMAL to DELTA due to the events of September 11, 2001. This was proven by the fact that in 2001, Department of the Army recognized Fort Gordon as having the best Installation Force Protection Program in the Army for 2000 and several new annexes and appendices were added to improve it even more.

DIRECTORATE OF PUBLIC WORKS

Director's Overview

Calendar year 2001 continued to be challenging in regard to provision of critical engineering, housing, logistics and environmental support services to the Fort Gordon community. The levels of funding provided from Department of the Army and Training and Doctrine Command are inadequate to meet full operational requirements. Of particular concern is facility maintenance and repair funding which has for many years been funded at 35-40% of defined requirements. In 2000 and into 2001, these funding levels have been at a 34% level. The K account was funded for FY 02 at $8,500,000 against a requirement of $29,900,000, 27% of requirements. This level of funding deliberately builds a high level of facility failure risk in an aging infrastructure. Even in this environment, the Directorate of Public Works, supported by BASOPS contractor Johnson Controls World Services and dining facility contractor Ronlyn Food Services has sought to improve customer services and meet critical mission support requirements for all host and tenant commands resident on Fort Gordon. The Army announcement to establish a BASOPS Regionalization Process, now called Transformation in Installation Management promises to provide BASOPS funding directly to installations, avoiding major command reprogramming.

These highlights indicate major actions in the DPW area of responsibility which have improved the installation and support to its various customers:

- Renovated eight barracks/admin facilities
- Completion of Integrated Natural Resource Management Plan
- Increased Red cockaded Woodpecker population
- Completed GRSOC warehouse under Corps of Engineers MCA Contract
- Completed Logistics warehouse; began warehousing optimization supported by demolition funds
- Efficiently fed thousands of soldiers daily
- Started construction of new Fire Station under COE MCA Contract
- Supported 170 deployments
- Completed critical 513th facility modification in Luketina Hall
- $34M worth of MILCON projects developed for FY 02 execution
- Significant addition of $1,044,000 worth of furniture in PP/AIT units
- Started construction of new school in coordination with Richmond County Board of Education
- Completed 100% placement of windows in military family housing
- Transported 28,876 soldiers/families to worldwide destinations
- Completed 68,380 square feet of demolition

- Maintained 400+ vehicle fleet in Transportation Motor Pool
- Created a climate where soldiers can train and live to prepare for war
- Supported each other in times of loss and difficulty with compassion and caring

Mission

The Directorate 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.

Key Personnel

Director, DPW
COL Michael J. Debow — January -December 2001

Chief, Public Works Division
Mr. Larry J. Brown — January -December 2001

Chief, Logistics Division
Mr. Wilson L. Head — January -December 2001

Chief, Environmental and Natural Resources Management Office
Mr. Stephen C. Willard — January -December 2001

Chief, Business Technology Office
Ms Threesa K. Hood — January-July 2001
Ms Linda J. Smith (Acting) — August – December 2001

Resources

The directorate's 2001 budget was $58,312,300.00 direct funds and $10,918,900.00 automatic reimbursements. The majority of the budget, other than for personnel, was allotted to support the Base Operations contract. The directorate had 63 civilians and 5 military assigned at year's end.

Activities and Accomplishments

BUSINESS TECHNOLOGY OFFICE.

The Business Technology Office (BTO) is staffed with one Supervisory Information Management Specialist and three Engineering/Logistics Program Management Specialists. The BTO provided management and technical support for up to 25 management information systems and servers supporting logistical functions at Fort Gordon. Among these systems are:

(1) Army Food Management Information System (AFMIS)
(2) Fuel Automated System (FAS)
(3) Integrated Facilities System (IFS)
(4) Integrated Logistics Analysis Program (ILAP)
(5) Standard Army Maintenance System (SAMS)
(6) Standard Army Retail Supply System (SARSS)

The BTO also provided hardware and software technical support and network management for more than 100 personal computers used by government employees and contractor personnel within the DPW. Two of the major systems maintained by the BTO were upgraded in 2001. The Army Food Management Information Service (AFMIS) was upgraded in June 2001, and the Integrated Facility System (IFS) was upgraded in November 2001. Each system required the installation and setup of new servers and new client identification for all users.

In July 2001, the previous BTO Chief, Mrs. Threesa Hood, accepted a position in another directorate. Mrs. Linda Smith assumed duties as Acting BTO Chief for a period not to exceed 120 days. The job of Acting BTO Chief was made more challenging because all three BTO personnel were of the same grade and job description. However, Mrs. Smith rose to the occasion and led the BTO to create a comprehensive accreditation and training package for all users and personal computers within the directorate.

Revision of the Directorate's Certification and Accreditation (C&A) package is required every three years or whenever there are significant changes to the activity's profile. The C&A package is an extensive detail of an activity's physical and security profile. C&A packages were developed for DPW systems, networks, and computers as well as the prime contractors, Johnson Controls International systems, networks, and computers. The detail and effort required to produce these two packages was exhaustive but was completed in November 2001.

User Security Agreement and Training had not previously been provided for Directorate personal to inform them about automation security and personal use of computers. The BTO lead by Mrs. Linda Smith put together an extensive automation security and personal computer use information briefing. The briefing was presented in small group sessions to a total of 122 computer users within the Directorate. After the briefing each user was provided a User's Security Manual and was required to sign a Computer User Agreement form verifying that they had attended the briefing and understood their responsibilities and restrictions in the use of government computers and networks.

ENVIRONMENTAL/NATURAL RESOURCES MANAGEMENT OFFICE

The Environmental/Natural Resources Management Office (ENRMO) staffing level began the year at nineteen and ended the year at nineteen. Five of these were contract employees and one was an USDA Forest Service Employee.

A Notice of Violation (NOV) dated 18 May 2001 was received as a result of a Compliance Evaluation Inspection by the State of Georgia, Department of Natural Resources, Environmental Protection Division (GAEPD) 17 – 18 April 2001.[17] The NOV was resolved 25 June.[18] The Emergency Planning and Right-To-Know Act for reporting year 2001 was completed. A United States Environmental Protection Agency (EPA) Form R was submitted for chlorine on 29 May 2001.[19] In 2001, ENRMO processed turn-in documents covering 25,861 pounds of hazardous waste and 88,343 pounds of hazardous materials. In 2001, the leachate discharge containment project at the 17th Street landfill site was completed at a cost of $756,000.00.

A study of the Fort Gordon Water Distribution System for Corrosion Control was completed. Because of the amount of lead in the installation's drinking water, a public education program to inform installation personnel of excessive amounts of lead in the drinking water system was conducted. For a cost of $206,000.00, an assessment of corrective measures was undertaken at the Gibson Road Landfill from September to December 2001. The assessment was implemented to determine the extent of contamination caused by the landfill.

An after action briefing for the Risk Management Plan (RMP) Training Exercise (December 2000) was held on 19 January 2001.[20] Because of this briefing an after action tracking form was developed and the RMP subcommittee met 17 February 2002 and 11 May 2002 to implement and review corrective actions.[21] The annual RMP training exercise for 2001 (chlorine cylinder repair) was held 13-14 December 2001.[22]

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[17]Ltr, 18 May 2001 Jim Ussery, Program Manager, Hazardous Waste Management Branch, Georgia Department of Natural Resources to Major General John P. Cavanaugh, Commanding General, U.S. Army Signal Center and Fort Gordon. Subject: Notice of Violation (NOV)

[18]Ltr, 25 June 2000 (sic), Bruce Khaleghi, Unit Coordinator, Hazardous Waste Management Branch, Georgia Department of Natural Resources to Major General John P. Cavanaugh, Commanding General, U.S. Army Signal Center and Fort Gordon, Subject: Compliance Status.

[19]Memorandum, nd, Nathan Kirby, Environmental Protection Specialist, Directorate of Public Works to Craig Peters, U.S. Army Environmental Center, Aberdeen Proving Ground, Maryland. No Subject.

[20]Agenda, 19 January 2001, "Risk Management Plan Training Exercise After Action Report Briefing."

[21]AAR Report Tracking Form, 19 December 2000 "Risk Management Plan Chlorine Exercise"; Memorandum, 17 February 2001 for distribution, unsigned.

[22]Undated document, "Fort Gordon Risk Management Plan Training Exercise 'Chlorine Cylinder Repair.'"

ENRMO submitted required reports to GAEPD for the boilers at the hospital heating plant.[23] The new Air Quality Permit (9711-245-0021-E-02-0) for the boilers and peak shavers at the main heating plant and the hospital was received on 14 June 2002.[24] The Georgia Air Emission fee was calculated and Fee Reporting Form was submitted to the GAEPD on 5 September.[25] An ENRMO staff member attended the Air Management Training Course held at Wright-Patterson Air Force Base 3–8 June 2002.

During fiscal year 2001, Headquarters TRADOC selected the U.S. Army Signal Center and Fort Gordon to undergo a pilot process for the Guaranteed Fixed Price Remediation (GFPR) contract mechanism. This pilot was to determine the benefits of privatizing, and insuring, the Installation Restoration Program (IRP) cleanup efforts at a DoD active installation. To fully support this effort, Headquarters TRADOC instructed Fort Gordon to submit all data, maps, installation master plans, utilities maps and all other IRP documents to AIMTech, a US Department of Energy contractor. AIMTech conducted site visits and interviews at Fort Gordon to prepare their cost proposal. TRADOC also conducted an Independent Government Cost Estimate for completion of Fort Gordon's IRP. On 16 April 2001, TRADOC signed a Memorandum of Understanding (MOU) with the U.S. Department of Energy (DOE).[26] On 26 September 2001, Fort Gordon was notified by TRADOC that the DOE had backed out of the GFPR MOU and was returning funds. TRADOC managed to receive the funds back in and release a contract through the General Services Administration (GSA) to Arcadis Geraghty Miller, Inc. A GFPR partnership between TRADOC, Fort Gordon, the Georgia Environmental Protection Division and Arcadis Geraghty Miller, Inc. has been established.

In 2001, the following Environmental Assessments (EA) were reviewed and approved on the Implementation of the Integrated Natural Resources Management Plan, U.S. Army Signal Center and Fort Gordon Special Operations Aviation Mission Essential Task training and the Utility Privatization Electric and Gas Distribution. The following Records of Environmental Consideration (REC) were prepared for the following real estate transactions: Trunked Radio Antenna Construction/Installation Project and Jefferson Electric/Highway One right of way lease.[27] Numerous on post projects such as military training and in-house construction were reviewed at the Record of Environmental Consideration level by this office.

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[23]Memorandum, 16 April 2001, Stephen Willard, Environmental and Natural Resources Office to Georgia Department of Natural Resources. Subject: Quarterly Report.

[24]Ltr, 14 June 2001, Frank A. Nederhand, Environmental Engineer, Georgia Department of Natural Resources to Major General Peter M. Cuviello, Commanding General, U.S. Army Signal Center and Fort Gordon. Subject: Air Quality Permit Application no 12994 April 1, 2001 w/enclosures.

[25]Memorandum, nd. Colonel Robert F. Henderson to Georgia Department of Natural Resources, Subject: Georgia Air Emission Fee Reporting Form w/enclosures.

[26]Memorandum of Understanding, 12 April 2001. William J. Brumley, Department of Energy to Phillip E. Sakowitz, Jr. Deputy Chief of Staff, Base Operation Support, Fort Monroe, Virginia.

[27]INRMP EA, 3-160th EA, Draft Utility EA, Clarks Hill Licenses, PMS Lease, VA Hospital Licenses and Jefferson Electric documents on CD-ROM, "ENRMO 1 – Historical Report 2001, NEPA actions ENRMO/DPW."

During 2001, ENRMO staff provided 345 hours of environmental education and awareness training to 9,262 civilian and military personnel from the installation and surrounding communities. The training sessions covered a vast amount of information pertaining to protection, conservation and improvement of the environment through compliance with applicable federal, state and local laws, regulations and policies. Natural Resources Management staff provided training as well as guided tours of the Sandy Run Nature Trail facility to approximately 2,100 individuals ranging in age from youth to adult during 2001. These groups included local schools, scouting organizations, civic groups, as well as military personnel. The ENRMO set up displays, participated in Stand-Up Safety Day and Freedom Fest 2001 on Fort Gordon and made several presentations in Richmond and Columbia County schools.

In 2001, a report on the phase two testing of six cultural resource sites in 2000 was reviewed and finalized. Work continued during 2001 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. The Integrated Cultural Resources Management Plan was submitted for approval to TRADOC in September 2001.[28]

In August 2001, representatives of the Fort Gordon ENRMO, Staff Judge Advocate, Directorate of Community Activities, U.S. Fish and Wildlife Service (USFWS) and the Georgia Department of Natural Resources met to formally review Fort Gordon's Integrated Natural Resources Management Plan (INRMP).[29] The public comments period for Fort Gordon's INRMP EA ended 28 October 2001. Final INRMP approvals/signatures were completed on 16 November 2001. Changes to the Endangered Species Management Plan (ESMP) appendix of the INRMP recommended during this meeting were incorporated and the document has been submitted to the Department of the Army (DA) in November 2001 for review and approval. Upon completion of the DA review/approval Fort Gordon will enter formal consultation with the USFWS to finalize the ESMP.

In February 2001, Fort Gordon was awarded the Tree City USA award for the year 2000 by the National Arbor Day Foundation.[30] The Tree City USA award recognizes Fort Gordon's commitment to preserving the urban forest environment. Cub scouts planted a tree during the annual Arbor Day ceremony on 16 February 2001 in the Native Plant garden adjacent to Darling Hall.[31]

The Forest Management Program generated an income of $182,023.13 from the sale of pine pulpwood, pine saw timber, hardwood pulpwood and pine straw. Timber stand improvement was performed on 1,000 acres and 41 acres were reforested. Six wood fires occurred on the installation during the year burning approximately 50 acres. Individual area

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[28]Phase II and ICRMP draft documents on CD-ROM, "ENRMO 2."

[29]Integrated Natural Resources Plan on CD-ROM, "ENRMO 3 – Fort Gordon INRMP."

[30]Ltr, 22 February 2001 from John Rosenow, President, The National Arbor Day Foundation to Major General John P. Cavanaugh, Commanding General, US Army Signal Center and Fort Gordon.

[31]"Environmental Good Deed," The Signal, 23 February 2001, p.3A.

prescribed burn plan development continued in 2001 and will continue until a complete 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.

The Longleaf Alliance in cooperation with the Natural Resources staffs from Fort Gordon and Fort Jackson sponsored a Longleaf Workshop for DoD natural resource managers and technicians involved in the restoration and management of longleaf ecosystems. The program included both seminars and field site visits focusing on longleaf/wiregrass and longleaf/bluestem ecosystem management, midstory oak removal/control, prescribed fire, managing invasive species, sustainable forestry & longleaf management relationships and the incorporation of forest management into military training. Emphasis was placed on lessons learned in the field and practical solutions to management problems. Approximately 55 persons attended the workshop.

Red-cockaded Woodpecker (RCW) monitoring efforts in 2001 indicated the establishment of one additional pair bond in Training Area 21 bringing Fort Gordon's total to three. Nesting success for 2001, however, declined with only one juvenile male successfully fledging. Fort Gordon biologists presented translocation requirements to Ralph Costa, United States Fish and Wildlife Service RCW Coordinator. Based on translocation guidelines for evaluating donor/recipient populations and the availability of RCW groups in the 2001 translocation season Fort Gordon's request for three RCW pairs was disapproved. However, Mr. Costa contacted Fort Gordon ENRMO staff on 6 September 2001 concerning translocation of two male RCW's from the Boone National Forest. In preparation for this move, habitat enhancement efforts (hardwood midstory removal) on approximately 100 acres were planned and completed, and translocations were completed on 14 September 2001. Fish and Wildlife personnel continue to monitor progress of these efforts, and it appears that translocations were successful.

ENRMO personnel conducted survey of Experimental Pond for the Robust Redhorse in November 2001 which confirmed all Redhorse captured were in good health and have attained lengths of approximately 12 inches. Fort Gordon biologists will assist GADNR and Clemson University personnel in early spring with radio tagging approximately 30 individuals to be released into the Savannah River.

A Longleaf Pine Ecosystem Restoration Monitoring Project began in 2001. This project is the third in a series of conservation-based efforts resulting from the partnership between Fort Gordon and The Nature Conservancy (TNC), initiated in 1995. The focus of the period 1 July 2000–31 December 2001 was on data collection and preliminary data analysis. We developed and implemented a baseline monitoring protocol to measure long-term plant and community responses to various management treatments. Variables measured were those resource managers have used previously to make management decisions, such as midstory hardwood cover, and other indicators of community condition including groundcover composition and density. Data were tabulated and condensed into guilds according to ecological significance. Preliminary data analysis revealed some trends and raised potential hypotheses with regard to vegetation and community response to management activities for further exploration.

The Longleaf Pine Understory Restoration Program continued in 2001. During 2001, restoration efforts included collection of wiregrass seed and the propagation of approximately 15,000 wiregrass seedlings, which will be planted winter 2002 on selected Fort Gordon sites. Participants included Fort Gordon Natural Resources Managers as well as The Nature Conservancy of Georgia and U.S. Forest Service personnel.

Fort Gordon Natural Resources Management staff reviewed and granted approval for Mr. Brandon Taylor of Virginia Polytechnic Institute to conduct biological surveys on Fort Gordon. Mr. Taylor is a Master's Degree candidate researching the relationship between groundcover composition and the arthropod families that are important to the diet of the Red-Cockaded Woodpecker. Mr. Taylor will compare arthropod assemblages on longleaf pine boles in several different pine stands at the Savannah River Site, Camp Lejeune and Fort Gordon. By sampling stands, which have a wide range of groundcover vegetation, Mr. Taylor hopes to demonstrate a correlation between groundcover type (a reflection of fire history) and arthropod abundance.[32]

During 2001, ENRMO received a proposal from the Savannah River Ecology Laboratory to include Fort Gordon in a study titled "Impacts of Military Training and Land Management on Threatened and Endangered Species in the Southeastern Fall Line/Sandhills Community." The goal of the research is to develop methods to evaluate effects of military training and land management activities on the sustainability of Sandhills habitats and associated threatened and endangered species. The study will utilize geographic information systems, spatially explicit models and field surveys to examine multispecies habitat management verses single species management conditions created by various land management approaches and integrate data from varied sources and scales to develop sound defensible land management planning.[33]

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 625 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, foxhunts and several horseback riding endurance races.

The Fish and Wildlife Section conducted management activities on approximately 263 acres of installation lake facilities. This activity included the application of herbicides for the control of nuisance weeds in 55 acres as well as the application of fertilizer in approximately 105 acres. In addition during 2001, three lakes totaling 28 acres were drained, repaired and restocked. The Georgia Department of Natural Resources (GADNR) Fisheries Division provided approximately 2,000 channel catfish to the installation for use in restocking efforts before the kids fishing derby events. Fish and Wildlife personnel stocked approximately 75 acres of lakes with an additional 6,000 channel catfish.

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[32]T. Brandon Taylor, "Arthropod Assemblages on Pine Boles: A Possible Link Between Groundcover and the Red-Cockaded Woodpecker," unpublished paper, Department of Biology, Virginia Polytechnic Institute and State University, Blacksburg, Virginia, 4 May 2000.

[33]Rebecca R. Sharitz, Savannah River Ecology Laboratory Research Proposal, "Impacts of Military Training and Land Management on Threatened and Endangered Species in the Southeastern Fall Line/Sandhills Community." N.d.

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. Fort Gordon supported 7,159 hunter days as well as 5,316 angler days. Documented game harvest for 2001 included 183 whitetail deer, 42 eastern wild turkeys, 453 mourning doves, 125 Eastern Gray Squirrels and Eastern Fox Squirrels as well as 25 waterfowl species. Permit sales on the installation for 2001-02 season totaled $21,469 in Fish and Wildlife Program revenue.

LOGISTICS DIVISION

Logistics Division continued operations in 2001 with four major branches: Supply and Property Book, Maintenance, Transportation, and Food Service which supplied timely and professional logistics support to the Signal School and Fort Gordon. Wilson Head, GS-13, Feb 1989-present, was Logistics Division Chief and Contracting Officer's Representative (COR). Evelyn Bobo, GS-11, Dec 97-present (Acting), Larry House, GS-11, Jul 82-present, Robert Woodard, GS-09, Mar 84-present and CW2 Lorraine Thomas, Aug 99-present were chiefs of their respective branches. Rosemary Marshall, GS-05, Dec 93-present continued secretarial duties for both Logistics and Environmental Divisions.

Bill Martin, GS-09, Dec 97-present provided Mobilization and Special Event coordination activities in support of unit deployments and installation activities. After 11 September 2001, he was tied closely to the Fort Gordon Installation Operations Center (IOC) to direct and coordinate DPW support for Force Protection. Additionally, David Baker, GS-12, April 2001-present was assigned by Army Materiel Command (AMC) to Logistics Division to provide supply support and oversight for AMC owned stocks on the installation. Raymond Wilcauskas, GS-09, Communication & Electronics Technical Monitor, Oct 80-present performed as Communication & Electronics Technical Monitor along with many other assigned duties.

During the year, the civilian personnel staff consisted of Ms. Olaree Hill, GS-12, Nov 86-31 March 2001 as Chief of Supply and Property Book Branch, but she retired in March after thirty-five years of faithful service. The military personnel staff consisted of CW3 Warren Hughes, Nov 99-present, who provided Combat Service Support Automation Management Office (CSSAMO) support. Sergeant First Class Martha Alston, Jan 2000-Dec 2001 served as COR for Full Service Moving Project (FSMP) and Master Sergeant Garrett Campbell, Mar 2000-present served as Command Supply Discipline Program (CSDP) monitor in the Supply/PBO Branch.

The support missions continued in each branch at a rapid pace with automation upgrades, operational innovations and customer interactions throughout the year. Most notable were the continued fallout actions from implementation of the Single Stock Fund (SSF). Both FSMP and Third Party Logistics (3PL) were new transportation innovations requiring extensive DPW involvement.

The year 2001 was a first option year for the BASOPS and Food Service/TISA contracts. Johnson Controls World Services continued to provide exceptional Public Works and Logistics support throughout the year. Gus Velez May 2000- present was the Project Manager for JCWS.

Another contractor, Ronlyn, with J.B. Davis, Oct 1995-present as Project Manager, provided high quality food service preparation and dining facility support for five dining facilities on the installation. Quality service, pride in workmanship and customer satisfaction continued to be the focus of both contractors' efforts.

Plans and Operations: During the year 2001, the Readiness Coordinator, William J. Martin, was involved in many unit deployments and Force Protection Exercises, various special events and duty as the DPW representative in the IOC. After the events of 11 September 2001, the emphasis shifted to supporting the development of installation Force Protection measures. DPW was required to provide continuous Installation Operations Center (IOC) support for many weeks. The dedicated personnel of DPW had 17 highly qualified volunteers to offer their services as IOC representatives. Many others stood ready to serve if called upon.

DPW supported a lesser number of special events this year, forty-one (41) versus forty-eight (48) last year due to the September 11 events changing priorities and emphasis. DPW played a large supporting role in the premiere event of the year, the annual Signal Symposium in December. DPW was gratified to receive recognition for a job well done.[34] Other events of note included the Easter Sunrise Service and the groundbreaking ceremony of Richmond County Elementary School, which will support Fort Gordon's military residents.[35]

Deployments and returns from overseas and CONUS duty continued for the installation's tactical units. During 2001, DPW assisted during 170 deployment actions of groups totaling 5,630 personnel. There was immediate response and increased unit/element deployments in the post 9/11 time frame. During the year, the 67th Signal Battalion sent communicators to Guatemala, supported the Presidential Inauguration, and the 93d Signal Brigade supported humanitarian relief efforts in Central America.[36]

DPW participated in several Command Post Exercises that helped prepare the Garrison Command for the later tragic events of 11 Sep. Events included a mock chlorine gas attack, which exercised the IOC as well as on-site decontamination efforts. That was followed by a Severe Weather Exercise, which tested response times, allocation of emergency assets and disaster relief support.

Supply and Property Book Branch: Supply/Property Book (PBO) Branch supported Fort Gordon with the same expeditious and competent supply support as always. PBO maintained hand receipts for 224 customers. The PBO Branch converted from SPBS-R to Defense Property Accounting System (DPAS) to account for durable and non-expendable material costing more that $2.5K. The ISYSCON system valued at $1M was fielded to General Dynamics. Installation Supply Support Activity (ISSA) maintained accounts for 160 various DODAACs.

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[34]"Ceremony recognizes hard work at symposium," The Signal, 23 February 2001.

[35]"Easter Service," The Signal, 20 April 2001 and "Groundbreaking held for school," The Signal, 20 April 2001.

[36]"Loading Up!," The Signal, 2 February 2001; "93rd supports Presidential inauguration," The Signal 2 February 2001; "Signaleers deploy to Guatemala," The Signal, 23 March 2001.

The ISSA performed the first Authorized Stockage List (ASL) Review in conjunction with Army Materiel Command (AMC) and the AMC Installation Supply Representative.

The Central Issue Facility (CIF) issued the initial black beret in early August; the CIF also supported a tasking to provide Kevlar helmets, pistol belts and flak vests for Force Protection and deployments resulting from the 11 September 2001 terrorist attacks. The site manager demonstrated the improved equipment issued from the CIF during recent years in November.[37] FMB installed new furniture in two buildings with a large quantity of new furniture received in support of the 15th Signal Brigade and Force Protection. The new furniture was valued at approximately $1M.

The year 2001 was productive for the Installation Command Supply Discipline Monitor, MSG Garrett L. Campbell. MSG Campbell ensured that all Commanders and the Army ROTC Instructors were following all regulations and guidelines when implementing the new IMPAC Care System on the website. This system has enabled all customers to better track their credit card transactions and certify their accounts in a timely manner. In April 2001, Army Materiel Command (AMC) assigned Mr. David Baker to Fort Gordon, GA as the Installation Supply Representative (ISR). Mr. Baker's role was to oversee the management of the ASL, which now belongs to AMC. The dollar value of the inventory was $586,701.07.

The Warehouse Optimization initiative began in earnest this year. With the completion of a new building (11601) and a forecast of several million dollars for demolition of WWII wood in FY02, a joint effort by government and JCWS to vacate old supply buildings began. A new Central Receiving Point was needed to accommodate in and out freight and initial plans for construction began immediately. The plan for several activities to move from existing structures was developed and approved by the DPW. Next year will see execution of the move and demolition plan.

Installation Maintenance & Equipment Branch: The year 2001 was a productive year for the Installation Maintenance and Equipment Branch. Larry House, Installation Maintenance Officer (IMO)/Technical Monitor (Automotive and General Support) along with Ray Wilcauskas, (CE/Weapons/COMSEC) TM and Equipment Specialist continued as Base Support Services Contract Monitors and Government-in-Nature Specialists.

Larry House maintained a close dialogue with the Directorate of Resource Management (DRM) to ensure any available funds were applied toward much needed repair parts. Funding issues continued to be a problem for repair parts for Signal School tactical equipment, however, minimal requirements were met throughout the year. Following the events of 11 September, three mobilized units were assigned to Fort Gordon and DPW began maintenance services and support for them. The units were the 35th MP Company, A Company, 118th Infantry Battalion and the 345th MI Company. Through close coordination with DPW, the 93d Signal Brigade Commander reported his unit readiness above 90 percent. Also, DPW brought two-thirds of Delta Company, 442nd Signal Battalion up to TM 10-20 standards.

[37] "Post keeps soldiers equipped with latest gear," The Augusta Chronicle, 23 November 2001.

Raymond Wilcauskas continued as Fort Gordon Modification Work Order Coordinator and Fort Gordon Warranty Coordinator. Additionally, he was Fort Gordon Depot Rebuild Coordinator; Installation Army, Test, Measurement and Diagnostic Equipment (TMDE) Program Coordinator; New Force Modernization Equipment Coordinator; and Safety Officer for DPW. This year demonstrated the value of the Army Warranty Program. During 2001, fourteen (14) claims for warranty repair of commercial items were processed back to the manufacture for repair/replacement at no cost to the government. The MWO coordinator processed fifteen Modification Fielding Plans and reported back to the sponsoring MACOM.

CW3 Warren Hughes continued as the Combat Service Support Automation Management Officer (CSSAMO). The CSSAMO is the installation representative for all USASC&FG and Tenant Activity SCC software, hardware management and operator level support of all CSS Standard Army Information Management Systems (STAMIS). CW3 Hughes responded to 64 STAMIS trouble calls and attended CSSAMO training at Fort Lee. He also maintained the Logistic Division website of 61 pages, which provided current vital information to our many customers

Food Service Branch: Installation Food Service began 2001 with a staff of six personnel. By midyear, Food Service was structured with one Food Program Manager/COR, CW2 Lorraine Thomas; one Alternate Contracting Officer Representative (ACOR) and Quality Assurance Evaluator (QAE), SFC Cheryl Evans; one System Administrator (SA), Ms. Kim Ballard; and one clerk, SPC Jason Middleton. This staff ensured that well balanced meals were provided to the soldiers as well as dining facilities conforming to the highest standards in food preparation, service, accountability, safety, sanitation, maintenance of equipment and training personnel.[38]

During this year, the installation operated with three contracted operating dining facilities (DFAC #4, 6, and 8) and two military facilities (DFAC #11 and 13). Dining facilities were furnished with additional prefabricated outdoor refrigerator/freezers to accommodate the additional storage required for perishables. Outdoor sheds for three contract facilities were also purchased to accommodate additional supplies that were stored in the dining facilities. There was an equipment replacement budgeted for the year in the amount of $300K; however, no funds were allocated from TRADOC this year to purchase any equipment.

Installation Food Service is under a contract agreement with PYA Monarch, Atlanta, Georgia. This contract was awarded on 29 September 1999, with a base year and four one-year options. The military dining facilities have increased their participation rate by 15–20 % by supporting the AIT students and the ARNG/Reserves brought to Fort Gordon by Force Protection activities.

The 513th MI Brigade was selected as the small garrison winner for the TRADOC's Commanding General's Best Dining Facility for FY 2001 and nominated for the P.A. Connelly Competition. This dining facility also participated in the All Army level P.A. Connelly and placed 6th out of 132 dining facilities.

[38]"Army dining experience makes strides," The Augusta Chronicle, 25 November 2001.

Transportation Branch: The Transportation Branch consisted of three sections: Traffic, Freight, and Installation Transportation Motor Pool (ITMP), all staffed by JCWS contract personnel. Government oversight is provided by a COR and a Transportation Specialist/Technical Monitor (TS/TM). The TS/TM, Robert Woodard is also the COR for the Carlson Wagonlit Travel (CWT) Office, a subsection of the Traffic Branch.

During 2001, the Traffic Branch Household Goods Section was reorganized and downsized to accommodate the Full Service Moving Project (FSMP). FSMP was a Department of the Army test program, which offered soldiers counseling, scheduling, packing and crating and shipment of household goods through delivery using a single point of contact for the entire move. During the year, two contractors functioned from the same office area using a centralized reception area. The FSMP was not funded for FY02 and the project was ceased on 31 Oct 01. The Traffic Branch contractor added the personnel to handle customers lost due to the test project. The COR functions for FSMP continued after shutdown. During that period, Captain Maybank replaced SFC Alston, who retired.

During 2001, a DA test program for shipping freight was started in three southern states: Georgia, Alabama and Florida. The test, *Third Party Logistics* (3PL), employed a contractor moving government freight from dock to dock. All current systems for scheduling and documenting shipments at the origin remained the same, while the contractor used his electronic data shipping system and funds to move the freight, pay the hauler and then bill the government. The test did not impact the JCWS freight section operation and was funded to continue in FY02. This section began using “POWERTRACK" this year to certify services and pay freight bills.

The Installation Transportation Motor Pool (ITMP) downsized nine vehicles reducing the annual requirements by $32K. The ITMP provided vehicles and drivers for the Signal Symposium, transported 575,000 soldiers to/from classes, on and off post, tested and licensed 2.8K soldiers and civilians to operate government equipment and provided vehicles for the annual soldier Christmas EXODUS.

During 2001, the three sections participated in moving soldiers to training exercises, deployments, documented and moved 18.5K tons of freight and household goods (HHG), processed and arranged 37,000 airline tickets for official travelers from all armed services using all available modes of travel. CWT saved the government $6.5M on airline tickets using mandated city pairs and aggressive cost effective routing. In summary, the year 2001 gave the Logistics Division the opportunity to demonstrate again its capacity to adjust to change, innovate new and better services and provide the best support possible to the soldiers and civilian who live and work at Fort Gordon.

PUBLIC WORKS DIVISION

This division is a government-in-nature function to oversee contracting activities by Johnson Controls (Pan Am World Services).

Engineering Plans And Services Branch: The Engineering Plans and Services Branch (EPSB) programmed and processed the demolition of 33 buildings with 120,653 square feet. Twenty-

nine projects were designed and awarded for construction, maintenance and repair. The construction work funded by various sources totaled approximately $11.4M. Construction management services for these projects are continuing. Master planning services were provided for the installation involving 15 to 20 various projects in different stages of execution.

Housing Branch: The mission of the Installation Housing Branch (IHB) remained constant through the year and that was to provide management and administration of the resources to provide housing to military personnel and their dependents. This includes planning, maintaining, programming and budgeting functions for existing facilities and the efficient and effective utilization of government-owned housing units, as well as referral/relocation services for off-post housing for incoming/outgoing personnel and families. In keeping with this goal, several projects were initiated/accomplished to improve the quality of life for housing occupants and, at the same time, result in savings to the government brought about by the use of energy-efficient equipment. The majority of major projects were done in Gordon Terrace and included: replacement of furnaces and air-conditioners in 96 dwelling units; installation of new energy-efficient windows and patio doors in 288 units; encapsulation of all door frames in Gordon and Old McNair Terraces to eliminate lead-based paint; replacement of privacy fencing in 164 units; and the beginning of re-roofing 58 buildings in Gordon Terrace.

Improvement projects in Boardman Lake (senior/general officer housing area) included the replacement of windows in Quarters 4, and completion of HVAC system update and kitchen countertop/floor replacement in Quarters 1. Quarters 5, currently occupied by the Regimental CSM received a new roof. The new year began with the promotion of two Housing Assistants, GS-06, to Housing Management Assistants, GS-07. These upgrades were the result of increased responsibilities and have enabled the staff to more effectively monitor contractor performance as well as correct existing imbalances in both positions. Each employee, while working from the same job description, has specific duties, yet they are interchangeable to insure coverage of critical areas.

A new contract for refuse collection in Army Family Housing (AFH) was implemented in February. The primary change brought about by the new contract was the beginning of routine pickup of bulk items on the first and third Wednesdays of each month. While this change was welcomed by all, customer complaints involving excessive accumulation of trash dictated research/investigation for cost-effective measures to resolve the problem. After several meetings/negotiations with the contractor, the determination was made to have the contractor replace 64-gallon containers with 90/96-gallon containers. This, along with practical suggestions/reminders issued to AFH occupants, significantly reduced the issues of concern pertaining to trash pickup.

In May and June the installation was required to review and submit local housing costs to higher headquarters to complete an annual collection of data used to determine Basic Allowance for Housing (BAH) rates that our soldiers and families receive. The information provided excludes unsuitable housing and is critical, as it directly impacts on the quality of life that is afforded our country's defenders and their families.

Early summer routinely brought about several moves into and out of AFH, which required much coordination for efficient and timely placement of personnel designated as key and essential. Accommodating all key and essential personnel appropriately, taking into consideration all maintenance required between termination and reassignment, could have proved detrimental in achieving the high occupancy rate established by the Department of the Army. The installation, however, managed to achieve second place in TRADOC for this achievement–with a 97.97% rate of occupancy for FY01.

The aftermath of 11 September brought about several changes in the housing arena. Not since Billeting had been transferred to the Directorate of Community Activities had Housing been involved in issuing statements of nonavailability for individuals TDY to the installation. Housing readily acquired this task in support of Noble Eagle. Additional support required to accommodate the influx of soldiers arriving at the installation was provided by contractor personnel in the Community Homefinding, Relocation and Referral Services (CHRRS) through close coordination with community housing providers of corporate housing. CHRRS personnel also successfully resolved 31 landlord/tenant complaints during the CY.

In accordance with regulatory requirements, the housing staff completed a reallocation study to determine if housing assets are equitably distributed to all ranks of personnel. No changes were required in the established allocation. The year ended with a week's inspection by the Office of the Inspector General. Results were four findings and one commendable. A couple of the findings were very minor and the other two actually crossed over into the Command Group and Supply areas of responsibility. The commendable was awarded to a contractor employee serving as the CHRRS representative for the outstanding effort exerted to ensure the soldiers and their family members are properly counseled and assisted in finding off-post housing in the Augusta community. Overall rating assigned for housing operations was very successful.

DIRECTORATE OF PLANS, TRAINING, AND MOBILIZATION

Director's Overview

2001 was a very busy year for the Directorate of Plans, Training, and Mobilization (DPTM), due to the September 11, 2001 terrorist attacks on the World Trade Center towers and the Pentagon. The Emergency Operations Center (EOC) was activated on September 11, 2001 and the DPTM was given the responsibility of operating the EOC on September 12, 2001. DPTM personnel from all the divisions, plus augmentation from various directorates, operated the EOC on a 24/7 basis to provide command and control for all force protection operations on the installation. In November and December 2001, the DPTM Installation Operations Center (IOC) was augmented with 10 Reserve personnel who were mobilized in support of Operation Noble Eagle. Due to previous force protection exercises and plans, the installation staff was trained to handle the higher force protection conditions. However, due to funding shortfalls, various force protection items were not readily available and had to be procured. The mobilization and deployment branch was very busy due to the mobilization of Reserve and

National Guard personnel and deployment support for Operations Enduring Freedom and Noble Eagle.

In other matters, Sergeant Major Tracy E. Dean was assigned as the Directorate Sergeant Major on May 7, 2001. Sergeant Major Bobbie L. Patterson retired. The 2001 budget was not adequate to provide for adequate repair and maintenance of the ranges. Some money was received so that Range 11, Fort Gordon's night fire range could be repaired. Our goals for 2001 were to synchronize readiness efforts and improve training support.

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, operations, and training (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; coordinated 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.

Key Personnel

Director	
LTC Mary A. Altman	January - December 2001
Sergeant Major	
SGM Bobbie L. Patterson	January - May 2001
SGM Tracy E. Dean	May – December 2001
NCOIC, Plans, Operations and Training Division	
SSG Alphonso Ruffin	January – February 2001
MSG John Boutte	February – December 2001
Chief, Training Support Center	
Craig A. Bannecke	January – December 20001
Commander, Signal Corps Band	
CW2 John W. Mitchell	January - December 2001
Reserve Component Support Division	
LTC Joseph E. Johnson	January – December 2001

Resources

The DPTM budget for fiscal year 2001 was $2,265,800.00. Of that amount, $1,980,900.00 went to pay civilian salaries. The DPTM staff consisted of 21 assigned military, 39 attached military, and 39 assigned civilians. Ten Reserve personnel were mobilized in November and December for the IOC.

Activities and Accomplishments

PLANS, OPERATIONS, AND TRAINING DIVISION

The Plans, Operations, and Training (PO&T) Division participated in numerous activities on Fort Gordon. The division supported numerous ceremonies/events during the fiscal year. They included: six Retirement Reviews; one Regimental Retirement Review/Ball, one ribbon cutting ceremony (Exhibit Hall, Signal Symposium), and the observance of various federal, state, and local commemorative events. All ceremonies include In-Progress Reviews (IPRs) and a number of rehearsals, depending upon the ceremony.

Plans Branch: The branch maintained supervision, control, and security of the Global Command and Control System (GCCS) for the installation and tenant activities. The branch submitted Unit Status Reports for deployable units assigned to Fort Gordon via the Global Command and Control System 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 branch staffed actions, published orders, and assigned Unit Identification Codes for numerous organization changes resulting from realignments and activations of units on the installation.

Fort Gordon conducted the first Post Severe Weather Exercise on March 22, 2001 to identify requirements and to refine existing procedures and systems for improving the installation's readiness. The Severe Weather Exercise accomplished a threefold mission: (1) increasing the unit, directorate and staff interoperability; (2) facilitating cross boundary communications between members and (3) the identification of the process for requesting assistance from civil emergency management authorities.

This was a tabletop exercise to test the directorates, staff and units' responses to a Category F3 Tornado with wind speeds between 158 and 206 miles per hour. The exercise accomplished several objectives in improving Fort Gordon's readiness. The Observer Controller Team created a series of Mission Events Scenario Lists (MESLs). The MESL was designed to test and exhaust the installation's infrastructure support functions. Procedures for requesting support from local and State Civil Emergency Management Authorities were analyzed during the exercise.

An Observer Controller Team was established to produce the MESL. The MESL was a scenario or script that depicted damages to the installation's infrastructure. A Synchronization Matrix was developed to ensure that events flowed in a logical manner. In support of the Installation Unit Transformations, 24 unit permanent orders were published. The unit

transformations further postured Fort Gordon as the Army Center for Information Technology Training and a leader in the world for communications.

Mobilization Branch: The branch coordinated and supervised the planning and execution of the installation support in the conduct of two CONUS Replacement Center operations. The branch assisted and supervised the execution of the installation support of numerous deployments of units and individuals and cargo to Saudi Arabia, Egypt, Bosnia, Korea, South America and CONUS locations deploying and redeploying 5700 personnel. Branch personnel coordinated and supervised the receipt, in-processing and training of over 100 mobilized Individual Ready Reserve personnel in support of Operation Enduring Freedom. Branch personnel coordinated and supervised the conduct of readiness training for deploying tenant units in Hazardous Material and Airload training; over 350 soldiers were trained.

Ceremonial Detachment: The Ceremonial Detachment provided military honors for 629 deceased active duty and retired personnel to include 417 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; there were 90 flaglines, and numerous equipment requests. The Detachment provided support and honors to 357 USASC&FG and civilian community parades and ceremonies, six Retirement Reviews, various changes of command, three ribbon cutting ceremonies, and various federal, state and local celebrations.

Range Control Branch: The year 2001 turned out to be a very busy year for ranges and training areas. Several military personnel were hailed and farewelled. Most of the civilians were farewelled. Military personnel will miss Mr. Merlin Thomason who had served at Range Control over seven years. All told, 125,000 soldiers trained on Fort Gordon last year utilizing the ranges and training areas. A lot of work has been devoted to upgrading the ranges and training areas. New towers will be erected, new fighting positions in place, reconstruction of the obstacle and confidence courses and of course the September 11th event played a major role with ranges becoming a very hot commodity for the units for obvious reasons.

Several major exercises were conducted to include teleconference surgery conducted in training area 26 by the 249th General Hospital. Reserve Training Site-Medical (RTS-Med) conducted their Golden Medic Exercise during the summer months involving 7,000 troops and 14 training areas. During that training period several off-post agencies conducted law enforcement training with various surrounding counties to include local, State, and Federal agencies from Georgia and South Carolina.

Reserve units conducted their two-week annual training at Fort Gordon. Units from all parts of the United States including Puerto Rico conducted training in the 49 training areas and 15 ranges. From May to August 2001, Range Control Branch supported over nine major exercises and 30 weekend drills. Range Control personnel were assisted by reserve personnel from the Reserve Component Support Division, which enhanced our relationship with the reserve units.

The Integrated Training Area Management Coordinator and the Post Environmental office closed several training areas so that the training areas could be made more environmentally friendly and safer for the soldiers to conduct training in. Range Control maintenance personnel played a major part in Fort Gordon being able to meet and exceed the standard of keeping ranges operational. The maintenance team completed several projects in the year 2001. New guard shacks were erected; flex crete was laid to improve the trains and entranceways to the ranges. The team also enhanced the SRT training site on range 10 making the SRT training more realistic and a better training effect. The team also redesigned the foundation for the target A-frames on the ranges. Range Control is ready and able to offer the training units realistic training without compromising safety.

Nuclear, Biological, and Chemical Defense School: The Fort Gordon Area NBC Defense School has trained 10 classes with an average fill of 13 students. Total number of students 130. Changed 100% of the entire 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).

Managed TA-16 Post Gas Chamber area ensuring unit training compliance with TRADOC and FORSCOM mask confidence training requirements. Number of units utilizing training area was 39 company/battalion/brigade-sized elements. Total number of personnel managed was 3550. The efforts of this Area NBC Defense 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 helps units develop and manage a more thorough NBC program. The use of CDE from Post units during class highlights maintenance discrepancies that are being overlooked at lower echelons.

Central Tasking Branch: During 2001, the Central Tasking Branch processed more than 400 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:

- Operation Enduring Freedom (Kuwait, Fort McPherson, Georgia, MacDill AFB, Florida**)**
- Homeland Defense (Washington, DC, Fort Belvoir, Virginia, Central Georgia
- Joint Readiness Training Center
- Foal Eagle (Korea)
- Joint Task Force Bravo (Honduras)
- Joint Task Force South West Asia
- Operation Joint Forge (Bosnia)
- Operation Joint Guard (Bosnia)
- RSOI 2001 (Korea)
- UCOM HQ and NATO C-E Support for IFOR
- ULCHI FOCUS LENS 2001 (Korea)
- USAREUR Operation Joint Forge (Bosnia)
- V Corps and 1st Infantry Division Warfighter Exercise (Germany)
- 1st Cavalry Division Warfighter Exercise, Fort Hood

- Embedded III Corps and 4th ID Warfighter Exercise, Fort Hood
- National Training Center, Fort Irwin, California
- 10th Mountain Division War Fighter Exercise

Soldiers were provided for different training and testing areas i.e., Aberdeen Proving Ground, Maryland; Fort Monmouth, New Jersey; Fort Polk, Louisiana; Fort Hood, Texas; Fort Bragg, North Carolina; Salt Lake City, Utah; Fort Huachuca, Arizona; and Little Rock, Arkansas. Certain MOSs support many recruiting brigades for locations at Atlanta, Georgia; Manhattan, New York; and Dothan, Alabama. 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 – Fort Knox, Kentucky; SFC Board Support – Indianapolis; and USA 3d Recruiting Brigade – Fort Knox, Kentucky. Other requests for personnel included an FTX for the 249th General Hospital (Mass Casualty Evacuation), Joint Warrior Interoperability Demonstration (JWID), Post Combat Lifesaver Course, 249th General Hospital, RTS-Med exercises, and DOT - Validation MOS Battle Command Battle Lab.

Branch personnel supported various CSRA area community activities in 2001. These events included:

- ROTC Drill Team Competition
- Chamber of Commerce Prayer Breakfast
- POW/MIA
- National School Jamboree
- 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
- Weapons support, University of Georgia 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 Army National Guard, the U.S. Army Reserve, 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 Army National Guard, U.S. Army Reserve units (Engineer units) and Fort Gordon's Directorate of Public Works to upgrade existing facilities.

RCSD's FY01 goals were to provide quality training support to the Army National Guard, U.S. Army Reserve, Active Army, other DoD and civilian agencies. Projects completed included vacating and turn-in of old administrative offices (World War II structures) in the RCSD area and signing for newly renovated administrative building 21706 on Barnes Avenue. RCSD continued funding support of Fort Gordon's ranges and training areas to include acquisition of targets, wind socs, and climate control training devices (heat index wet-bulb sets). Reserve Component engineer units supported post-wide construction and repair projects. Additionally RCSD coordinated with the Army Reserve Personnel Command to provide Individual Mobilization Augmentee (IMA) and Individual Ready Reserve (IRR) personnel in support of Range Control operations.

RCSD supported the following training: Army National Guard, Annual Training of over 50 units comprising over 1082 personnel; United States Army Reserve, Annual Training of over 139 units and over 10,351 personnel; Army National Guard, weekend training of 43 units and over 8,278 personnel; United States Army Reserve, weekend training of over 70 units and over 10,799 personnel; training over 53 other units and organizations and over 3,639 personnel.

Previous existing personnel shortages in MOSs 92Y30 (Supply Sergeant) and 92Y20 (Supply Specialist) were remedied. RCSD had an exceptional year while attaining the goal of improved customer service and satisfaction. Every effort will be made to maintain high standards and continue to upgrade the RCSD buildings and facilities, which, in turn, will allow for quality training and attract new customers to Fort Gordon. RCSD will continue to perform the installation mission of providing training support to Reserve Components.

TRAINING SUPPORT CENTER

In calendar year 2001, the Training Support Center began the year with 41 civilians and completed the year with a total of 32 (1 medical retirement; 5 regular retirements; 2 resignations; 1 transfer to a different position). The TSC administrative staff and Branch Chiefs expended a significant number of man-hours in support of the A76 Contract Study. The initial decision for the Contract Study was released in August 2001. TSC won the bid and was instructed to start transitioning to its Most Efficient Organization (MEO). Final decision was announced to Congress on November 8, 2001.

Mr. Stephen Smith, ETV Branch; Ms. Judith Krause, Visual Media Branch; and Mr. Ronald Goldman, Devices Branch were chosen to participate in Source Selection Evaluation Boards for the TSCs at Fort Eustis, Virginia, Fort Huachuca, Arizona, and Fort Bliss, Texas. TSC Devices Chief attended the annual TRADOC/FORSCOM Devices Conference that was held in Newport, Rhode Island in April 2001. This is an annual workshop to enable civilian and military personnel and Device Managers from throughout the Army to discuss their requirements and concerns about training devices.

TSC Educational Television Branch was tasked by the United States Army Recruiting Command (USAREC) to provide production support for the video production entitled "The Old Guard". Mr. Cheney, Production Specialist and Ms. Becky Schuhow, Videographer, went to

Washington, DC in August 2001 to capture video footage for the production. ETV purchased closed captioning equipment in November 2001. This purchase brought Fort Gordon into compliance with Section 508 of the Rehabilitation Act. The Visual Media Branch provided extensive support to Regimental Week and the 2001 Signal Symposium; providing graphics and photo support for each event.

TSC had five people retire in 2001, each with more than 25 years of service: Mr. Larry Bowman, the ETV Branch Chief, retired in December 2001 after working with the TSC since July 1967; Ms. Judith Krause, Visual Media Branch Chief retired after 27 years of service; Mr. Kenneth Hanawalt, Visual Information Specialist retired with 27 years of service; Ms. Rachel Combs, Audiovisual Presentation Specialist retired with 33 years of service; and Ms. Julianne Lovins, Supply Technician, retired with 31 years. In addition, Mr. Merlin Thomason medically retired in October 2001. TSC personnel received four Garrison Commander's Partners in Exceptional Service Awards; four time off awards and 13 monetary awards were presented as performance awards. In March 2001, Ms. Barbara Powell was chosen Civilian of the Month.

THE UNITED STATES ARMY SIGNAL CORPS BAND

The United States Army Signal Corps Band (434th Army Band), under the command of CW2 John W. Mitchell, maintained its highly regarded presence throughout the military and civilian community. Throughout the year the Band performed over 271 commitments for an audience totaling over 289,000 people. This rigorous performance schedule included all military ceremonies in support of Fort Gordon and supplementary support for Fort Stewart. Military ceremonies included monthly retirement ceremonies, Signal Officer Basic and Advanced Course graduations, Signal Symposium, and other miscellaneous ceremonies and functions, as well as bugler support for military funerals throughout Georgia and South Carolina.

First Quarter: In January the Band performed for the Dr. Martin Luther King Jr. Luncheon in support of Dr. King's values toward an inclusive nation. The Band also had the opportunity to help out our brethren at Fort Stewart. The Band traveled to Fort Stewart to play for the 3rd Infantry Division Change of Command ceremony, allowing the Fort Stewart Band much deserved time off after redeployment from Bosnia. February continued the pace for the Band with performances for the Sons and Daughters of the American Revolution at Kettle Creek in Washington, Georgia. This event signifies the rugged nature of Revolutionary Americans and our quest for independence from Britain. The site is also a memorial for all the men who died at the Battle of Kettle Creek. March found the Band going to Florida to play for a Veteran's convention in West Palm Beach and the Annual Greek Festival celebrating Greek heritage in the United States in Tarpon Springs. Around these trips the Band continued it's support for many post ceremonies such as retirement ceremonies and troop returns, culminating with the annual Special Olympics event held on Fort Gordon every year.

Second Quarter: As goes tradition, the second quarter found the Band performing for a wide variety of civic and military commitments, from middle and high school recruiting performances to parades and memorial services. During Easter, performances by small ensembles engaged the Band. Performances of note include a Dixieland Band concert at Columbia Middle School and the participation of the Brass Quintet in the annual Easter Sunrise

Service held at the Freedom Park Gazebo. Command Changes, however, dominated the performance schedule, which included 67th Signal, DENTAC, 151st Field Artillery, 832 Signal, and 59th Ordinance. These performances showed our support for the units that support our Army.

Third Quarter: The Third Quarter always brings the anticipation of the Independence Day celebration at the Augusta Riverwalk. During the previous two quarters the Band not only played for numerous commitments but also rehearsed for the always grueling but enjoyable performance for the freedom of our great nation. Immediately following the performance the Band took leave for a well-deserved break. This time allowed the Band to get recharged for the August change of command season. August brought the Band to Barton Field for four change of commands in the hottest time of the year. The Band spent five hours rehearsing for and eight hours performing for these changes of commands. The usually rigorous September schedule was mostly cancelled due to the September 11th terrorist attacks. The Band found itself called upon to become an integral part of force protection for Fort Gordon. The Band was tasked to learn and apply quickly, training as a Quick Reaction Force (QRF). While undergoing this training, the Band was pulling guard duty and planning its part in the healing process for the Nation, the Army and our soldiers by playing some small ensemble concerts for troop and civilian morale.

Fourth Quarter: The beginning of the fourth quarter was a time of reflection for the Band, the Post and the Nation. The Band began to put jobs back on the schedule towards the end of October to foster higher morale for the troops and civilians. The Band performed several memorial services, prayer breakfasts, and patriotic ceremonies. The public's true appreciation of the Army came through wholeheartedly at the Georgia Veteran's Day Parade with an attendance of over 20,000 people plus television broadcast. America remembered why we should support our military. The Band played 34 performances in 30 days for over 30,000 people and still retained force protection duties. As December came, focus on the Annual Christmas Concert was prevalent. Our guard duty mission was taken over by the National Guard as we retained our musical and QRF missions. December ended the year with the annual Safety Shows (six shows in two days in support of the Post Safety Office's pre-exodus presentation to Fort Gordon's trainees), Christmas Caroling around post, a Christmas parade in Thompson, Georgia, the annual Post Christmas Tree Lighting Ceremony and our annual Christmas Concert, all before once again taking a much needed respite in the form of block leave.

Summary

The mission increase, coupled with resource constraints, did not keep 2001 from being a highly successful year. The Directorate improved communications and coordination with the units and activities on Fort Gordon – resulting in better support and increased readiness. Many of its soldiers and civilians have been recognized for the excellent service they rendered throughout the year. The personnel in DPTM rose to the challenge of providing outstanding 24/7 support to the installation. All of the personnel, both military and civilian, were dedicated, hard working, and committed. As the New Year starts, the DPTM has more responsibilities, but the directorate will accomplish the mission and continue to provide excellent support for the installation.

DIRECTORATE OF CONTRACTING

Director's Overview

The objective for the Directorate of Contracting (DOC) for 2001 continued to be that of providing dedicated and professional contracting support to Fort Gordon, its tenants, and satellite activities. During 2001, the directorate goals 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, Benning, Rucker, and McClellan.

Mission

The mission of the Directorate of Contracting 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.

Key Personnel

Director of Contracting
Patricia D. Wallace — January - December 2001

Assistant Director and Chief, Policy & Automation Support Division
William M. Rogers, Jr. — January - December 2001

Chief, BASOPS Contracts Division
Joel K. Mason — January - December 2001

Chief, Supply and Services Division
Anita B. Prince — January - May 2001
Joyce Walsh — July – December 2001

Chief, Construction Division
Robin R. Thomas — January - October 2001

Resources

The directorate personnel strength on 1 January 2001 was 27. Two, GS-1102-11, Contract Specialist positions were vacated. Selections were made to fill both Contract Specialist

positions. Also, a GS-1102-09, Contract Specialist position was vacated and filled. The year ended with 28 personnel on board on 31 Dec 2001.

Activities and Accomplishments

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 2001 contract obligations totaled $75,785,890. 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 2001 was exceeded.

Robin Thomas, Contract Specialist, Construction Division, attended Georgia 8(a) Contractors' Conference 2001 in Atlanta, GA. Conference was held on 15 August 2001 at the Governor's Mansion. Ms. Tracey Penson, Director of Army Small & Disadvantaged Business Utilization, along with Mr. William Rogers, Fort Gordon Small Business Specialist, held small business briefing at DOC on 28 March 2002. William Rogers, Fort Gordon Small Business Specialist; Britton Goodwin, IMPAC Coordinator; and his assistant, Elaine Bollinger, attended Small Business Street Fair at the Chamber of Commerce, on 10 October 2001, downtown, Augusta, GA. On 6 November 2001, Mr. Rogers, Fort Gordon Small Business Specialist, attended Small Business Technology Expo at Gordon Club, Fort Gordon, GA.

- **GOVERNMENT PURCHASE CARD 2001 HISTORY**

  Number of Cardholders – 331
  Number of Approving Officials – 136
  Number of Alternate Approving Officials – 63
  Number of Accommodation Check holders – 10
  Number of Monthly Purchase Card Training Sessions - 12
  Number of Special Training Sessions (one-on-one, etc) - 25
  Number of Purchase Card Audits/Inspections – 55
  Number of Liaison Visits (Commander/Director) – 6
  Number of Contract Assistance Visits (NAF/Medcom) – 4

- **COMPETITION GOALS** Fort Gordon's competition goal for 2001 was 96% of total dollars awarded. Actual accomplishment was 98.74%.

❖ FORT GORDON SMALL BUSINESS PROGRAM PRIME CONTRACT GOALS AND ACHIEVEMENTS FY 01

Category	Actual $s	Actual %	Goal
Awards to Small businesses	$27,526,148	42.2%*	34.00%
Small Business Set Aside Awards**	$17,826,063	27.3%*	4.00%
Awards to Sm Disadv Businesses	$17,266,391	26.5%*	13.00%
Awards to Woman-Owned Sm Bus	$ 2,442,808	03.7%*	4.00%
Awards to Disabled Veteran-Owned Small Businesses	$ 107,692	00.2%*	1.50%
Awards to HUBZone Sm Businesses	$ 8,536,173	13.1%*	1.00%
Awards to Historically Black Colleges/ Minority Institutions***	$ 0	00.0%***	5.00%

* % Of total reportable awards of $65,184,371 to large & small businesses.
** Includes competitive & noncompetitive 8(a) awards & traditional small business set-asides.
*** % Of awards to institutions of higher education. No awards were made in this category at all.

❖ CONSTRUCTION CONTRACTS:

INDEFINITE QUANTITY/INDEFINITE DELIVERY TASK ORDERS DABT11-01-D-0005: Task orders are in support of the renovation of enlisted men's barracks in the 25000 and 29000 areas of the installation. Basic contract was awarded to J & B Construction & Services, Inc., a small, disadvantaged, hub-zone and veteran-owned business of Grovetown, Ga. Competition for award was limited to only 8(a) contractors located within the small business administration's southeast region 4.

TASK ORDER 0001 TOTALING $8,098,440.00 DABT11-99-D-0004: Task orders were in support of both new and renovation projects in all areas of the installation. Task orders issued ranged from family housing projects, erection of range towers, upgrade of water plant controls to basic renovations of administration and schoolhouse buildings. Basic contract was awarded under the small business competitiveness demonstration program to Beneco enterprises, Sandy, UT. Beneco has a satellite office located on the installation.

TASK ORDERS 0052 THROUGH 0073 TOTALING $2,546,368.00 Abatement and demolition indefinite quantity/indefinite delivery task orders DABT11-99-D-2002: Task orders were in support of the abatement of asbestos and lead and the demolition of WWII barracks on the installation. Basic contract was made to American Logistics Inc., a small disadvantaged business from Griffen, GA. Basic contract was awarded under the small business administrations' 8(A) program.

TASK ORDER 0008 TOTALING $2001.00 Regular construction contracts – awarded under the small business administrations' 8(A) program. DABT11-01-C-0002: In support of replacing HVAC units in family housing Area 8. Award was made to Harmon Masonry and Construction Inc., a small disadvantaged contractor from Macon, GA totaling $346,954.00.

1. DABT11-01-C-0007: In support of constructing a contingency warehouse for the 93rd Signal Brigade. Award was made to Holman Construction Company, a small, disadvantaged and women-owned contractor, Fort Valley, GA. Total contract. $479,121.00.

2. DABT11-01-C-0008: In support of replacing range towers in range control areas 6, 7 and 11. Award was made to J&B construction and services, Inc. A small, disadvantaged, hub-zone and veteran-owned contractor, in Grovetown, GA for a total of $160,415.00.

REGULAR CONSTRUCTION CONTRACTS – AWARDED UNDER THE SMALL BUSINESS COMPETITIVENESS DEMONSTRATION PROGRAM:

1. DABT11-01-C-0005: Complete renovation of medical barracks Building 315. Award was made to Commercial Plumbing Co., Inc., a small business, Jacksonville, NC for a total of $2,865,578.00

2. No awards for the 81ST Regional Army Reserve Command were made during FY01.

3. Total amount of contract task orders and contract awards: $14,498,876.00

❖ SUPPLY AND SERVICES CONTRACTS

EXTENSION OF CONTRACT FOR REMSTAR EQUIPMENT Delivery order DABT11-00-F-0097 against General Services Administration (GSA) contract GS-25F-8076H was awarded to Remstar International, Inc. of Marietta, GA on 28 July 2001. The sole source, firm, fixed price contract award amount was $136,645.40 for a Vertical Carousel, two Shuttles, cart, software and miscellaneous parts including installation. This computerized equipment is for storage and tracking inventory of parts to interface with existing equipment. Delivery date was projected for 27 October 2001 with installation to be completed by 27 November 2001. Due to a strike in Canada and unavailability of power for installation, the term of the contract was extended to 30 March 2001 by modification P00001.

EXERCISE OF THE FIRST OPTION RENEWAL FOR THE UTILITIES MONITORING AND CONTROL SYSTEM (UMCS) Request to extend the term of the contract for the first option period of contract DABT11-00-C-2029 was received from the Directorate of Public Works, Public Works Division. This contract is for on-site maintenance and repair services on the government-owned system. The contract period for this option year is 01 October 2001 through 30 September 2001. The contract has a base year and four option years. The incumbent contractor is Dorsett's, Incorporated of Yadkinville, NC. The contract award amount for this period is $188,502.00. A modification was issued to terminate the contract for the convenience of the government effective 30 April 2001 and $78,542.50 was deobligated from the contract.

FAMILY ADVOCACY PROGRAM SERVICES Request was received from the Recreation, Clubs and Family Division of Army Community Service, Directorate of Community Activities,

for a firm, fixed price service contract. This contract is to provide prevention services for active cases of high risk and at risk soldiers and their family members in the Family Advocacy Program's Victim Advocate and New Parent Support Services programs. Services 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 under the Small Business Administration's 8a Program. The contract was awarded 26 May 2001 for the performance period 01 June 2001 through 31 January 2001, in the amount of $92,036.16.

WATER SERVICE FOR FORT GORDON RECREATION AREA AT LAKE THURMOND
Estimates for water usage at the Lake Thurmond recreation area were received from Energy Manager, Public Works Division, DPW for the period 01 October 2001 through 30 September 2001. Purchase order DABT11-00-P-0299 was awarded 28 September 2001 to Columbia County Water and Sewer in the estimated amount of $7,120.00.

SUPPLIES AND SERVICES DIVISION

- EXERCISE OF THE THIRD OPTION RENEWAL FOR BEVERAGE BASE AND DISPENSER RENTAL Request was received to extend the term of the contract for the third option period of contract DABT11-98-D-0002. Contract is for purchase and delivery of beverage base syrup and rental of drink dispensers for the installation dining facilities and the hospital dining facility. Request was received from the Installation Food Service Branch, Directorate of Public Works. The contract is a firm, fixed price requirement contract for a base year with four option year periods. The contract period for this option year is 01 June 2001 through 31 May 2002. Incumbent contractor is Coca-Cola USA, a division of the Coca-Cola Company of Atlanta, GA. Contract award amount for this option period is estimated at $72,235.00.

- EXERCISE OF THE SECOND OPTION RENEWAL FOR MANUFACTURED ICE Request was received to extend the term of the contract for the second and final option period of contract DABT11-98-D-0006. Contract is for purchase and delivery of bagged ice to six dining facilities and the Eisenhower Army Medical Center dining facility. Request was received from the Installation Food Service Branch, Directorate of Public Works. The contract is a firm, fixed price requirement contract for a base year with two option years ending 30 September 2001. The contract period for this option year is 01 October 2001 through 30 September 2001. Incumbent contractor is Dixie Ice & Coal Company of Augusta, GA. The contract award amount for this option period is estimated at $29,880.00.

- RANGES AND REFRIGERATORS Request was received from the Directorate of Public Works; Housing Division for a Blanket Purchase Agreement for appliances in government owned housing. It was determined that a requirements contract was more suitable to the activity's needs. An electronic Request for Quotation for a firm, fixed price requirements contract resulted in receipt of five offers for evaluation. The contract was awarded to Pro Technical Products, Incorporated of Rockford, IL. Contract award amount is $28,866.95 for the base year. Performance period is for the base year plus two option years from 19 March 2001 through 28 February 2004. Total contract amount for the three- year period is $101,068.95. In September 2001, additional funds were made available to the requiring

activity to purchase ranges and refrigerators for which they had a need. A supplemental agreement to the contract was awarded for an increase to the contract in order to place an additional order in excess of the contract requirements. Increase to the contract for the base period was in the amount of $165,079.92.

- EXERCISE OF THE FIRST OPTION RENEWAL FOR INTERNATIONAL MILITARY STUDENT OFFICE ADMINISTRATION Request was received to extend the term of the contract for the first option period of contract DABT11-99-C-2023. Services are for operating and managing the Student Support Center and for conducting training for six Signal Captain's Career Preparatory Courses, 4C-F36X, for international students. The request was received from the International Military Student Office, Regimental Leadership Department. The contract period for this option year is 01 October 2001 through 30 September 2001. The contract has a base year and four option years. The incumbent contractor is Andrew H. Brejda of Evans, GA. The contract award amount for this period is $48,583.50.

- EXERCISE OF THE FIRST OPTION RENEWAL FOR EDUCATION SUPPORT SERVICES Request was received to extend the term of the contract for the first option period of contract DABT11-99-C-2025. Services are for educational support of the Defense Activity for Non-traditional Education Support (DANTES) test examination program. The contract also includes supply functions. The request was received from the Education and Career Development Division, Directorate of Human Resources. The contract period for this option year is 01 October 2001 through 30 September 2001. The contract has a base year and four option years. The incumbent contractor is Randy M. Gooding of Appling, GA. The contract award amount for this period is $28,500.00.

- ARMY CONTINUING EDUCATION SYSTEM (ACES) SUPPORT SERVICES Request was received from the Education and Career Development Division, Directorate of Human Resources for educational support services to provide administration to the Army Learning Center. Delivery order numbers 2C02, 2C03, and 2C04 were awarded against Defense Supply Service – Washington (DSSW) contract number DASW01-00-D-3000, awarded to Resource Consultants Incorporated of Merrifield, VA. The contract is an Indefinite Delivery, Indefinite Quantity (IDIQ) contract with a base year and four option years ending 31 Mar 2005. Delivery order number 2C02 covers the period 01 October 2001 through 31 March 2001 in the amount of $30,617.82 30. Delivery order number 2C03 covers the period 01 April 2001 through 31 May 2001 in the amount of $12,168.47. Delivery order number 2C04 covers the period 01 June 2001 through 30 September 2001 in the amount of $23,770.95.

- BULK DIESEL FUEL #2 Monthly delivery orders were placed against Defense Energy Support Center (DESC) contract SP0600-00-D-4021. The incumbent contractor is Truman Arnold Companies of Temple, TX.

- BULK HEATING FUEL Four delivery orders were placed against Defense Energy Support Center (DESC) contract SP0600-00-D-4021. The incumbent contractor is Truman Arnold Companies of Temple, TX.

- REGULAR UNLEADED GAS Monthly orders were placed against Defense Energy Support Center (DESC) contract SP0600-00-D-4001. The incumbent contractor is BP Exploration & Oil Company of Warrenville, IL.

- DIESEL FUEL #2 Monthly delivery orders were placed against Defense Energy Support Center (DESC) contract SP0600-00-D-4013. The incumbent contractor is Petroleum Traders Corporation of Fort Wayne, IN.

- BULK HEATING FUEL #2 Five delivery orders were placed against Defense Energy Support Center (DESC) contract SP0600-00-D-4026. The incumbent contractor is United Energy Distributors Incorporated of Aiken, SC.

- EXERCISE OF THE FOURTH OPTION RENEWAL FOR MAINTENANCE SERVICES OF CRAWLER TRACTORS Request was received to extend the term of the contract for the fourth and final option period of contract DABT11-97-C-0009. Services are for maintenance services of crawler tractors/dozers. The request was received from the Forestry Division, Environmental and Natural Resource Management Office of DPW. The contract period for this option year is 01 July 2001 through 30 June 2002. The incumbent contractor is Metrac, Incorporated of Augusta, GA. The contract award amount for this period is $24,509.92.

- AGREEMENT FOR TOWING, STORAGE, AND DISPOSITION OF VEHICLES Request was received from the Directorate of Public Safety for a follow-on agreement for towing, storage and disposal of abandoned vehicles on Fort Gordon. Request for Quotation DABT11-01-R-0002 was issued to nine local firms on 01 May 2001. No government funds are to be expended on this agreement as the contractor's revenue is drawn from fees charged to the vehicle owners. One response was received from the incumbent, Chancey's Wrecker Service. Award of agreement DABT11-01-H-0002 was made to Chancey's Wrecker Service, Augusta GA, on 29 August 2001 for the period 01 September 2001 through 31 May 2002, with two one-year option periods. Price per vehicle towing is $60.00 and storage fees are $15.00 per day. These rates are commensurate with industry standard. Potential value to the contractor is $37,800.00.

- EXERCISE OF THE FIRST OPTION RENEWAL FOR EMPLOYMENT ASSISTANCE TRAINER Requirement was received from Army Community Service to extend the term of contract for the first option period of contract DABT11-00-C-0002. Services are for non-personal services of a part-time Employment Assistance Trainer for the Family Advocacy Program. This contract was awarded under the Small Business Administration 8(a) Program. The contract has a base period of nine months and one option year. The contract period for this option year is 01 October 2001 through 30 September 2001. The incumbent contractor is Management Assistance Corporation, of Dulles, VA, a woman owned company. The contract award amount for this period is $16,273.06.

- BASE COMMUNICATIONS FACILITIES CABLE LEASE AGREEMENT Request was received from DOIM for a follow-on agreement with Bellsouth Telecommunications, Inc. for the use of Fort Gordon's telecommunications circuit lines. Also referred to as The Fort

Gordon Cable Lease Agreement, Bellsouth compensates Fort Gordon for the use of circuit lines. The previous rate was $4.00 per circuit for 1257 circuits for a monthly compensation of $5028.00 ($60,336.00 annually). DOIM felt the circuit rate should be increased commensurate with the rate amount Fort Gordon actually pays. This rate is regulated by FCC Tariff and was recently increased. DOIM recommended and asked for a rate of $4.31 per circuit for the new agreement. Ft Gordon had been billing and receiving compensation from Bellsouth according to the actual number of circuits used. This number was used as an estimate and fluctuates from month to month according to usage. After further discussions with Bellsouth, it was agreed that additional language be added to the technical exhibit of the agreement to indicate an estimated count of circuits, and that billing will be based on actual usage. The rate remains at $4.00 per circuit. Award of agreement DABT11-00-H-0001 was made 02 May 2001 for a period of three years, expiring on 31 December 2002.

- ELECTRIC METERING PROJECT Request received from Energy Manager, Public Works Division, DPW, to issue delivery order against General Services Administration (GSA) contract GS-OOP-BSD-0022 with Georgia Power Company for metering project. Project is to furnish, install, own and maintain utility grade demand and/or consumption metering equipment necessary to provide utility data collection and billing services at listed building locations within Fort Gordon. Buildings included in this project are Luketina, Vincent, Cobb and Back Halls. Delivery order DABT11-00-F-0042 was awarded 22 March 2001 in the amount of $154,021.00. Performance completion is expected within one year of award. When follow-up queries were made, it was learned from DPW that after completion, services were to be paid in conjunction with the monthly power bill, which was on delivery order DABT11-01-F-0010. Subsequently, these services and payment authorization were transferred to delivery order DABT11-01-F-0010 and this order was cancelled on 25 September 2001.

- ELECTRIC SERVICE FOR MAIN POST AND EISENHOWER ARMY MEDICAL CENTER (EAMC) Estimates of power usage for the main post and Eisenhower Army Medical Center were received from Energy Manager, Public Works Division, DPW for the period 01 October 2001 through 30 September 2001. Delivery order DABT11-96-F-0697 against General Services Administration (GSA) contract GS-OOP-BSD-0022 with Georgia Power Company was modified to add requirements for estimated annual energy for main post (substation #1) of 125,000,000 Kwh; and estimated demand 27,500 Kw at an estimated annual cost of $6,000,000.00. Estimated annual energy for EAMC (substation #2) is 27,000,000 Kwh; and estimated demand 4,500 Kw at an estimated annual cost of $1,200,000.00. This delivery order was terminated, effective 01 January 2001 and replaced by delivery order DABT11-01-F-0010.

- ELECTRIC SERVICE FOR FORT GORDON RECREATION AREA AT LAKE THURMOND Estimates for power usage at the Lake Thurmond recreation area were received from Energy Manager, Public Works Division, DPW for the period 01 October 2001 through 30 September 2001. Delivery order DABT11-97-F-0330 against General Services Administration (GSA) contract GS-OOP-BSD-0022 with Georgia Power Company was modified to add requirements for estimated annual energy 850,000 Kwh; and estimated demand 250 Kw at an estimated annual cost of $67,500.00.

- ELECTRIC SERVICE FOR MAIN POST AND EISENHOWER ARMY MEDICAL CENTER (EAMC) Request received from Energy Manager, Public Works Division, DPW to issue a "contract" arrangement for a one-year rate change for electrical services for the installation. According to DPW, Ft Gordon will submit a lower usage rate to Georgia Power outside the regular rate covered under the General Services Administration (GSA) contract GS-OOP-BSD-0022. This lower rate will be used to determine a new baseline for Fort Gordon prior to converting back to the old rate. Delivery order DABT11-01-F-0010 was awarded to Georgia Power Company on 28 December 2001 in the estimated amount of $7,000,000.00 for the period 01 January 2001 through 31 December 2001.

- ELECTRIC SERVICE FOR GORDON LAKES GOLF CLUB Estimates for power usage at the Gordon Lakes Golf Club were received from Energy Manager, Public Works Division, DPW for the period 01 October 2001 through 30 September 2001. Estimated annual energy is 7,000 Kwh at an estimated annual cost of $700.00. Purchase order DABT11-00-P-0280 was awarded 27 September 2001 to Jefferson Electric Cooperative in the estimated amount of $700.00.

- LONG TERM LIFE CYCLE SUPPORT (LTLCS) OF LUCENT TECHNOLOGIES ELECTRONIC DIGITAL SWITCH SYSTEMS Purchase request received from DOIM Telephone Branch to place a one-year delivery order against Communications Electronics Command (CECOM) contract DAAB07-98-D-L771. Contractor is Halifax Corporation of Alexandria, VA. Contract was awarded 25 November 1997 with a base period and four option periods ending 24 November 2002. Delivery order covers parts, material, labor, diagnostics, software, training, documentation, travel, packing, shipping, and relocation in support of the Lucent telephone switch systems. Delivery order 2C03 was awarded 11 January 2001 in the amount of $25,000.00 for the period 11 January 2001 through 24 November 2001.

- FIBER MULTIPLEXER SYSTEM Purchase request received from DOIM Telephone Branch on 10 September 2001 with fiscal year 2001 money that required obligating by 30 September 2001. The requirement was to engineer, furnish, install and test a DDM2001 Fiber Multiplexer System for the main Dial Central Office (DCO), building 33513 and the Remote Switch Unit (RSU) in the Eisenhower Medical Center Building 300 located at Fort Gordon, Georgia. Replacement is to include transferring all working circuits from the old FMT150 Fiber Multiplexer to the new DDM2001 Multiplexer. The requiring activity had received an estimate directly from Lucent Technologies, but due to time constraints, it would be impossible to solicit and award a new contract in twenty days. It was confirmed that these requirements were within the scope of the Communications Electronics Command (CECOM) contract DAAB07-98-D-L771 with Halifax Corporation of Alexandria, VA. A proposal was requested and received and delivery order 2C04 was awarded on 29 September 2001 in the amount of $70,593.80. Period of performance is 12 months.

- LONG TERM LIFE CYCLE SUPPORT (LTLCS) OF AG COMMUNICATIONS SYSTEMS GTD-5 ELECTRONIC DIGITAL SWITCHES Purchase request received from DOIM Telephone Branch to place a one-year delivery order against Communications

Electronics Command (CECOM) contract DAAB07-97-D-L756. Contractor is General Dynamics Government Systems Corp of Needham, MA. Contract was awarded 22 May 1997 with a base period and four option periods ending 21 May 2002. Delivery order covers parts, material, labor, diagnostics, software, training, documentation, travel, upgrade, installation, repair, packing and shipping in support of the GTD-5 telephone switches. Delivery order 2C05 was awarded 06 September 2001 in the amount of $50,000.00 for the period 01 October 2001 through 30 September 2002 (contingent on option period four being exercised).

- 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 located at Fort Gordon. This is a firm, fixed price requirements contract for an estimated 61,000 dozen doughnuts. Quotes were received 16 Oct 00 from two offerors. The contract was awarded to the Augusta Doughnut Company, (DBA Krispy Kreme), Augusta, Georgia on 19 October 2001. In accordance with AR 40-657, this company's production facility has been inspected and approved by inspectors from the U.S. Army Veterinary Command and are listed in the Directory of Sanitarily Approved Food Establishments for the Army Forces, as required. Contract award amount is $137,400.00. Performance period is 01 November 2001 through 31 October 2002.

- CHILD DEVELOPMENT CENTER CUSTODIAL SERVICES. The contract was awarded 01 Dec 00 to the incumbent contractor, KQ Services, Inc. to provide custodial services for the Child Development Center which is located in buildings 33800, 44401 and 45410. Performance period is 01 Dec 00 through 30 Sep 05. The award amount for the base period (ten months) is $107,691.00 with a total potential amount of $618,702.94 for the base period and four one-year option periods.

- LIQUEFIED PETROLEUM (LP) 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 422,000 gallons of liquefied petroleum to be delivered to Fort Gordon and to the Fort Gordon Recreation Area located at Leah, Georgia. The contract was awarded 17 May 01 to the incumbent contractor, Bennett Gas Company of Augusta, Georgia. The estimated contract award amount is $327,007.80 with an estimated price adjustment (EPA) of 20 percent. The contract delivery period is 01 July 2001 through 30 June 2002.

- HOTEL SERVICES. The 202nd Military Intelligence Battalion requested 140 hotel rooms (2 beds to a room) be provided for the Southern Warrior training exercise to be conducted 08-23 June 01 at Fort Gordon. The contract includes a complimentary continental breakfast. The hotel is within the 10-mile limitation as required in the specifications of the solicitation. Hotel rooms are not presently available on post to accommodate this number of persons; therefore, contracting out this requirement is necessary. The contract was awarded 30 May 01 to Nisghal, Inc. dba Travelodge, Augusta, Georgia. The estimated contract award amount is $78,400.00. The government will only pay for the actual number of rooms used.

- INSTALLATION SUPPORT SERVICES Contract DABT11-00-C-0007 awarded in July 2001 for a base year with four options commenced on 1 Oct 00, the beginning of FY01. Johnson Controls World Services, Inc. provides non-personal installation support services to activities at Fort Gordon, the Fort Gordon Recreation Area at Thurmond Lake and other off post activities. Functional areas of operation are: facilities maintenance and repair, work order reception, plant operations, pest control, grounds and surfaced areas, project accomplishment, communications-electronics maintenance, vehicle and general equipment maintenance, transportation services, transportation motor pool, supply services, mobilization related, deployment and contingency planning services, housing, environmental effects and resource management services for the contract. The initial estimated cost for the five-year contract was $107,513,415. The estimated cost for the base year only was $22,701,381. The first option to extend the contract was exercised on 1 Oct 01 in the estimated amount of $24,207,829, that was negotiated in September 2001. The total cumulative estimated amount of the contract on 31 December 2001 was $48,909,237.

BASOPS CONTRACTS DIVISION

The TRADOC Acquisition Center issued three solicitations for A-76 studies at Fort Gordon for the TSC, DPTM, the AG MILPO, DHR, and DOIM. The DOC coordinated and conducted the three preproposal conferences for each of the solicitations. Questions submitted by vendors to the TAC were passed to the DOC to coordinate and assist the requiring activity with answers. The evaluation process for one solicitation was completed and the final decision was announced to Congress on 8 November 01. The TSC operation will transition to operation under the in-house MEO not later than April 2002. The other two solicitations are still in the evaluation process.

The TSC solicitation was issued on 3 April 2001 and was restricted to small businesses. The DOC hosted the technical library from 3 April 01 through 14 August 01. The DOC also coordinated and conducted the preproposal conference on 19 April, which was attended by 16 people representing nine companies. The DOC assisted the TSC in providing answers to questions received through the TAC from the vendors. After technical evaluation and cost reasonableness determination, the low offer was compared to the in-house government cost. The initial decision, to continue operation inhouse under a MEO, was announced on 14 August 01 followed by a public review period through 12 September 01. No appeals or protests were received and the decision became final and was announced to Congress on 8 November 01. The TSC operation will transition to operation under the MEO not later than April 2002.

The AG MILPO solicitation was issued on 3 July 2001 as unrestricted. No technical library was established because all documents referenced in the solicitation were available through the Internet. The DOC coordinated and conducted the preproposal conference on 24 July 2001 that was attended by seven people representing five companies. The DOC assisted the AG in providing answers to questions received through the TAC from the vendors. Although the SSEB met in December to perform final technical evaluation of the proposals, the final cost evaluation was not completed during 2001, so the Initial decision was not reached. Final decision was projected for March 2002 with implementation by July 2002 but is anticipated to be delayed by two months.

The DOIM solicitation was issued on 18 Jul 01 as a small business set aside. Technical library was hosted by the DOC from 18 Jul 01 through 27 Aug 01. The DOC coordinated and conducted the preproposal conference on 2 August 01 that was attended by 16 people representing eight companies. The DOC assisted the DOIM in providing answers to questions received through the TAC from the vendors. The initial technical evaluation was completed during 2001; however, the initial cost evaluation was not. Final decision was projected for March 2002 with implementation by July 2002 but is anticipated to be delayed by at least two months.

- PORTABLE LATRINES The first option to extend contract number DABT11-00-D-0002 was exercised for the period 01 October 2001 through 30 September 2002. The Contractor Portable Services, Inc. of Evans, Georgia, furnishes rental and services of portable chemical latrines for Fort Gordon, including the Recreation Area. Option period amount is $64,468.50 with a potential total amount of $460,448.50. This contract is a requirements contract and delivery orders are issued on a monthly basis.

- CUSTODIAL SERVICES Option Period 1 of Contract Number DABT11-00-D-0001 for custodial services for Fort Gordon was exercised for an estimated amount of $233,313.87. The Royal Group, Inc. of Brunswick, Georgia, a small business 8(a) contractor continues to provide services for the period of 01 Aug 2001 through 31 Jul 2001. This contract is a requirements contract and delivery orders are issued on a monthly basis. The total contract potential amount for base and option periods is anticipated at $2,579,798.07.

- COMPUTER AIDED INSTRUCTION TRAINER Contract Number DABT11-00-C-0009 was awarded to the NIDA Corporation, a small business manufacturer, to provide the Model 130E Trainer for the OEMTD on 6 September 2001 in the amount of $99,343.00. The equipment consists of 15 student trainers and related instruction software that allow interactive instruction and communications between the instructor and several students. Delivery of equipment was made about 15 October 2001.

- ELEVATOR MAINTENANCE Contract Number DABT11-00-C-0010 for providing Elevator and Dumbwaiter Maintenance Services was awarded to THYSSEN Dover Elevator Company, a large business. This company was the incumbent contractor and has been providing services for Fort Gordon for several years. Award for the base period of 01 Oct 00 through 30 Sep 01 in the amount of $96,576.00 with potential total amount over the five-year period anticipated at $491,640.00.

- ADMINISTRATIVE SUPPORT SERVICES Contract Number DABT11-01-C-0001 was awarded to TECHNOLOGY VENTURES, INC. 8200 Old 13 Mile Road, Warren, Michigan 48093, to provide non-personal Administrative Support Services for the Central Mailroom and Reference Library/Publications Services of DOIM at Fort Gordon. The contract base period is from 01 November through 30 September 2001 with four one-year options periods. Award amount for the base period is $132,140.80 with total potential of $720,375.53 for base plus option periods.

- 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 extended for the option period 01 Oct 00 through 30 Sep 01 in the amount of $15,283.73. Management Assistance Corporation (MAC) of Dulles, Virginia, a woman-owned small business, under the Small Business Administration's Section 8(a) Program has been providing support services for the Family Advocacy Program at Fort Gordon. Total of contract for base and one option period is $27,261.96.

- CUSTODIAL SERVICES Contract Number DABT11-00-D-0001 for custodial services for Fort Gordon was awarded to The Royal Group, Inc. of Brunswick, Georgia, a small business 8(a) contractor. Contract is for a base period of 01 Feb 2001 through 31 Jul 2001 with four one-year option periods extending through 31 Jul 2004. Option 1 for the period 01 August 00 through 31 Jul 01 was exercised in the amount of $525,192.45. Anticipated potential contract total is at $2,579,798.00.

EQUAL OPPORTUNITY OFFICE

Director's Overview

The Equal Opportunity (EO**)** Office's primary goal for FY01 was to educate personnel regarding the 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 relation's 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. All EO goals were accomplished in 2001. 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. Additionally, EOAs were responsible for training leaders to become Equal Opportunity Representatives (EORs) so that they may conduct classes and discussions at the unit level, 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, the EO Office interacted with the Equal Employment Opportunity (EEO) Office, local civil rights organizations, and groups who share Fort Gordon's objectives.

Key Personnel

Equal Opportunity Program Manager
Ms Mary Jones January – December 2001

Equal Opportunity NCOIC
SFC Robbie Treadwell January – December 2001

Resources

At the end of 2001, the Equal Opportunity Office was comprised of 5 personnel – three military and two civilian personnel.

Activities and Accomplishments

Command Programs: The EO Office sponsored and presented several command programs in 2001. 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 mentioned below.

- **Martin Luther King, Jr. Observance.** The national theme of the Martin Luther King, Jr. Observance was "Remember, Celebrate, Act: A Day On, Not a Day Off". A Command Program luncheon was held at the Gordon Club on 10 January 2001. Reverend Clarence Joiner, minister of the Broadway Missionary Baptist Church, was the guest speaker. Approximately 500 soldiers and DA civilians were in attendance. The EO Office was assisted by Blacks in Government (BIG).

- **African-American/Black History Month.** The national theme of February's African-American/Black History Month was, "Creating and Defining The African-American Community: Family, Church, Politics, and Culture." A Command Program was held on 21 February 2001 on Barton Field. The CSRA Chapter of The Buffalo Soldiers' 9th and 10th (Horse) Cavalry performed a "ride" to show the audience the various formations by which The Buffalo Soldiers moved about on horseback during the late 1800's. Trooper Gene Redd vividly spoke on the triumphs and tribulations of the Buffalo Soldiers. 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.

- **Women's History Month.** The EO Office assisted the Equal Employment Opportunity Office in putting on this program.

- **Days of Remembrance (Holocaust).** From 15-22 April 2001, Fort Gordon celebrated the Days of Remembrance of the Victims of the Holocaust during World War II. The theme for the observance was, "Remembering the Past for the Sake of the Future." A Command Program was held on 19 April 2001 in Alexander Hall. Mr. Alex Gross, a holocaust survivor, was the guest speaker of this years' program. The program also included a candle lighting ceremony and various meditations performed by soldiers of Fort Gordon.

- **Asian-Pacific Heritage Month.** May was designated Asian-Pacific Heritage Month, with the theme of, "Asian-Pacific Americans Emerging Together." A Command Program took place in Alexander Hall, on 1 May 2001 with CSM (Ret.) James K. Hussey, Jr., District Field Representative for Veterans Affairs Advisor for the 10th Congressional District, as the guest speaker. Additionally, there were performances by the Augusta Thailand Dancers, the Magical Fires of Polynesia, and the Indo American Cultural Association. In addition to the Command Program, an Asian-Pacific Heritage Festival was held on 19 May 2001, on Engineer Field. Activities included ethnic foods from various Asian communities and performances by the Augusta Thailand Dancers, the Korean Martial Arts Academy, the Magical Fires of Polynesia, India (Hindu Temple Society), Philippine American Association, Philippine American Cultural Association (PACSA), and the Guamanian (Chamorro) Dance Group. The Master of Ceremonies for the festival was Miss Augusta, Goldei Mary Baysa. Other activities included during the month were articles in The Signal; ethnic foods were served in the dining halls, cultural arts exhibits.

- **Women's Equality Day.** The EO Office assisted the Equal Employment Opportunity Office in putting on this program.

- **Hispanic Heritage Month.** Hispanic Heritage Month observances took place from 15 September-15 October 1999; its theme was, "Paving the Way for Future Generations." A Command Program was held in Alexander Hall on 2 October 2001. Dr. Lino Dominguez, editor and publisher of Mundo Hispanico, was the guest speaker. Included in the program were performances by Viva Panama, Grupo Kikirique, Sabor Latina, and literary performances by Ms. Sonja Simon and SSG Nyda Kalbaugh. Other activities included during the month were articles in The Signal, ethnic foods were served in the dining halls, cultural arts exhibits.

- **Native American Heritage Month**. November was designated as Native American Heritage Month. The theme for the observance was "Unity Throughout Our Nation." Due to budget constraints it was not possible to fund a traditional command program, however, cultural information was placed in high traffic areas and an exhibit of Native American artifacts was put on display at the Gordon Club by Mr. Ron Seager. Mr. Seager was also the guest speaker for the Regimental Noncommissioned Officers Academy's (RNCOA) Native American Program. Ethnic foods and other arts exhibits were also 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. The EOAs also

attended Mediation and Conflict Management training at The Justice Center of Atlanta. Additional human relations and diversity training took place at the Aiken Human Relation's Seminar, North Augusta High School, North Augusta Elementary School, Augusta State University, and University of West Georgia. 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 eighth annual Arts in the Heart of Augusta Cultural Arts Festival.

Summary

2001 was a productive year. The command sponsored six ethnic observances, numerous training sessions with soldiers and civilians, and initiated new programs and ideas. 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.

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

Director's Overview

Fiscal year (FY) 2001, personnel in the EEO Office continued to be extremely busy carrying out the initiatives set forth for this year as well as new commitments gained during the year. Budget constraints continued to limit recruitment, hiring, and long-term training actions that could have fostered the potential to increase the distribution of EEO groups in under-represented areas. Downsizing and low workforce participation in Special Emphasis Program (SEP) training workshops, served as major obstacles for meeting EEO and SEP goals and objectives. During FY 2001, the civilian population that supports TRADOC remained the same.

Mission

The Equal Employment Opportunity Office, headed by Diane F.Stallings, served as the principal advisory element for the commander, his staff, and other major commanders, on all matters related to the fair and equitable treatment of civilian applicants and employees in recruiting, hiring, promotions, training, assignments, disciplines, awards, and recognition. Title VII of the Civil Rights Act of 1964 as amended, Civil Rights Act of 1991, 29 CFR 1614, and Army Regulations 690-600 and 690-12, mandate the authority to execute the EEO program. The overall thrust of the program was to provide advice and support to supervisors, mangers, and other key personnel in the removal of discriminatory practices and barriers that impeded employment opportunities, to include: race, color, sex, age, religion, national origin, physical and mental disabilities, and reprisal. The SEP was a functional responsibility of the EEO Office in accordance with Army Regulation 690-12. This program encompassed all special emphasis programs under one umbrella.

Key Personnel

Equal Employment Opportunity Officer
Diane F. Stallings January - December 2001

Equal Employment Opportunity Assistant/ Special Emphasis Program Manager
Shirley Johnson May - December 2001

Equal Employment Opportunity Specialist (DA Intern)
Gwen Hopkins October -December 2001

Resources

Fort Gordon's EEO Office personnel changed in 2001. Ms. Kathy Silling, former EEO Specialist, departed Fort Gordon for a Medical Retirement. Ms. Sonjia Simon, former EEO Specialist accepted a reassignment on Fort Gordon. The EEO Office was successful in obtaining funding from the Medical command to support the salary of an EEO Assistant, Ms. Shirley Johnson who has been working in the EEO Office since May 01. Ms. Gwen Hopkins, a DA Intern is assigned o the EEO office for two years. The office operated with minimal staff members. Budget limitations and new commitments continued to cause priorities to shift almost daily, however, the quality of the service provided remained above reproach. Personnel losses and gains, coupled with the installation-wide budget constraints, affected units on Fort Gordon and severely impacted the execution of SEP goals. Managing Special Emphasis Program activities continued to be a great challenge. The EEO Special Emphasis Program Committee provided many diverse, challenging, and educational workshops; however, attendance remained poor at most of these functions. The combined SEP, one committee-one manager, was able to accomplish its objectives and execution appeared favorable despite the low attendance.

Activities and Accomplishments

During FY 01, the Equal Employment Opportunity Office conducted several programs in commemoration of ethnic observances and to promote diversity in the work place. The following are highlights of those programs:

- HISPANIC HERITAGE MONTH, 15 September-15 October 2001 – The EO hosted the command program. The program featured Dr. Lino Dominguez, Owner of a Hispanic Newspaper in Atlanta, GA. The program offered dance performances from Viva Panama, Grupo Kikirique, and Sabor Latina. Literary performances were presented during the program.

- NATIONAL DISABILITY EMPLOYMENT AWARENESS MONTH**,** October 2001 – The EEO and DHR published information throughout the installation highlighting contributions from the disabled employees and providing information for managers to assist in hiring persons with disabilities in order to meet the DA goal.

- NATIVE AMERICAN HERITAGE MONTH, November 2001 - The Equal Opportunity Office sponsored a display of Native American Artifacts at the Gordon Club and provided information on Native Americans.

- DR. MARTIN LUTHER KING, JR**.** OBSERVANCE, January 2001 — The EEO SEP in conjunction, with the Greater Augusta Area Counsel of Blacks in Government and the Equal Opportunity Office hosted a luncheon. The guest speaker was Rev. Dr. Clarence Joyner, Pastor, Broadway Baptist Church, Augusta, GA.

- AFRICAN-AMERICAN HISTORY MONTH, February 2001 - The Equal Opportunity Office hosted a command program for Black History Month with demonstrations from the Buffalo Soldiers. Those persons representing the soldiers gave a brief presentation of the significance of the buffalo soldier.

- WOMEN'S HISTORY MONTH**,** March 2001 – In observance of Women's History Month and its theme "Celebrating Women of Courage and Vision", the EEO SEP and presented a series of workshops. The month long celebration began with a guest speaker, Ms. Joanne K. Carr, Veterans Administration, Augusta, GA. The workshops were held on 6, 13 and 20 March 2001. The titles of the workshops were Professional Development, Health Issues, and Roll with It. The celebration concluded with a guest speaker, Ms. Tracey Pinson, Director, Small and Disadvantaged Business Utilization (SADBU), Washington, DC.

- TAKE YOUR DAUGHTERS/SONS TO WORK DAY, 26 April 2001 - The EEO Office sponsored Take Your Daughters/Sons to Work Day with children from local schools spending part of the day with their sponsor at the work site and the remainder of the day touring organizations on the installation to include the Youth Challenge Academy.

- ASIAN/PACIFIC AMERICAN HERITAGE MONTH, May 2001 – The EEO SEP assisted the Equal Opportunity Office in hosting the Command Program. The program featured Command Sergeant Major (Retired) James Hussey as the guest speaker.

- WOMEN'S EQUALITY DAY, 26 August 2001 – The EEO SEP hosted a Voter Registration Drive and a command program. Ms. Evelyn DePalma, Assistant for Program Oversight, Command, Control, communications, Computers and Intelligence Program Integration Directorate, Defense Information Systems Agency, Falls Church, VA was guest speaker.

- The EEO Office staff conducted sexual harassment (POSH) training throughout the installation. Strong emphasis was placed on Prevention of Sexual Harassment during FY 00 and for FY 01 along with the commanding general's zero tolerance policy.

The EEO Office continues to work with the Union in strengthening the partnership the two organizations have developed. The partnership is a vehicle that is utilized to resolve issues for those individuals who do not want to file grievances or EEO complaints. This process has opened doors of opportunities for the installation. The EEO Office worked with the Savannah River and Garden City Chapters of Federally Employed Women in hosting a citywide training

seminar. The EEO Office assisted the Greater August Area and the Savannah River Site Chapters of Blacks in Government in sponsoring the Southeast Regional Council Meeting.

Two African American females were promoted to the grade of GS-14 during the year. One female was promoted to the position of Director of Information Management and the other female was promoted to the position of Chief, School of Telecommunications and Technology. The EEO Office was successful in obtaining funding from the Medical command to support the salary of an EEO Assistant who has been working in the EEO Office since May 2001. Personnel losses and gains post-wide, coupled with installation-wide budget restraints, continued to play a vital role in the execution of the SEP goals. The EEO Special Emphasis Committee hosted/provided many diverse, challenging and educational events this FY. Guest speakers from other areas of government helped to improve the attendance at these events. The combined SEP committee accomplished many of the objectives for this FY and initiated new ones.

The EEO Office has undergone some significant changes in the past twelve months with staff changes. The program continues to be highly visible throughout the installation. Budget/fiscal and personnel limitations within the EEO office this reporting period has caused the priorities to shift on a continuous basis. The quality of service provided to the EEO customer remains above reproach during these constraints. The EEO Office focuses on doing better with less. The Installation continued to provide job fairs throughout the year to assist those retiring, considering career moves, and other personal goals. Training opportunities are made available to all employees. The EEO Office sponsored EEO Counselor training during the 3rd quarter and an additional nine counselors were certified and have been performing counseling duties in an exceptional manner.

Mr. Stanley Kelley, Director, EEOCCRA, conducted a training seminar, The Army Leadership Role in EEO, for all managers and supervisors. Managers and supervisors received a two-day training course entitled, "Avoiding the Pitfalls of Discrimination: The Manager's Role." One African American male graduated from the Army War College and one African American female graduated from the Sustaining Base Leadership and Management. Employees are recognized for their outstanding service throughout the year. Civilian of the Month recognizes a civilian employee each month that has been nominated by the manager or supervisor. This recognition program allows all employees an opportunity for installation recognition.

The Garrison Commander implemented a new award program entitled Performance in Excellence (PIE) Award. Managers and supervisors select employees for this award based on significant accomplishments throughout the year. The EEO Officer recognized all EEO counselors with this award by giving each counselor $100.00 during the annual EEO recognition luncheon.

Summary

Progress in the EEO program continued and many positive changes occurred despite barriers such as VSIP, other pre-RIF initiatives, and low attendance at training workshops. We have six certified mediators to include the EEO staff. The Department of the Army mandated annual POSH training for 100 percent of the civilian employees. At year’s end, training was on

going and has been a part of the New Employee Orientation Training. Initial and refresher POSH training was provided to all civilian supervisors, military supervisors of civilian employees, and to civilian employees. Classes were scheduled through the end of fiscal year 2001 (30 September 2001.) Post-wide activities celebrated Martin Luther King, Jr. Observances, Black History Month, Asian American/Pacific Islander Month, Women's Equality Day, national Disability Awareness Month, and Women's History Month

CHAPTER III

COMBAT DEVELOPMENTS AT THE U.S. ARMY SIGNAL CENTER

The Signal combat developments activities covered in this chapter are conducted by several diverse agencies located at Ft. Gordon. Though whom they work for may differ based on specific tasks, they all work toward the same goal of preparing the Signal Corps for the future Objective Force. The agencies included in this chapter are:

Directorate of Combat Developments (DCD)
Architecture Integration Processing Center (AIPC)
TRADOC Systems Manager for Tactical Radios (TSM TR)
TRADOC Systems Manager for Satellite Communications (TSM SATCOM)
TRADOC Systems Manager – Warfighter Information Network Tactical (TSM WIN-T)
Battle Command Battle Laboratory (Gordon) (BCBL-G)

DIRECTORATE OF COMBAT DEVELOPMENTS

From the Director's Perspective

The Directorate of Combat Developments continued to meet mission requirements within a resource constrained environment. Authorizations for 2001 were 125 military and civilian personnel but because of lack of funding (civilian pay and ODP support) the directorate had final end strength of only 85 personnel. The directorate managed to accomplish the majority of the Signal Center combat development responsibilities. In this regard, video-teleconferencing in conjunction with extensive temporary duty (TDY) and contractor support played a very important role in executing our missions throughout TRADOC, Department of the Army and the Joint Services community.

During 2001, DCD accomplishments included Director personal involvement with the Interim Brigade Combat Team (IBCT).[1] COL Snook was also directly involved with the Regimental Week Council of Colonels (19-21 June 2001) which dealt with various issues related to on-going developments.[2] The major projects DCD was involved in were Warfighter Information Network – Terrestrial (WIN-T), Functional Area Assessment (FAA), First Digitized Division (FDD), Modeling and Simulation Modernization Plan (MSMP), and the System Architecture (SA) program. More detailed information on each of these programs is included in the operating divisions sections which follows.

[1] Briefing packet, n.d. subj.: "The Brigade Combat Team"

[2] Briefing packet, 18 Jun 01, subj.: "Council of Colonels" and briefing packet, n.d. subj.: "Area Common User System."

WIN-T is a Signal Corps modernization effort that was initiated to meet growing network requirement and to modernize Signal Corps equipment (MSE and TRI-TAC) which is outdated and will not handle the growing Warfighter requirements. WIN-T is required to support the ABCS fielding plans, CSS data systems initiative, messaging requirements such as e-mail, sensor and imagery data, VTC and collaborative planing systems. Objectively, WIN-T modifies the MSE and TRI-TAC systems to a modular commercial technology based configurations that will be more efficient and cost effective to maintain at a time when these systems are nearing the end of their life cycle.

The Functional Area Assessment (FAA) identifies those issues where action is required across all Doctrine, Training, Leader Development and Material Systems (DOTLMS) for the Signal Corps to support the Warfighter. DCD was also deeply involved in development of the First Digitized Division (FDD). The modeling and simulation branch has embarked upon a modernization plan in support of the Army using the latest OPNET commercial software. Stable funding from the DA level has energized this program.

During 17-18 April, DCD participated in the Third Signal Center and Intelligence Center Home-on-Home Conference at Ft. Gordon designed to sustain the dialog and exchange of information between the Signal and Military Intelligence communities in a unified effort to help ensure Army Transformation is a success.[3] DCD also supported the Army Tactical Network Management Conference (ATNMC), (14-18 May 2001) which brought together personnel involved in this process to Ft. Gordon from all over the world.[4] The directorate also participated in and supported the Regimental Signal Symposium "Signal XXIX" (26-30 November 2001) with several briefings and workshops. DCD also sponsored the Council of Colonels (COC) and the Commanding General's Leaders Breakfast.[5] During these many conferences, DCD personnel provided updates on WIN-T, Army Common User System Modernization (ACUS-MOD), Network Management Training, Regimental Vision/Campaign, Defense Message Service/Public Key Infrastructure (DMS/PKI) Enterprise Directory Service, EAC Transformation, Beyond Line of Sight (BLOS) and Spectrum Management.

Mission

The Directorate of Combat Developments, TRADOC System Managers and Battle Command Battle Laboratory make up the Signal Corps Combat Developments team. The Directorate is responsible for the development of Signal Corps concepts, doctrine, organizations, material requirements, and systems architecture to support the Army warfighters. The directorate is responsible for ensuring that proponent as well as non-proponent organizational assessments are properly supported. The directorate provides Signal support assistance to all the

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[3] Memorandum, 18 April 2001, Subject: Welcome to Fort Gordon, from Major General John P. Cavanaugh to All Home on Home attendees.

[4] ATNMC conference packet, 14-18 May 2001 hosted by Material Requirements Division, Directorate of Combat Developments.

[5] CD-ROM, 27-29 November 2001 "Council of Colonels" Fort Gordon, GA; Attendee List, "29th Regimental Signal Symposium Council of Colonel," 26-30 November 2001.

TRADOC schools, the Army, Joint Service and Allied Service communities. The Director also serves as a member of the Army Science Board and Defense Science Board.

Key Personnel

Director	
COL Rodger D. Knox	January – September 2001
COL Keith H. Snook	September – December 2001
Deputy Director	
Mr. Ronald W. Saeger	January – December 2001
Program Management Office	
Ms. Willie M. Davis	January – December 2001
Directorate Sergeant Major	
SGM James F. Anderson	January - December 2001
Chief, Material Requirements Division	
LTC John A. Rutt	January - December 2001
Chief, Concepts and Architecture Division	
LTC Stephen G. Bullock	January - December 2001
Chief, Power Projection Division	
LTC Tom Allen	January – July 2001
Chief, Force Integration and Doctrine Division	
LTC Paul L. Morse	January – August 2001
Mr. Steve Riddle (acting)	August – December 2001

Resources

Reductions in resources have continued to affect the DCD workforce. The directorate civilian workforce authorizations increased from 38 to 40 however were funded for only 38. The total civilian and military authorizations are 125 with actual numbers assigned only 85. The directorate reorganized in 2001 to make better use of the limited resources. This reorganization put all aspects of the DA funded Systems Architecture (SA) program; Command Control Communications and Computers Requirements Documentation Program (C4RDP); and Modeling and Simulations under one division.[6] Increased DA funding (MU-17) for contractor support provided 88 man-years of effort to support our CD/Doctrine Development mission. The directorate spent over $25 thousand dollars on training to include the Combat Developments Course to specific computer training courses needed by our personnel to enable them to perform their duties more efficiently using the latest programs available.

[6]PowerPoint slides, n.d. illustrating various Directorate of Combat Developments organizations w/o explanation.

The directorate was allocated $4.697 million dollars for FY2001 operations and maintenance. Also the directorate was able to secure $1.612 million dollars form other sources to support contracts, travel and support equipment requirements. The directorate spent 100% of its programmed budget during FY2001 with the majority applied to three major categories: civilian pay (56%), contract and support equipment (38%) and travel (6%).

PROGRAM MANAGEMENT OFFICE (PMO)

The Program Management Office provides day-to-day operational guidance and support to the other divisions as well as the TRADOC System Managers, Battle Lab and other users of the Signal Towers Local Area Network (LAN). The LAN has been upgraded to Microsoft Office programming to allow for the maximum use of the networking capabilities of the equipment by all the offices in the Signal Towers. The PMO is responsible for scheduling all of the training for the directorate personnel as well as insuring that sufficient supplies and services are available for the directorate personnel to accomplish their mission, from furniture to the latest in computer technology. The directorate spent in excess of $30 thousand dollars on training for its personnel from the Combat Developments course to commercial courses for our administrators to better use the MS office programs. PMO is also responsible for coordination with other centers and schools as well as joint services on projects that affect Army wide Signal support.

CONCEPTS, DOCTRINE AND FORCE INTEGRATION DIVISION

The Concepts, Doctrine and Force Integration Division (CDFID) was established in the 2000 Directorate of Combat Development (DCD) organizational realignment. The division was established to provide supervision and management for four (4) branches aligned under the division. The Concepts, Doctrine, Force Integration, and Threat branches were realigned from their previous DCD organizational construct to provide a division that focused on Signal force development and management.

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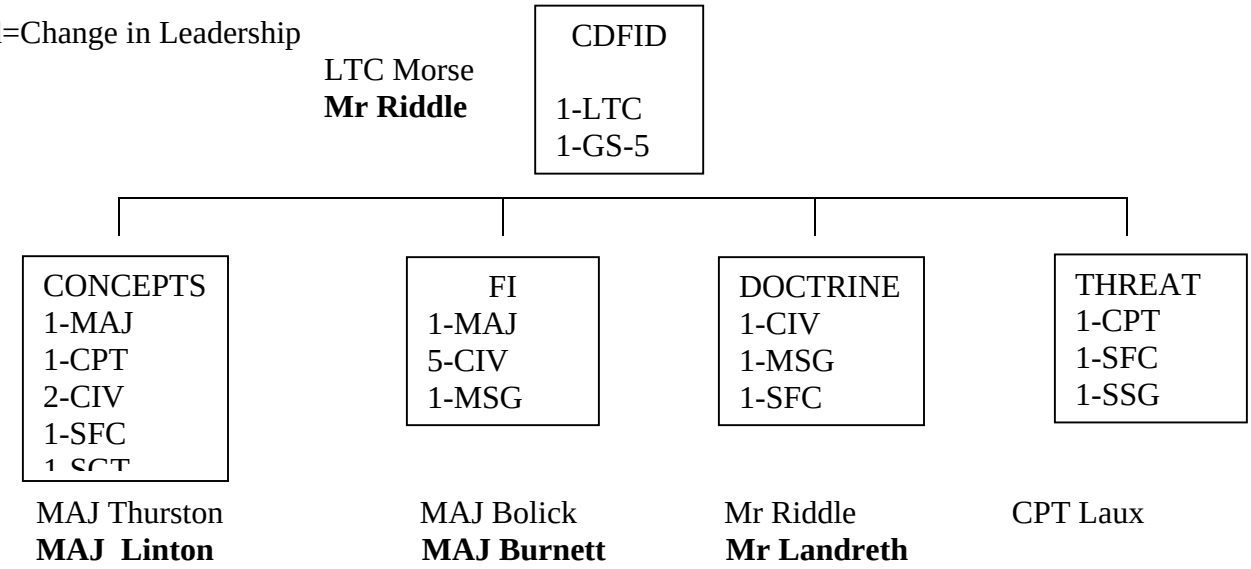
Bold=Change in Leadership



The CDFID continued its organizational maturity in 2001 with the division becoming the DCD hub for SIGCEN participation in the Army's Interim Brigade Combat Team (IBCT) concept, the Interim Division (IDIV) concept, and the development of Army Forces (ARFOR) force planning for supporting Joint Task Force (JTF) requirements in the Transformation initiatives. The CDFID was the focal point for developing and executing the concept, doctrinal and organizational planning, development, and documentation of the IBCT, IDIV, and ARFOR Signal support force designs and requirements. The CDFID was also responsible for merging and integrating new Signal Force Design Updates (FDU) and doctrinal changes. The division is primary point of coordination for addressing Signal force development; structure requirements and issues with the Forces Command (FORSCOM) and the U.S. Army Signal Command (USASC); as well as the field Signal Commands and units throughout the active and reserve component (RC) forces (both U.S. Army Reserve (USAR) and Army National Guard (ARNG).

The role of the CDFID in the DCD expanded to include Army Transformation initiatives, and continues to develop Corps and Theater Transformation requirements and issues to meet the Army's Objective Force XXI and the Signal Regiments Visions.

Key Personnel

Chief

LTC Paul L. Morse	January – August 2001
Mr. Steve Riddle (acting)	August – December 2001

Force Integration Branch

The Branch was part of the Concept, Doctrine, and Force Integration Division of the Directorate of Combat Developments. Force Integration Branch TDA authorizes twelve personnel: one Officer (MAJ), five DAC (5 GS-12), and two Enlisted (1-MSG, 1-SFC). In addition there are two contractors, one to augment TOE/BOIP development and the other responsible for OPFAC for the Signal Regiment.

Activities and Accomplishments

The primary focus of the Branch was Army Transformation, Force Design Updates (FDU), Total Army Analysis (TAA-09), maintenance of Signal Tables of Organization Equipment (TOE) and Basis of Issue Plans (BOIP), establishing Operational Facilities (OPFAC) rules, and developing Operational Architecture (OA). The Branch coordinates internally with the TRADOC Systems Managers (SATCOM, Tactical Radio, WIN-T, and Network Management), Office Chief of Signal (OCOS) and Material Requirements Division. The Branch coordinates externally with HQDA, National Guard Bureau, OCAR, HQ TRADOC, AIPC, Force Design Directorate (FDD), USAFMSA (Ft. Leavenworth & Ft. Lee), FORSCOM, Army Signal Command (ASC), other TRADOC Schools and Centers, and Field Units.

Force Integration Branch develops Signal TOE and BOIP to support Army Transformation and Force Design Updates. In addition the Branch is responsible to update an extensive number

of Signal TOE and BOIP through the cyclic review process. These document the requirements to build the Signal organizations. The Branch supports the Signal Regiment in the TAA process by establishing the Rules of Allocation for Signal force structure and represents the Regiment at the Requirements and Resourcing Conferences. The TAA process determines the number of Signal organizations required in the force to accomplish the Army mission determined by Defense Planning Guidance and Quadrennial Defense Review.

The Branch develops FDU packages that effect design changes to Signal units and occasionally impact all proponent TOEs across all components. The FDUs are forwarded to TRADOC FDD, staffed worldwide and presented to HQDA for approval prior to implementation. The Branch coordinates the MARC Studies for Signal MOS functions conducted by USAFMSA Ft. Lee. Coordination is done with OCOS, DOTD and Training Departments and SME panels are arranged with field organizations. Results of these studies impact all TOEs that contain these MOS. OPFAC Rules are developed to support communications equipment requirements for Signal units. Review Boards meet annually to review and approve new rules and modify old ones. Operational Architecture is a modeling tool to assist in identifying requirements. This process addresses the interface of organizational elements to model who talks to whom, how and how much to help determine communication requirements.

❖ **Tables of Organization and Equipment (TOE) Actions**

- TOE Cyclic (Tri-annual) review of personnel and equipment of an approved TOE. Provided input to USAFMSA and participated in the Documentation Integration Working Group (DIWG): Corps Area Battalions 11425L000, 11435L100 and 11435L300; Corps Signal Brigade HHC 11402L200 and Airborne Corps Signal Brigade HHC 11402L400; 4-Node Division Signal Battalion 11065L100 and 6-Node Division Signal Battalion 11065L400. TOE Review of personnel and equipment in a new TOE. Provided input to U S Army Force Management Support Agency (USAFMSA) and participate in the Documentation Integration Working Group (DIWG).

- Conversion of 1108TH Signal Brigade from TDA to TOE 11810A000 with subordinate HHC 11642A000 and subordinate Battalions 11645A200 and 11645A300. Redesign of the Theater Combat Camera Company 11690A100 and Airborne Theater Combat Camera Company 11690A200.

- DA Form 2028 changes to Theater Strategic Signal TOE modules to incorporate mission changes dictated by Army Signal Command, to include interim fixes for documentation of CUTS and Strategic DMS.

- DA Form 2028 changes resulting from the Annual FORSCOM scrub of all ASC's MTOEs.

- DA Form 2028 changes resulting from the Documentation Assistance Review Team (DART) for the IBCT Signal Company.

- **Basis of Issue Plan (BOIP) Actions**: As the BOIP proponent conducted actions to review BOIP Feeder Data, review TOE personnel and equipment impact, coordinate Signal Center training requirements, and provide input to USAFMSA, specifically:

- Proponent input to Brigade Subscriber Node (BSN) (BOIP C228AA).
- Proponent input of Amendment 13 to AN/TSC-85 and AN/TSC-93 TACSAT terminals (BOIPs C055AA/AB).
- Proponent input of Amendment 1 to HMMWV-mounted DGM Assemblages (BOIPs C217AA/AB/AC/AD).
- Proponent input of proposed change to SMART-T BOIP documentation, one SMART-T per Signal Node of a Division Signal Battalion verses a pool of resources in the Support Company.
- Non-proponent Signal input to the Tactical Water Purification System (BOIP Q081AA).
- Non-proponent BOIP Signal input to the Spectrum Analyzer (BOIP P077AA).
- Non-proponent BOIP Signal input to the SIDPERS III (BOIPs N005AA, N009AA, and N010AA).
- TSM coordination on OPFAC requests in non-Signal TOE for the AKMS AN/GYK-49 (V) 1 and 49(V2) (BOIPs C224AA/AB) and the LCMS AN/GYK-33A (BOIP C151AD), and GBS Ground Receive Terminal (BOIP C204AA).

Provided BOIP Feeder Data review for the ISYSCON (V) 2, the proposed EPLRS Network Management (ENM) laptop and monitor BOIPs, as well as Feeder Data for the DSCS Teleport and Windband Gapfiller programs, and the AN/GSC-52A, AN/GSC-39A, and AN/FSC-78A earth stations. Provided BOIP input to Notification of Future Change (NOFC) (BOIP E-0204-43) establishment of MOS 63X and revision of MOS 63B; NOFC (BOIP O-0204-05) revision of FA 24 and FA 23 officers; NOFC (BOIP E-0204-47) review of MOS 35F and deletion of 35J and 35N; NOFC BOIP E-0204-7 revision of MOS 31W; NOFC (BOIP E-0204-02) revision of MOS 31L.

- **Total Army Analysis 2009 (TAA-09):** TAA-09 was on an accelerated "express" path to meet POM requirements and release an ARSTRUC message in February /Mar 02 timeframe. The TAA process was delayed due to the Quadrennial Defense Review (QDR) and the events of 11 September 01. This compressed effort resulted in the 20-month process reduced to 4 months. Key milestones/events that occurred during TAA-09 were:

- <u>Requirements Council of Colonels (COC)</u> 7-8 Nov 01 hosted by HQDA (DAMO-FM) and chaired by BG Hardy (Dir RFM). TRADOC suspensed proponents to identify their issues by 15 Nov 01 to Force Design Directorate (FDD). SIGCEN analysis of TAA force requirements "stacks" completed and submitted. Fourteen (14) Signal issues were provided to TRADOC. Issues will be used in preparation for General Officer Study Advisory Group (GOSAG) 18-19 December.

- <u>Homeland Security (HLS) Conference</u> 4-7 Dec 01. Define Army role and determine C2 solutions for HLS given an array of Army forces under a proposed Unified Command Plan change (CINC Homeland).

- Requirements GOSAG 18-19 Dec 01. GOSAG issues will become basis for resolution for requirements prior to TAA Resourcing phase.

- Resourcing COC 8-10 Jan 02. Resourcing phase was primarily a MACOM support action. TRADOC support was provided as required.

- Force Feasibility Review 14 Dec - 7 Jan 02.

- Resourcing General Officer Steering Committee (GOSC) 30-31 Jan 02. Finalize TAA Resourcing for VCSA approval.

- HQDA scheduled to publish ARSTRUC message end of Mar 02.

❖ **Signal Force Design Update (FDU):** The SIGCEN participated in several significant FDU events and accomplished several major FDU actions that will result in major changes in Signal force designs. These FDU milestones represent Signal redesigns of existing forces, the development of new force designs for existing force structure, and completely new force designs that are to be added to current Signal force structure. SIGCEN continued to work FDUs submitted in the FDU 2000-1 cycle:

❖ ***Combat Camera (COMCAM):*** The Organizational Redesign Concept for Visual Information (VI) Signal companies at Theater (SRC 11613L000) and Corps (SRC 11413L100/200) represents a major redesign effort that involved Headquarters, Department of the Army (HQDA), U.S. Army Forces Command (FORSCOM), U.S. Army Signal Command (USASC), and U.S. Army Reserve Command (USARC), as well as select participants from the Joint combat camera community. The redesign created two equal theater-level Combat Camera (COMCAM) companies using a single force design that is completely modular and capable of providing COMCAM support from Theater to Corps and down to Division with documentation and editing teams. The redesign and the existing COMCAM companies (The 55TH COMCAM (active) and the 982ND COMCAM (USAR) form the resourced force structure to support this concept. The 982ND COMCAM Company will be redesignated as a theater - level company under the redesign. The redesign, in essence, eliminates the COMPO 4 requirement for one theater and 3 Corps COMCAM companies required in Total Army Analysis (TAA) warfight requirements and rules of allocation (ROA). The COMCAM force redesign was approved by HQDA for TOE development in July 2001. The new COMCAM force design TOE has been developed and approval and implementation by HQDA in 2002 is expected.

❖ ***1108TH Strategic Signal Brigade Organizational Redesign:*** The 1108TH FDU was initiated in 2000 to convert the only Continental United States (CONUS) Strategic Signal Brigade from a TDA organization to a TOE force design. This redesign paralleled the 1997 and 1998 Signal FDUs that converted all Outside of CONUS strategic Signal units (Brigades, Battalions, and Companies) to standard TOE designs. This major Signal force structure initiative started in 1995 when HQDA directed that all non-standard Modified TOEs (MTOE) had to be analyzed and reviewed for redesign to eliminate non-standard force designs that did not comply with the new DA policy that requires that all MTOEs be based

on doctrinally approved TOE designs and meet DA documentation compliance policies. This represented a major force development and force integration challenge for the SIGCEN in coordination with FORSCOM and USASC. The 1108TH redesign followed this same effort to provide standardization to strategic Signal force designs. The 1108TH Force Redesign was approved by HQDA for TOE development in July 2001. The 1108TH force design TOE has been developed and approval and implementation by HQDA in 2002 is expected.

- ***SOSB:*** Organizational Redesign of the 112TH Special Operations Signal Battalion (SOSB) located at Fort Bragg, North Carolina. This unit is an organic unit of the U.S. Army Special Operations Command (USASOC). The SIGCEN is the TOE proponent for the 112TH Signal Battalion. The redesign adds an additional company to the current force design to expand the capability of the battalion to support increased regional support to Theater CINCs and their Joint Special Operations Task Forces (JSOTF). The terrorist events of 9-11 in America had a significant impact on the expanded missions of the 112TH SOSB; the 112Th is the only Signal Battalion dedicated to supporting Army Special Operations Forces (SOF). The unit is provisionally organized under the force redesign in July 2001 and will operate accordingly until the new TOE is approved for implementing the new MTOE for the unit.

- ***TTSB (V2):*** Organizational Redesign of the 7TH Theater Tactical Signal Brigade in Germany (U.S. Army Europe). The 7TH Signal Brigade redesign organizes all the subordinate units of the brigade into two equal multi-functional battalion designs designated as Theater Tactical Signal Battalions Version 2 (TTSBV2). The redesign facilitates task organization with each battalion having the capability to support operational missions with common-user line-of-sight (LOS) Signal systems (common user network) and long-haul beyond-line-of-sight (BLOS) communications systems (Tactical satellite (TACSAT) and Tropospheric Scatter (TROPO) systems. The redesign has the endorsement of Commanding General USAREUR and FORSCOM Deputy Chief of Staff for Operations (DSCOPS) for expedient implementation. The redesign uses existing force structure and equipment to provide a more effective operational and organizational capability that is more relevant to the wartime environment in Europe today; the redesign essentially eliminates a "cold war" force design and provides a baseline for executing new Army Transformation objectives. The subordinate units of the 7TH Signal Brigade are provisionally organized under the force redesign and will operate accordingly until the new TOE is approved for implementing the new MTOE for the unit.

- **GBS TIP:** Organizational Design Concept for the Global Broadcast Service Theater Injection Point (GBS TIP) Team. This Signal FDU proposes a new stand-alone force design that supports the integration and fielding of the GBS TIP system into the Army force structure. The force design supports the limited procurement and fielding of the three (3) GBS TIPs to select theater of operations to support Commander-in-Chiefs (CINC) in Central Command (CENTCOM - Southwest Asia SWA), Combined Forces Command (CINCCFC - Korea), and Europe (CINCEUR - Germany). The stand-alone modular design provides the most efficient organizational design solution to support the near-term fieldings planned and avoids creating unnecessary force requirements governed by Basis of Issue Plans (BOIP) development for a new system. Total Army Analysis 2009 (TAA09) recognized the GBS

TIP as a Joint CINC requirement and resourced the 15 soldiers required to support the three (3) TIPs. The GBS TIP Team design consists of five (5) soldiers (3-31S satellite system operators and 2-74B Info systems operators-maintainers) and the GBS TIP system and associated support equipment. The GBS TIP provides the Theater Warfighter the capability to broadcast through the TIP information generated in the GBS system to deployed and dispersed forces in the theater of operations. The TIP FDU represents providing new capabilities and technology to the Warfighter in the near-term; the first TIP fielding is in motion with fielding to the 11TH Theater Tactical Signal Brigade in FY02; subsequent fielding will occur in FY03 and FY04. The TIP FDU is essential to provide the basis for manning the TIPS and documenting their integration into the Army force structure. GBS TIP FDU results are expected in 2002 with approval and implementation of the new design supported by TAA-09 resources.

- **Manpower Analysis Requirements Criteria (MARC):** There were four MARC Studies performed this past year and one function deleted from the Force Management Bulletin Board.

- Cable Splicing Operations, 31LF2, was approved 30 Jan 01 with no impact to the force structure.

- Single Channel Radio Operations, 31C, was approved 27 Mar 01 with no force structure impact.

- Satellite Communications System Operations, 31S, was approved 27 Mar 01 with no impact to force structure.

- Voice Radio Equipment Operations, General Purpose User (GPU), was also approved 27 Mar 01 with no impact to the force.

- Antenna Installation Operations, 31LF6, was deleted from the MARC Study schedule. USAFMSA made the decision to remove this low-density function from the FMBB and the requirement for manning left to the proponent to determine (SIGCEN).

- **Operation Facility (OPFAC) Rules:** Produces approved C4 requirements for TOEs and BOIPs and is the Army's vehicle for C4 appetite suppression and validates system architectures.

- Supported by verifying and documenting C4 requirements for the IDIV Signal Battalion, IBCT Signal Company, Combat Camera Signal Company concept redesign (26 separate TOE modules), and Strategic Signal Brigades (4 separate TOEs).

- Supported DWIG review of the Corps Signal Brigade HHCs TOEs (2 TOEs), TELECOM Signal Battalion (2 TOEs), CORPS Signal Battalions (7 TOES), Tactical Theater Signal Battalion (4 TOEs) and Division Signal Battalion (8 TOEs).

- **Operational Architecture (OA):** Was decentralized from TRADOC and development responsibility was passed on to the Proponent Schools and Centers. The objective was to create an architecture process that will ensure the warfighter needs are met, while also supporting those requirements currently being met by the Army's institutional process {e.g., Table of Organization and Equipment (TOE)/Modified TOE (MTOE) development, and Basis of Issue Plan (BOIP). Signal Center supported by developing, and documenting

operational requirement in the approved format for AO products for the Interim Division (IDIV) Signal Battalion. In addition, Signal Center supported by reviewing IBCT Signal Company model and ensuring it met the guidelines set out by TRADOC to be incorporated into the IDIV.

Doctrine Branch

Overview

The TDA authorized the Doctrine Branch 6 officers, 9 noncommissioned officers, and 3 government service personnel for a total of 18. The shortage of authorized personnel continues to be an issue in doctrine, as there are no officers, 2 noncommissioned officers, and 1 government employee. Personnel shortages have been made up with contractors. Currently, there are 6 contractors hired as doctrine writers and 3 hired as editors to alleviate the devastating shortfall of authorized personnel. Current strength is 12 personnel total.

Contractors:	Government Service:	Noncommissioned Officers:
Mr. Tim Landreth	Mr. Steven Riddle	MSG June Payton
Mr. Rick San Miguel		SFC Dervon Burnett
Mr. John Darden		
Mr. Russell McCray		
Mr. George Reckentine		
Mr. Lawrence Johnson		
Ms. Lisa San Miguel – Editor		
Mr. Brian Eckard - Editor		
Mr. Chris Livingston - Editor		

Activities and Accomplishments

- **Fall Semi-Annual Army Doctrine Conference**. Doctrine Branch representative attended the Fall 2001 Semi-Annual Army Doctrine Conference (SAADC) hosted by the Joint and Army Doctrine Directorate (JADD), Deputy Chief of Staff for Doctrine (DCSDOC), Headquarters, TRADOC. The primary purpose of the SAADC was to provide a forum between TRADOC's doctrine staff to provide updates and exchange and disseminate information on doctrine literature, the doctrine development process, and to conduct sidebar meetings to ensure close coordination on key doctrinal issues.

- **Digital Force Coordination Cell (DFCC) Council of Colonels**. Doctrine Branch representative attended the DFCC COC and the purpose of the visit was to gather doctrinal information from the briefings. During the two days two main issues affecting the SIGCEN were addressed: 74B Workload/Manning and Tactical Internet Architecture Documentation, Management, and Troubleshooting.

- **ABCS Sustainment Working Group**. Doctrine Branch personnel attended the ABCS Sustainment Working Group at Fort Lee, Virginia on September 19th, 2001. The working group was discussed actions required to implement an ABCS sustainment plan developed at

a previous meeting that provided a draft sustainment plan for near-term, 4th ID DRB, through the objective force. PEO-C3S personnel briefed the group on the 4th ID DRB support concept. The presentation depicted contracted Field Engineers (FE) and future contracted ABCS Generalist personnel receiving direction and guidance at brigade level from the S4. SIGCEN representatives stressed that all communications and information systems organizational level maintenance functions and personnel, to include the FE and the future ABCS Generalist, work upon the direction and guidance of the G6/S6. During discussions on the ABCS Generalist the SIGCEN representative's position was that this individual ultimately transitions to a green suit (enlisted or warrant officer) and will work under the direction and guidance of the G6/S6. CECOM representatives briefed that the contracted ABCS Generalist will eventually transition to a CECOM LAR.

- **Tactical Radio Publication MTTP Working Group**. The author of FM 6-02.69 traveled to Langley Air force Base (AFB), Virginia 12 - 15 Feb 01 to assist the Air Land Sea Applications Center and Joint Sevice members in the development of a Tactical Radio publication MTTP. SSG Burnett was responsible for the development of the chapter one of SINCGARS TALK II MTTP.

- **III Corps G6/S6 Conference 14-15 November 2001**. The author of FM 6-02.50 attended the conference. ABCS compatibility concerns were raised during the conference. III Corps is using version 4.3 and the 4th ID is using version 6.2.1. Both are concerned about compatibility and training problems when they are required to communicate with each other. ABCS responsibilities were discussed in detail. An example provided centered on the commander expecting more then just a systems connectivity briefing from the S6 in the TOC. The commander wants to know what is wrong with specific ABCS boxes (MCS, etc.). Bottom line is the commander is holding the S6 responsible for ABCS. Digital sustainment training is a big problem with III Corps taking some initiatives with a 2-week S6 School, Signal University (beginning in about 6 months) and instruction on (CD-ROM) for digital training for new arrivals. SMART-T discussions centered on where they are deployed and habitual relationships. III Corps is looking for SMART-T requirement guidance. ABCS hard drive (Brick Burning) was discussed and is currently provided by TRW. The 4th ID is buying it's own Hard Drive replicator and will have the 35J at the FSB provide brick burning in for the division in the tactical environment. The location of the FSB in relation to the other division concerns many of the maneuver units, as does having enough "generic" spare bricks and bricks for different platforms. Brick burning is also is very time intensive and this also concerns the units. PM WIN-T is involved in the process trying to work out the issues. The group discussed the assignment of FA 53's. The discussion centered on possible elimination of assignments of the 53A CPT at maneuver brigade level. The group agreed that even though the WO 254 will replace the WO 251, the FA 53A continues to be required.

- **Doctrine manuals** - Division Capstone Exercise (DCX) / Interim Brigade Combat Team. The Doctrine Branch developed draft doctrinal literature and tactics, techniques, and procedures in field manual format supporting the legacy, digitized, and transformation forces during CY01. All comments and recommendations from the field were reviewed for incorporation into the field manuals. Each field manual is listed below was staffed worldwide for comments and recommendations.

FM 6-02.2, *Command, Control, Communications, and Computers (C4) Operations: Interim Brigade Combat Team.* Drafts delivered April and September 2001.

FM 6-02.7, *Local Area Network (LAN) Management*. Drafts delivered April and September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.23, *TTP for DMS-Army Extension into the Tactical Environment.* Doctrine Branch completed the coordinating draft and staffed for review with suspense of January 2001. Due to a lack of funding the Doctrine Branch did not further develop the FM during CY01.

FM 6-02.27, *Switching Operation*. Drafts delivered February and September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.32, *Tactics, Techniques, and Procedures for the Tactical Internet***.** Drafts delivered February and September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.40, *Visual Information Operations*. All comments and recommendations were reviewed for incorporation into the draft manuals published in January and June 2001. The FM was submitted to the Command Group for approval and CG signature in September 2001. The CG approved the FM on 23 October and the DOT, Publications Branch forwarded the Camera Ready Copy to TRADOC, ATSC for approval and publishing in December 2001.

FM 6-02.41, *Tactics, Techniques, and Procedures for the Enhanced Position Location Reporting System (EPLRS).* Drafts delivered January and September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.42, *Command, Control, Communications, and Computers (C4) Operations: Echelons Corps and Below (ECB).* Drafts delivered January and September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.43, *Signal Leader's Guide.* Draft delivered September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.50, *Combat Communications within the Division (Heavy and Light*). Drafts delivered January and September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.53, *Combat Net Radio.* Draft delivered September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.54, *Satellite Operations*. Drafts delivered February and September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.55, *Area Common User System Operations*. Drafts delivered April and September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.69, *Signal Digital Equipment Procedural Guide.* Draft delivered March 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.70, *Spectrum Management*. Draft delivered September 2001 to support 4th ID Division Capstone Exercises.

FM 6-02.71, *Network Operations.* Drafts delivered February and September 2001 to support 4th ID Division Capstone Exercises.

ST 24-24, Signal Data Reference: Signal Equipment. The coordinating draft continues to be developed with the FM last published in July 2000. The departure of the military author and the delayed assignment of the FM caused the lengthy delay between coordination draft and final draft timelines to a contractor. The FM has numerous graphics that needed to be added or updated and many are being replaced by digital photos.

- **ABCS Sustainment:** Doctrine Branch personnel developed a draft ABCS Sustainment information paper for the CDFI Division Chief. This information paper is in response to the recommended support relationship changes to ABCS sustainment generated by an ABCS Working Group under the direction of CASCOM/CECOM/PEO-C3S. This working group recommended and has generated actions in the area of contracted ABCS sustainment support in maneuver brigade and above that may be in conflict with the roles and responsibilities of Signal Regiment personnel. The information paper is intended to provide the CDFI Division Chief and the DCD the information needed to develop a SIGCEN position on the contracted ABCS sustainment personnel.

- **Network Naming:** Network Naming Information Paper. Doctrine Branch personnel developed a draft Network Naming information paper for the CDFI Division Chief. The naming of communications and information systems networks has become an issue for requirement documents, training materials, and doctrinal publications with many offices and publications using different names for the same networks and the same name for different networks. Currently, there are no unique doctrinal terms accepted by all, which describe the communications and information systems networks deployed throughout the Army. The intent of this paper is to identify one network naming convention that transcends all echelons from the Legacy Force through the Objective Force, yet clear, concise, and descriptive enough for requirements documents, training material, and doctrinal publications. The recommendation is to adopt the term "Wide Area Network (WAN)" accompanied by its distinctive level of influence and management in requirement documents, training materials, and doctrinal publications. For instance, the corps WAN will consist of all associated authorized Modified Tables of Organizations and Equipment (MTOE) within the corps. This is also applicable to the division WAN and brigade WAN. Battalion-level networks will be addressed as a battalion WAN only if the battalion has exclusive network management over the WAN components located in the battalion area of responsibility. These terms provide clarity that does not exist in requirement documents, training materials, and doctrinal publications today. This will drive significant changes within doctrine if approved.

- **Non-proponent Reviews**: During the course of the year, the branch has reviewed 46 non-proponent, joint, and Army manuals. Some of these publications had serious impacts on Signal Doctrine that required many changes to our manuals. In a few instances, the SIGCEN has become a dual proponent to some Army manuals. ST 9-11, Army Automation Support Procedures is one such manual. The SIGCEN needed to ensure the S6 duties and responsibilities were addressed to meet current doctrine. The FM describes the TTP required to support automation equipment for the digitized Army.

Concepts Branch

Overview

Concepts Branch is authorized 9 personnel: two officers, four civilians, and three enlisted. At the beginning of 2001, the Branch had six individuals assigned: two officers, two civilians and two enlisted. By year's end, the branch had five individuals assigned: three officers, 1 civilian, and one enlisted. Major Michael Thurston continued as Concepts Branch Chief through June 2001, and in Sep 2001 Major Douglas Linton became the Branch Chief.

The Branch was part of Concepts and Architecture Division. The major focus of the Branch was Army Transformation, with emphasis on development of the Signal portion of the Organizational and Operational (O&O) Concepts for the Objective Force, for the Interim Division (IDIV) and the Interim Cavalry Regiment (ICR). After the attack on the United States on September 11, the Branch was heavily committed to working projects related to Force Protection, Network Security (NETSEC) and Information Assurance (IA).

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 Advanced Full Spectrum Combat Operations, IAW TRADOC Pamphlet 71-9. They also develop signal integrating and supporting concepts for specific future materiel(s) / organization(s) required for conducting 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 for integrating 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.

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 provide recommendations and comments, as appropriate, to maintain consistency with existing and emerging signal concepts and doctrine. 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.

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 issues. They are responsible for development of Objective Force Capabilities (OFCs) that focus Army Science and Technology, and Army Warfighter Experiment efforts.

Activities and Accomplishments

- ***Interim Division (IDIV):*** Concepts Branch participated in Sustainment IDIV Rock Drill exercises at CASCOM during July and August. Rock Drill objectives included: 1) demonstration of IDIV concept of support to validate the IDIV sustainment structure, 2) demonstration of aerial re-supply concept of support, 3) development of insights on IDIV sustainment organizations, capabilities and employment, 4) determination of IDIVs distribution management systems, 5) Determination of EAD requirements, 6) Definition CSS automation system architecture. Signal Concepts requirements involved addressing communications support to deployed IDIV forces in a series of central European scenarios/vignettes. Results of the Rock Drill exercises included confirmation by CASCOM to CSA that IDIV was supportable with an 85% solution.

- ***Objective Force O&O:*** After Sep 11, 2001, the Concepts Branch increased its contribution to work on the Objective Force, with an emphasis on the Unit of Action and the Unit of Employment. This included SIGCEN preparation for several Seminar Wargames and related actions. Although the entire DCD was active with critical Objective Force developments, the Concepts Branch supported as required and will continue working these actions for the foreseeable future.

- ***C4ISR O&O:*** Concepts Branch attended the Objective Force C4ISR Integrating Concept Review Board in October 2001. CG TRADOC indicated that a C4ISR Integrating Concept was required to support TRADOC's Objective Force work. While the Objective Force Unit of Action, Unit of Employment and Future Combat System Concepts have received detailed attention through the DA level, the OF C4ISR Integrating Concept had not yet been cross-walked among the various proponents. Objective of the effort was an initial draft of C4ISR Integrating Concept Annex entitled: Candidate C4ISR Future Operational Capabilities.

- ***Air Assault 2010 Warfighting Seminar:*** Concepts Branch participated in the first Air Assault 2010 Warfighting Seminar in Hampton, VA on 18 September. The purpose of the seminar was to inform the 101st Airborne Division on the Objective Force process, provide some initial insights on the AASLT 2010 O&O, and prepare the 101st for participation in a future Objective Force Seminar War Game (SWG). The AASLT WFS I was co-chaired by representatives from DCSCD TRADOC, the 101st Airborne Division, and the Aviation Center. The AASLT 2010 efforts were discussed in terms of the Operational Environment, Objective Force O&Os, and the Concept Based Requirements System. The 101st discussed its transformation, future capabilities and requirements, and a proposed Objective Force Air Assault Division organization. The TRADOC Combat Developments community representatives came away with an understanding of AASLT 2010 and its linkage to the Objective Force.

- ***Second Interim Cavalry Regiment (2ICR) MAPEX:*** Concepts Branch participated in the 2ICR MAPEX in October-November. Purpose was to validate and refine the baseline 2ICR O&O Concept in preparation for the 2ICR C4ISR Rock Drill scheduled for Mar 2002. The 2ICR Task Force focused on Battle Command, Control and Interoperability, with emphasis on validating and refining the O&O Concept and to examine Situational Awareness input. The major Signal issue was to determine whether the 2ICR O&O met the information, communications, and structure requirements of the 2ICR.

- ***Force Protection O&O:*** The Concepts Branch was heavily involved in Force Protection issues for Fort Gordon as well as the entire TRADOC community. This work included input to an emerging Force Protection O&O, as well as several reviews of this maturing document. Related projects included work on Land Mobile Radio initiatives in concert with TRADOC and the local DOIM (with Fort Gordon acting as the testbed for this expanding critical command and control system). Other Force Protection work included input to the TRADOC Force Protection Handbook, which will soon be used at Installation Operations Centers (IOCs) across the country.

- ***Network Security (NETSEC):*** As of October of 2001, the Concepts Branch was heavily involved in Network Security issues, with a special emphasis on information protection at TRADOC and other Army Garrisons. This resulted in extensive research and several briefings to the Commanding General relating to Installation Force Protection from a Cyber Warfare point of view. SIGCEN continues working on a special tasker from the TRADOC CG titled "Concept for Network Security—How and Training" which will remain a prime focus for several years. The Concepts Branch was also instrumental in the early development of the SIGCEN Information Assurance Proponency Office, which will continue to integrate IA DTLOMS requirements.

- ***International/NATO Support:*** Concepts Branch participated in the NATO C3 Board Land Working Group meeting in January. The Signal Center/Concepts Branch rep acted in the capacity of the United States Representative to the group. The group was working on redraft of STANAG 5048, Edition 6, 'The Minimum Scale of Connectivity for Communications and Information Systems (CIS) for NATO Land Forces". Our participation in this forum is an

important vehicle for achieving the Army's objective of providing CINCs the capability to employ Army forces effectively and efficiently as a member of an alliance or multinational coalition across the full spectrum of military missions. The continued involvement of U.S. Army forces in multinational operations, whether under U.S., United Nations, or multinational command, requires the ability to exchange situational awareness and command, control and communications (C3) information among command posts of participating units. Operations in Bosnia highlighted the requirement for international C3 system interoperability. These staff talks harmonize doctrine, concepts, training, operational procedures and requirements. They also promote cooperative materiel research, development and acquisition.

Threat Office

Overview

The fiscal year 2001 TDA required 14 positions with only five positions authorized. During 2001 personnel strength remained relatively stable. At both the beginning and the end of 2001 five persons were assigned: one officer, two NCOs, and one civilian. The other NCO, 71L (Administrative Specialist), is assigned to the Threat Office but attached to 116th MI Group for SSO functions.

The Threat Office continued its mission as a vital member of the Signal Center within the Concepts, Doctrine and Force Integration Division, Directorate of Combat Developments. As in previous years, the focus and goal of the Threat Office for 2001 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 provided threat intelligence information to support 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.

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 Threat Office Chief serves as the Signal Center Senior Intelligence Officer and Threat Manager.

Activities and Accomplishments

During 2001 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, Operational Requirements Documents, and Threat Test Support Packages. Some of the numerous programs, concepts, and systems supported were:

- Air and Missile Defense Planning and Control System (AMDPCS)
- Battlefield Video Teleconferencing (BVTC)
- Brigade Subscriber Node (BSN)
- Combat Service Support Automated Information System Interface (CAISI)
- Common Hardware Systems (CHS)
- Defense Advanced GPS Receiver (DAGR)
- Defense Message System (DMS)
- Digitization Security Classification Guide
- Enterprise Wideband Satellite Communications Terminal Segment (EWSTS)
- Force XXI Battle Command Brigade and Below (FBCB2)
- Future Combat System (FCS)
- Global Broadcast Service (GBS)
- Integrated System Control V4 (ISYSCON V4)
- Joint Biological Point Detection System (JBPDS)
- Joint Biological Standoff Detection System (JBSDS)
- Joint Network Management System (JNMS)
- Joint Tactical Radio System (JTRS)
- Lightweight Water Purifier (LWP)
- Multifunctional Information Distribution System (MIDS)
- Multiband Multimode Integrated Satellite Terminal (MIST)
- Network Operations Center-Vehicle (NOC-V)
- Platoon Early Warning Device II
- Public Key Infrastructure (PKI)
- Secure Enroute Communications Package-Improved (SECOMP-I)
- Secure Wireless Local Area Network (SWLAN)
- Strategic Communications Integrated Training System (SCITS)
- Tactical Local Area Network Encryptor (TACLANE)
- Tactical Network and Information Systems IA CONOPS
- Tactical Water Purification System (TWPS)
- Unmanned Systems Land Warfare
- Warfighter Information Network-Terrestrial (WIN-T)
- Wireless Local Area Network (WLAN)

The Threat Office support to training and doctrine continued in 2001 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. The Threat Office Chief attended the National Ground Intelligence Center Orientation Course in Charlottesville, VA. and our Admin Specialist attended the required SSO and B Course in Washington, D.C. 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 May 2001. Each briefing was specifically tailored for the needs and future assignments of the Colonels present. The briefings focused on electronic warfare and information operations. COL Farrell decided that the threat briefing would be dropped from the training schedule for future classes because it is not a mandatory class for the PCC.

During 2001 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. Effective 1 October 2001 the military 71L position was converted to a civilian GG-080-07, Security Specialist position. As of 31 December 2001 a civilian had not filled the position. The Threat Office continued to coordinate with the 513th MI Brigade for selected intelligence products. 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.

Since the 11 September 2001 attack, CPT Laux was tasked out to the Emergency Operations Center (EOC) to provide intelligence support. While tasked to the EOC he helped develop Commanders Critical Information Requirements (CCIR) and Priority Intelligence Requirements (PIR) for the installation and also developed the installation collection plan. In addition, the Threat Office prepared and delivered a daily blackbook to the Commanding General, Deputy, and Chief of Staff.

In 2001 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 2001 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 2001 the Threat Office remained fully prepared to meet the rapidly changing requirements and challenges of the future.

MATERIEL REQUIREMENTS DIVISION (MRD)

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 development 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.

Key Personnel

Chief, Material Requirements Division (MRD)
LTC John A. Rutt — January – December 2001

Senior Electronics Engineer/Deputy Chief (MRD)
Mr. Charles L. Blair — January – December 2001

Chief, Automated Systems Integration Branch (ASI)
MAJ Jason T. Johnson — January – December 2001

Senior Telecommunications Specialist/Deputy Chief (ASI)
Mr. Russell G. Benoit — January - December 2001

Chief, Combat Communications Branch (CCB)
MAJ Michael J. Cobb — January - December 2001

Senior Telecommunications Specialist/Deputy Chief (CCB)
Mrs. Marsha S. Foster — January - December 2001

Chief, Switching and Networks Branch (SNB)
CPT Romeo Recchia — January – December 2001

Senior Telecommunications Specialist/Deputy Chief (SNB)
Mrs. Tammra C. Nelson — January – December 2001

Resources

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 47 personnel to accomplish its mission with an assigned year end strength of 26 personnel.

Activities and Accomplishments

MRD participated in the FY 04-18 Warfighter Lens Analysis (WFLA) process during Aug - Dec 01 to support TRADOC input to the FY 04-08 Program Objective Memorandum (POM) build. The WFLA objective is to provide the Army with a Warfighter's perspective on the Army's future needs to transform into a full spectrum force capable of dominating at every point on the spectrum of operations. It is accomplished by conducting a strategic assessment of the Army forces over time and by making operational recommendations of how the Army should prioritize key capabilities within the different force elements. WFLA recommendations are espoused by TRADOC at DA level forums to highlight key solutions to eliminate or mitigate areas of risk, or recommend acceptance of risk when prudent. 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. MRD provided required WFLA documentation and justification to HQ TRADOC during the process.[7]

Automated Systems Integration (ASI) Branch

ASI Branch was responsible for developing requirements documentation for information management systems to include network management systems, Information Dissemination Management (IDM) Systems, Information Assurance systems, and some Combat Service Support (CSS) communications systems. The branch manages 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 Management Systems (TIMS), Joint Network Management System (JNMS) and Network Operations Center - Vehicle (NOC-V)), IDM systems (Defense Messaging System – Army (DMS –A) and Information Dissemination Management–Tactical (IDM-T)), Information Assurance (IA) systems (Army Key Management System (AKMS) and Public Key Infrastructure (PKI)), CSS systems (Combat Service Support Automated Information Systems Interface (CAISI)), and Common Hardware/Software (CHS).

ASI Branch has thirteen personnel authorized: four officers, two warrant officers, four noncommissioned officers (NCOs), and five civilians. There are three officers, one warrant officer, and three civilians assigned. 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. ASI Branch has been supplements with contractor support for designated programs: four for DMS-A, two for PKI, and two for AKMS.

[7]Draft Instructions for Conduct of the 2001 Warfighting Lens Analysis (FY 04-18), n.d.

Activities and Accomplishments

DCD hosted the Council of Colonels session for the Signal Symposium. ASI Branch was responsible for the agenda and organization of the sessions. The sessions were held in Studio B, Nelson Hall. The topics included field updates from the 3rd Signal Bde, 35th Signal Bde, United States Army Special Operations Command, 22nd Signal Bde, and Army Signal Command. Special topics included Army Knowledge Management, Biometrics, and Frequency Spectrum. The Council of Colonels was designed to be hosted for two days, thereby allowing for maximum participation at the displays by the attendees.

ASI Branch supported the Command Post Requirements Integrated Concept Team (CPRICT) by attending the first of two meetings. The first was held at Fort Benning September 10-13, 2001 and the second November 5-8, 2001 at Fort Leavenworth. This integrated concept team is designed to reduce the size of the command post structure while capturing the requirements. The SigCen is designated as a participant in all sub-panels.

Rapid Acquisition Program –Tactical (RAP-T) is the Army's accelerated procurement of systems identified through TRADOC Warfighting Experiments as compelling successes which satisfy urgent needs. It is implemented within existing Army structures and organizations. The RAP-T policy is compatible with the Federal Acquisition Regulation (FAR), DoD/Army Acquisition policy (DoD 5000.1/5000.2M and AR 70-1) and is in keeping with the objectives of the National Performance Review and DoD acquisition reform objectives. The Signal Center has submitted several candidates for consideration under the RAP-T guidelines. The candidate for 2002 was the IDM-T. IDM-T was successful at all levels of the RAP-T process and was awarded $8.5M over two years for completion of the product.

ASI Branch supported the Army Tactical Network Management Conference by conducting two workshops. Workshops include Network Management and DMS-A. Network Management covered the Network Operations areas of the Network Management (ISYSCON, TIMS, and NOC-V programs) and Information Dissemination Management (IDM-T program). During this workshop discussion was facilitated by the ASI Branch covering all the Doctrine, Training, Leader, Organization, Materiel, and Soldier (DTLOMS) areas. Units and individuals were encouraged to discuss any near term issues associated with these programs. The purpose of the DMS-A workshop was to explain duties and responsibilities relating to DMS network management requirements.

ASI Branch served as the SIGCEN's central Point of Contact (POC) for all 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 (WIN) architecture.

❖ **Integrated System Control (ISYSCON)**

System Description. The ISYSCON is an automated facility that will allow the Signal Commander and his staff to perform planning and technical management of communications

systems, as well as tactical Signal C2 of signal units. The ISYSCON will provide automated assistance in performing five functional areas of signal operations: network planning and engineering, battlefield spectrum management, wide area network (WAN) management, mission plan management, and Signal C2. The ISYSCON will be housed in a standard integration command post shelter rigid wall shelter (S-832 (V) 4) transported by the M1113 Enhanced Capacity Vehicle (ECV) and towing the generator trailer (M116A3 trailer with PU-798 generator). The radio-cargo vehicle (M1097) tows the high mobility trailer. The shelter will contain the two systems administration workstations and general support hardware. Four workstations (ISYSCON (V)1) or two workstations (ISYSCON (V)2) will operate dismounted from the shelter and will be connected via a 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 Echelons Above Corps (EAC) Signal Brigade, the EAC and Corps Signal Battalions, and the operations section of the Theater Signal Command (Army) (TSC(A)). An ISYSCON (V)3 will be provided to each corps signal brigade and division signal battalion on a 1:1 basis of the ISYSCON (V)1. The ISYSCON (V)3 is a downsized ISYSCON (V)1 [2 or 3 transit cases] that is designed for early entry operations. It will host nearly all the same software as the ISYSCON (V)1/2. (DOC #2)

Summary. During Calendar Year (CY) 01, the following major events occurred:

- Conditional Materiel Release for ISYSCON system with P2, Inc 1 Software-March 5, 2001
- Software Release for P2, Inc 1.5 for Army-wide Fielding-March 8, 2001
- Consolidated (i.e., Versions 1-4) ISYSCON Operational Requirements Document (ORD) completed and briefed to Army Requirements Oversight Council (AROC) on November 6, 2001. Due to problems with briefing, the AROC directed that changes be made to the ORD and briefing.[8]
- Based on AROC direction, the Signal Center immediately started re-working the ORD. Major revisions included making the Key Performance Parameters (KPPs) testable and measurable and making the ISYSCON Version 3 (i.e., early entry version) a KPP. Second briefing to AROC scheduled for Mar 02.
- GD continues development of P2, Inc 2 software. This version of software will be used to manage the EAC network. This software is scheduled to be fielded on or about November 2002.

❖ Tactical Internet Management System (TIMS)

System Description. The ISYSCON Version 4 (IV4) will integrate, configure, monitor, fault isolate and initiate networks components optimizing and enhancing the Warfighter's C2 networks at locations at, Tactical Internet (TI), TI/Tactical Operations Center (TOC)/CP LAN network at division and below. It will be able to send and receive information automatically in support of changing operational requirements and task organizations. It will react to changes on the battlefield by assisting the planner with automated data files and disseminating those files with the updated information.

[8]Draft Operational Requirements Document (ORD) for Integrated System Control (ISYSCON), U.S. Army Signal Center and Fort Gordon, 11 February 2002.

System Problems. System was developed to the scope of network management needs of Force XXI Battle Command Brigade and Below (FBCB2) instead of the operational requirements needed in the field to manage the TI at division and below. It provides no management of the communications networks, which transport data within the TI and its initial fielding versions will not provide fault management to a degree above Commercial of-the-Shelf (COTS) programs already in use in the field.

Summary. The following events occurred in CY 2001:

- Finalized development of the ORD.
- Developed the Systems Training Plan.
- Developed the Operational Mode Summary/Mission Profile.
- Developed the Test and Evaluation Plan Systems Training Plan.
- Presented the ORD to the AROC.
- Participated in the joint FBCB2/IV4/MCS Operational Test, FT4.

❖ **Joint Network Management System (JNMS)**

System Description. JNMS is a software system that provides for an automated, joint communications systems management capability to assist Commanders-In-Chief (CINCs) and component commanders in communications planning and execution. A component commander may constitute the command level of a given Joint Task Force (JTF). The component(s) may well deploy at a Fleet CINC, numbered fleet, carrier battle group, Army Corps or Division Headquarters (possibly Brigades), Marine Expeditionary force or unit, Major Air Force Command, Numbered Air Force or Wing Level, if the service does not have an organic capability to manage a Joint network. The JNMS will be the standard network-management tool for communications at the CINC, CINC component, JTF, and JTF component headquarters and at supporting agency command, control, communications, and computer (C4) nodes. The JNMS assists communications planners and managers during all phases of Crisis Action Planning (CAP) and JTF operations and through all phases of any related conflict. The CINC J6 uses the JNMS to support the deliberate and crisis planning process. If a crisis continues through the CAP phases and a JTF is formed, the JTF J6 and component forces use the JNMS to perform detailed network planning, activation, monitoring, and control; 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, CINC J2s, and JTF J2s may also use the JNMS separately to monitor and manage intelligence communications and networks. (DOC #3)

System Problems. Tight program timelines have some documentation such as DOTSP status listed as amber.

Summary. The JNMS ORD, Revision 2, dated May 16, 2000 is Army and Joint Requirements Oversight Council (JROC) approved. The JNMS Concept of Operations (CONOPS) final draft, November 2000 remains at Joint Staff, J-6. The JNMS Source Selection Evaluation Board was conduct during the period December 2000 through March 2001. Contract

award was made to SAIC in May 2001. The JNMS Program Decision Review was held October 2001.

❖ Information Dissemination Management – Tactical (IDM-T)

System Description. IDM-T is a Web Portal based software tool set that enables information to be intelligently moved from the information source (producer) to the appropriate tactical user (consumer) so that tactically appropriate information is available to the right people, at the right place, in the right format, in a timely manner. IDM-T software is a "Network Aware" application and core technology for achieving Communications & Information Systems integration. IDM-T will provide the ability to integrate network awareness into tactical applications and improve the level of battle space awareness, speed of command, and warfighting lethality. PM Army Tactical Command & Control System (ATCCS), Program Manager Common Software, is currently charged with integrating IDM-T into the Army Battle Command System (ABCS) under the Warfighter Rapid Acquisition Program (WRAP).[9]

IDM-T uses the Joint Information Dissemination Management software components that are currently being proposed to become Defense Information Infrastructure Common Operating Environment (DII COE) products/segments. Integrating those joint building blocks into the ABCS provides the foundation for having the control mechanisms in place for enabling the realistic management of the volumes of available information and provides common tools for intelligently sharing command and control information within a highly complex environment. Without the WRAP-T initiative to productize the intelligent prototypes demonstrated in the Advanced Warfighting Experiments and to integrate “network technology” products into the Army Battle field Communications Systems (ABCS) architecture, the current processes of manual identification and transmission of “well known” information will be the only recourse. IDM-T will provide the force commander the ability to capitalize on the shared knowledge base proffered by the Global Information Grid (GIG) and facilitate future joint interoperability with systems integrating the same DII COE components (i.e., Homeland Defense Systems and other joint service systems).

Additionally, IDM-T has Joint and DoD-level interest. Joint Forces Command has been assigned responsibility by the Maneuver Control Evaluation Board and JROC to combine the GIG and IDM Capstone documents into a single ORD. The Joint Staff is providing the following recommendations to the JROC: Assign the IDM program an Acquisition Category Level Appoint Defense Information Systems Agency (DISA) as PM/Executive Agent
Recommend Assistant Secretary of Defense/Command, Control, Communications, and Intelligence as Management Decision Authority.

System Problems. Without approval of the IDM-T RAP-T, the program will not have the required funds to continue development of its software tools and this critical capability for the Warfighter will not be available.

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[9]Rapid Acquisition Program – Transformation (RAP-T) – Executive Summary, n.d.

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 99, Army PE 0603006A. It is scheduled to transition to a PM (not yet determined) at the end of FY 02. It has TRADOC and Special Operations Forces support. After November 8, 1999 a briefing to DISA and OSD, a consensus was reached that IDM-T fits best under the ATCCS CHS ORD. Without assignment of a PM and an approved ORD, the FY 02-06 POM cannot be wedged.

❖ Army Key Management System (AKMS)

System Description. AKMS consists of two key functional components: Local COMSEC Management System (LCMS) and Automated Communications Engineering Software (ACES). LCMS is the Army's portion of the larger scaled Electronic Key Management System (EKMS). The EKMS is a key management, COMSEC materiel distribution and logistics support system consisting of a Tier style, interoperable Service and civil agency key management systems. National Security Agency (NSA) established the EKMS program to meet multiple objectives, which includes 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. ACES provides the user with enhanced automated functions of cryptonet management and engineering, Signal Operating Instruction (SOI)/Electronic Protection 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. ACES replaces the legacy Revised Battlefield Electronic Communications-Electronics Operating Instructions System (RBECS) and is the Joint electronic interfaces to all Spectrum Management workstations, ISYSCON, JNMS, Spectrum XXI, RBECS, Operations Tasking Communication, Air Tasking Order (ATO) and Space ATO. Both workstations, ACES and LCMS, will be COTS in lieu of the Lightweight Computer Unit 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 keypad will be utilized. Hard copy SOI will be reduced and COMSEC keying material will be primarily electronic variables.[10]

System Problems. EKMS software Release 3 was fielded, but Release 3 does not allow connectivity between the COMSEC Office of Record Tier 1 and the COMSEC accounts Tier 2. EKMS software Phase 4, which will allow the connectivity, encountered problems during testing

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[10]Operational Requirements Document (ORD) for the Army Key Management System (AKMS), U.S. Army Signal Center and Fort Gordon, August 1996.

causes the fielding of Phase 4 to slip 4-12 months. An ACES fielding is pending a Conditional Materiel Release. The ACES Basis of Issue Plan (BOIP) has not been approved awaiting the update of the AKMS ORD. Due to a shortage of personnel the AKMS ORD has not been updated as required since its approval in 1996. The DTD is unable to handle the transfer of large files required due to its outdated technology. The NSA and the PM, Warfighter Information Network-Terrestrial is working towards a replacement to address this issue.

Summary. The LCMS New Equipment Training was completed January 2002. LCMS workstation fielding was also completed in January 2002. ACES is continuing to be revised and updated, and is incorporating changes to correct problems discovered during the Limited Users Test (LUT) completed September 2000. A study conducted by Madison Research Corporation (MRC) to analyze the distribution and use of the DTD was initiated March 2001 and was completed in November 2001. To assist with the updating of the AKMS ORD two personnel from MRC have been hired. The projected completion of the ORD is 1st Quarter Fiscal Year 2003.[11]

❖ Network Operations Center Vehicle (NOC-V)

System Description. The NOC-V facility will provide the S6 the integrated means to plan, manage, monitor and control battlefield systems and networks. The NOC-V integrates capabilities to manage and support the TI and TOC LAN communications. The NOC-V will be organic to the supported unit and aid its ability to be self-supporting. The NOC-V will provide transport for data using routing and transmission capabilities to provide a smaller, lighter, more capable system than today's Area Common User System (ACUS) can achieve. The NOC-V will support improvements required for tactical-strategic, inter-service, and intra-service data network interoperability. The NOC-V will provide a seamless and interoperable tactical data network capable of interfacing with the strategic, commercial, Joint, combined, and coalition data communications systems through a switching node. The NOC-V will also support the capability to handle multiple levels of security for separate battalions, brigade size units, and above (objective). In addition, the NOC-V will support higher bandwidth transmission links and the effective use of bandwidth, in accordance with the echelon supported, through a switching node, which is essential for successful communications. This will accommodate the current operational requirement for high-speed data, voice, video, and video/imagery communications, at the appropriate echelons.[12]

System Problems. None.

Summary. The NOC-V User Functional Description (UFD) has been completed and approved by the Director of Combat Developments (DCD). The first NOC-V systems were delivered to the Initial Brigade Combat Team (IBCT) at Fort Lewis and a LUT will be conducted

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[11]Gary Ginn and Ronald Huggins, Research and Analysis Report for DTD Requirements Study, Madison Research Corporation, Fort Gordon, GA 14 September 2001.

[12]Memorandum, 1 February 2002, COL Keith H. Snook, Director of Combat Developments to PEO-C3S, Subject: Network Operational Center-Vehicle User Functional Description (UFD).

during 4th Quarter 2003. After completion of the test, the design will be verified, refined, and other systems retrofitted. Current fielding will be completed with two NOC-Vs to IBCT 1 and 2, seven NOC-Vs to IBCT 3, and subsequent delivery to every S6 echelon at battalion, separate battalion, brigade, division, and corps levels.

❖ Combat Service Support (CSS) Automated Information Systems Interface (CAISI)

System Description. Operation Desert Shield/Storm identified deficiencies centered on 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 Program Executive Officer (PEO) Enterprise Information Systems (EIS); (Formerly PEO STAMIS) is the materiel developer. CAISI operates and is fielded in the following organizations: Brigade Support Area, Division Support Command, Corps Support Command, Corps Direct Support Units, Corps Support Groups, Division Materiel Management Center, Corps Materiel Management Center, Forward Support Battalions, Corps Support Battalion, Separate Main and Forward Support Battalions, Corps and EAC hospitals, and Brigade/Group size CSS organizations at EAC. CAISI allows legacy and emerging battlefield CSS automation devices to electronically exchange information with logistics support areas and via tactical networks with other battlefield CSS and sustaining base automated systems. CAISI provides commanders and managers an interface device to support current and future combat service support doctrine during peace and wartime – concentrating users and transferring accurate, timely information on a highly mobile battlefield.[13]

System Problems. In FY99, development to a wireless capability was handled as an ECP to the existing CAISI program. Designed using COTS components to provide a standard 802.11B-WIDEBAND wireless LAN with 128 Bit encryption on all the wireless links. This migration required an ILS update and Army Test and Evaluation Command review of the program for operational suitability. Additionally, radio incompatibility (CISCO 340 series to 350 series) and FIPS issues surfaced causing minor delays. Frequency certification (2.4 GHz) of the CISCO 350 radio is pending for Germany and disapproved for use in South Korea.

Summary. PEO EIS is in the process of following up on country frequency approval applications and is determining the BOIP for CAISI. Current fielding schedule to IBCT 1 is July 2002.

❖ Common Hardware System (CHS)

System Description. CHS is the Army's tactical and deployed common computer hardware and operating system for all echelons. The Army is currently working under a CHS-II contract, which will provide common automation system support through 06. Currently, the SIGCEN is working on the updating the requirements document to provide support for future generation systems. Future CHS elements will be modular in design, scaleable to the users' requirements, reliable, and capable of adapting to the evolution of the war fight. CHS will be

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[13]Operational Requirements Document (ORD) for the Combat Service Support (CSS) Automated Information Systems Interface (CAISI), 22 Sep 95

efficient, Joint Technical Architecture (JTA)-compliant, commercial standards-based, and easy to upgrade, operate, maintain, manage, and train. CHS's overall design and acquisition strategy must enable fielding of new technologies, as they become available. The objective is to provide survivable, deployable, and state-of-the-art technologies into the hands of the warfighters.

Hardware Infrastructure. CHS will provide a complete infrastructure that includes workstations, servers, video displays, storage, power supplies, printers, scanners, peripherals, facsimile, network devices, installation kits, transit cases, operating system, and application support software throughout the battlespace. Workstations and servers will include systems with input, output, and computing hardware that can be used for work by an individual or group of individuals. Servers will provide the ability to consolidate functions and provide more efficient user access and support. Video Displays will provide visual output, not including hardcopy, capabilities for a computer. Power Supplies will provide a variety of power enhancement hardware and utility software that will increase system reliability. Printers will provide high speed and resolution graphical output for automated systems. It will put text or computer-generated images on paper or other mediums, such as a transparency film, for full color display. Peripheral Devices will increase computing system performance through attachments such as a disk drive, modem, or joystick system that are controlled by the computer's microprocessor.

Systems Integration will include the combining of different activities, programs, or hardware components into a more functional unit for the warfighter. Protective Transit Cases will provide sufficient protection to transport CHS automation equipment anywhere in the world, while still maintaining a high degree of necessary system protection for moderate handling during deployment and deliberate movement. Network Devices will provide network layer interaction that uses one or more metrics to determine the optimal path along which network traffic should be forwarded. Software will provide the computer with instructions to make hardware work in a common environment. Survivability. Systems will be procured to support increasing levels of environmental protection that include Non-Development Items such as COTS, COTS with additional protection, and ruggedized hardware. Systems will be procured that have common and more deployable physical footprint configurations such as lightweight, portable, transportable, and hand-held.

System Problems. Due to personnel shortages, update of ORD has been put on hold.

Summary. Current automation equipment will not meet the overall requirements generated for Army transformation. Future systems will require increased interoperability, survivability, reliability, availability, survivability, data processing power, deployability and be able to: accomplish self-healing which enables a system to operate despite partial loss/degradation; self-configure with the ability to auto-detect or use plug and play technology; provide network awareness with simple system congestion detection, reaction and user feedback; employ embedded IA for organic system protection; provide IDM for smart push and responsive pull surrounding all data exchange; accommodate a smaller physical footprints on the battlefield, with smaller being much better; support adaptive human interface with recognition for visual, voice, and biometrics; and reduce electronic emissions on the battlefield, with less being better.

❖ Defense Message System–Army (DMS-A)

System Description. DMS-A provides the tactical commander a secure and accountable electronic messaging (electronic mail) capability. DMS is DISA's lead program that replaces the Automatic Digital Network (AUTODIN) with secure High Assurance High Grade of Service Email based on COTS products and the Department of Defense (DoD) PKI. DMS-A is the Army's Program that is extending DMS into tactical environments. On July 1, 2001, DMS officially became the System of Record for electronically sending and receiving official DoD organizational messages (official correspondence). The DMS-A Program's overarching requirement is to extend DMS message routing and address directory services to organizations operating in tactical environments where the Army is the DMS service provider. Program Managers for the various Battlefield Automated Systems with an existing or planned messaging or email capability will integrate DMS software components into their systems to replace current capabilities (i.e. DMS will replace Send-mail in the ABCS). The TYC-24 (Tactical Message System, TMS) is the enabler that will extend DMS routing and directory services into tactical environments.

General Capabilities

- Provides a reduced footprint and force structure
- Will be integrated with battlefield automations systems (ABCS, GCSS-A, etc.)
- Leverages commercial products and technology
- Provides organizational messaging at multiple security levels (Unclassified, Secret, and Top Secret)
- Integrated global directory and messaging services down to Battalion level
- Legacy system interoperability
- Uses existing transmission/transport networks

Key Supported Warfighter Capabilities

- Mobility: The TMS can be operated from the back of the prime mover (30-minute set-up and teardown).
- Deployability: The TMS provides a reduced battlefield footprint (less equipment) and smaller force structure (less people) than its AUTODIN predecessor. Modular design allows commanders to take everything or only what's needed. The total DMS-A will have components integrated onto all battlefield automation systems that have a requirement for electronic messaging.
- Information protection: DMS is a key IA enabler and is critical to the concept of defense-in-depth. It provides encryption and identity confirmation from sender to recipient.
- Sustainability: less equipment.

System Problems. Current funding only supports fielding the first 41 of the required 81 systems. DMS Management Work Station (core DMS component) will be fielded later: it is under redesign. A deployable Certificate Authority Workstation has not been identified High Assurance Guard (the linking equipment between security domains) is a Preplanned Product Improvement in the TMS. A tactical DMS Planner Courses must be developed and

integrated into institutional training. Except for ABCS, DMS integration into BASs is not being aggressively pursued. DMS System Administrator Training to 74Bs has been reduced from 20 to 10 days in (AIT)– The TMS New Equipment Training for 74B based on a level of DMS training that is no longer taught.

Summary. The DMS-A Tab to the Joint Deployed DMS CONOPS is approved. Currently version 2.1 is being staffed. Final Draft of FM 6-02.24 (FM 24-23) TTP for DMS-A Extension to the Tactical Environment is dated March 1, 2001. 74B DMS System Administrator Training began at the Signal Center (SIGCEN) in February 1999. Tactical TMS training will begin in Fiscal Year (FY) 2003. A DMS net planner's course needs to be developed. The PM is developing a DMS Planner's Course. The TMS BOIP was approved on August 30, 2000. DMS Software provided by DISA under spiral development. DA has approved the TMS fielding schedule. First Unit Equipped (FUE) is scheduled for February 2003 and Full Operational Capability is scheduled for October 2003. Personnel requirements determined and documented in the BOIP. TMS program is funded through Operational Testing and production of 41 of 81 systems. TMS Initial Operational Test and Evaluation is scheduled for August 2002.[14]

❖ Public Key Infrastructure (PKI)

System Description. Public Key Infrastructure – Tactical (PKI-T) refers to the framework and services that provide for the generation, production, distribution, control, revocation, recovery, and tracking of PKI certificates and their corresponding private keys. PKI-T, operating in concert with directories, tokens, and DoD PKI procedures, will support registration of tactical subscribers, dissemination of certificates, and a full range of certificate management services. PKI-T is an extension of the DoD PKI into the tactical environment of all Service/Agency/CINCs, providing:

- Data Integrity (protect from unauthorized modification of data)
- Digital Signature capability (verification of originator)
- Authentication of Remote Users (assured access by authorized users)
- Non-Repudiation (undeniable proof of participation)

System Problems. The current guidance/mandates only affect Sustaining Base. A memo is needed to separate tactical from sustaining base support. In addition, no separate contingency funding request has been submitted by DISC4. That is because we really haven't moved beyond the Technology Demonstration phase. I have asked for additional Research, Development, Testing and Evaluation funds to address Tactical PKI, however these requests have been unsupportable in the near term (FY02/03). They have been put in our FY04-09 Program of Memorandum (POM) submission. Modeling and Simulation efforts have identified that bandwidth/message size increases from 33% to 2000+% when using PKI, either by signing and/or encrypting (per message). It is not yet known if the use of public keying concepts, Microsoft Outlook, or some other reason causes the message size increase. DoD Program Management office has requested additional modeling and simulation efforts to be taken in order

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[14]Army Service – Defense Message System Extension into the Tactical Environment, Version 2.1.2, 13 November 2001.

to fully understand how the use of Public Key Technology can/will affect our low bandwidth tactical environments.

Summary. DoD Target PKI Operational Requirements Document (ORD) (w/o Tactical Annex) completed and Approved Army Tactical PKI ORD. Signal Center (SIGCEN) review completed. External Review begins mid to late February 2002 PKI ICT, meetings delayed for programs of higher priority focus (based on actions supporting 9/11). PKI in a tactical environment is not funded. DoD PKI PMO will present its case for tactical funding, to the PKI Steering committee on 26 February 2002. Member of the DCD IA Cell. Assist in the coordination and establishment of policies and procedures required to train and implement IA initiatives. Participate in working group sessions at the DoD and DA levels. Member of the DoD Tactical PKI Working Group. Provide working group with updates regarding Army deployment requirements in support of PKI and PK-enabled applications for the warfighter. Completed Draft ORD for PKI in a tactical environment. Projected for other schoolhouse review by mid to late February. Sponsoring the next DoD Tactical PKI Working Group Session. Date not yet determined.[15]

Combat Communications Branch (CCB)

Overview

CCB is responsible for the development of requirements documents (Mission Needs Statements (MNSs), ORDs, CRDs, and UFDs) and other Life Cycle System Management Model (LCSMM) documents for tactical and strategic satellite ground systems, tactical single-channel combat net radios, line-of-sight (LOS) multi-channel radio and cable systems, aerial communications nodes and relays, position location systems, and data distribution systems. During 2001, CCB completed updates of ORDs, with supporting documentation, to comply with Chairman of the Joint Chiefs of Staff Instructions (CJCSI) 3170 and 6212, for major systems that had not yet reached Milestone III, as well as changes to several other ORDs to reflect changed or additional operational requirements.

CCB has thirteen personnel authorized: three officers, seven NCOs, and three civilians. At the end of 2001, there were three officers and three civilians assigned. Four contract personnel and one Venezuelan exchange officer are also assigned to the branch. Fill for the military and funding for the civilian slots has maintained the branch operation under strength. This has resulted in lack of full support to programs such as being unable to attend meetings that are program related and require combat developer's input.

Activities and Accomplishments

- **Global Broadcast Service (GBS).** GBS is a satellite based broadcast service that provides video, audio, and data directly to the warfighter. GBS utilizes Satellite Broadcast Management to build a broadcast. GBS then utilizes Primary Injection Points to send nationally generated information and/or mobile Theater Injection Points (TIPs) to send

[15]Unclassified Draft, Public Key Infrastructure Operational Requirements Document (ORD) for the Tactical Army, 6 December 2001, Version 1.1a, U.S. Army Signal Center and Fort Gordon.

theater generated information to the warfighters. Each UFO/GBS satellite utilizes three steerable spot beams to broadcast information which is received by the deployed warfighters' Ground Receive Suites (GRSs). The GRS includes the receive terminal, cryptographic equipment and the receive broadcast management equipment. The receive terminal consists of a small satellite antenna and receive equipment that will receive and convert the downlink GBS Radio Frequency signal into a bit stream. The Receive Broadcast Management equipment (Integrated Receiver Decoder (IRD) and Paravant Computer (PC)) will provide the functions necessary to convert the broadcast back into a format which can be delivered, via their local LAN, to end user equipment. Video bypasses the PC and goes directly from the IRD to a user provided video display. The US Army receive suites will be user owned/operated and fielded to the lower echelons. The first TIP was fielded to the 11th Signal Brigade at Fort Huachuca, AZ, during 2001. The 11th Signal Brigade will receive TIP training and will be fielded a TGRS during spring 2002.

- **Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T).** The SMART-T (TSC-154) is an Extremely High Frequency (EHF) multi-channel satellite terminal that will provide range-extended, multi-channel connectivity between selected ACUS nodes at Division and Corps in the Medium Data Rate range (2.4–1544kbs). MILSTAR II Flt-4 was successfully launched February 2001 and tested, and was operational for the SMART-T Follow-on Operational Test and Evaluation (FOT&E) September 2001. The terminal performed well and FOT&E concluded the SMART-T successfully met mission requirements. However some design issues with improperly sealing compartments are still being addressed, and must be rectified by the manufacturer before a Full Material Release is issued. SMART-Ts also participated in DCX 1&2 successfully passing voice, data and VTC traffic. In 2001, the terminal was fielded to 3rd Signal Brigade and 313th Signal Battalion of Fort Hood, IBCT1 and IBCT2 of Fort Lewis, and White House Communications Agency. The launch of the second MILSTAR II (Flt-5) on January 15, 2002 and subsequent system tests have been successful to this point, and the deployment of more EHF Medium Data Rate resources for the SMART-T appears to be on track. Initial unit training for 1st Cavalry Division to receive terminal is currently underway.

- **NAVSTAR Global Positioning System (GPS).** 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 of initial quantities was completed in 1998. Even with the high density of fielded PLGRs (82,212), quantities are insufficient to meet the growth of Army requirement for

handheld GPS. The pending procurement of Defense Acquisition GPS Receiver (DAGR) is also expected to be insufficient to allow for the complete replacement of PLGR. The DAGR, expected to enter the Army inventory in FY 02, is the next generation GPS receiver and will displace the 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, DA Deputy Chief of Staff for Operations and Plans directed PM GPS to reutilize approximately 40,000 PLGRs for redistribution to Reserve Component Force Package 4 units who were never fielded. Total Army requirements for the DAGR are expected to now exceed 217,000 receivers. PM GPS maintained its drive to develop both the GPS Receiver Applications Module and the Selective Availability Anti-Spoofing Module products. These initiatives will meet future Army receiver and security requirements.

- **Secure En-route Communications Package - Improved (SECOMP-I).** SECOMP-I is a lightweight, highly compact, communications system. It provides long range beyond ling-of-sight (BLOS), and LOS VHF/UHF single channel tactical satellite (TACSAT) C4I secure voice and data communications for 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 provide JTF/ARFOR commanders the capability of maintaining communications with higher headquarters, National Command Authority, subordinate deploying elements also en-route to the AO, and other military forces. The system will be ABCS and JTA DII COE compliant. This system is self-contained and can be operated en-route to the AO, at staging areas, and in the AO to provide C3I for the force commanders. This system requires use of aircraft hatch or permanently mounted multi-band satellite antenna systems. HQ DA approved the ORD January 31, 1996. CCB revised the ORD to comply with CJCSI 3170 and 6212 and submitted it to TRADOC for approval in January 2001. It was approved by HQ TRADOC in June 2001 and forwarded to HQDA.[16]

- **Super High Frequency Tri-band Advanced Range Extension Terminal (STAR-T).** STAR-T is a Heavy HMMWV mounted, multi-channel TACSAT terminal. It has a tri-band capability in the SHF range and will operate over commercial and military SHF satellites. The SHF Tri Band solution will take a block approach to development. The Block I version will consist of satellite communications equipment, power generation, and an antenna system. The STAR-T will replace AN/TSC-85B/93B multi-channel TACSAT terminals. STAR-T will provide range extension for Tri-Service Tactical Communications (TRI-TAC) systems at EAC and selected echelons corps and below units. The terminal provides force projection communications connectivity for Split Based Operations satisfying requirements

[16]Operational Requirements Document (ORD) for the Secure Enroute Communications Package-Improved (SECOMP-I), ACAT III, 24 July 2001.

for the Power Projection for Army Command, Control, and Communications Company, Intelligence and Electronics Warfare community (to include imagery, video, databases, and data distribution) and 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. Current requirement for STAR-T is a total of 153 terminals. This total includes assets needed for training. The Tri Band system program is currently scheduled to release the RFP in April 2002 with the first fielding to begin FY 05.

- **SPITFIRE.** SPITFIRE is a small, lightweight, man-pack, vehicular, and airborne, configurable single-channel, and UHF satellite terminal. It utilizes Demand Assigned Multiple Access to the satellite and supports voice, data, and orderwire communications, both LOS and satellite. The user support for this program is outstanding. The reliability and performance of the SPITFIRE has received nothing but praise from the field. The SPITFIRE is the primary radio for the on-the-move capability that has been fielded to the Digitized Division and based on available funding will be distributed to several units throughout the Army. Funding has also been received from HQDA to upgrade the AN/PSC-5C to 56K data rate. This contract is currently being negotiated with Raytheon.

- **SCAMP:** SCAMP is a small, lightweight, man-pack, vehicular and airborne configurable, single-channel UHF satellite terminal. It transmits voice and data and includes capabilities for low probability of intercept/low probability of detection, anti-jam, and frequency hopping.

- **MIST:** MIST is a multi-band (three or more), multi-mode (select terrestrial or space-based path) family of multi-channel satellite terminals with on-the-move capability. CCB wrote a MNS for MIST during 2001 and staffed it within the Signal Center for comment.[17]

- **STEP/Teleport:** STEP sites consist of a standard set of pre-positioned circuits for tactical reach-back to sustaining base through the DISN. Teleport sites are enhanced STEP sites.

- **WSOMS:** WSOMS is a wide-band satellite operations management system. It adds the management of Wide-band Gapfiller and follow-on satellites to the current DSCS management system.

- **EWSTS:** EWSTS includes strategic satellite terminal systems with Wide-band enhancements. CCB wrote an ORD for EWSTS during 2001 and staffed it within the Signal Center for comment.[18]

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[17]Mission Needs Statement (MNS) for Multi-band Integrated Satellite-on-the-move Terminal (MIST) a.k.a. Wideband On-the-move Satellite Terminal (WOST), Potential ACAT 1, 14 February 2001.

[18]Operational Requirements Document for the Enterprise Wideband Satcom Terminal Segment (EWSTS), ACAT II, prepared for Milestone (C) decision, 9 October 2001.

- **Joint Tactical Radio System (JTRS).** The current family of tactical single channel combat net radios has limited data capabilities that cannot support the requirements of the digitized Army. The JTRS will satisfy the greatly expanded data needs at all echelons of C2, from battalion to Corps and has the capability for rapid reconfiguration. The JTRS will use modular hardware and will operate in multiple bands and waveforms, to provide voice, data, video, and other imagery to the warfighter. The ORD was written with Tri-service participation under the auspices and oversight of the J-6 and was initially approved by the JROC on March 23, 1998. CCB revised the ORD in 2000 to comply with CJCSI 3170 and 6212. At the end of 2001, the revised ORD had been approved by both TRADOC and DA and was briefed to the JROC on January 25, 2001. The JROC officially validated the revised ORD March 25, 2001.[19]

- **Single Channel Ground and Airborne Radio System (SINCGARS).** SINCGARS is a family of VHF frequency modulated (FM) combat net radios that provides the primary means of C2 for tactical units. It operates in the 30 to 88 Megahertz (MHz) frequency range. SINCGARS is a general-purpose User system that operates in either single channel or frequency hopping modes. SINCGARS is fielded in man-pack, 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 interoperability requirements. Both the ITT and GDLS Corporations manufacture SINCGARS. The radios developed by both contractors are identical in form, fit, and function (F3) at the box level, but require separate logistics support packages at Direct Support 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, automated interface to the ACUS, smart handset, and lighter-weight radio. The Advanced System Improvement Program radio provides all of the SIP functionality, as well as an enhanced synchronization capability in a package that is one-half the size and weight of the current SINCGARS SIP Receiver/Transmitter. Fielding was completed by the end of the year.

- **Frequency Hopping Multiplexer (FHMUX)/Co-Site Mitigation Device (CMD).** 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 mutual interference between radios mounted on the same vehicle, enabling units to operate radios in close proximity in mobile CPs/TOCs. Fielding commenced in 2nd Quarter FY 98. 1762 of the required 5634 were fielded by Oct 00. The remaining requirements are unfunded. The FHMUX will be replaced by the CMD. 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, Very High Frequency (VHF) and Mobile Subscriber Radio Terminal) simultaneously transmitting and receiving on mobile or fixed

[19]Joint Tactical Radio System (JTRS) Operational Requirements Document (ORD), revision 2.2, 30 January 2001, n.a.

platforms. The ORD was forwarded to TRADOC 22 Dec 00. PM Tactical Radio Communications System is the materiel developer.[20]

- **Retransmission (RETRANS) Vehicle.** The RETRANS Vehicle is a consolidated relay/RETRANS platform for EPLRS, NTDR, and SINCGARS. There is a current requirement to provide 15 systems per IBCT and 80 systems per Interim Division. CCB developed a draft Operational Needs Statement (ONS) in October 2001 and provided it to I Corps for signature and submission through FORSCOM to HQDA. The ONS was needed to document the requirement and obtain funding to build the RETRANS vehicles for the IBCTs.[21] At the end of 2001, FORSCOM had approved the ONS and forwarded it to DA for funding.

- **Tactical Internet (TI).** 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 (WIN-T). It consists of shared transmission systems, network components, and network services. The TI was originally developed as an ORD that defined a system to integrate all forms of ground, satellite, and airborne C3 systems into a seamless network. The ORD was subsequently converted to a CRD that was approved by TRADOC on July 24, 1998. During 2001, CCB assisted the ASI Branch with the development of the TIMS ORD (a system to manage the components of the TI).

- **Enhanced Position Location Reporting System (EPLRS).** EPLRS provides 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. Fieldings to the FDD 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 and to provide additional funding for needed improvements. The Very High Speed Integrated Circuit enhancements were completed on all Low Rate Initial Production units in June 1997. The Milestone III decision was completed in February 1997. Full Rate Production Fielding began in late FY 98. The ORD was updated and approved in July 1999 to incorporate requirements for a downsized version. At the end of 2001, based on the July 1999 changes to the ORD, the materiel developer was in the process of completing upgrades to the EPLRS management system and preparing to test them, as well as beginning contract negotiations for a down-sized version of EPLRS for integration onto the TUAV.

- **Near Term Digital Radio (NTDR).** The NTDR is a data backbone radio for TOC-to-TOC communications for the FDD and IBCTs. It is one of the major elements that will provide a seamless digital communications capability throughout the fighting force for the digital

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[20]Operational Requirements Document (ORD) for Cosite Mitigation Devices (CMD), n.d., n.a.

[21]Memorandum, 11 December 2001, subj. Operational Needs Statement (ONS) for Integration/Configuration of Retransmission (RETRANS)/Relay Vehicles and EPLRS Gateway Vehicles to Support Interim Brigade Combat Teams (IBCTs), COL William M. Long, Director Force Integration to Deputy Chief of Staff for Logistics, Ft. McPhearson, GA.

battlefield of the 21st century. The NTDR must interface with routing devices such as the Internet Controller and Tactical Multinet Gateway, as well as other devices that might not support routing. At the end of the year, NTDR had been fielded to 4th ID and the first IBCT. There is no plan to continue fielding the NTDR. It will be replaced by JTRS (2C and Block I). At the end of 2001, the NTDR had not yet been replaced.

- **Joint Tactical Information Distribution System (JTIDS)/Multifunctional Information Distribution System (MIDS).** The JTIDS is a data radio communications system based on the advanced synchronous Time Division Multiple Access (TDMA) and spread spectrum technology. JTIDS has integrated cryptographic security, error detection/correction, and frequency hopping capability. JTIDS is being supplemented by the MIDS, which is a multinational, low cost system, scheduled to supplement the JTIDS Class 2M terminal in FY 00 and beyond. The MIDS is form, fit and functionally compatible with JTIDS Class 2M. Approximately 69 of 168 production terminals are planned to be JTIDS 2M terminals. The remainder will be fielded as MIDS Terminals. The JTIDS ORD, on which Army was lead, was approved on July 15, 1996. At the end of the year, the MIDS ORD, on which Navy is lead, had been approved; and CCB had developed COIC for the testing of MIDS.

- **Tactical Unmanned Aerial Vehicle (TUAV) Communications Relay Package (CRP).** The CRP will provide BLOS range extension for SINCGARS, EPLRS, and the TOC-to-TOC TI radio (initially the NTDR). It will be mounted on a TUAV platform for support at the maneuver brigade level. The TUAV ORD (JROC approved on March 11, 1999) includes a CRP annex. The annex describes requirements for a light CRP (VHF SINCGARS or EPLRS) in the first production TUAV model, a medium CRP (both SINCGARS and EPLRS) in the objective, and a heavy CRP (the addition of a TOC-to-TOC radio relay capability) on a dedicated TUAV.[22]

- **Airborne Communications Node (ACN).** The ACN will provide ACUS and TI range extension (retransmission/gateway) for JTF, ARFOR, EAC, corps, and division units. The ACN will be modular in design 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 for the HAE-UAV is in staffing at this time. The ACN annex developed by CCB was approved by TRADOC in September 2000, but DA has postponed its inclusion in the ORD pending completion of HAE-UAV testing. At the end of 01, testing had not been completed.

- **High Mobility Digital Group Multiplexer (DGM) Assemblages (HMDA), AN/TRC-173B, 174B, 175B and 138C.** In response to the urgent need for more rapidly deployable communications systems to keep pace with fighting forces, DCD documented a requirement for a down-sized version of DGM assemblages (the HMDA), which is completely capable of roll-on/roll-off of military cargo aircraft. Each system consists of two ECVs, with the first vehicle carrying the assemblages and the second a pallet containing up to three AB-1373

[22]Annex, Communications Relay Package (CRP) for Tactical Unmanned Aerial Vehicle (TUAV) Division and Above (TUAV-D), Version 2.1, 26 November 2001.n.a.

antenna systems. Each ECV will tow its own 10-kilowatt generator unit. The HMDA will be fielded throughout EAC units by 06.

Switching and Networks Branch (SNB)

Overview

SNB is responsible for the development of requirements documents (MNSs, ORDs, CRDs, and UFDs) and other LCSMM documents for tactical and strategic switching and data communications systems; all components of the WIN; ACUS, including MSE and TRI-TAC circuit switching, message switching, packet switching networks, and information assurance (IA). In 2002, MRD will reorganize moving all IA and Secure Guard (SG) related efforts under the ASI Branch.

SNB has twelve personnel authorized: five officers, four NCOs, and three civilians. There are three officers, two NCOs, and three civilians assigned. Four contract personnel are assigned to the branch. 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.

Activities and Accomplishments

SNB personnel were involved in several major programs in 2001. SNB was heavily involved in continuing to refine and staff the WIN-T ORD for approval, while working vigorously under the Area Common User System Modernization Plan (ACUS MP) umbrella to continue to field improvements to the current Mobile Subscriber Equipment (MSE) and TRI-TAC systems (which will support the warfighter as a gapfiller until WIN-T is fielded). On going efforts for the First Digitized Corps/Division (FDC/FDD) included fielding Asynchronous Transfer Mode/High Capacity Line of Sight Radio, Battlefield Video-Teleconferencing (BVTC), and IA. The rest of the Army received the new Single Shelter Switch (SSS) and the Tactical High Speed Data Network (THSDN). Another high priority program in 2001 was the Brigade Subscriber Node (BSN), which supports the newly formed Interim Brigade Combat Teams (IBCT). Finally, SNB personnel supported ongoing FDC efforts by providing subject matter experts to observe and participate in Division Capstone Exercises (DCX) I and II at the National Training Center, Fort Irwin, CA and Fort Hood, TX.

- **Warfighter Information Network - Tactical (WIN-T).** With the WIN-T ORD gaining JROC approval in December of 2000, the majority of the effort on the program shifted to developing the Request for Proposal (RFP) package for release to industry in January of 2002. In support of this effort several industry day forums were established to allow industry to meet with the WIN-T government representatives to discuss the WIN-T ORD requirements and to provide the government with a better understanding on what WIN-T relevant technologies are and will be available to satisfy the operational requirements specified in the ORD. In support of developing the WIN-T RFP package the WIN-T

CONOPS and Baseline Requirements Document development was the focus of the majority of the work done by the branch in 2000.[23]

- **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 MSE, TRI-TAC, and network management systems. While a major effort was underfoot to capture WIN-T requirements, simultaneously, massive effort was put towards fielding/upgrading legacy MSE systems during 2001. Upgrades in LOS radios and switches were fielded in order to increase bandwidth throughput and increase capabilities for the warfighter.

- **Information Assurance (IA).** IA continued to be a major focus for the branch during 01, carrying on its focus from the previous year. Having a new IA CONOPS as a starting point, the branch focused on developing an IA UFD for the Information Assurance Management Assemblage and the Transportable Assemblage Perimeter Protection devices as well as the COIC for evaluation purposes. The branch also continued its efforts to develop an IA working group to continue to support IA management for all Army tactical forces. To support this effort, the branch participated in numerous meeting, workshops, and conferences with representatives from Army tactical units, DA, and other government agencies to develop a doctrinally and operationally sound plan for defending Army tactical networks.[24]

- **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 Nodes (LENs), and Forced Entry Switches 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 VTC capability. Currently General Dynamics C4 Systems has developed an Enhanced E-TGMOW circuit card, which will deliver 8 Mbps. They are ready for production and are awaiting the go ahead from the PM. This new enhancement coupled with the HCLOS radio should leverage increased bandwidth capability for the warfighter,

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[23]Warfighter Information Network – Tactical (WIN-T) Operational Requirements Document (ORD), version 4, 13 November 2000.

[24]User Functional Description (UFD) for Information Assurance Management Assemblage (IAMA) and the Transportable Assemblage Perimeter Protection (TAPP), 3 October 2001, Commander, U.S. Army Signal Center and Fort Gordon, ATTN: ATZH-CDM, Fort Gordon, GA.; Critical Operational Issues and Criteria for the AN/TYQ-121 (V)1 Network Security Management System (Draft), 11 February 2002, Commander, U.S. Army Signal Center and Fort Gordon, ATTN: ATZH-CDM, Fort Gordon, GA.; Army Tactical Networks Information Assurance/Computer Network Defense Concept of Operations, Version 1, 19 April 2001 (FOUO), U.S. Army Signal Center & Fort Gordon, ATTN: ATZH-CDM, Fort Gordon, GA.

anticipate FUE within 12 months. Active signal units in Korea are postponing their THSDN fielding until delivery of the SSS. THSDN retrofit was completed at Fort Gordon as well. Mainly the USAR and USANG remain.

- **ATM/High Capacity Line-of-Sight Radio (HCLOS) Upgrades to the FDD and the First Digitized Corps (FDC)**. Circuit switches in the FDC (III Corps) (all AN/TTC-47s and AN/TTC-48s) were modified to begin the evolution of tactical switching systems toward commercial standards. The TTC-46 (LEN) was not upgraded. ATM switches and IP routers were added to current switching shelters. The following BVTC equipment (i.e. Gateway, Gatekeeper and Multiconference Unit) was added to the ATM NCSs. A fiber optic link was provided between the NCS and the LOS (V) 3 assemblage. The HCLOS radio serves as the next generation LOS radio for the FDD/FDC, 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 is still being considered a replacement for all AN/GRC-103/226/222 radios. In 2001, the 534th Signal Company, 16th Signal Battalion and 212th Signal Battalions were completed. The 13th Signal Battalion started fielding and training in January 2002.

- **Single Shelter Switch (SSS).** The EAC circuit switches are being downsized to provide easier transportability for rapid mobilization and increased mobility of a network that supports Command and Control On-the-Move (C2OTM), IAW with the ACUS MP. This downsized switch must be interoperable with existing switches, use flood search routing, use the Enhanced Switch Operations Program workstation, provide packet switching, and include T1 capability. It includes a single Lightweight Multi-purpose Shelter, transportable on an M1113 ECV. The effort also consolidated the S-639/G and S-640/G maintenance and storage shelters. The first stateside units to be fielded were Fort Bragg, Fort Gordon, and Fort Huachuca. In May 2001 the Resident School at Fort Gordon received an SSS Open Rack System for training. During July 2001, the last three shelters were shipped to Germany to support fielding of the 7th Signal Brigade. A conditional materiel release for the SSS was approved, utilizing a "get well" plan initiated by the PM.

- **Pre-Affiliation List (PAL) Database Update 2000.** All databases were updated with versions produced to support Global Block Numbering Plan (GBNP), Global Database with 255-profile matrix and Global Team Labeling. The GBNP was changed for all services and JOINT to allocate blocks of numbers to support routing based upon the type of switch: Flood Search, Military Deterministic, Channel Associated Signaling/Plain Old Telephone System, and Integrated Services Digital Network. ISYSCON versions were created for Army databases. PAL and/or GBNP databases were created for Joint, US Air Force, USMC, and US Army. Navy GBNP database was created. The Joint community, US Marine Corps, US Air Force, US Army and US Navy are under the GBNP for assigning tactical telephone numbers.

- **Packet Switch (PS) Removal.** Due to the fielding of the THSDN Switching upgrade and the infusion of CISCO Routers to Nodal and SEN assemblages removal of the packet switch is inevitable. SIGCEN working in concert with the PM and CECOM is determining the appropriate time for PS removal. THSDN fielding should be completed in early 03 with the

last several units being Reserve and National Guard. An issue with certain devices requiring a specific interface with the packet switch is being worked to ensure all user systems will interface once the packet switch is removed. General Dynamics has recently conducted testing to ensure there are no hardware or software implications within each assemblage once packet switch is removed. Once final testing and user interfaces have been adjusted, a plan for final removal will be finalized. Due to funding constraints it is probable that final removal of all packet switch components will occur during the next available upgrade, likely to be the implementation and fielding of the HCLOS radio.

- **KG-175 Tactical Local Area Network Encryptor (TACLANE).** NSA developed the KG-175 (TACLANE) for security on IP and ATM networks; it is designed 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, Secret Internet Protocol Network, 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. ATM/IP agility and Reverse Address Resolution Protocol were concessions given to the vendor in order to speed delivery of the product for testing. The program was assigned to the Communications Security Logistics Activity to manage the program. The program has been classified as a Category IV with DA oversight. During initial testing by the Battle Command Battle Lab Gordon and at the lab of CECOM, the broadcasting of a secure IP was discovered. The vendor quickly rectified this shortcoming and also added a small routing table further enhancing the KG-175. The BOIP is awaiting confirmation of the architecture for the first units equipped. The KG-175 participated in the BSN LUT in September 2001. Emerging results look promising and the final systems evaluation report is due out March 2002. At that time the program can and will proceed to full materiel release in 2nd/3rd Quarter FY 02.

- **Secure Guard.** The Secure Guard enables uninterrupted, seamless, and automatic transfer of data to and from systems on unlike security levels in an expeditious manner. This transfer allows timely and accurate compilation of data on the SECRET high side, enabling commanders to make informed decisions about current battlefield logistical conditions. Timely information transfer gives the warfighter situational awareness to build and sustain combat power. This proposed system will also allow, through integration of other systems, automatic ordering of critical items and maintenance of prescribed stock levels, tracking of Military Occupational Specialty (MOS) strengths and weaknesses, and status of existing equipment. Primarily the Secure Guard will enable a database transfer and file filtering between components of the ABCS and supporting SBU systems. When GCSS-A is more prominent, the Secure Guard will enable database replication between CSSCS and GCSS-A. The XTS-300 (the hardware and the STOP 5.2E operating system) of the Secure Guard is listed on the Trusted Product Evaluation Program (TPEP) Evaluated Products List (EPL), each filter used with the Secure Guard must be separately evaluated by the NSA though a Certification, Test, and Evaluation (CT&E). For more information on the TPEP evaluation, go to http://www.radium.ncsc.mil/tpep/epl/epl-by-class.html and look under the "B-3" rating.

The CT&E for the Secure Guard should be performed 3rd Quarter FY 02. After the evaluation, the Secure Guard will go to Developmental Test and Evaluation (DT&E) at Fort Bragg. Prior to the DT&E, soldiers of the 82D Airborne Division (MOSs 31U, 72B, 92A, and 92Y) will train on administering and installing, operating, and maintaining the Secure Guard.

- **Secure Wireless Local Area Network (SWLAN**). A SWLAN contract was awarded to Logicon in December 2001, three months after the PM's original projected award. In January 2002, the system design review (SDR) and integrate processing team was held at Fort Monmouth. One major outcome of the SDR was an engineering change proposal (ECP) and approval by PM WIN-T, to change from the 5.8 Ghz frequency band to the 4.4 Ghz frequency band. There were minor labeling changes discussed and agreed upon which makes for ease of operation and understanding by the user during installation and setup i.e., antenna connections were labeled TX/RX and RX; recommended changing the antenna connections labeled RX to ANT, for antenna, since it was clearly an antenna connection -a MANPRINT concern. The SIGCEN is currently developing the COIC and the Doctrine and Operational Training Support Package (D&OTSP) for the SWLAN and the Flying LAN (FLAN). The FLAN was an option exercised by the government during the contract award. The FLAN will integrate into the SECOMP-I and provide wireless data connectivity between United States Air Force (USAF) aircraft in direct support of force projection carrying troops to AO worldwide. FLAN provides inter-aircraft connectivity during staging operations and during in-flight operations, for those aircraft within a FLAN's network/management domain. The COIC for the SWLAN and FLAN are currently being staffed for final input/comments. The initial draft of the D&OTSP has been completed and is prepared for local (SIGCEN) staffing. A preliminary design review for SWLAN and FLAN is scheduled for February 27 - 28, 2002, at Fort Monmouth.[25]

- **Battlefield Video Teleconferencing (BVTC).** The ACUS MP has a requirement for BVTC networking equipment to be integrated into MSE upgrades. The BVTC system includes a mechanism for tracking BVTC zones, controlling nodes, and subscribers. The objective is for all ACUS switches to be able to accommodate BVTC terminals. BVTC allows tactical commanders to effectively disseminate orders, clearly dictate their intent, and collaboratively plan and war game courses of action with subordinate commanders and key staff elements. The ATM NCSs, currently fielded as part of FDD, contains a Multipoint Control Unit (MCU), Gateway, and Gatekeeper. The current stand-alone BVTC system consists of a Battlefield Infrastructure Transit Case Solution, which holds an MCU, Gateway, Gatekeeper and video-teleconferencing endstation. This stand-alone package was tested during the November BSN LUT. Digitized units such as Fort Hood will receive 13 endstations, while THSDN units will receive 5. Currently, Fort Hood is reevaluating their system architecture in order to acquire additional endstations. Current fielding breakdown is EAC-50, Corps - 60, Division - 255, Total- 365. The BVTC UFD was approved April 13, 2001.[26]

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[25]User Functional Description (UFD) for Secure Wireless LAN (SWLAN) Final, 6 July 2001, Commander, U.S. Army Signal Center and Fort Gordon, ATTN: ATZH-CDM, Fort Gordon, GA.

[26]User Functional Description (UFD) for Battlefield Videoteleconferencing (BVTC) Final, 13 April 2001, Commander, U.S. Army Signal Center and Fort Gordon, ATTN: ATZH-CDM, Fort Gordon, GA.

- **Brigade Subscriber Node (BSN).** BSN provides TOC-centric mesh switching support for all tactical users with a reduced footprint and force structure, increased data capacity, enables C2OTM capability, and commonality of equipment. Leveraging on commercial products and technology the BSN provides wired and wireless communications to support for voice, data, and video information exchange requirements. The BSN also provides seamless connectivity among ABCS, GCSS, and other C4ISR within the battlespace. The BSN also interfaces with terrestrial, airborne, and satellite-based transport systems and provides network management via NOC-V. A LUT for the BSN was conducted in September 2001 along with BVTC and TACLANE. Cohort training was conducted at Fort Gordon for the Brigade Signal Company. Emerging results look promising and the final systems evaluation report is due out in March 2002. At that time the program can and will proceed to full materiel release in 2nd/3rd Quarter FY 02.[27]

ARCHITECTURE INTEGRATION PROCESSING CENTER (AIPC)

From the Director's Perspective:

The AIPC was organized as a separate organization in October 2000. This new organization consists of three Branches and a headquarters element. The AIPC was built from three branches that were formally within the Signal Center Directorate of Combat Developments. This new organization consists of three Branches and a headquarters element. The C4RDP Branch became the Integration Branch, the Systems Architecture Branch formed as the Architecture Development Branch and the Modeling and Simulation Branch became the Analysis Branch.

LTC Stephen Bullock served as the director throughout the first year of operations. The directorate was formed to take responsibility for the present and future signal structure/architecture for the Signal Corps. The Architecture Integration Processing Center 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.

AIPC personnel conduct and participate in Proponent, TRADOC, Army, and Joint Services action officer working groups, special work groups, conferences, In-Progress Reviews

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[27]User Functional Description (UFD) for the Brigade Subscriber Node, Brigade Remote Subscriber Service (BSN/BRSS) Remote Subscriber System Node (RSSN) Final, 27 April 2001, Commander, U.S. Army Signal Center and Fort Gordon, ATTN: ATZH-CDM, Fort Gordon, GA.; Critical Operational Issues and Criteria for the Brigade Subscriber Node/Brigade Remote Subscriber Service Remote Subscriber Service Node and Battlefield Video Teleconferenceing (BSN/BRSS/RSSN and BVTC) Final, 27 April 2001, Commander, U.S. Army Signal Center and Fort Gordon, ATTN: ATZH-CDM, Fort Gordon, GA.; Doctrinal and Organizational Test Support Package for the TACLANE (KG-175), n.d., n.a.

(IPRs), process action teams (PATs) and video teleconferences relevant to Army Enterprise Architecture (AEA) 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 Directorate provided proponent expertise at HQDA, MACOM, and Joint Service forums on information and communications and C4I architectural objectives and programs as required. Personnel provided representation to allied and foreign programs and forums for information and communications architectures as appropriate.

Key Personnel:

Director

LTC Stephen Bullock	January – December 2001

Chief, Integration Branch

Mrs. Patricia T. Bray	January – December 2001

Chief, Architecture Development Branch

MAJ John Rutt	January – June 2001
Mr. Loren W. Smith	June – December 2001

Chief, Analysis Branch

MAJ Creighton Barber	January – June 2001
Mrs. Amy Digby	June – December 2001

Integration Branch

To facilitate, development and integrate proponent Operational Architecture products, conduct Architecture Validation Boards, implement TRADOC message standard requirements, develop Information Exchange Requirements (IER), develop, validate and implement information technology requirements for the total army, review, identify and document the Army's communications Reach Back information requirements, review C4 requirements for the Documentation Integration Working Group (DIWG), develop the Army Architecture Repository Management System (AARMS),

Activities and Accomplishments

The Architecture Validation Board for the Combat Service Support Company (CSSC) and Emergency Ordnance Disposal (EOD) was held on 26 April 2001 at Headquarters, CASCOM, Ft. Lee, VA. The Architecture Integration Processing Center (AIPC), Ft. Gordon had overall responsibility for this board under the guidance of the TRADOC Architecture

Management Element. The Integration Branch reviewed 38,841 Information Exchange Requirements from Jan– Dec 2001.[28]

The Integration Branch attended the Army Configuration Control Boards (ACCB) in March 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. The ACCB minutes may be downloaded at http://www.sed.monmouth.army.mil/aie/accb/index.html

The Integration Branch attended several C4ISR Core Architecture Data Model (CADM) Integration meetings with IDA and representatives from the various Army Architecture organizations. As a result, AARMS database entities have been added to the C4ISR Core Architecture Data Model (CADM). Work will continue to produce a full CADM compliant version of the AARMS database. The development phase of the Army Architecture Repository Management System (AARMS) was on going during 2001. The Integration Branch reviewed C4 requirements for the follow DIWG: Aviation Redesign, Combat Service Support Redesign, and Legacy Cyclic TOE Review.

Integration Branch personnel conducted site visits to the following proponent schools and centers in support of the AARMS program in 2001:

- 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

The Integration 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
- Marine Corps CDC Quantico, VA
- Medical Center Ft. Sam Houston, TX

[28]IER YTD Summary, Calendar Year 2001, n.d., n.a.

- MITRE Corporation — Tampa, FL
- MRD — Ft. Gordon, GA
- Naval Research Lab — Washington, DC
- OASD (C3I) — Arlington, VA
- ODCS for Intelligence — Arlington, VA
- 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
- 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

The branch was responsible for producing the following documents

- 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.

- The AARMS is 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 (ABCS) and Standard Army Management Information System (STAMIS) in database and graphic form.

Architecture Development Branch

Overview

The Systems Architecture branch of the Directorate of Combat Developments became the Architecture Development Branch. Architecture Development Branch personnel identify the C4I operational requirements for the warfighter and develop communications architectures to provide a responsive and reliable network for the flow and transfer of communications and information 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 support Battlefield Functional Areas (BFAs) and provide expertise to identify C4I requirements and capabilities needed to implement BFA architectures such as fire support, air defense, and intelligence. The Branch provides support to all TRADOC Systems Managers (TSM) 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.

In January 1997 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 Architecture Development Branch now serves as the Army's Command Control, Communications, Computers, and Intelligence (C4I) architect for communications and information systems from sustaining base to the tactical level. Systems architecture products describe the systems of concern and the connections among those systems in context with the operational architecture views. The system architecture views may be used for many purposes, including, systems base lining, making investment decisions concerning cost-effective ways to satisfy operational requirements, and evaluating interoperability improvements. Systems architecture views will address specific technologies and "systems". These technologies can be existing, emerging, planned, or conceptual, depending on the purpose that the architecture effort is trying to facilitate (e.g., the "as is" state or the transformation to the "to be" state). The systems architecture views will build on the information exchange requirements described in the operational architecture views to a level in order to translate node-to-node exchanges and systems-to-systems transactions, communications capability requirements and security protection needs. Branch personnel evaluated the operational requirements of the warfighter and develop integrated, requirements-based solutions that improve connectivity and interoperability that supports the Army Transformation Campaign Plan and Unit Set Modernization schedule. The Branch developed and maintains communications and information systems architectures that are vertically and horizontally integrated from the strategic to the tactical levels to support Total Force Digitization.

Activities and Accomplishments

The Branch was actively engaged in numerous architectural products and initiatives during the past year, including maintenance on 4 ID, 1 CD, and Initial BCT. The CSSC Systems

Architectures boarded III Corps Digitized TOC's Systems Architecture to include FBCB2 POM numbers. Also began Interim Brigade Combat Teams Systems Architecture, started the First Digitized Armored Cavalry Regiment Systems Architecture, and the Ranger Regiment Systems Architecture

- **First and Second Digitized Force Systems Architecture:** These architectures were based on the TRADOC Conservative Heavy Division Design for 2002, and were targeted against the 4th Infantry Division and 1st Cavalry Division at Fort Hood. These designs are composed of three heavy brigades (two armor, one mechanized) and one aviation brigade. Both have 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 both units 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. We continue to update any changes to this architecture via the Configuration Management Board (CMB) and System Architecture Change Proposal (SACP).

- **Initial 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 Architecture Development Branch has developed Systems Architecture for the first two (initial) BCT's. We continue to update any changes to this architecture via the Configuration Management Board (CMB) and System Architecture Change Proposal (SACP).

- **Combat Service Support Company – CSSC:** In support of the IBCT designs we have developed a Combat Service Support Company architecture that provides additional logistics support for the IBCT units. The design was boarded and approved by TRADOC and is being maintained via the Configuration Management Board (CMB) and System Architecture Change Proposal (SACP).

- **1DCSA – First Digitized Corps Systems Architecture:** The 1DCSA is an AOE structure with digitized enablers applied. We have presented the III Corps TOC's design to HQ TRADOC in December 2001. This design includes work that was done during an III Corps Work Group held at Ft. Gordon in June 01. The design incorporated the 6 approved III Corps Commanders Core Capabilities needed for the Corps missions requirements. The Corps Troops are being worked and the proposed AVB for the complete III Corps architecture is May 2002.

- **Interim Brigade Combat Teams Systems Architecture:** Development of a subsequent third, fourth, and fifth (interim) Brigade Combat Team has begun. These Interim designs 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 Architecture Development Branch has developed

Systems Architecture for IBCT-3 and beyond that will include Land Warrior and other new systems scheduled for fielding in the FY04 timeframe. Development of other IBCT's will be based on the IBCT-3 design and will include any new design requirements for FY05 and beyond.

- **Ranger Regiment Systems Architecture:** The 75th Ranger Regiment Systems Architecture is an AOE structure with digitized enablers applied. We have reviewed the design with the 75th Ranger Regiment staff and Infantry Center DCD. This design will include Land Warrior and specific digitization enablers applied to the Regiment HQ. Proposed AVB for this architecture is March 2002.

Analysis Branch

Overview.

The Analysis Branch is a component of the TRADOC Architecture Integration and Processing Center (AIPC), formerly known as the Modeling and Simulation Branch, Concepts and Architecture Division, Directorate of Combat Development at the U.S. Army Signal Center (SIGCEN). This evolutionary reorganization was driven as part of Army Transformation. The structure of the branch is comprised of a Civilian Branch Chief, three GS Civilian Task Monitors, one Military Task Monitor, a Contractor Project Manager and contractor personnel distributed in teams of three for each of the tasking teams. The basic responsibilities of the organization did not change, but have expended to focus on supporting the Army Enterprise Architecture through systems architecture verification. The Branch still performs operational systems analysis, model development, model verification and validation, traffic development, and report production and distribution functions and these are reflected in the mission statement below.

The Analysis Branch is the only agency within the Army that performs detailed Communications Performance Analysis. It validates Systems Architectures before the Army makes large investments in their implementation. Our goals are to assist decision-makers in making more informed decisions based on increased knowledge. This reduces the risk earlier in the life cycle of an acquisition and should lead to a better-equipped warfighter and force. Our aim is to continue providing quality support to sponsor activities like TRADOC, DISC4, PM and PEO shops and other activities that perform essential function of resourcing the warfighter with equipment and services to better perform their mission.

Provide communications performance analysis of systems architectures in support of TRADOC, HQDA, and other agencies as required to validate Systems Architectures before the Army makes large investments, allow quicker investment decisions, and reduce risk. Identify, develop, and maintain Information Exchange Requirements for future automated systems IAW Army Enterprise Architecture Development Plans. SIGCEN Modeling and Simulation Advisor to the CG and representative for communications modeling within the Army.

Activities and Accomplishments

The branch secures training for many disciplines, to insure that staff personnel remain proficient in all areas of responsibilities that the branch is responsible for. Several training classes were either brought to the branch or personnel were sent to training facilities to obtain training in the past. The branch also purchases books and literature to keep personnel current in their fields. In the past year personnel have received training for the following courses:

- Intermediate MS Access Course (August 2001)
- Advanced Microsoft Access Course (August 2001)
- Microsoft Access Introduction to Programming (September 2001)
- Microsoft Access Programmer Course (October 2001)
- Contracting Officer Representative Course (29 Jan – 2Feb 2001) at Ft. Lee VA.
- CSISR Architecture Framework Implementation Course (11 – 14 Sep 2001) at Fairfax VA.

The branch has a number of tools available to it to perform its' mission. The list below describes tools organic to the branch and gives a brief description of how they are used:

The Analysis branches' primary support tool is the **Optimized Network Engineering Tool** (OPNET). It allows the branch to design and study communication networks, devices, protocols, and applications with unmatched flexibility. It's Modeler application is used by the world's most prestigious technology organizations and allows for ease of coordination and integration of efforts from other activities. Modeler's object-oriented modeling approach and graphical editors mirror the structure of actual networks and network components, so your system intuitively maps to your model. Modeler supports all network types and technologies, allowing you to answer the most difficult questions with confidence. OPNET also has a library of standard and contributed models available to users that cover a number of functionality. The entire user community can use these models or the OPNET Modeler to create new models that run within all OPNET simulation products. Source code and diagrams for models are viewable within OPNET Modeler, allowing for unmatched peer review and user extendibility.

The branch has extended the capabilities of OPNET with the development of its **Next Generation Performance Model** (NGPM), which was developed in coordination with TRAC, CECOM & the SIGCEN. NGPM allows the branch to model the Lower Tactical Internet and contains SINCGARS, ELPRS, NTDR, INC and a number of router and other protocol models. It is continually being improved and plans call for the addition of Step 2C radio and an Area Common User System (ACUS).

The **C4I Model Input Developer** (CMID), and the **Systems Architecture Base Front End Analysis Tool** (SABFEAT) formerly, the **Front-end Analysis Tool** (FAT), are used to feed the NGPM. CMID facilitates the processing and correlation of multiple data sources and allows users to graphically define equipment, protocols, networks, operational facilities (OPFACs), and traffic definitions needed to generate model input files for network simulations in the NGPM.

At the beginning of this year, the branch used the **FAT** tool to create force-input files for model preparation. The **System Architecture Front End Analysis Tool** (SABFEAT), which evolved out of FAT, replaced it as of July, 2001 as the primary front-end tool. SABFEAT allows for the incorporation of additional System Architecture tables and the **Army Core Architecture Data Model** (ARCADM). This provides activity associations that generate input files to build the force for running simulations within NGPM.

The **OPNET Analysis Tool Set** (OATS) is a tool that takes the output from NGPM and presents it in a form that makes analytical sense.

The branch also uses the **Rapid IER Development and Review System** (RAIDARS) to automate the creation of information exchange requirements. These IERs are used in conjunction with operational facilities to generate traffic script files for use by the models to emulate battlefield functionality. It is intended to bridge the gap between Army Architecture Repository Management System (AARMS) approved traffic requirements for current architecture and OA/SA conceptual traffic for future architectures.

The branch uses a communication network-planning tool called the **Link Assessment Model** (LAM). LAM is used to determine the probability of communication on selected communications links. LAM computes propagation loss values for all possible links between terminals in a scenario and this information is fed into the model. The model in turn uses this information to compute the probability of communications between terminals. Systems are currently limited to EPLRS and SINCGARS networks.

The **netViz** is a unique diagramming tool that helps one to visualize, understand and manage systems. It has the ability to import existing data from virtually any source, and create user-friendly, interconnected diagrams embedded with immense amounts of information about IT networks, enterprise information flows, and more. The branch uses the tool to visually depict proposed communications architectures.

BPwin and ERwin are data models that enable organizations to develop a blueprint of a system or organization, and clearly articulate ones strategy to interested parties, clients, and members of an organization. **ERwin** is one of the leading data modeling solutions that the branch uses to create and maintain databases. The branch uses this tool to document the Spectrum Analysis Management System (SAMS). **BP*win***. is a powerful modeling tool used in conjunction with ERwin to analyze, document and improve complex organizational processes.

TerraBase is a line of sight (LOS) analysis tool. This tool is used analyze terrain and provide users with tactical information to assist makers in the placement of communications terminals. TerraBase takes advantage of automation advances and many available digital data sets. The branch uses this tool to profile specific terrain for identifying valid line of sight communications shots.

Minitabs is a commercial statistical software package used to generate information statistically, so that the common user can easily comprehend it. It accurately and reliably presents information in various forms from the much-detailed output that the models generate.

Some of the more commonly used **OPNET Models** are; the router, ATM switch, ATM Ethernet/COAX gateway, Ethernet/COAX workstation, Ethernet/COAX server, radios, antennas, High Capacity LOS Radio, SMART-T/STAR-T, and the MILSTAR. The branch uses **Other Models** within its NGPM model, which was obtained from other sources. They are the SINCGARS, EPLRS, NTDR, the INC and the FBCB2 models. The following Models are planned for the Future: The Wideband Networking Waveform, the Step2C/JTRS and other JTRS waveform models, the Wireless LAN (802.11), and the WIN-T.

Over the past year, the branch has analyzed and proofed a number of military communication architectural designs and conducted a number of studies for military activities throughout the Army. Below is a list of the major projects that were completed or are still being worked on.

❖ **Communications Relay Payload Tactical UAV Analysis (September - October 2000):** In September 2000, the branch conducted a study of the Tactical Unmanned Aerial Vehicle to determine if ground unit communications could be extended by utilizing the TUAV, and to confirm whether there will be values added by utilizing the TUAV for ground communications. The study was sponsored by the Signal Center in coordination with the TSM for UAV, PM TUAV and the PEO IEW and funded in-house. The purpose of the study was to provide an analysis of the proposed Initial/Interim Brigade Combat Team to proof the switching and beyond line of site relay capability of the Tactical Internet architecture proposed for the unit. The payload of the proposed TUAV is supposed to be fully interoperable with the emerging Joint Tactical Radio System (JTRS) compliant waveforms, so the branch simulated an IBCT scenario, which included TUAVs. The simulation provided a level of confidence that the payload design will support the extension of communications for ground units in concept. The study was completed in October 2000 and confirmed that the capabilities of the TUAV will add value to ground communications by providing aerial relays to extend communications. As a result of this study the PEO IEW&S used the information to support funding for the UAV for IBCT BDE 1.

❖ **Tactical Communications Infrastructure AoA:** In September 2000, the branch conducted a study of the Tactical Communications Infrastructure Analysis of Alternatives to generate data for which to support a decision on the choice of alternatives to support the IBCT. The study was sponsored by TRAC in coordination with PM WIN-T. The PM WIN-T funded it. The study provided an analysis of the four predetermined alternatives over a deployed SWA scenario. Alternative I (THSDN/HCLOS) architecture is an intra-TOC network composed of point-to-point based components, running over Transmission Control Protocol/Internet Protocol (TCP/IP) and Use Datagram Protocol/Internet Protocol (UDP/IP), such as switches, hubs, servers, and workstations. Alternative II is an ATM/HCLOS upgrade, which consists of MSE assemblages, ATM, commercial routers, and HCLOS radios. Alternative III is a Hybrid system comprised of WIN-T (Corps and below) and systems that are part of the Area Common User Support Modernization Plan (ACUS MP) for all signal elements at echelons above Corps (EAC). Alternative IV is the WIN-T alternative, which is a tactical, digital communications system enabler designed for the Army Transformation Campaign Plan and for migration to the Army's Objective Force. The purpose of the study was to determine if proposed network system architecture topologies could function at the system level. It addressed the capability of the

system to sustain critical mission needs supported by C4RDP doctrinal traffic. The study was completed in August 2001 and the results yielded quality information to support or reveal barriers from which to make selection decisions.

- **CASCOM Web-based Logistics Study:** In November 2000, the branch was contracted by CASCOM to determine bandwidth requirements for a proposed client server based architecture that supports a web based logistical system for tactical deployed units. The study was sponsored by CASCOM in coordination with PEO STAMIS, the SIGCEN and DISC4. It was funded in-house. The purpose of the study was to determine if the bandwidth allocations proposed for the first digitized force architecture could support the two-tier architecture of the proposed web based logistical system. The study was completed in March 2001 and simulation results revealed that additional architecture would be necessary to support this concept. . The analysis could not validate the requirement but gave an approximation of reach-back bandwidth required given model parameters set at various levels. It was determined that a minimum 12mbs architecture be examined to support this design.

- **EPLRS Network Manager (ENM) (January - February 2001):** In January 2001, the branch conducted a study sponsored by the TSM Tactical Radio office to determine the number of EPLRS Network Management terminal were necessary to support a BCT. The scenario was based on the Armor Rock Drill and was an excursion from the IBCT analysis performed in August of 2000. The project was funded in-house. The simulation results revealed that a minimum of two ENM terminals would be required for each BCT. The study was completed in February 2001 and the information was distributed to the TSM-TR for their use.

- **Spectrum Analysis Management System (SAMS):** The Army Spectrum Management Office (ASMO) contracted with the Analysis Branch to build a support tool that could be used to support specific spectrum functionality for which it was responsible. They needed a tool that could jointly support frequency assignments; manage frequency spectrum access for users and the functionality to support system acquisition. With this capability the Army Spectrum manager will be able to support PMs in the spectrum certification process in fielding new communications systems. A functional requirements document was developed and work was implemented on March 1, 2001 to build such a model. It was agreed that objective model be developed as a multi-year project where blocks of requirement are completed in phases. Block I consisted of a basic capability and was scheduled to be completed within a year. That version of the tool was delivered on 28 December 2001 and work is currently being performed to add additional functionality. Block two, which enhances the functionality of the tool, was implemented on 31 December and work is currently being performed to add Frequency Dependent Rejection (FDR) functionality and to integrate traffic for the NGPM into the SAMS tool. Other blocks will be implemented and delivered as necessary.

- **Next Generation Performance Model (NGPM) Development**: The NGPM is the branches primary modeling environment for Tactical Internet studies. It was designed to emulate evolving communications architecture that supports the military Tactical Internet system.

The NGPM environment is an evolving tool that consists of SINCGARS, EPLRS, and NTDR radios, an INC and a number of routers with appropriate protocol to support processing message traffic. It is used to perform regression testing and provide test report to specific users. The branch has recently finished the integration of the Near Term Digital Radio (NTDR) and improved multicast routing and Multicast Dissemination Protocol (MDP) functionality into the Enhanced Position Location Reporting System (EPLRS) model in the system. The branch has also Modified the FAT database software to interact with the Architecture Development Branch's Army Core Architecture Data Model (ARCADM) compliant database and added a number of SA tables to the front-end tool. As a result the FAT has evolved into the system architecture based front-end tool (SABFEAT), which changed its name. The branch will continue to add additional functionality and capabilities as the mission dictates.

- **BCT-1 ARCADM Review:** The Army CADM is an integrated data model that the branch uses to integrate Army data repositories and databases for different architectures. The branch is currently reviewing the validity of the BCT-1 architecture in the SA database as compared to those contained in the NetViz product BCT-1 v3.0 (3 May 2001). The branch provides a list of discrepancies, if any, between the two products to the Architecture Development Branch. This review will help lend validity to the two products for a more accurate and complete architecture. As the BCT evolves, so will the review and the branch continue to perform these comparisons.

- **IBCT IER Analysis:** The Future Traffic Cell (FTC) is analyzing the Operational Facilities (OPFACs) and Information Exchange Requirements (IERs) in the First Brigade Combat Team (BCT-1) Systems Architecture. The FTC mapped 316 Functional OPFACs (FOFs) to the OPFACs rules used in the BCT-1 force. Most OPFAC rules have a sufficient number of IERs associated with them, however there are others that require updating. The branch continues to work to create IERs to support OPFAC rules that lack needlines appropriate for necessary operation. Modeling of the IBCT network to provide an accurate representation of data rates at appropriate times is currently on going to support validation and verification of the architecture.

- **Networks and Warfare Simulations (NETWARS):** The branch is actively participating in the NETWARS development process. Currently, the branch is assisting the program by supporting the NETWARS requirements definition process, initial release version testing, VV&A of the software, and development of the NETWARS Program Guide. Tasking includes the evaluation of Army-contributed models and to assist with the developing standard organizations and lay-down, which will be used in NETWARS studies. The NETWARS is designed to conduct network traffic and communications burden assessment of a Joint Task Force (JTF) scenario modeling up to 20,000 communications operational facilities (OPFACs); conduct timely and quick communications contingency planning; and evaluate emerging communications systems and technologies. NETWARS development entails designing and building a supporting collection of databases and tools that can meet the model's requirements. The Analysis Branch participates as a major role player in representing Army communication M&S interests within NETWARS. The branch will continue to support this effort.

- **Fires on the TI Study (May 2001):** The branch has been asked by The TSM FATDS and the PM FATDS to perform an analysis of BN Field Artillery networks in an IBCT environment. Though this project is not currently funded, the branch will evaluate each of the EPLRS data distribution options available in terms of bandwidth availability, message completion rate, and message speed of service. The results of this study will assist the Artillery School in deciding whether or not to migrate to an EPLRS based system, how best to use EPLRS from a data distribution perspective, and what to expect from EPLRS in terms of performance. If adopted the results from this study could also impact the way the Army does business. Routing protocols in the Internet Controller will also have to be updated to incorporate the Advanced Field Artillery Tactical Data System (AFATDS).

- **NGPM Model Development and Configuration Management** DISC4 has designated the SIGCEN as the Executive Agent for the Next Generation Performance Model. Those responsibilities include the development and integration of computer models that emulates communication architectures, to include system design, coding, integration and testing. Responsibilities also include performing analysis to determine if the code is emulating the requirements documents, develop NGPM documentation and provide NGPM training upon request. The responsibility is on going and the branch continue to make configuration changes on a daily bases.

- **AMSO M&S Standards Review and Development:** The branch participates in the Army Model and Simulation Office (AMSO) Standards Development Process. The process directly supports the technical M&S standards development goals of the Army. Specific goals are interoperability, creditability, reuse, commonality, and cost avoidance. AMSO intend to achieve these goals by maintaining a repository of model that have already been developed and circulating information to prospective users in the community to inform them of these models availability and assess. The Standards Category Coordinator (SCC) for Communications is a member of the branch, however, his responsibilities include managing of communications standards for all of the Army. The branch reviews current communications modeling and simulation standards and prepare new submissions based on our present work efforts and experience. This is a continuing effort.

- **SIGCEN M&S Representative:** The branch represents the CG in all Army modeling and simulation issues to ensure integration of Realistic Communications is considered in Army models and simulations. Upgrade current M&S capabilities in all domains to ensure that M&S represents realistic communications on the battlefield. Attend meetings, join IPTs, develop Comms M&S Master Plan and provide quarterly updates to the CG.

- **TRADOC Scenario Development:** The branch provides SME support to TRAC in developing operational concepts for TRADOC Standard Scenario Development workshops to represent and protect Signal Center interests.

The Branch made a flawless transition from the Directorate of Combat Development into the AIPC and has maintained the quality support that customers have become accustomed to. This has been possible because funding support has been consistent throughout this transition

and the leadership has worked hard to make the move seamless. Throughout the year the branch continues to refine its modernization plan for its M&S capabilities. These capabilities are being developed in close coordination with TRAC, CECOM, to a limited extent, and DISC4. The branch is currently using models developed by commercial and government agencies to simulate the protocol performance within various size units and the tactical Internet. The branch has improved its primary modeling tool by adding several capabilities to enhance the NGPM Model suite. In addition, the branch developed a model, SAMS. This model has the promise for a number of applications. These and other tools will allow us to participate in more studies and provide a better service to our customers. The branch will continue to demand quality work and provide the capability to System Architects that allows them 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.

TRADOC SYSTEM MANAGER FOR TACTICAL RADIOS (TSM – TR)

From the Director's Perspective

With Joint Requirements Oversight Council (JROC) validation of the Joint Tactical Radio System (JTRS) Key Performance Parameters (KPP), and Army approval of an updated JTRS Operational Requirements Document (ORD) in early 2001, the JTRS program accelerated toward Milestone B approval, anticipated for early 2002. We also continued to pursue improvements to the Enhanced Position Location Reporting System (EPLRS), Near Term Digital Radio (NTDR), and the Joint Tactical Information Distribution System (JTIDS)/Multifunction Information Distribution System (MIDS). We expanded our efforts to enhance and improve the Tactical Internet (TI) in support of the digitization of the 4th Infantry Division (4ID) and their Digital Capstone Exercise (DCX I) in April 2001 at the National Training Center (NTC), Fort Irwin, CA, and in October 2001 at Fort Hood, TX (DCX II).

The office of the TSM-TR is supporting future communication needs for the Army's Interim and Objective Forces with the Joint Tactical Radio System (JTRS) as the system evolved through the Concept Exploration phase toward a program initiation decision scheduled for late 2001. JTRS is the key program for this office. While enhancements to EPLRS and other tactical radio systems are necessary in support of the legacy force, it is JTRS with its embedded routing and retransmission and capability to self-organize and maintain mobile networks in support of "Command and Control On-The-Move (C^2OTM)," that will enable the Army's transformation from Tactical Operations Center-centric (TOC-centric) towards network-centric and eventually to commander-centric warfare.

Mission

The TRADOC System Manager for Tactical Radios (TSM-TR) reports to the Commander, TRADOC, through the Commander, U.S. Army Signal Center, and the Deputy Commanding General, Combined Arms Center (CAC). He is the Army's centralized manager for all Combat Development user activities associated with the Enhanced Position Location Reporting System

(EPLRS), Joint Tactical Information Distribution System (JTIDS)/Multifunction Information Distribution System (MIDS), Near Term Digital Radio (NTDR), and the Joint Tactical Radio System (JTRS).

The mission of the TSM-TR is to provide intensive management beyond the scope of the normal management resources available to the CG, U.S. Army Signal Center, for U.S. Army tactical radios, non-system training devices, and training systems for tactical radios. The TSM-TR, in coordination with the Deputy Chief of Staff, Combat Development Directorate (DCSCDD), HQ TRADOC, has authority to task TRADOC activities outside of the control of the CG, U.S. Army Signal Center. The TSM-TR assumes all responsibility to, and authority from, CG, TRADOC, through the CG, U.S. Army Signal Center, for total system management of assigned tactical radio systems.

TSM-TR ensures assigned systems have tasks and user requirement documentation prepared as needed to move assigned programs through the development process. TSM-TR manages the total TRADOC effort for assigned developmental programs to include combat developments, training developments, and the integration of supported systems. Schedule and acquisition strategies for completion of the assigned TSM-TR programs are under the control of their respective program managers, although there are work products from TRADOC that are necessary. Additionally, the TSM-TR provides user representative documentation and user positions on issues to promptly avoid program delays.

Key Personnel

TSM-TR	
COL Jack A. Hook	January – December 2001
Deputy TSM-TR	
Mr. Douglas A. Wilson	January – December 2001
Assistant TSM-TR (JTRS/NTDR)	
LTC Jacklyn Coney	May – December 2001
Assistant TSM-TR (EPLRS/JTIDS/MIDS)	
MAJ Christopher L. Grimm	August – December 2001
Secretary/Administrative Assistant/Budget Analyst	
Mrs. Patsy P. Dickerson	January – December 2001
Contractor Representatives	
Mr. Frank W. Durshimer (MARCONI)	January – December 2001
Mr. Theodore R. Fillgrove (INNOLOG)	January – December 2001
Mr. Jack V. Keever (INNOLOG)	January – December 2001

Resources

Monetary resources for FY 2001 totaled $251,600. These funds included: $137,900 for labor; $53,800 for supplies and equipment, and $59,900 for travel. The Program Manager for Tactical Radio Communications Systems (PM TRCS) funded all of the travel expenses. There were nine personnel assigned at some time during the year.

Activities and Accomplishments

❖ **Enhanced Position Location Reporting System (EPLRS).** EPLRS is a tactical data net and position location Ultra High Frequency (UHF) radio which provides the primary means of secure, real-time data distribution and position location for the Force XXI Battle Command Brigade and Below ($FBCB^2$) and other Battlefield Functional Areas (BFA) systems at Brigade and below. The Tactical Internet (TI) Capstone Requirements Document (CRD) provides the requirements for this network. The EPLRS system consists of a net control station (NCS); the basic EPLRS radio set with its user input/output devices, and the EPLRS Enhanced Grid Reference Unit (EGRU). The system has a dynamic net management capability that allows it to support a full division sized network without the use of gateways. EPLRS also provides for automatic position location determination and reporting for Situation Awareness (SA) presentation to commanders. This capability was demonstrated at National Training Center (NTC) rotations and during $FBCB^2$ testing during the year. EPLRS provided the radio nets for friendly unit SA, identification capability, and Command and Control (C^2) messaging. EPLRS can also survive in a hostile environment through the use of Electronic Counter-Counter Measures (ECCM). The EPLRS radio set is militarized, and installation kits are available for manpack, surface vehicle, and airborne configurations.

The acquisition strategy supports the procurement of 12,897 EPLRS radio sets until the fielding of JTRS in FY 06 or later. The Value Engineering Change Proposal (VECP) Radio Set (RS) enhancements (retrofits) continued to be completed during FY 01 on all Low Rate Initial Production (LRIP) units. Full Rate Production Fielding (FRPF) began in late FY 99 and continues. The Signal Center continued to conduct sustainment training. NCS operator and maintainer courses and the EPLRS System Planners course were part of the curriculum and were available to units in the field through the Army Training Requirements and Resources System (ATRRS). The Signal Officer Basic Course (SOBC) offered an eight-hour overview of EPLRS, and efforts incorporated EPLRS into the Basic Noncommissioned Officer Course (BNCOC), Advanced Noncommissioned Officer Course (ANCOC), Warrant Officer Basic Course (WOBC), Warrant Officer Advanced Course (WOAC), Signal Officer Basic Course (SOBC), and the Signal Captains Career Course (SCCC). Sixteen hours of training were added to the 31U Advanced Individual Training (AIT). The Signal School sustained the field with these new courses. Additional training equipment was fielded to the Signal School during the year to support these efforts. NET training continued and supported newly fielded units to include the 2BCT at Ft Lewis. Enhancements to the Net Control Station (NCS) exportable training devices at the Signal School were completed, and the updating of the Radio Set (RS) Computer-Based Training (CBT) and exportable training package concluded in March 2001.

EPLRS has completed fielding to the 3/2 ID (1st BCT), 4ID(-) and elements of the 3ID. Also EPLRS continued fielding to the 1/25 ID (2nd BCT), and to the 1CD which will complete in FY03. While fielding continued, so did the system improvements. Two major improvements will be featured in the EPLRS systems for fielding in FY03. First, the EPLRS radio set capacity will grow from 57 Kbps to 288 Kbps. Second, the EPLRS Network Control Station (NCS-E) will be replaced by the EPLRS Network Manager (ENM).

The 288 Kbps EPLRS radio will provide greater bandwidth, and equally important greater flexibility of bandwidth allocations. The 288 Kbps EPLRS radio provides the capacity necessary to support a three-maneuver brigade division's Lower Tactical Internet data requirements. The 288 Kpbs EPLRS radio will also allow additional ABCS users to participate on the Lower Tactical Internet. Production of the 288 Kbps EPLRS radio set will begin in the summer of 2002. All fielding thereafter will be satisfied with 288 Kbps capable radios. EPLRS radios fielded prior to the production cut-over will have to be retrofitted to acquire the 288 Kbps capacity.

Development and test planning for the ENM continued this year with targeted test to take place during CY 02. FY03 will also mark the initial replacement of the NCS-E with EPLRS Network Manager (ENM). The EPLRS Network Manager will better support the Army's transformation initiatives and the war fighter by providing a control system, which requires fewer operators and has a smaller footprint than the NCS-E. For example, a heavy division currently requires a total of 28 NCS-E operators (seven crews of four men each) while the EPLRS Network Manager will require a total of 15 operators (five crews of three men each). Each management node will be reduced from a shelter mounted HMMWV and support HMMWV, to one HMMWV with trailer. Additionally, the EPLRS Network Manager will also reduce the number of required nodes in a division from seven to five. All of these enhancements are necessary to support the growing Lower Tactical Internet requirements, to support systems such as: FBCB2, MCS, AFATDS, FAAD, ASAS and CSSCS.

The development of the EPLRS network manager for elimination of the NCS's began during 2000 and continued through 2001. The objective fielding of this capability will be with the 3rd Brigade Combat Team (BCT). All of these improvements are designated to support data transmission in and through the Tactical Internet (TI). With the approval of the TI Capstone Requirements Document (CRD), the TI will evolve into a common user system supporting all Battlefield Functional Areas (BFA). Improvements to EPLRS are planned to support TI CRD.

❖ **Joint Tactical Information Distribution System (JTIDS).** The Army JTIDS Class 2M terminal was designed to provide near real-time data links between the JTIDS-equipped Airborne Warning and Control System (AWACS) or similar aircraft, to Field Artillery Air Defense Command, Control, Communications, and Intelligence (FAADC^{3}I) systems and Army Theater Missile Defense (TMD) weapon Systems. The Class 2M will be used to provide ground-to-air data links for air and missile defense engagement operations in TMD and Divisional Short-Range Air Defense (SHORAD) C2 nodes.

A Limited User Test (LUT) was conducted to test corrective actions from the 1996 Initial Operational Test and Evaluation (IOT&E). The Low Rate Initial Production (LRIP) of thirty-

five Joint Tactical Information Distribution System (JTIDS) Army Class 2M terminals was completed in 1997. The milestone IIIb decision and a Full Rate Production Fielding (FRPF) contract were completed. Although the program was still in the process of approving formal Materiel Release, production terminals were fielded to units deploying to the Middle East. The Army JTIDS program completed Milestone IIIb and began fielding of production terminals in March 1998.

During the week of 1 Oct 01, personnel went to Hawaii to perform JTIDS CL2M software upgrade at the 25th Light Infantry Division (LID)/I/62 ADA. The software upgrade involves modifying the Central Processing Unit (CPU) version of the A4 card from version 3.11 to 4.03. The software upgrade has been performed on the Army unit's Army Stock List (ASL) of the CPU card. The same software upgrade and proper spare chassis labeling were also performed for 5/5th ADA (Camp Sears), 1/43 ADA (Suwon AFB), and Joint Tactical Air-to-Ground Station (JTAGS) (Osan, AFB) in Korea on the week prior. There are about twenty (20) JTIDS CL2M terminals left to be upgraded.

❖ **Multifunction Information Distribution System (MIDS).** MIDS is a multinational cooperative development program managed by the U.S. Navy in cooperation with France, Germany, Italy, and Spain. It is planned for installation in at least twelve different platforms including ships, aircraft, and ground command and control stations. The MIDS LVT2 Army variant is a pre-planned product improvement to the JTIDS Class 2 series terminal that is form, fit, and function compatible. In 2000 the MIDS test strategy continued to be worked to field MIDS to the remaining Air Defense Artillery Command and Control (ADA C^2) nodes in a timely manner. The next JTIDS/MIDS New Equipment Training (NET) will be for the Initial Brigade Combat Team's (IBCT) Air Defense Artillery Cell which is being developed by the Project Manager for the Air and Missile Defense Command and Control System (PM AMDCCS).

The essential mission of MIDS is to improve secure, jam-resistant information flow and interoperability among Army, Air Force, Navy, and NATO elements and Army elements on the battlefield. MIDS secure, high-capacity data distribution is required to meet missile and air defense mission response times. MIDS provides the means to disseminate total air picture data to enable air defense C^2 elements to issue timely warning reports. Accurate and timely air picture information is critical to Joint missile and air defense operations. To forecast survivability on the battlefield, the capability of MIDS to withstand the potential threat must be operationally examined. The detection of a high-volume, real-time communications system being used by missile and air defense elements creates a primary enemy target. The survivability of missile and air defense Command, Control, and Intelligence (C^3I) centers is critical to the outcome of battles. The critical measure of effective network communications is the probability of the desired addressee receiving messages on time.

On 22 Jul 1998, the CG, U.S. Army Signal Center (then MG Cuviello) signed a memo that established the JTIDS Operational Requirements Document (ORD) and associated Critical Operational Issues and Criteria (COIC) as the reference documents for the Multifunction Information Distribution System Low Rate Initial Production Two [MIDS LVT(2)]. However in 1999, the Joint Staff directed the Navy to lead all services in the development of a Single MIDS ORD. This Single MIDS ORD will supercede the CG's memo that established the JTIDS ORD

as that for the MIDS LVT(2). The Navy is the lead Service for MIDS, and the Space and Naval Warfare Systems Command (SPAWAR) is the contracting activity. The Army's management activity is the Army Product Manager for JTIDS/MIDS. The Army Product Manager for JTIDS/MIDS falls under the Program Manager for Tactical Radio Communications Systems (PM TRCS) of the Program Executive Office for Command, Control, and Communications Systems (PEO C^3S).

The PM MIDS and TSM-TR supported successful Link-16 operations at the Division Capstone Exercise II (DCX-II) at Fort Hood, TX from 6 to 10 Oct 01. Link-16 was required to demonstrate the ability to participate in a Joint operation exercise. A JTIDS equipped Short Range Area Defense (SHORAD) shelter participated as an Airborne Warning and Control System (AWACS) surrogate. Link-16 data was distributed two ways: 1.) The simulated air-track data was transmitted over-the-air to another nearby JTIDS equipped SHORAD shelter and then disseminated via Air and Missile Defense Work Station (AMDWS); and 2.) The simulated air-track data was transmitted by JTIDS, via Secure Telephone Unit (STU) III, directly to the Division Main (DMAIN) for Air Defense Artillery (ADA) operations.

The MIDS PM with support from TSM-TR held a Test and Evaluation Working Group Integrated Product Team (T&E WIPT) on 10 Oct 01 at Huntsville, AL. The purpose of this meeting was to provide program status updates, identify and determine the availability of test resources and coordinate test activities among the test community in preparation for the MIDS Initial Operational Test and Evaluation (IOT&E) scheduled for Apr 02. The potential for MIDS to participate in the Joint Combat Identification Evaluation Team (JCIET) test was also discussed as a means to collect addition information and reliability hours to supplement the IOT&E event.

MIDS Low Volume Terminal (LVT (2)) CORE software 4.10 was released by BAE Systems on 15 Oct 01. This new software release has been upgraded to resolve the deficiencies identified from the Functional Verification Test phase one (FVT I) that was conducted on 1QFY01. A validation test of this CORE software version was scheduled for 3-7 Dec 01 at Aviation and Missile Command (US Army) (AMCOM) Software Engineering Directorate (SED), Huntsville AL. This test utilized two (2) MIDS LVT (2) Engineering Manufacturing Development (EMD) terminals previously provided at AMCOM. Additional testing, FVT II has been scheduled in AMCOM for further verification upon delivery of the Low Rate Initial Production (LRIP) terminals in Feb-Mar 02.

On 30 Oct 01, PMO TRCS, TSM-TR, and Army Research Laboratory (ARL) personnel conducted a meeting to evaluate and compare the Electronics Warfare (EW) and Anti-jamming (AJ) test results form the MIDS Low Volume Terminal (2) (LVT (2)) Engineering Manufacturing Development (EMD) and JTIDS CL2M terminals. The evaluation results are determined to be acceptable and will be used to support the MIDS LVT(2) First Article Qualification Testing (FAQT) Low Rate Initial Production (LRIP) EW/AJ testing. In addition, ARL and Army Test and Evaluation Command (ATEC) participated in the LRIP LVT(2) EW/AJ testing conducted at VIASAT on 14 Nov 01.

Product Manager MIDS and TSM-TR representatives attended a Quarterly Program Management Review (QPMR) at ViaSat, Carlsbad, CA on 27-28 Nov 01. The review included a comprehensive review of the MIDS schedule identifying asset availability and utilization to support both the needs of the Government and Contractor to satisfy upcoming Development Tests and Initial Operational Testing and Evaluation (IOT&E). Furthermore, reliability testing and training requirements were also finalized to charter a course ahead in support of these upcoming events

The MIDS Low Volume Terminal (2) (MIDS-LVT2) underwent validation testing of the CORE software from 3-7 Dec 01 at Aviation and Missile Command (US Army) (AMCOM) Software Engineering Directorate (SED), Huntsville AL. This test utilized two (2) MIDS LVT (2) Engineering Manufacturing Development (EMD) terminals previously provided at AMCOM. MIDS terminals will also undergo supplemental testing for reliability prior to the IOT&E event during the Joint Combat Identification Evaluation Team (JCIET) test in April 2002.

❖ **Near Term Digital Radio (NTDR).** The Near Term Digital Radio (NTDR) is a DA-directed procurement. It was groomed as an interim radio to communicate among Tactical Operations Centers (TOC). At the field test #1 in February 1998, NTDR Experimental Development Models (EDM) were successful in the TOC-to-TOC mission and in several demonstrations of video on the move. In July 1998, NTDR was used for the Golden Medic Advanced Technology Demonstration. The field tests and demonstrations led to several on-going modifications to improve system performance. Field Test #2 in February 1999 examined the improved system. The NTDR demonstrated sufficient technical maturity to meet the data transfer requirements between brigade Tactical Operations Centers (TOC) at the Division XXI Advanced War-fighting Experiment (DAWE) in February 2000. The NTDR was used in ramp-up exercises at Ft. Drum with the 10th Mountain Division (10th MTN) in preparation for the Joint Contingency Force Advanced Warfighting Exercise (JCF-AWE) in August 2000. The mission of the NTDR in this role was to provide data communications to the mobile TOCs for Army Tactical Command and Control Systems (ATCCS) from battalions to brigade and to serve as a back-up to Asynchronous Transfer Mode (ATM) and High Speed Multiplex (HSMUX) networks at Brigade and above. Bandwidth capability of up to 288 Kilobytes Per Second (KBPS) was demonstrated over the 13-radio NTDR network during the DAWE. Initial production radios were scheduled for delivery in the 2nd/3rd Qtr FY 00. However, production delivery was delayed until 2nd Qtr FY 01 due to equipment and software deficiencies noted during the production model experiment.

Initial production models used in an experiment at Ft. Huachuca, AZ, 1st Qtr FY 01, revealed there were still deficiencies in the radio that needed to be corrected before delivery to the FDD and the Brigade Combat Teams (BCT) being formed at Ft. Lewis. These deficiencies have been corrected and delivery of NTDRs to the FDD was completed in FY01. The NTDR was used to provide TOC-to-TOC data transport for 4ID in 2nd Qtr FY01 in support of the Division Capstone Exercise I (DCX I) and subsequently for DCX II. Initial delivery of the NTDR to the Initial Brigade Combat Team (IBCT) began in 4 Qtr FY01.

❖ **Joint Tactical Radio System (JTRS).** The Joint Tactical Radio System (JTRS) will provide a networked, multi-band, multi-mode service with voice, video and data capabilities for the Department of Defense. It is the objective system that will provide on-the-move

communications in multiple legacy radio networks. The JTRS inter-network architecture will provide scaleable services such as automatic retransmission, relaying, routing, bridging, switching, link layer message processing, network management, and gateway services among the legacy radio networks. The JTRS inter-network thus formed will provide virtual voice, data, and video communication circuits between users in systems/networks that otherwise would be incompatible. Dynamic formation of communications paths in the JTRS inter-network will be automatic and transparent to users. The JTRS is a software programmable, multi-channel, multi-band/multi-mode, networking system that supports wireless voice, data, and video communications. Each channel of the JTR Set shall operate independently and can be programmed without disrupting communications on another channel. The multi-channel capability of this system facilitates the ability to bridge between various communication networks. For example data from a SINCGARS network could be bridged to an EPLRS network. The Software Communications Architecture (SCA) compliant software facilitates software reuse, interoperability with legacy waveforms, and porting of future waveforms. These radios are scaleable in terms of form, fit, function, and cost to meet specific user operational needs.

The Joint Requirements Oversight Council (JROC) approved the JTRS Mission Needs Statement (MNS) 21 August 1997, the Operational Requirements Document (ORD) 23 March 1998, and approved an updated ORD 30 January 2001. A two-phased staffing of an updated ORD began in November 2001. The first, smaller series of ORD changes is expected to be approved by the JROC in March 2002 with JROC approval of the more comprehensive set of changes anticipated for September 2002. In February 2000, the Joint Program Office (JPO) initiated action to develop, procure, test, and deliver JTRS Software Communications Architecture compliant (SCA-compliant) experimental radios in 2002 for the TOC-to-TOC mission in the 1st Calvary Division and the third and fourth Initial Brigade Combat Teams (IBCT). The Defense Acquisition Executive (DAE) approved the JTRS management concept and acquisition approach in August 2001 wherein the JTRS Joint Program Office (JPO) will provide oversight of Service-led development and procurement of SCA-compliant radios. The Services, through their acquisition centers, will acquire, test, field, and maintain the JTR systems to include porting the required waveform software applications. These radio procurements will be grouped into “Clusters” based on similarity of requirements and required fielding schedules.

❖ **Waveforms.** The JTRS JPO will also acquire the base waveform software applications for porting onto Service-procured JTR sets, oversee SCA compliance testing of JTR sets and waveform software, and provide centralized management oversight of overarching JTRS activities. The JTRS JPO is responsible for certifying the waveforms developed are portable and SCA compliant, and for providing test assets for portability and interoperability testing of waveform software applications prior to acceptance of the waveforms. The JTRS JPO has established the JTRS Technology Laboratory (JTeL) to oversee and conduct the required waveform and SCA assessment/certification process.

❖ **Cluster 1.** The objective of the JTRS Cluster 1 acquisition is to acquire multiband, multimode, and software reprogrammable JTRS equipment to satisfy Army Aviation re-capitalization and digitization efforts as well as ground vehicular digitization and tactical communications requirements. The JTRS Cluster 1 vehicular radio sets will satisfy the balance of the Army Acquisition Objective for meeting the EPLRS requirements along with addressing

specific requirements for other vehicular and rotary wing for the four services. Additionally, the Air Force also has a need for a multiband, multimode, software reprogrammable, vehicle-mounted communications system that will provide communications connectivity to support Tactical Air Control Party (TACP) mission areas on the move while supporting Army forces (TACP-Modernization ORD, dated 9 December 1999). The Army was designated the lead Service for the JTRS Cluster 1 program and directed to prepare a Milestone B review for the Defense Acquisition Executive (DAE) in 2Q FY 02. The Cluster 1 Program Manager is responsible for the developmental and operational testing of the JTR sets with the ported waveforms. Program Manager Tactical Radio Communications System (PM TRCS) will develop the base waveforms for delivery to the JPO and then port them to JTR sets acquired through Cluster 1. The Cluster 1 Request for Proposal (RFP) was released to industry on 25 October 2001. Cluster 1's contract award is expected in April 2002.

❖ **Cluster 2.** The objective of the JTRS Cluster 2 acquisition is to acquire software reprogrammable JTRS equipment to satisfy Services requirements for handheld and manpack communications. The Program Manager has not been designated.

❖ **Cluster 3**. The Joint Service Working Group has approved a proposal by the Navy to acquire a Maritime/fixed site JTR Sets. The Navy is in the process of staffing a proposal within the OSD staff to nominate the Space and Warfare Systems Command (SPAWAR) as the Cluster 3 Program Manager.

❖ **Future Clusters.** Future Clusters will respond to continued interest from the Space, Homeland Security, and Airborne (C^2, mobility, air-to-air, and air-to-ground) operational communities.

Summary

The year 2001 was very productive, notwithstanding the challenges of resource shortages and rapid technology advancements. Tactical radio communications continued to be vitally important to forward-deployed forces, split-based operations, intelligence, and joint service capabilities. TSM-TR was directly involved in all aspects of tactical data distribution efforts which form the backbone for the Tactical Internet (TI) and the emerging C^4 architecture for the Army's Objective Force. Modernization, not just of materiel, but in our thinking of what functions are performed by tactical radios, is essential to reaching the goals of the Army Transformation. The Office of the TRADOC System Manager for Tactical Radios continued to work hard for the warfighter ensuring that tactical radio systems were designed and fielded with the soldiers' needs as the primary focus.

TRADOC SYSTEM MANAGER FOR SATELLITE COMMUNICATIONS (TSM-SATCOM)

From the TSM's Perspective

The year 2001 was an extremely productive year of satellite communications support to the warfighter. There continued to be close cooperation and superior collaborative efforts with the Directorate of Combat Developments (DCD) SATCOM action officers, Battle Command Battle Lab-Gordon (BCBL-G) and the Regimental Directorate of Training (RDOT). These efforts between the organizations are clearly the result of the recognition of the importance of space capabilities to the Army warfighter and space's limitless potential to deliver even more impressive capabilities tomorrow. Our coordination and teamwork resulted in aggressive SATCOM leadership within the Army community. We understand fully the importance of satellite communications to the soldiers and commanders, particularly as Army Transformation occurs, and will continue to strive for the most technically advanced user friendly systems available.

Mission

The TRADOC System Manager for Satellite Communications, reporting to the Commander, TRADOC, through the Commandant, U.S. Army Signal Center, performed as the Army's centralized manager for all Satellite Communication Combat Developments user activities associated with the following satellite communications systems: manpack, man-portable, mobile (ground and airborne), and fixed terminals associated with military UHF, SHF(DSCS), EHF (Milstar) and commercial satellite systems, including SATCOM capabilities embedded within special purpose systems and NAVSTAR Global Positioning System.

Key Personnel

TRADOC SYSTEM MANAGER
COL Donald T. Howard — January – December 2001

Deputy TSM
Mr. Paul Chernek — January – December 2001

Assistant TSM (Pers)
LTC Mark A. Ernyei — January – December 2001

Assistant TSM (Log)
MAJ Donald E. Brisendine — January – October 2001
CPT Joe Pagnotta — October – December 2001

Asst TSM (Tng)
CPT Cleophus Thomas, Jr — January – October 2001

Resources

The TSM-SATCOM was directly allocated and expended $161.5K for civilian pay, travel, supplies, and reproduction of SATCOM documentation. Reimbursable costs totaled $18.6K and were for travel paid by program managers and other agencies. The PMs/PEOs that we support also provided over $100K for SIGCEN travel in support of our respective SATCOM programs. The staff consisted of a civilian Deputy TSM, three military action officers, and a civilian secretary. The TSM SATCOM office also received crucial contractor support paid for by Program Managers – MILSATCOM, DCATS, and GPS and the Program Executive Officer (PEO) Intelligence Electronic Warfare (IEW). The accomplishments of this office would have been significantly reduced without this support. Matrix support provided by the Signal Center's Directorate of Combat Development (DCD), Regimental Directorate of Training (RDOT), and Battle Command Battle Lab-Gordon (BCBL-G) SATCOM action officers was also essential to the success of the TSM-SATCOM mission in supporting over 33 major SATCOM programs.

Activities and Accomplishments

❖ **UHF SATCOM:** In the UHF SATCOM arena, the AN/PSC-5 Spitfire, is in the process of being fielded to all services and several DoD agencies. Army fielding of the Spitfire terminal began in August 1997 with the 82nd Airborne Division. To date, the Special Forces groups and the Army corps and their associated Divisions have either initiated or completed fielding. The Army has fielded close to 2400 Spitfire terminals to its users and close to 5000 Spitfire terminals service wide. Demand Assigned Multiple Access (DAMA) control systems have been fielded to the Naval Computer and Telecommunications Area Master Stations (NCTAMS) locations and are fully operational. The Joint (UHF) MILSATCOM Integrated Control (JMINI) System replaced the Net Control Station (NCS), in May 2001. All the services, whether in receipt of DAMA-capable terminals or operating the control systems, are going through an extensive learning curve on the operation of DAMA in the UHF SATCOM realm. PM MILSATCOM and TSM SATCOM continue to provide assistance to the Army users, as well as to users from other services, on the operation of Spitfire terminals and DAMA system. TSM SATCOM will continue to oversee the training of the terminal. TSM SATCOM personnel also continue to provide the tactics, techniques and procedures training to unit planners to ensure the warfighter receives full benefit and use of the UHF SATCOM capability.

SATCOM on the Move (SOTM) systems have been fielded to units within 4th ID and are being fielded to the Interim Brigade Combat Teams (IBCTs). TSM SATCOM is working with DCD on the total Army requirements for the SOTM systems, with expectations for funding of approximately 600 systems in the coming years. Along with the SOTM, development was done to provide range extension to the Tactical Internet (TI) via the Spitfire terminals. These systems are being fielded to the 4th ID, 1st Cav Div, and IBCTs as both at the halt systems and on the move for on the move connectivity.

Continued development is taking place with the Secure Enroute Communications Package Improved (SECOMP-I). To bring the Spitfires up to the new standards required in the ORD, funding has been obtained to upgrade the Spitfires with an improved throughput capability. This capability will provide users with up to 56 kbps data transfer over the satellites.

The improvements also include SINCGARS frequency hopping and HaveQuick II communications security (COMSEC). Not only will Spitfires being used by units with the SECOMP-I receive the capability but also those with large data requirements, such as the Range Extension of Tactical Internet (TI-RE).

❖ **SHF SATCOM:** In the SHF tactical world, the SHF Tri-band Advanced Range Extension Terminal (STAR-T) will lead the Signal Regiment's development of the WIN commercial switch initiative. Although significant progress has been made in developing the STAR-T, the integration of the satellite communications equipment with a commercial voice switch, an ATM switch for compression, and a router has been challenging. The technical problems associated with the integration have resulted in delays in the test and evaluation stages. The government and the contractor are confident that terminal design and integration issues can be resolved and a product developed, tested, and fielded within an acceptable timeframe.

Fielding of the Lightweight High Gain X-band Antenna (LHGXA), AS-4429/TSC, provides Corps and EAC signal units with a highly mobile, high gain satellite antenna. The AS-4429/TSC enables SHF tactical satellite terminals to operate on the fringe of satellite coverage areas, increase throughput, save satellite power, and terminate links well beyond the capability of the antennas originally fielded with the SHF terminals. This trailer mounted 16 foot diameter antenna, with an antenna gain better than today's 20 foot antennas, can be towed by a HMMWV or larger vehicle and is C-130 roll-on/roll-off capable. The AS-4429/TSC is capable of being used with AN/TSC-85B and AN/TSC-93B terminals and will also be capable of being used in X-band with the STAR-T. The U.S. Air Force is currently working with the contractor to produce a tri-band capable LHGXA and retrofit kits will be made available.

The initial modernization of the SHF DSCS Fixed Heavy and Medium Terminals, AN/FSC-78/79 and AN/GSC-39, was completed per initial requirements (with the exception of the Control Monitoring Alarm (CMA) which is being procured and fielded as part of the AN/GSC-52 modernization discussed later). Since then, the Joint Staff has directed that additional sites be upgraded with expected completion scheduled for FY 2002. These terminals provide strategic satellite communications support to the Defense Communications System via DSCS satellites. The modernization program extends the life of these terminals by an additional 15 years. In June of 1998, a production contract to modernize the AN/GSC-52 Medium Terminal was awarded. In addition to extending the life of the terminal by 15 years, other program objectives include enhancing the CMA subsystem, reducing the operational and sustainment costs, increasing the operational availability, and increasing commonality with the AN/FSC-78 and AN/GSC-39 terminals. As part of this program, the AN/FSC-78 and AN/GSC-39 terminals will be upgraded with the improved CMA. The AN/GSC-52 Modernization on-site First Article Testing (FAT) and installation began in August 00, with the first site being the training facility at Fort Gordon, GA.

The Universal Modem System (UMS) contract was terminated on 24 Mar 2000 due to programmatic problems causing unacceptable scheduling delays. The Wideband Anti-jam Modem System (WAMS) has just been initiated as the follow-on to the UMS that will replace the aging AN/USC-28 Spread Spectrum Modem. The WAMS will provide an anti-jam capability for existing and future fixed site communications that are not transitioning to

Advanced EHF (AEHF) due to capacity constraints on the AEHF constellation. Currently, WAMS is planned to be a United States owned asset that will operate within the Medium Data Rate (MDR) parameters primarily over DSCS Service Life Enhancement Program (SLEP) satellites.

TSM SATCOM was a major contributor to the development of the Teleport ORD which was approved by the JROC this July. The Teleport program is a DoD initiative that will expand the current Standardized Tactical Entry Point (STEP) to satisfy the warfighter's communications demands. Teleports will be strategically located throughout the globe ensuring access to at least two Teleports from any location. The Teleport will provide centralized integration capabilities, contingency capacity, and the necessary interfaces (satellite and terrestrial) to access the DISN in a seamless, interoperable and economic manner. It will be implemented in a phased approach, concluding with capabilities to communicate over X, C, Ku, Ka, UHF, and EHF constellations.

TSM SATCOM played a major role for the Army during the development of the Wideband Gapfiller System (WGS) ORD. The WGS is being developed to bridge the gap between the current DSCS constellation and a future wideband satellite system. The JROC approved the WGS ORD and Key Performance Parameters (KPPs) 24 April 2000. This program is now in the Request for Proposal (RFP) stage.

❖ **EHF SATCOM:** There has been little change in the MILSTAR satellite program. The cause of the MILSTAR Flight 3 launch failure in April 1999 was discovered and steps are being taken to ensure that the failure is not repeated. The Flight 4 launch, originally scheduled for August 00, has slipped into 2002 due to a part failure and a design flaw.

Twelve Secure Mobile Anti-jam Reliable Tactical Terminals (SMART-Ts) were hand-receipted to 124th Signal Battalion, 4ID, at Fort Hood, TX. Due to the lack of a MILSTAR Medium Data Rate capable (MDR) satellite, a simulator was also sent to Fort Hood to support training and limited operations until Flight 4 is launched. The terminals proved that they could perform the intended mission of MSE range extension; however, they are still experiencing significant reliability problems. The PM and the contractor are working on repairing the deficiencies in preparation for the Follow-on Test and Evaluation (FOT&E) scheduled for June 2001.

The SCAMP is a single channel terminal designed to interface with the MILSTAR Low Data Rate (LDR) payload. It can also operate over EHF packages on FLTSAT and UFO/E. An FOT&E was conducted 28 Oct - 18 Nov 1998, with 5 SCAMP terminals. Reliability was the main shortcoming out of FOT&E. Since that me, the contractor has implemented numerous fixes to the terminal targeted at improving the reliability. Also, the Army Program Manager made significant improvements to the training package and technical manuals based on lessons learned from FOT&E. The improved SCAMP terminal and training package was tested in a Limited User Test (LUT) in November 1999, and showed mixed results in reliability. The LUT tested SCAMP at echelons ranging from Theater to Brigade level, looking at the reliability at each echelon. The reliability results from LUT were 445 hours at Theater, Corps, and Division levels (a significant improvement), but only 72 hours at Brigade. The poor performance at the Brigade level was primarily related to the increased setup and teardown of the systems. These

results demonstrated that SCAMP performs reliably enough at Division and above to warrant fielding now, but not below Division level. A conditional material release to field down to Division level was approved 28 July 2000. Fielding has commenced. NET training and TTP are ongoing.

The Army won a major victory in the EHF satellite area with the acceleration of the Advanced EHF (AEHF) program. After many months of hard work, the DoD decided to form a National Team consisting of Lockheed-Martin, Hughes and TRW to develop the Pathfinder satellite and the remaining AEHF constellation. Pathfinder, scheduled to launch in December 04, will fill the gap created by the MILSTAR Flight 3 launch failure. Pathfinder will be compatible with the MILSTAR constellation. The AEHF satellites will provide significantly more communications capability than the current MILSTAR design. Once the second AEHF satellite, is launched in FY 06, the AEHF software will be uploaded to Pathfinder making it AEHF compatible, thus providing increased capability.

❖ **Other Satellite Programs:** In the GPS area, TSM SATCOM is co-chairing the GPS Tactical Receiver (GTR) ORD Integrated Concept Team (ICT) with our Directorate of Combat Developments. The ICT will revise the GTR ORD, which was approved in October 1997. This document captures the requirements for a family of GPS receivers for both standalone operations and imbedding of the GPS capability into Army platforms requiring position, velocity, and timing services. The GPS Joint Program Office (JPO) and Army GPS office released a Program Research and Development Announcement (PRDA) Commerce Business Daily (CBD) solicitation on 20 June 00 for study/development of GPS ground receivers. A PRDA is a publication in the CBD of a requiring activity's interest in new and creative research or development solutions to scientific or engineering problems, with the "intent to solicit proposals." The purpose of the PRDA is to select at least two (2) contractors for 14-month Firm Fixed Price Level of Effort (FFP LOE) contracts for development of GPS ground receiver capabilities. Currently, a Source Selection Board (SSB) is being conducted by the JPO on the GPS ground receiver PRDA study at Fort MacArthur, CA.

The Global Broadcast Service (GBS) program continues to be plagued by cost overruns and schedule delays. Delays in developing the planning and scheduling software will keep the Theater Injection Point (TIP) out of Division Capstone Exercise (DCX)1. In August 00, the PM further announced that due to development and performance problems, the Tactical Ground Receive Suite (TGRS) terminals will also not be available for DCX1. Besides development and performance issues, the current design of the TGRS terminals is too large in size and overweight to meet deployment requirements below the Brigade level. The Army has decided to fund only 53 of the current TGRS terminals until the ORD requirements are met in approximately 03. The size and weight issues are extremely critical items for our warfighting maneuver battalions. TSM SATCOM and PM MILSATCOM continue to work with the Joint Program Office to ensure our operational requirements are met with future designs.

We are also representing the Army user by contributing to the Mobile User Objective System (MUOS) ORD. The MUOS is a follow on to the current UHF Follow-On (UFO) satellite system that provides narrowband SATCOM services to our tactical forces. A critical

requirement being pursued by the MUOS to support our light, dismounted, and SOF users, is the capability to communicate via satellites using a handheld terminal.

Knowledge Sharing: As TSM, one of my major responsibilities is to keep our users informed on our progress in providing them with the most modern and technologically advanced SATCOM equipment available. We continue to research, write, and submit numerous informational articles to several publications, most notably the Army Communicator magazine. We also updated and have distributed all 3000 copies of our most authoritative document on Army SATCOM, The 2000 Army Satellite Communications Architecture Book. This book is distributed worldwide to all commands and services for SATCOM planning. It is considered the Army's SATCOM reference "bible" and is used as a textbook for the Signal Officer's Advanced Course, Intelligence Officer's Advanced Course, the Naval Postgraduate School (SATCOM Master's Degree Course), and the JFK Special Warfare Center and School. The Architecture Book has also been placed on the world wide web and can be accessed through: www.army.mil/disc4/references/armysat.html. Because of the high demand for the book, we are asking requestors to use the web for access to the book. The next version is being completed now and will be ready for distribution in December 2002. Not only will we publish in hard copy, but also on CD.

Our TSM-SATCOM Annual Report is by far the most comprehensive produced by any TSM.[29] It is widely used by the Army staff and commands as the most up-to-date news on Army SATCOM. Additionally, the TSM-SATCOM staff has had the opportunity and responsibility of conducting numerous face-to-face briefings and presentations to our users and the acquisition community. We have personally briefed senior levels within OSD and Industry on Army SATCOM requirements, the current architecture, and its shortcomings. We have conducted numerous MILSATCOM briefings to technical and advisory groups. These briefings provide crucial information that is used in MILSATCOM reporting to both DoD and Congress. We are also a member of the on-going Air Force-led GPS NAVWAR and modernization effort. TSM-SATCOM has been the focal point for providing the Air Force and Joint organizations with Army operational user requirements for inclusion into the GPS Modernization ORD. TSM-SATCOM is also responsible for conducting ongoing educational classes to the Command and General Staff College Advanced Communications Elective (ACE) module quarterly via VTC. The feedback received by the students is invaluable in tailoring our instruction to meet the needs of future officers taking the ACE.

Summary

This has been an extremely productive and challenging year for TSM-SATCOM. For this upcoming year, our programs are in full swing as we continue to develop, test, and field systems that are critical to the execution of missions of our warfighters. We look forward to providing support to the warfighter in the challenging times ahead.

[29]Memorandum, 29 August 2001, Subject: 2001 Annual Report for TRADOC System Manager, Satellite Communications (TSM-STCOM), COL Donald T. Howard, TRADOC System Manager, Satellite Communications to Commander, U.S. Army Training and Doctrine Command.

TRADOC SYSTEMS MANAGER – WARFIGHTER INFORMATION NETWORK TACTICAL (TSM WIN-T)

From the TSM's Perspective

Each TRADOC System Manager (TSM) is a separate staff agency established to provide intensive management beyond the scope of the normal management activities. Each TSM acts for the Commander, USASC&FG, and Commander TRADOC, as a focal pint for user activities and is responsible for directing all aspects of assigned systems from conception through fielding, including the Integrated Logistics Support Elements as well as Combat Developments. The TSM is the Army's centralized manager for all in coordination with the DCSCD HQ TRADOC has the authority to task, TRADOC and activities outside the control of the Commanding General, USASC.

Mission – Not provided

Key Personnel

TRADOC SYSTEMS MANAGER
Colonel Gregory S. Tate — January – December 2001

DEPUTY TSM WIN-T
Mr. Samuel Hagood, Jr. — January – December 2001

DEPUTY TSM NETWORK OPERATIONS (TSM NET-OPS)
Mr. Donald G. Jones — January – December 2001

OPERATIONS SERGEANT MAJOR
MSG Nancy E. McCord — January – December 2001

Resources – Not provided

Activities and Accomplishments

❖ **ISYSCON**. DCD and the TSM-NM attended a Screen Review, the Preliminary Design Review, and the Bi-Monthly Review for ISYSCON Phase 2, Increment 2 (P2, Inc 2) software (i.e., EAC functionality) at the General Dynamics facility in Taunton, MA from 12-14 Dec. Soldiers from the 11th and 93d Signal Brigades also attended and provided PM, CMS and General Dynamics valuable feedback. The final ISYSCON ORD was transmitted to TRADOC on 22 Dec 00. ISYSCON Detailed Planning and Engineering module Screen Review, at the General Dynamic's facility in Taunton, MA on 24 JAN 01. Attended by Bob Gulley, Scott Place (DCD) as well as soldiers from the 11th and 93d Signal Brigades attended and provided PDM, CMS and General Dynamics feedback on the design of the Soldier System Interface. Effective 19 March 2001, ISYSCON (Software Release P2, INC 1.5) was granted Conditional Materiel Release (with security accreditation) for Army worldwide fielding. COL Tate attended a series

of meetings at the Fort Hood RSV with the General Dynamics Program Manager and Chief Engineer on ISYSCON. Discussions included an in depth look at existing capabilities along with work being done on software version P2, INC 2 for EAC. Additionally, the meeting included live demonstrations and discussions with members of the 3rd Signal Brigade Operations Office on the utility of ISYSCON's various integrated modules.

ISYSCON Phase 2 Increment 1.5 (P2, INC 1.5) validation of the P2, Inc 1.5 changes to the software manuals. The V&V was conducted in Taunton at the General Dynamics facility on 11 June 2000. The V&V consisted of changes due to software fixes made to the fielded baseline. These fixes included changes to frequency assignments to single links and habitual relationships. These were some of the most requested enhancements by the field. Signal Center attended the Operational Test Readiness Review 1A for the FBCB2 / MCS / ISYSCON (V)4 IOT&E scheduled for NOV/DEC 01. No "show-stoppers" were identified during the OTRR for the ISYSCON (V)4. A Milestone C Decision IPR is scheduled for the program on Monday, 18 Jun at Fort Monmouth. The PM is seeking approval for a Limited Deployment of the system to 4th Infantry Division, 1st Cavalry Division, and the first two IBCTs. This Milestone decision, if approved, will support movement to the IOT&E referenced above

ISYSCON V4 training is being conducted at Fort Hood, Texas from 9-20 July, 2001. This is the first official New Equipment Training (NET) class for the system. This class is in support of the Log Demo and field test IV. The log demo will be conducted from 24-26 July, 2001 at Ft. Hood while field test IV will be conducted at Ft. Huachuca. Three Senior NCO's from the Signal Center are attending the training and will support the log demo. Five contractors from EPG and one from OTC are in attendance and will support field test IV. Additionally, one contractor from TSM WIN-T is also attending the training.

ISYSCON (V)4 NET training is being conducted at Fort Hood, Texas in preparation for the upcoming Field Test 4 leading to IOT&E. COL Tate visited the training 8 August with PM WIN-T, SIGCEN DOT, and PdM CMS. COL Tate met with LTC Mike Case, 4th Infantry Division G6 at the TRW facility at Fort Hood. At this meeting, LTC Colon, PdM CMS, provided a demonstration of the software that is enroute to the combined FBCB2 / ISYSCON(V)4 IOT&E. The division's perceptions of the product were discussed. Additionally, LTC Case committed the S6 community to ensure a fair and objective evaluation of the ISYSCON(V)4.

ISYSCON(V)1 & (V)2 software release P2, INC 1.5.1 issues with the BSM and NPE modules. PdM CMS took the action to resolve. 16th Signal Battalion's ability to strip VTC out of MSE DTGs and to take it directly through the ATM switch thereby saving bandwidth and increasing survivability of the signal. Need to find a requirements document for an S6 Tool Kit. Discovery that large quantities of CX-11230 fail to pass data at higher data rates. As the army fields HCLOS, it was recommended that CECOM look into this as a readiness issue. The PdM CMS hosted an ISYSCON (V) 4 TEIPT at Aberdeen Proving Ground, 2-3 Oct 01, to align the ISYSCON (V) 4 (TIMS) Test Evaluation Master Plan (TEMP) with the blocked TIMS requirements in the recently approved TRADOC ISYSCON Operational requirements Document (ORD). An updated, coordinated and approved TEMP is required to be presented by the PdM CMS to the DoD Director, Operational Test and Evaluation (DOT&E) prior to proceeding to the

systems operational test and evaluation planned for December 01. Received an ISYSCON (V) 4 (TIMS) system from PdM CMS for requirement completion verification and SME training.

The pilot test began 14 Nov and runs through 18 Nov. TRADOC and ATEC are supporting data collection against the system along with FBCB2 during the Pilot Test and the FBCB2 / ISYSCON (V) 4 LUT in Dec, in spite of the AROC ORD situation. A joint SIGCEN, ATEC and PdM CMS team drafted updated Critical Operational Issues and Criteria (COICs). The SIG CEN forwarded COICs on 9 Nov, to TRADOC HQ for approval. AEC/OTC plans to use these COICs for the Pilot Test and follow on LUT.

TSM WIN-T, DCD, and PdM CMS elda teleconference with the 501st Signal Battalion regarding their assessment of SYSCON during their NET training. They raised four critical issues, 1 non-critical concerns, four suggested improvements, four features of ISYSCON that will not be useful in the 501st Signal Battalion, and four features that will greatly benefit the 501st Signal Battalion. All of the critical and four of the non-critical issues were addressed. The remaining six concerns continue to be worked between TSM WIN-T, PdM CMS, and the 501st. (MAJ Wade Tate, Assist. TSM WIN-T, DSN 780-1718, tatew@gordon.army.mil; Mr. Bob Gulley, TSM WIN-T Action Officer, DSN 780-8477, gulleyr@gordon.army.mil; Mr. Scott Place, DCD Action Officer, DSN 780-2321, placeg@gordon.army.mil)

TSM WIN-T and DCD met with PdM CMS to discuss the materiel developers intended implementation to add EAC TRI-TAC management capabilities to ISYSCON. The implementation of two separate but tightly coupled modules (one for ECB MSE and one for EAC TRI-TAC) was agreed upon by the Signal Center in Dec 99. Current implementation requires sequential planning between the modules. The network plan with assigned frequencies from one module (e.g., EAC TRI-TAC) must be imported into the other module (ECB MSE) in order to deconflict frequencies across MSE and TRI-TAC boundaries. If the second module cannot deconflict the frequencies, some level of manual engineering will be required to force the first module to change frequencies. This presents a real challenge for units like the 35th Signal Brigade that have a mix of MSE and TRI-TAC equipment. TSM WIN-T and DCD are assessing impact of implementation and will recommend a Signal Center position on whether the PdM CMS implementation will meet the user requirement by 22 Mar 02.

❖ **C&IS Vision to MG Cavanaugh**. Signal Center Tiger Team preparing to conduct the first phase in creating the vision for C&IS systems for the Army. This phase continues to: identify Objective Force Capabilities (OFC) and determine what OFCs, if any, exist today or may become available before the Objective Force, either from current programs or from emerging technology in industry apart from current efforts: determine when future programmed capabilities would arrive to support the War-fighter: determine what OFC will not be available, based upon current programs, to support the War-fighter. Signal Center Tiger Team completed Phase I and started Phase II of the process designed to create the vision for C&IS systems for the Army. Phase I identified Objective Force Capabilities (OFC) and determined what OFCs, if any, exist today or may become available before the Objective Force, either from current programs or from emerging technology in industry apart from current efforts: Phase II determines when future programmed capabilities would arrive to support the Warfighter and

determined what OFC will not be available, based upon current programs, to support the Warfighter.

The SIGCEN OFC Tiger Team continues its work with an increased focus on echelons brigade and below while re-crafting their work to date on Warfighter capabilities (e.g. C2OTM, Battlefield Visualization). Additionally, the team is to awaiting receipt from TRADOC DCSCDC of the latest version of the Objective Force O&O and updated Warfighter OFCs. Coordination was effected for these documents 30 APR 01. During a briefing on WIN-T, which included discussion of the OFCs, SES-4 Mr. Ferlise , Deputy to CG CECOM, committed CECOM RDEC to participation in Phase II of the initiative.

❖ **Tactical Internet Manager System (TIMS)** – TIMS UTR training and certification for the FBCB2 LUT was completed 16 Feb 01. Inclusive dates for this effort were 12-16 Feb in the TRW classroom at Ft. Hood Texas. The SIGCEN on site team included a total of 6 personnel (each of which is a subject matter expert). Final tally for this effort included: 74 4 ID soldiers attended the UTR Training and Certification. 61 of these soldiers were certified. The remaining 13 of these soldiers showed proficiency, but failed to certify. Of the 18 units that participated, only three units were left with less than the 2 certified soldiers that 4ID and the SIG CEN targeted. These three units have 1 certified soldier each.

❖ **TI Manager System & NOC-V** – 21 Feb 01, COL Tate conducted a meeting with PM WIN-T, PDM CMS, DCD (Mr. Blair, MAJ Haythorn, CPT Collins) and TSM WIN-T/NETOPS Branch (Mr. Jones and MAJ Fairleigh) to deconflict requirements between the two programs. Integration issues between these initiatives highlighted the need for an overarching concept of operations for how TIMS, NOC-V, and ISYSCON are to operate with each other as contiguous network management tools/facilities.

❖ **ABCS Assessment** – On 20 Feb 01 COL Tate attended a DVTC with MG Grazioplene, COL Vandiver, and TSMs for ABCS systems. The focus was on each ABCS TSM to brief their assessment of ABCS against the backdrop of a tactical scenario (meeting engagement) given by MG Grazioplene. MG Grazioplene refocused the group on a more specific Warfighter oriented interpretation and rescheduled a follow-on DVTC for 22 Feb 01 (1530-1830).

❖ **IBCT Brigade Coordination Cell Council of Colonels** - Mr. Don Jones attended and briefed TIMS to the BCC CoC, 21-22 Mar 01, Camp Murray, Tacoma, WA. Two issues were identified at the meeting: (1) IBCT Data Base Changes and (2) TRADOC disapproval of 2 IBCT SACPS. TSM WIN-T/NETOPS Branch is working these issues

❖ **Mini Spectrum Management Conference** – COL Tate attended a mini Spectrum Management Conference hosted by the Battlefield Spectrum Management Course, Directorate of Training on 15 Mar 01. The conference is used to bring spectrum managers from key positions to the signal center to provide the graduating class of frequency managers an update of what's going on in the world of spectrum management. TSM WIN-T/NETOPS provided an update on the system to the class and entertained questions from the field. The plan for the next conference is to provide a more thorough overview and demonstration.

❖ **ATM/HLOS Fielding – 16th Signal Battalion**. COL Tate visited 16th Signal Battalion to discuss delays in fielding 9 HCLOS V3s due to quality control issues at the BAE factory and their impact on upcoming planned exercises. The battalion commander, LTC Hamilton, and two of the company commanders in the battalion briefed their involvement in the fielding, to include testing of the OTAC capable radio.

❖ **WIN-T**. COL Tate attended the WIN-T Industry Forum at Fort Monmouth 15-16 May and presented an operational overview of the SIGCEN vision for WIN-T. This briefing focused on the need for a complete paradigm shift from today's MSE and TRI-TAC systems and on the fact that WIN-T must be focused on empowering/ enabling Warfighter's Objective Force Capabilities as outlined in the Objective Force O&O when released. The Industry Forum featured panels in the areas of Programmatics, Requirements, and Network Management/IA. These panels reviewed the draft PM WIN-T Baseline Requirements Document in detail. As a result of issues raised during these sessions, the BRD will be revised to more adequately support a clear understanding within industry of the capabilities being sought by the program.

TSM WIN-T Branch conducted a comprehensive review of documents leading to the Request for Proposal (RFP) at Fort Monmouth from 21-23 Aug 01. These documents included Baseline Requirements Document (to be released before the upcoming 19 September WIN-T Industry Day), the CONOPs reworked against the Unit of Action and Employment concepts, and the RFP Statement of Work.

DCD and TSM WIN-T representatives attended the WIN-T Industry Forum hosted by PM WIN-T on 3-4 October 01. Purpose of the forum is discuss in detail the latest WIN-T draft documentation: Statement of Work (SOW), Section L (SOW), Baseline Requirements Document (BRD) and Concept of Operations (CONOPS)) to ensure a clear understanding of the requirements, identify any potential limiting factors, and obtain feedback from Industry. The Forum consisted of three sub-panels: Management Deliverables - emphasis on SOW, Section L and proposal requirements; Technical Requirements - focused on Network Management and Information Assurance requirements, WIN-T system requirements, line-by-line of the BRD and CONOPS; and Modeling & Simulation - detail discussion of Modeling and Simulation requirements. A more detailed report can be provided upon request.

❖ **The Tactical Internet Management System (TIMS); aka ISYSCON V4** COL Tate, TSM WIN-T and DCD personnel are attending a specially convened Working group at HQ, Army Test and Evaluation Command (ATEC) on 16 - 17 May. The purpose is to review TIMS/ISYSCON V4 Critical Operational Issues and criteria (COICs) in relation to the FBCB2 Test Evaluation Master Plan (TEMP) entrance criteria for Initial Operational Test and Evaluation (IOTE). The working group consisting of PM/TSM WIN-T, PM TSM FBCB2 and ATEC personnel is considering tailoring the wording currently in the FBCB2 TEMP with regard to the functionality required for TIMS/ISYSCON V4 to have in place for the FBCB2 IOTE.

❖ **Data Transfer Device (DTD) Study** The goals and strategy for the Signal Center DTD Study were presented at the Global Infosec Partnership Conference (GIPC) at Ft. Huachuca, AZ. 1 through 3 May. The presentation was given in an ACES/DTD workshop environment to users

and managers from Active Army, Reserve, and National Guard units. Additionally, a survey questionnaire was provided to each attendee with a request that they be returned by 31 May 01 .

The TSM WIN-T/DCD contracted study is coming to a close. A briefing on the study was provided to LTC Colon and Mr. Randy Burchacki from the PM WIN-T office on 24 Aug. Following the briefing there were two outstanding issues to be addressed. Both issues have now been included in the study report and all information required (per the DTD Study SOW) has been provided to the TSM WIN-T, DCD, and PM-WIN-T. Preliminary findings are:

- Identification of current DTD requirements for the Active Army, Reserve, and National Guard (105,500 vice earlier POM figure of 170,000).
- Identified discrepancies in on-hand reporting.
- Preliminary recommendation on a distribution plan for a dual-purpose type device (Data Transfer Device/Mission Data Loader [DTD/MDL].

Pursuit of a dual-purpose device would require a new ORD. TSM WIN-T and DCD are interested in contracting work to draft this ORD to the company that did the DTD study (Madison Research). Funding options are currently being explored.

❖ **Joint Network Management System (JNMS) Program Contract Award.** Science Applications International Corp., San Diego, Calif., was awarded two contracts for the JNMS program. The first contract, DAAB07-01-C-F404, includes the efforts to develop the JNMS software baselines, non-recurring engineering efforts and options for production software sets and hardware sets. The second contract, DAAB07-01-D-F405, includes the support efforts for the JNMS, namely, Post Deployment/Post Production Software Support, optional hardware support, technical assistance and fielding and new equipment training services. Estimated cumulative total of $59,950,206 for if all options are exercised. JNMS will be a Commander in Chief and Commander, Joint Forces, joint communications planning and management system which provides communication planners with the capabilities to conduct high level planning (war planning), detailed planning and engineering, monitoring, control and reconfiguration, spectrum planning and management and security of systems and networks supporting joint operations. Work will be performed in McLean, Va. (50%); Red Bank, NJ (25%);and Piscataway, NJ (25%), and is expected to be completed by Oct. 16, 2008. There was an announcement on the Business Opportunity Page on Oct. 19, 2000, and three bids were received. The U.S. Army Communications-Electronics Command, Fort Monmouth, NJ, is the contracting activity.

The March 2000 MCEB tasked the Army to come back after the JNMS contract had been awarded and provide an update on the program and the test strategy. The March MCEB had expressed concerns about the scope of the operational testing and stabilization of test participant personnel. Mr. George Fitzpatrick from PM WIN-T provided the update briefing and requested continued support of the program. Since most of the Board membership had changed since the March 2000 briefing, he provided a brief background, a high-level program schedule, and laid out the test strategy. There were no questions on the briefing. LTG Kellogg, Joint Staff J6 and President of the Board, made a comment at the end of the briefing about a possible duplication of efforts between JNMS and NETWARS. He indicated that his staff had briefed him and that he

was now satisfied that there was no duplication. A follow-on meeting with the J6 staff was held to discuss this topic further. This meeting resulted in several taskers for both the J6 staff and PM WIN-T. Continued dialogue is expected in the near future.

The SIGCEN JNMS team participated in the JNMS Preliminary Design Review on 24 OCT 01. The purpose of the review was to discuss, in detail, the JNMS software architecture, hardware and system performance measures, test program, IA, HFE and Logistics. The software design continues to progress according to schedule. Functional Qualification Testing (FQT) is tentatively scheduled to begin JUL 01. Critical Design Review (CDR) is scheduled for 06 DEC 01. This demonstration will be more technical in nature and is designed to give the government more insight/confidence in the proposed Data Information Framework (DIF). The contractor, SAIC, has chosen a small subset of the applications in the proposed JNMS baseline and has developed the schema and transformations needed to design a portion of the core database. Demonstration will be conducted on 06 DEC 01 in Red Bank, NJ.

TSM WIN-T and DCD representatives attended the JNMS CDR Session #3, 25-26 February, at the Telcordia Facility in Red Bank, New Jersey, to review and approve SAIC's Build 1 software design plan. Build 1 development will proceed using the architecture design briefed during the CDR Session #2, 04 FEB 02. During this session, SAIC presented a derived schedule, based on the amount of software development, integration, and testing work left to perform, and showed the impacts to the schedule baseline. A possible impact may include moving FQT and IOTE later in the schedule. The second briefing day was devoted to a technical discussion of the JNMS workflow process. A presentation illustrating the complete workflow is available for review.

❖ **Data Transfer Device (DTD)/Automated Communications Engineering Software (ACES) Demo)** The DTD/ACES Demo was held at Ft. Bragg, N.C. from 28-29 Aug. The purpose of the Demo was to alleviate the concerns with the DTD and CT3 software. Representatives from the PM shop, CSS, XVIII AB Corp, FORSCOM, and the SIGCEN attended the Demo.

❖ **FBCB2/ISYSCON Operational Test Readiness Review (OTRR1C).** OTRR was held at OTC, Ft. Hood TX, 5-6 Sep 01. The purpose of the meeting was to provide CG OTC an update on ISYSCON and FBCB2 readiness for the Dec 01 IOT&E. TSM WIN-T briefed the Requirements Documentation Status, Testing Support Documentation Status, Training Status, and Scenario Status. The overall status of the ISYSCON V4 program was briefed as Amber. TSM WIN-T recommended continue planning for the IOT&E.

❖ **Enhanced Data Transfer Device (DTD)** A teleconference between personnel from the Signal Center (DCD and TSM WIN-T), DA (DCSPRO, DCSINT, and INFOSEC integrator), and CECOM (CCSLA and PM WIN-T) was conducted on 29 Aug 01 to discuss the Enhanced DTD. At issue were requirements, acquisition strategy, logistics, and security. The DTD study was of importance at this teleconference for preliminary identification of future requirements.

❖ **Army Key Management System (AKMS) Training Meeting.** Purpose of this meeting was to discuss the upcoming LCMS, ACES, and CT3 software resident training at Ft. Gordon. Attendees included representatives from DCD, DOT, ROA, and RTMB.

❖ **Automated Communications Engineering Software (ACES).** TM for Computer Set AN/GYK-33B, Operator's and Unit Maintenance Manual is being reviewed for final recommended changes with PM personnel (condition # 4 of the "get well" plan). A meeting was held with PM WIN-T on 9 Nov 2001 to review the status of conditions outlined in the PM's "Get Well" Plan and gain a concurrence from ATEC on a conditional material release. All parties indicated that granting of conditional release was based on ATEC clarification of vulnerability /survivability issues and PM 's update of ACES POI. Planned closure on all issues is 16 Nov 01. The following personnel were present during the meeting: Randy Burchacki, PM WIN-T; Jay Herod, CECOM; Jorge Jersey, PM Project Leader; Bill Halke, ATEC; Charlie Pillow, ATEC; CW4 Jackson, DCD; SGM Williams, TSM WIN-T; Eric Boyer, DOT; Allen Walton, TSM-WIN-T; SGM Willie C. Williams, TSM WIN-T. The ACES POI has been adjusted to reflect the training requirements on PMCS and Troubleshooting Procedures requested by ATEC. The POI with changes have been reviewed and approved by DOT. TB 11-7010-293-10-1 has been validated and verified, awaiting changes to redlined version for final review and approval.

A formal memorandum has been signed and forwarded to the PM and ATEC in response to condition 8 of the ACES get-well plan. The SIG CEN has relieved the user community of this responsibility and supports a conditional material release of ACES. ISYSCON (V) 4 ORD - Based on 7 Dec 01 HQ DA guidance to TRADOC and SIGCEN, quantitative criteria needs to be added into the ISYSCON ORD for all KPPs prior coming back for follow-on AROC brief. A TECO, DCD, TSM WIN-T work group was formed to meet this task. The work group has added measurable criteria wording to the KPPs and into the body of the ISYSCON ORD. A draft of this effort is currently in staffing within the SIGCEN. The goal is to complete staffing and develop a simple easy to understand AROC brief for one ISYCON ORD containing quantifiable and measurable KPPs.

❖ **WIN-T to FCS MNS Crosswalk**– TSM WIN-T is engaged in a comprehensive scrub of the current WIN-T ORD and BRD against the FCS MNS and Statement of Required Capabilities (SORC). TRADOC HQ, C4ISR Directorate, is hosting a joint working group with the FCS community from 14 – 16 Nov to review and consolidate inputs and further define the way ahead. The Objective Force Council of Colonels will meet to review the results of this effort on 5 Dec in Washington and expect to brief the results of this work to LTG Riggs NLT 14 December. (CG SIGCEN will be briefed between 7-13 Dec.)

❖ **SYSCON (V) 4 –** TSM WIN-T personnel are participating in the FBCB2/ISYSCON (V) 4 Operational Test Readiness Review (OTRR) at Fort Hood, Texas, 28-29 Nov. All indications are to proceed to Operational Test, 1-10 Dec at Fort Hood, Texas. TSM WIN-T personnel are also performing as Data Authentication Group (DAG) and scoring members for the ISYSCON (V) 4 Pilot Test data collected through 20 Nov at FT Hood. All data collected is close hold until officially scored. The SIGCEN provided a "ready for test" Operational Test Readiness Statement (OTRS) for the ISYSCON (V) 4 and a "NOT ready for test" OTRS for the Mission Data Loader (MDL). The MDL is no longer being tested during the 1-10 Dec Operational Test, but the SIGCEN had already agreed to provide an OTRS. TRADOC approved the ISYSCON (V) 4 COICs, 19 Nov, and PM WIN-T is updating the TEMP.

❖ **System of Systems Capstone Test and Evaluation** TSM WIN-T NETOPS participated in a 26 Feb teleconference to discuss the draft MCS/ FBCB2ISYSCON V4 System of Systems (SoS) Capstone Test Strategy (CTS). The purpose of the session was to review and provide input to the draft strategy to ensure it captures an overarching approach to integrate the three systems under test. The CTS must answer a HQ DA tasker to PEO C3S to provide DUSA (OR) and DOT&E an integrated plan that supports a successful test and evaluation of the three programs. Also, the SoS test strategy must be synchronized with the Interim Armored Vehicle (IAV) test plan schedule. The most significant factors impacting the scheduling and conduct of the combined SoS IOT&E, beyond system readiness for test, are: availability of a test unit, decision on classification of the test event (SECRET), and the relationship of the SoS IOT&E timeline to that of IAV. PM FBCB2, as the lead for the action, will be briefing the DUSA (OR) on 5 Mar 02 on this initial draft strategy. A series of combined SoS TEIPTs and four primary ICTs (Threat, Training, Scenario, and Simulation) will work the effort to complete the final SoS CTS that will be submitted along with each system's TEMP through the DUSA (OR) to DOT&E for approval. TSM WIN-T is a member of the SoS Capstone Test Strategy coordinating group and is the SIGCEN lead to track and report this action.

❖ **TSM WIN-T/ Network Operations Migration Strategy Working Group** This group is being formed and will meet within the next two weeks. POCS from NETOPS, WIN-T, PM TRCS, DCD, DOT, and representatives from MITRE will discuss NETOPS within their respective systems and how Information Assurance is conducted. ORDs, CRDs and other documentation will be collected and/or e-mailed to the primary POC. We will also discuss the format of the document using the Trojan Spirit Migration Strategy as the example document. The goal is to discuss and develop the format that will be used for the document. (Darryl A. Hines, DSN: 780-7941, hinesd@gordon.army.mil)

❖ **FBCB2/ ISYSCON V4 LUT2a AFTER ACTION REVIEW (AAR).** TSM WIN-T / NETOPS will participate in an AAR being hosted by at Ft Hood by BG Robinson on 6-7 Mar 02. This meeting was initiated by HQ TRADOC to bring the PEO/TRADOC and ATEC together at the executive level to review the FBCB2/ISYSCON V4 Limited User's Test (LUT) that was conducted in Dec 01. Objective is to review lesson's learned across the MAT DEV, CBT DEV and test communities in order to direct actions and activity for the next phase of operational tests. Mr. Don Jones, Deputy TSM WIN-T NETOPS, will attend the meeting with a VTC link to tie other office staff and SIGCEN personnel for support. An action officer meeting is scheduled for 6 Mar with the GO/executive session on 7 Mar 02.

BATTLE COMMAND BATTLE LABORATORY (GORDON)

From the Director's Perspective

TRADOC Battle Laboratories continue to lead the way for the Army to bring advanced technologies to the Warfighter. During 2001, the Battle Command Battle Laboratory (Fort Gordon) (BCBL(G)) was fully engaged in working a variety of experiments, demonstrations, and initiatives that are detailed in this report. Our professional reputation has been enhanced by the

quality and quantity of work performed in 2001, which has further defined the BCBL(G) core technical staff as the recognized C4ISR experts in Joint, Strategic, and Coalition communities. Our network engineers, computer scientists, and research analysts are among the best in the Department of Defense (DOD), and they consistently demonstrate their collective expertise with superb performances by conducting successful, result-oriented advanced leading-edge telecommunications experiments, demonstrations, and projects.

The Warfighter Information Network Proof-of-Concept (WIN POC) testbed continues to mature and provides an excellent risk mitigation environment for testing leading edge technologies destined for the Objective Force. Our mission to be the Army's gateway to Joint experimentation is evidenced by having conducted several successful Joint experiments and demonstrations in 2001. One of the main Joint efforts was an Advanced Joint Communications Experiment designated: Extending the Littoral Battlespace (ELB) - an Advanced Concept Technology Demonstration (ACTD), which was combined with a Fleet Battle Experiment-India (FBE-I). The simultaneous execution of these two experiments demonstrated advanced communications interoperability between services. Specifically, we successfully demonstrated Army-Navy interoperability of respective ATM architectures, which will serve as a design precursor to the joint network architecture for Millennium Challenge Joint Exercise in 2002 (MC02).

In our opinion, the BCBL(G) is the most effective C4ISR experimentation environment in TRADOC having a major impact on requirements determination / doctrine development process, risk mitigation for Army and Service acquisition, Joint Interoperability (Networking and C4ISR integration), and Training development.

Mission

BCBL(G)'s mission is derived from Training and Doctrine Command (TRADOC) Regulation 11-1. Each Battle Lab has a formal mission statement in the form a charter from the Commanding General, TRADOC. These charters are "living" documents and amended at the discretion of CG, TRADOC. These charters also designate to the Battle Lab directors individual responsibilities for overall direction, oversight, and horizontal integration of actions pertaining to their battlefield dynamic area. The responsibility encompasses all related combat and force development efforts across doctrine, training, leader development, organizational, materiel, soldiers (DTLOMS) required to enhance capabilities and achieve a delta of effectiveness over all potential adversaries in their respective battlefield dynamic area of concentration.

These charters provide the battle lab directors with tasking authority over other battle labs, service schools and centers in matters relating to each battlefield dynamic area. Additionally, they provide authority to conduct direct coordination and information exchanges with industry, academia, major commands, the national labs, and other DOD agencies.

The Ft. Gordon BCBL(G) is an element of the Battle Command Battle Laboratory Triad, which includes Fort Leavenworth, Fort Huachuca, and Fort Gordon. The BCBL(G) is the TRADOC executive agent responsible for the development of new and emerging technology Command and Control (C2) means, and the technical integration of those advanced conceptual C2 networks (Joint, Army, and Coalition). The BCBL(G) plans and conducts Warfighting

experiments and demonstrations that focus on Operational and Branch Concepts intended to enhance 21st Century Warfighting Capabilities. The BCBL(G) performs the Warfighter Information Network (WIN) Proof-of-Concept (POC) activities, and participates in development of Future Operational Concepts (FOC's) in coordination with SIGCEN Director of Combat Developments (DCD), Ft. Leavenworth Battle Command Battle Lab (BCBL(L)) , and Ft. Huachuca Battle Command Battle Lab (BCBL(H)). The BCBL(G) coordinates its expertise and experience to influence DOD technology base and Industry research and development. The BCBL(G) operates and provides network support to other Army battle labs as required.

The overarching mission focus is directed toward advanced technology telecommunications concepts and systems, and how the best available means may be integrated into the Warfighter's toolkit. The BCBL(G) develops robust battle command capabilities for commanders on the move; evaluates future data radio, wireless, personal communication systems (PCS), conformal antennas, co-site interference reduction, and mobile satellite communications (SATCOM) technologies; optimizes space-based systems for battle command and information operations; and designs network architectures for experimentation and demonstration of leading-edge advanced telecommunication technologies.

The BCBL(G)'s charter presents the following missions:

- Focus on technologies that will break Army's near total dependence on terrestrial line of sight systems.

- Improve and streamline command and control (C2) and communications interoperability with joint and coalition forces, focusing on C2 automation interoperability, coordination/planning.

- Joint targeting interoperability, joint airspace management, situation awareness, data network interoperability and management; develop broadcast technology to enable units to receive critical, time-sensitive information.

- Optimize Combat Service Support (CSS) battlefield automation and communications support.

- Influence DOD technical base to align research and development (R&D) efforts to battle lab user requirements and concepts.

Key Personnel

BCBL(G) Deputy Director
Mr. Tom Mims January – December 2001

Chief, Technology Assessment Division
LTC Rodney Roeber January – December 2001

Chief, Operations
Mr. Larry Norred January – December 2001

NCOIC
SFC Kevin Shively January – December 2001

Resources

The BCBL(G) budget for 2001 totaled $4,033K. The resources were applied as follows:

Civilian Pay:	$ 923K
Operating Budget (including equipment, travel, and supplies):	$ 35K
Fee-for-service Contracts/Initiatives:	$3,085K
Total 2001 budget:	**$4,033K**

The Battle Lab's Table of Distribution and Allowances (TDA) reflects a requirement for 43 personnel, however of the 43 required positions there are only 17 currently authorized. Of the 12 civilian positions authorized, there are 10 positions that are currently filled. U.S. Military personnel strength is authorized for 5 positions with 3 military currently assigned. The BCBL(G) does have two foreign officers attached, one United Kingdom (MAJ) and one Australian Officer (MAJ). This brings the on-hand total strength (authorized) to 13 personnel. Contracted support is used to augment the BCBL(G) technical staff. The lab's organizational structure includes the Office of the Deputy Director, the Technology Assessment Division (TAD), the Integration and Evaluation Division (IED), the Modeling and Simulation Division (MSD) and the Operations Division.

Activities and Accomplishments:

❖ **Objective Communications Support to Reconnaissance Surveillance Target Acquisition (RSTA) Squadron *(Completed):*** This concept experimentation program (CEP) experiment was a joint BCBL(G) and BCBL(H) experiment to develop and integrate a prototype COTS-based, enhanced C4ISR solution to support the Brigade Combat Team's (BCT) RSTA Squadron, as well as other BCT subscribers as required. With the integration of the Reconnaissance, Surveillance and Target Acquisition Squadron into the Interim Brigade Combat Team, the overall Brigade systems architecture complexity has increased markedly. The CEP was to examine opportunities to optimize/improve efficiency of elements of the systems architecture. Prior to the execution of the CEP, primary and overarching guidance parameters on communications issues was provided by the Directorate of Force Development and other key interested parties. In total seven separate issues were considered, the most significant was the utility/pros/cons of migrating the systems architecture to support three (3) different security classification levels (UNCLAS, SECRET, TS SCI).

The experiment template resulted in three-level system architecture, and was conducted in a controlled environment at the BCBL(G) here on Fort Gordon. The architecture was used to examine/demonstrate a variety of pros/cons and associated DTLOMS issues concerned with the

establishment of three-level security architecture. Indicative traffic throughput was derived from the Trojan Migration plan.

❖ **Tactical C2 Protect *(Ongoing):*** The Tactical C2 Protect Advanced Technology Demonstration (ATD) conducted its initial event at Fort Hood in October through November 2001. The second phase has just been completed as of February 2002. The goal of the Tactical C2 Protect Advanced Technology Demonstration (C2P ATD) is multifaceted. Testing and experiments are designed to evaluate the baseline performances of various ATD developed Information Assurance (IA) software products in an ABCS 6.2.1 Division Slice. The ATD will also stress the Information Assurance (IA) products to ensure all targeted attacks are detected and appropriate responses are successfully implemented (where applicable), and provide test results to validate the various ATD developed IA software meet the minimum C2P ATD exit criteria.

The testing during the AWE will be conducted at two sites (Fort Hood and Fort Huachuca). The EPG facility at Fort Huachuca, Arizona shall be used and have connectivity to the Central Technical Support Facility (CTSF) located at Fort Hood, TX. A red team will be utilized to attack each site. There are several C2 Protect tools that were functionally tested and stressed during the ATD. The Security Management System (SMS**)** is a centralized security monitoring and management system for firewalls, routers, intrusion detection systems (IDSs), anti-virus, and other security systems/sensor. The Security Kinetix (SK) Software was used during the ATD as an Intrusion Detection framework that is part of SMS and was developed specifically for the lower Tactical Internet. Tactical Public Key Infrastructure (TPKI**)** is defined as the framework and services that provide for the generation, production, distribution, control, tracking, and revocation of public key certificates. Battlefield Intrusion Detection System (BIDS) is a host-based intrusion detection tool that detects a variety of console and wire-based attacks without advanced knowledge of the method of attack. This ATD is ongoing and projected to stage the final event at Fort Hood in the April timeframe of 2002. Exit report data will be provided in the BCBL(G) History report for 2002.

❖ **Mobility Enhancements for BCT TOC Networks *(Ongoing):*** A FY01 Concept Experimentation Program (CEP) was awarded to the Battle Command Battle Lab (Gordon) to conduct initial testing into the plausibility of this concept. Five to seven ATM enabled Ethernet switches from various vendors are programmed to be evaluated within the BCBL(G) Tactical Networking Testbed and Joint Federated Battle Lab environment. The mission is to evaluate various architecture implementation options and features that have the potential to provide the mobility enhancements as required by the Brigade Combat Team.

The concept of this CEP is to evaluate the concept of integrating Ethernet Switching technologies into the network architecture in a non-traditional way to provide subscriber mobility features. Current Army tactical networks and Tactical Operations Centers (TOCs) implement a router-based network architecture for data communications that do not support highly mobile operations required in the BCT Operational and Organizational (O&O) Plan. The CEP will evaluate the advantages and disadvantages of implementing data switches verses routers in the current Army data architecture, and to determine if the concept of using Asynchronous Transfer Mode (ATM) enabled Ethernet Switches in a non-traditional way will support tactical mobility.

The use of these technologies can then be extended over digital TOC-to-TOC radio systems to determine mobility and ad-hoc networking performance of BCT TOCs. This CEP is ongoing and the coordination and conduct of the experiment will be completed as Phase 3 during 2002. The exit report will be highlighted in the BCBL(G) history 2002.

❖ **Joint User Interoperability Communications Exercise (JUICE 01)** ***(Completed):*** The experiment strategy was focused on demonstrating the capability of a TACLANE enabled, fully-messed network being able to operate in a continuous basis running solid, with bandwidth on demand for the sites over a single encrypted carrier. The Linkway modem application and integration demonstrated significant bandwidth and cost savings over alternate methods that require three separate satellite carriers for a fully messed network supporting three separate nodes. The TACLANEs were configured in the ATM mode during the experiment. Real-time services such as Voice Telephony over ATM (VToA) and Voice over IP (VoIP) and non real-time applications such as FTP and E-mail were successfully tested during the experiment also running over the network.

A network management tool was also successfully demonstrated during JUICE 01 designated Automated Network Information Flow (ANIF). ANIF was successfully used to manage routers in the network and provided QoS data and reporting. This network management tool demonstrates the capability of ANIF used as a synchronized protocol being used in a Joint exercise network. JUICE 01 was an intensive exercise consisting of several integrated communications experiments running over a network linking BCBL(G), JBC, CECOM, and SPAWAR Systems Center Chesapeake (SSC Chesapeake). One of the main experiments during the week was an assessment of integrating TACLANEs for Transec in a satellite network with Linkway 2000 Time Division Multiple Access TDMA satellite modems. Automated Network Information Flow (ANIF) network architecture was used and performed successfully to manage down to the router level of the network.

❖ **Advanced Joint Communications Support for Extending the Littoral Battlespace (ELB) ACTD and Fleet Battle Experiment India (FBE-I)** ***(Completed):*** BCBL(G) participated in this joint exercise from January through June 2001 with the final phase of the experiment being conducted during the period 18-28 June 2001. Communications services provided by BCBL(G) during the demonstration period included access to DSN and commercial telephone systems, voice over ATM and IP phones, wireless phones, NIPRNET, SIPRNET and WARNET access, and video teleconferencing and collaboration tools. All the services were made available over unclassified Ku-band satellite links to the Brigade and Battalion levels Tactical Operation Centers (TOC) and the USS Coronado. TACLANEs were used on each link to provide data encryption. In addition BCBL(G) provided the Information Dissemination Management-Tactical (IDM-T) system and a voice over IP gateway.

The network connections accomplished by BCBL(G) provided Joint ABCS interoperability and strategic reach-back for the Army, Navy and Marine Corps. The main objectives of the experiment were to support Brigade & Battalion TOC's with advanced communications technologies. These technologies demonstrated potentially may be fielded to the Army's Brigade Combat Teams (BCT). The experiment was also to explore doctrinal / tactics, techniques, and procedures (TTP) options and for Army BCT when acting as a part of a

JTF in support of operational maneuver from the sea / ELB operations. The successful experiment demonstrated advanced communications interoperability between services by demonstrating advanced strategic reach-back capability using DOD Teleport functionality, and demonstrated proof of concept for Army network security architecture within the JTF framework (supporting all levels of security enclaves over unclassified black backbone).

❖ **Expeditionary C4ISR *(Ongoing):*** This JFBL capability will be demonstrated through various experiments with the final experimental phase during Millennium Challenge 2002 (MC02). The experiment(s) will provide high-bandwidth connectivity among component-level tactical operations centers (TOCs). The connectivity will allow the assessment of Army and Marine Corps communications nodes, joint collaboration in MC02, and Combat Net Radio Voice Portal. Realistic Army participation will be achieved by deploying BCT / BSN communications nodes enhanced with multi-level security architecture, strategic reach-back, Information Dissemination Management-Tactical (IDM-T) and extended range technologies. Realistic Marine Corps participation will be achieved by deploying a Pre-FICCS node at the MARFOR Forward allowing strategic reach-back through the DOD Teleport prototype. Participants will be connected to the JFBL Network via DISN-LES and BCBL(G) VSAT for buildup deployments as well as during MC02.

The experiment will demonstrate JTF C4ISR Interoperability by providing Joint interoperable communications and C4ISR systems to sustain effective, joint force, multimedia command and control of Sea and Land forces for "Expeditionary Maneuver Warfare". The communications backbone will be a robust, Quality of Service enabled, Jointly Interoperable, Tactical Transport Network. The main experiment objectives will be to develop doctrinal / TTP options insights for employment of Army BCT communication capabilities and Marine Corps First-In Command and Control System (Pre-FICCS) in support of Expeditionary Maneuver Warfare (EMW). In a Joint collaborative environment we will demonstrate that emerging communication solutions for Army's BCT / Objective Force concepts will interoperate with the prototype Marine Corps Pre-FICCS, Air Expeditionary Forces, and be successful within proposed DISA Teleport architecture.

❖ **Information Dissemination Management-Tactical (IDM-T) ACT program II *(Completed):*** IDM-T ACT II initiative was conducted during the Extending the Littoral Battlefield (ELB) exercise conducted on 21 – 24 June 2001. ELB was a Joint initiative to demonstrate the capability to share the Common Tactical Picture (CTP) and the Common Operational Picture (COP) between the Army and the Marines/Navy. IDM-T was effective in meeting the delivery, management, and replication of critical data for the Warfighter. IDM-T was responsible for all of the data dissemination between the BDE and BN TOCs.

IDM-T is a Web-based software tool that manages the dissemination of information to include *locating, retrieval, transport,* and *delivery* of information according to staff profiles and command policies. IDM-T Provides bandwidth management, priority of transmission, time-to-live, and assures transport over tactical heterogeneous communication systems. When connected to the LAN, IDM-T servers, using logical information channels, manage the transport of information between, within, and across echelon. This movement of information follows the Push/Pull and Publish/Subscribe paradigm and allows a commander and staff to create product

and mission profiles that retrieve information products of interest and delivers these products to the user in a timely efficient manner.

❖ **Development Test (DT) for TACLANE (KG-175)** ***(Ongoing):*** BCBL(G) was selected to be an DT tester by NSA. A Limited Objective Experimental Plan was originally developed in FY 00 with the projected experiments to run through 2002. The TACLANE (KG-175) experiments are focused on providing security services to satisfy typical communications requirements that will be employed to support any subscriber functioning within a maneuver brigade / division size Tactical Operation Center (TOC). The information was provided to the Combat Developer, Material Developer, and the test community. This allowed changes to be made in TACLANE operational capabilities before the operational test.

The TACLANE (KG-175) was developed to provide Type I encryption for IP and ATM networks. It provides the following security services:

- Authentication. TACLANE verifies the connection security level and identity of the organization operating a far-end TACLANE.
- Access control. The TACLANE can be configured to accept or reject connections.
- Data integrity. TACLANE provides cryptographic verification that transmitted data has not been modified.
- End-to-end confidentiality of data. TACLANE provides type 1 encryption.
- Ease of use (TACLANE is operator-friendly and easy to use and operate.

❖ **FA24 Officer Training Support (TSEC)** ***(Ongoing):*** The FA24 Officer training course has been designated as the Telecommunication Systems Engineering Course (TSEC). The TSEC is an intensive 30-week, graduate-level professional training course conducted at the Signal Center's Regimental Officers Academy (ROA). Under OPMS XXI, this new Functional Area (FA24) was authorized to provide the Army with a core of professional telecommunication systems engineers to support current and future requirements.

FA24 is a part of the new Information Operations (IO) Officer career field under OPMS XXI. The course design and pilot course were completed ahead of schedule due to a teaming effort involving several agencies at Fort Gordon to get the course up and running. The TSEC training mission was supported by various organizations: the ROA staff to provide course development and training management guidance and support; Fort Gordon to provide the initial funding for contractor the supported design effort; and the BCBL(G) to provide subject matter expertise from its technical staff (engineers, scientists, and technicians), plus the BCBL(G) supported hands-on training modules using available BCBL(G) equipment and facilities.

The FA24 Pilot course was completed in February 01. In accordance with TRADOC regulation 350-70, course revisions were staffed and implemented in FY01, and the first official TSEC course was completed in December 2001. Technical training has always been a part of the charter for the BCBL(G). This opportunity is welcomed by the lab to assist in training the Army's telecommunication engineers who will lead the way for the transition efforts regarding future telecommunications to support the Objective Force.

❖ **IBCT Signal Soldier Training (BSN)** ***(Completed):*** PM WIN-T requested and used the BCBL(G) facilities during FY01 for a Limited User Test for the Brigade Subscriber Node (BSN) equipment platforms/systems.. This Test included the receiving of equipment, Technical Manual Verification, a logistics demonstration, and BSN operator training, and BSN network manager training. BCBL(G) has been the testbed for the WIN-T and BSN Proof of Concept (POC) since the platforms were built as prototypes. The core expertise and experience of the BCBL(G) engineers, scientists, and technicians was a great value and asset to be used by the support team who had the responsibility to perform the LUT plus associated other BSN tasks that were completed.

The Brigade Subscriber Node (BSN) provides advanced commercially based telecommunications for supporting automated, seamless command and control to the Interim Brigade Combat Team (IBCT). Achieves MSE/TRI-TAC interoperability with joint and coalition forces. The communications node provides integrates commercial off-the-shelf information technology and common hardware and software modules for a highly mobile, flexible tactical communications system architecture. BSN overview follows:

- Provides Asynchronous Transfer Mode (ATM) and Integrated Services Digital Network (ISDN) switching technology.
- Integrates High Capacity Line-Of-Sight (HCLOS) terrestrial radios for dual homing (2/8 Mbps) transmission links.
- Supports interfaces with MILSATCOM (reach back) capabilities.
- Provides MSE/TRI-TAC interoperability w/ a Tactical Interface Adapter (TIA).
- Supports Multiple Level Priority Precedence (MLPP)
- Employs common hardware (vehicles, shelters, generators, computers, and communications hardware).

❖ **Millennium Challenge (MC02) Communications Architecture Design** ***(Ongoing):*** BCBL(G) has hosted an MC02 Communications Working Group (CWG) Meeting in October 2001 for the purpose of testing a laboratory version of MC02 network at Fort Gordon as part of exercise spirals. BCBL(G) engineers designed and set up a laboratory version of the MC02 network for demonstration during the meeting. It is proposed during the exercise to integrate multiple initiatives into play including the Expeditionary C4ISR (USMC lead) and to demonstrate integration of the basic maneuver layer to all other layers (e.g.: Unmanned Aerial Vehicle and Satellite Communications)

The BCBL(G) network engineers have designed the MC02 backbone network working within the cooperative environment of the CWG. The efforts as of this date have been focused on identifying software and hardware requirements for the Joint backbone entities, implementing routing protocols, addressing policies, sharing BCBL(G) institutional knowledge regarding IP over ATM technology, and defining the security (IA) architecture. Tentative agreements have been made and the CWG members will convene monthly to work issues and spiral events.

Summary

The BCBL (G) is a fee-for-service organization and therefore must rely upon outside agencies for funding the majority of initiatives and projects each year. TRADOC Headquarters funds the BCBL (G) for civilian payroll and facility support. The BCBL (G) achievements in 2001 were many and the successes achieved by the BCBL (G) could not have been accomplished without the support and funding from other programs and agencies (JBC, CECOM, CEP funding). This funding is critical to BCBL (G) operations as we formulate, experiment, and demonstrate advanced technology solutions for the Objective Force.

Our goal in 2002 is to continue to lead the way for Joint experimentation for the Army by participating in as many exercises as are feasible to support. It is imperative that the BCBL (G) remain at the cutting edge of advanced technology integration for the Signal Regiment in order to provide the Warfighter the means for Battle Command for the Twenty-first Century and beyond

CHAPTER IV

TRAINING AT THE U.S. ARMY SIGNAL CENTER

DIRECTORATE OF TRAINING

From the Director's Perspective

During Calendar Year (CY) 2001 all Directorate of Training (DOT) 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 DOT. 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 (DOD), write the policies, schedule the meetings, give the briefings, prepare the correspondence, and answer the hard questions. As this report will bear out, not a single achievement would have been possible without the dedication and hard work of all the military and civilian employees in DOT. Our key focus this year has been to continue modernizing our training and training development processes by adopting a lifelong learning approach to training.

Mission

The DOT serves as principal advisor to the Commanding General (CG) 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 US Army Signal Center and Fort Gordon (USASC&FG) and at the US 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.

Key Personnel

Director, Directorate of Training

COL Larry E. Turgeon	January - June 2001
COL William R. Wilson	July - December 2001

Deputy Director, Directorate of Training

Wanda C. Butler	January - December 2001

Sergeant Major, Directorate of Training

SGM Linda L. Gary	January – December 2001

Chief, Training Support Division

Barbara H. Walton January - December 2001

Chief, Training Management Division
Gary L. Vahrenwald January - December 2001

Chief, Systems Integration Division
MAJ Heather Meeds January - December 2001

Resources

The DOT's total budget allocation for Fiscal Year (FY) 01 was $4.1M. This total comprises civilian pay, $2.2M; contracts, $1.6M; travel, $58,400.00; and supplies, $188,000.00. The last figure includes automated data processing equipment hardware and software purchases.

Activities and Accomplishments

UNIVERSITY OF INFORMATION TECHNOLOGY (UIT)

The information age and the transition of the Army to information age technologies are placing new and increased requirements on communication systems and networks. The number of communication-based systems and networks is increasing dramatically, and this trend is expected to continue as the Army adopts Information Dominance as a major warfighting component. In April 2001 the USASC&FG contracted with Research Triangle Institute to develop an Information Technology and Digital Training Masterplan that has become the foundation for how we will train information technology warriors now and in the future. Implementation of the Masterplan began in July 2001 with the establishment of the UIT.[1]

The masterplan will enable the USASC&FG to meet growing demands for Signal and information technology soldiers and leaders by transitioning away from traditional instructional models that call for lengthening courses each time a new piece of equipment is introduced into the inventory. We will adopt a new way of educating and training the information technology warrior so we can send an even better trained soldier and leader to their unit faster.

The technology assisted Lifelong Learning Model was selected as the optimal approach to meeting our training needs. This model includes a mixture of traditional schoolhouse resident instruction as well as instruction presented at other locations. The location of the instruction becomes progressively less relevant as the learning approach matures and the Army culture evolves to accept it. It is a total approach that includes instruction and materials delivered in synchronous and asynchronous modes, just-in-time, on-demand, and adapted to students involved in formal school programs and courses as well a practical day-to-day duties and activities. It is a lifelong learning model and it represents a real change in the way the business of education and training has been conducted up to now.

[1]Enlisted MOSQ and Lifelong Learning Implementation Plan: Senior Leaders Training Support Conference, 25-26 February 2002. N.d., n.a.

The USASC&FG has established the UIT to implement the lifelong learning model. The university is a combination of hardware, software, facilities, connectivity and people to provide lifelong education and training for the military information technology community, to include active and reserve components, other military services, joint commands and agencies as well as alumni. The university will facilitate and foster lifelong professional and personal relationships to become the "Home" university for Signal and information technology soldier, leaders, and their families, to include alumni.

Key Components of the UIT

❖ **Assignment – Specific Advanced Individual Training (AIT) Courses.**

Given the growing student throughput requirements facing the university, it is essential to adopt methods that will shorten the training time and get trained soldiers and leaders to units faster. A key method for achieving this requirement is to leverage the potential for tracked training and use assignment oriented training (AOT) to focus students' education to the needs of their next assignment. The several phases of AOT are described below:

-- Military Occupational Specialty (MOS) - specific common training on theory and principles that is applicable to any of the assignment specific tracks for a MOS.

-- Assignment specific training for a particular track for the MOS.

-- Testing and validation of the training to ensure the student is ready to perform his or her duties in the unit.

-- Refresher training and cross-track training for soldiers shifting from one assignment track to a different track.

One of the major benefits to this education and training model is its flexibility. It does not assume that one size fits all. It can be tailored to meet the needs of individual MOS, soldiers, and/or leaders. The model will accommodate changes resulting from the constant insertion of new technologies and the adoption of new missions that impact Signal and information technology soldiers and leaders. The model supports training of legacy, digital and commercial-off-the-shelf (COTS) systems for an increased student throughput that can be expected as the Army, other military services, and joint commands and agencies continue fielding more communication and digital systems across the force.

The Signal Center initiated a pilot for AOT using the 31R10, Multichannel Transmission Systems Operator-Maintainer in October 2001. The total 13-week course was divided into two tracks, one for Echelons Corps and Below (ECB) training and one for Echelons Above Corps (EAC) training. The pilot course, which began in October 2001, is designed to train its student population into either the ECB or EAC tracks, depending upon their designated first unit of assignment. The pilot will test the system's ability to accurately and quickly identify assignments early on, to train to those specific assignments, and to get soldiers to their units quicker and more job-ready than they might have under the traditional instructional model.

- **Focus on PC-Based Technical and Tactical Simulations.**

The student population served by the university will include a mixture of students located at the USASC&FG, virtual campuses, and other locations. Over time, the university can be expected to teach fewer platform hours; however, these fewer platform hours do not necessarily translate to fewer staff, or less presence, and influence in the Signal and information technology community.

Research has concluded that Signal and information technology soldier and leader tasks are very well suited for the use of simulators for training. Most of these tasks can be acquired via "learning by doing" and can be supported by PC based simulations. Simulations to support Signal and information education and training can be logically grouped into two categories: technical trainers that would teach the operation and maintenance of systems and networks…the ***science*** of information technology; and tactical trainers that would teach planning and fighting the systems and networks…the ***art*** of information technology. Clustered within these two major categories are several notional trainers, each of which contain numerous simulations for specific pieces of equipment and systems within the category.

- **Virtual Campuses.**

The technology assisted lifelong learning model includes a network of remote (virtual) campuses and students at other locations to expand the university's presence, active involvement, and influence to a global status. These remote campuses can represent a major step forward in taking lifelong learning to the student. Virtual campuses are anywhere there are concentrations of information technology needs and/or students/alumni. They complement education and training delivered by distance learning methods to provide a range of options for the student. Fort Hood has agreed to become the university's pilot virtual campus. Fort Hood's Digital Training Facility will be operational in June of 2002. We plan to establish relationships with other potential virtual campuses at The Army School System (TASS) Signal Battalions, Fort Huachuca, Fort Lewis, Korea, and Europe.

The UIT will establish a Resource Center that serves as the link between the university and its local schools and virtual campuses. The Resource Center services will include a digital library to support the simulation training databases, a 24/7 help desk to assist individuals in configuring simulations, and a digital training access center interface to distribute and share university training content among local and virtual campuses.

- **Education as a Lifelong Learning Process.**

The university's lifelong learning approach significantly impacts the relationship of the schoolhouse and the student. The schoolhouse accepts and assumes the same responsibility for students at all locations which impacts the design of training materials, the focus and responsibilities of staff and faculty, student records, funding allocations, and other factors associated with learning and certifications of students. Distance Learning (DL), web-based education, and other tools of lifelong learning require a higher level of independence and

dedication from both instructors and students than do traditional instructor-focused learning tools. Students are required to accept and assume higher levels of personal responsibility for their education. Leaders must make a commitment to the lifelong learning process by allowing their soldiers the time required for study and practice.

The instructors' role both at the USASC&FG and at virtual campuses will evolve in the general direction of facilitator. Simulations and technology based aides, i.e., intelligent coaching and tutorials, support instructors, and minimize the impact of fewer face-to-face interactions with students. The university will fulfill its responsibility to train its faculty and staff in the use of instructional technology. The university will take advantage of the unique opportunity to encourage and reward research by both students and faculty in the area of information technology. It will establish relationships with academia, research centers, and degree accreditation programs to build our stature for serious research, thought, and publication.

❖ Resource Center.

The UIT will create a Resource Center that will function as the portal through which training products are shared and accessed across local and virtual campuses. We envision that software for the recommended suite of simulation trainers and simulations will reside primarily on local PCs for everyday instructional purposes, and would be available on-demand from a central database location within the Resource Center. The Resource Center will contain a digital library that supports the simulation and scenario databases required for training. It will have a 24/7 help desk that will help individuals at other locations, direct calls to experts who can assist users in configuring simulations, and provide other information as needed. It will perform administrative responsibilities to include management of student and instructor data. The first phase of the Resource Center is expected to become functional in mid- December. Worldwide on-line testing will be in place for Warrant Officer Advanced Course 251A. A simulation server will be operational for worldwide access to the AN/TRC-173 simulation and all others developed up to that point.

❖ Conclusion.

Implementing this revolutionary approach to information technology training and education will not occur overnight. This article has briefly described some of the accomplishments we have made in the few short months since the university's inception. An Executive Steering Committee has been formed to provide oversight for the implementation of the Masterplan. Members of this committee include the CG, key leadership from the Signal Center, other Army Staff agencies, and field commanders. The full Executive Steering Committee will meet twice yearly to review plans and progress, and to make recommendations. Functional Implementation Task Forces have been organized to accomplish specific actions in the masterplan. The University Model Implementation Task Force will establish university virtual campuses, foster relationships and programs with other academic/research organizations, sponsor research and publications programs, and design the Resource Center. The Education and Training Model Task Force will implement the AOT model, to include conducting prototypes. The Technical

Trainers and Simulations Task Force will determine education and training requirements for trainers and simulation. The Resources and Facilities Task Force will document and obtain resources and facilities, and establish omnibus contracts.

Further information on the USASC&FG Information Technology and Digital Training Masterplan can be obtained at the Fort Gordon website http://www.gordon.army.mil./usascfg/uittf/uittfhottopics.htm.

TRAINING SUPPORT DIVISION (TSD)

The TSD mission is accomplished in the Program Management/Accreditation Branch, center for directorate operations and evaluation of Signal training at Fort Gordon and throughout the Total Army; the Publications Branch, which published Signal Corps doctrine and training literature; the Staff and Faculty Development Branch, which developed staff and faculty-related courses and workshops and trained more than 1,000 personnel; and the The Army School System Branch, staffed with TRADOC Title XI assets to implement Signal Center TASS mission.

Key personnel

Chief, Training Support Division
Ms. Barbara Walton, Chief — January – December 2001

NCOIC, Training Support Division
MSG Carl Green — January – December 2001

Program Management /Accreditation (PM/Accr) Branch

During CY01, the PM/Accr Branch controlled correspondence and distribution for the DOT and conducted accreditation evaluations of the High Tech Regional Training Site – Maintenance (HTRTS-M) Tobyhanna, PA, and The Army School System (TASS) Signal Battalions in Regions B and E. The Program Management Office (PMO) tracked incoming documents to completion, initiated personnel actions, maintained personnel files, assisted in management of the Table of Distribution and Allowances (TDA) and the budget for the directorate and completed many special assignments for the DOT and the Command Group. Ms. Carol Chaney, Branch Chief, also served as primary point of contact for the government travel card program. SSG Barnes and SPC Truesdell maintained the PMO database for tracking suspense items and personnel actions.

Accreditation personnel assigned to the branch assessed/evaluated the effectiveness, quality, and standardization of Signal Center training and training products. Accreditation personnel managed and conducted a program of internal and external evaluation of Signal training and provided feedback to TASS battalion staff, training managers, and developers. The majority of the evaluations were accomplished with only one qualified team chief due to the promotion of one team chief to the Branch Chief position. The team chief position, which remained vacant for 10 months, was filled in July 2001 with a graduating career intern (Ms. Annie Carney). Due to personnel shortages, the number of accreditation trips to TASS battalions, and the impact of force protection

requirements following the 11 September 2001 terrorist attacks, the internal evaluation program was limited to only a few classroom observations.

The accreditation teams led by Mr. James Sechrist and Ms. Annie Carney evaluated training support and conduct of training at Army Reserve National Guard Inactive Duty Training (IDT) and Annual Training (AT) sites in TASS Regions B, E, and the HTRTS-M/Tobyhanna. The teams recommended full Signal accreditation for the TASS Region B Signal Battalion responsible for Signal training throughout the states of Pennsylvania, Delaware, Maryland, Virginia, West Virginia, and the District of Columbia and the HTRTS/Tobyhanna.[2] The team delayed accreditation of Region E responsible for Signal training throughout the states of Ohio, Illinois, Indiana, Michigan, Wisconsin, and Minnesota due to issues that were resolved after the training year.[3] They also began assessment of training for accreditation during training year 2001 for TASS Region C, F, G, the HTRTS-M/ Sacramento, and the multifunctional brigade in Puerto Rico.[4] In all, personnel conducted more than 20 assessments of Signal training in support of the TRADOC accreditation mission.

Publications (Pubs) Branch

The primary goal of the Pubs Branch, TSD, DOT, is to publish Signal Corps doctrine and training literature. Training literature includes: Field Manuals (FMs), Training Circulars (TCs), Army Training and Evaluation Program-Mission Training Plans (ARTEP-MTPs), Soldier Training Publications (STPs), and Training Support Packages (TSPs). Pubs Branch also serves as the DOT Web Master.

During CY01, the Pubs Branch completed the following FMs in conjunction with the Doctrine Branch, Directorate of Combat Developments and forward it to the Army Training Support Center (ATSC) for printing and placement on the Reimer Digital Library (RDL).

- FM 6-02.40, Visual Information Operations.

During CY01, the Pubs Branch completed the following draft FMs in conjunction with the Doctrine Branch, Directorate of Combat Developments for field review and comments.

- FM 6-02.24, Signal Reference Data: Signal Equipment.
- FM 6-02.32, Tactics, Techniques, and Procedures for the Tactical Internet (rewritten).
- FM 6-02.41, Tactics, Techniques, and Procedures for the Enhanced Position Location Reporting System (rewritten).

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[2]Memorandum, 19 February 2002, Subj. Accreditation of Region B Signal School Battalion, from Major General John P. Cavanaugh to Commander, 3d Battalion (Signal), 80th Regiment, 3d Brigade (Combat Support), 80th Division (IT).; Memorandum 23 January 2002, Subj.: Accreditation of the HTRTS-M Tobyhanna, from Major General John P. Cavanaugh to Commandant, High Tech Regional Training Site – Maintenance (HTRTS-M), Tobyhanna, Pennsylvania.

[3]Memorandum, n.d Subj.: Accreditation of Region E Signal School Battalion, from Major General John P. Cavanaugh to Commander, 4th Battalion (Signal), 84th Regiment, 3d Brigade (Combat Support), 84th Training Division (IT).

[4]Memorandum, 30 January 2002, Subj.: Trip Report for 2nd Bn (SC), 104th Regt, Region G, Inactive Duty Training (IDT), Signal Accreditation Visit to Denver, CO 8 December 2001, from James H. Sechrist, Jr., to Director of Training.

- FM 6-02.43, Signal Leaders Guide.
- FM 6-02.50, C4 Operations: Division (Heavy and Light).
- FM 6-02.54, Satellite Operations.
- FM 6-02.70, Spectrum Management.
- TM 11-6130-489-13&P, Operator's Unit, and Direct Support Maintenance Manual.

Pubs Branch also completed the following STPs and forwarded them to the ATSC for printing and placement on the RDL:

- STP 11-31U14-SM-TG, Signal Support Systems Specialist.
- STP 11-25M13-SM-TG, Multimedia Illustrator.

STPs coordinating draft completed:

- STP 11-31F13-SM-TG, Network Switching Systems Operator-Maintainer.

Other Pubs Branch accomplishments during CY01:

- Documents prepared and placed on the web (6 each).
- Maintained the DOT web site.
- Designed web page for distance learning.
- Graphics for Signal Symposium General Officer (GO) Session briefings and notebook.
- Graphics for articles in the Army Communicator magazine.
- Prepared briefings for GO Session, State of the Regiment Brief for Signal Symposium, PreCommand Course (PCC), Training Strategy, and DOT's briefings and Command Group briefings on the UIT.

Staff and Faculty Development Branch (SFDB)

Personnel turnover continued to characterize the SFDB in 2001. Mr. James A. Mercer, GS-12, continued as Branch Chief, and SFC Charles Borraga was assigned as the branch NCOIC in August 2001. The enlisted TDA slots remained at five military instructors authorized four military (including the NCOIC) were on hand at the end of the year. Three civilian instructors were authorized. Ms. Norma Childs was promoted to GS-12 in August and subsequently transferred. The position was vacant at year's end. The branch continues to be housed in buildings 41201, 41202, 41101, and 41102.

SFDB conducted regular cycles of the curriculum during the year, training 679 students in SFDB courses, including Systems Approach to Training (SAT), Small Group Instruction (SGI), Total Army Instructor Training Course (TAITC)/Instructor Basic Course (IBC), and Cardiopulmonary Resuscitation (CPR) Course, ToolBook II Course, and Support Cadre Training Course (SCTC).[5] Staff and Faculty personnel, exclusively, conducted all the instructor evaluations for the Instructor Recognition Program. Sergeant First Class Lisa McDonald, Leader

[5]Excel spreadsheet, 17 April 2002, SFDB FY01 Classes: ITC, SGI, SAT, ASAT, CPR, SCTC, TB, VS.

College for Information Technology (LCIT), was selected as the Fort Gordon Instructor of the Year for 2001. She also participated in the TRADOC Instructor of the Year competition.

During 2001, the SAT course media lab was revised. The SAT computer lab was equipped with 8 updated computers. The third week of the course is now the videoteleconferenced Systems Approach to Training Basic Course (SATBC). The 3-week course currently includes guest speakers from TASS, Collective Training, The Army Training System (TATS), and accreditation functions as part of the curriculum. The Training Development Multimedia lab was also equipped with seven new computers to be used to instruct the Interactive Multimedia Instruction (IMI) Course. Fiber optic cable, for Internet connection necessary for some courses, was run to each of the buildings and installed in March 2001.

SFDB continued to serve as host and home base for five additional Instructional Systems Specialist Department of the Army (DA) level interns. The seven interns that were previously on hand at the beginning of the year were all placed. Each intern was given office space in building 41202 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. At year's end, intern MOS training was ongoing. SFDB personnel also organized the GO Sessions of the 29th Annual Signal Symposium and Regimental Week.

The Army School System (TASS) Branch

During CY01, TASS Implementation Branch was very busy accrediting the TASS Regions, certifying TASS instructors, and processing waiver requests. The TASS Branch experienced some personnel turnovers. MSG Turner retired. CPT Riedy transferred to the AGR Program, and was subsequently assigned as the Commandant, HTRTS-M, Tobyhanna Army Depot, PA. The annual TASS Commanders' Call and Conference was scheduled for 13-14 September 2001. The conference was postponed and later cancelled outright due to travel and rescheduling difficulties resulting from the events of 11 September 2001. Accreditations were conducted for Region B (3/80th SIG BN), as well as the HTRTS-M at Tobyhanna, and Region E (4/84th SIG BN).

This past year, 179 waivers were submitted across the regions. The following is a quick breakdown of the waivers per region: Region A - 6, Region B - 9, Region C - 38, Region D - 24, Region E - 42, Region F - 2, Region G - 28, and HTRTS-M Sacramento - 30. The trend of waivers continues to be for lack of equipment, or to train on newer equipment than specified in the Programs of Instruction (POI). Waiver requests to train out-of-sequence were next in terms of frequency. But these requests were still primarily linked to equipment availability (ADT versus IDT or vice-versa). We processed 102 TASS Instructor Certifications during 2001. The following is a breakdown per region: Region A - 10, Region B – 14; HTRTS-M Tobyhanna - 2, Region C - 24, Region D - 7, Region E - 15, Region F - 15, and Region G – 10; HTRTS-M Sacramento - 5.

TRAINING MANAGEMENT DIVISION (TMD)

The TMD's primary challenge for 2001 was to meet the division's goals, minimize personnel movements, 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.

Key personnel

Chief, Training Management Division
Mr. Gary L. Vahrenwald January – December 2001

NCOIC
MSG Debra Guy April – December 2001

Resident Training Management Branch (RTMB)

❖ **Integrated Systems Control (ISYSCON) Training:** In Dec 96, GTE began technical discussions with the USASC&FG and Program Manager-Warfighter Information Network-Terrestrial (PM-WIN-T) regarding the need to establish a comprehensive resident ISYSCON training plan. This plan considered TRADOC's zero budget growth while also supporting all Signal Center training requirements. More GTE/Government meetings were held, plans were proposed, revised and finalized, and a final Statement of Work (SOW) was put under contract in Jul 01.[6]

Beginning in Sep 01, General Dynamics is providing recurrent ISYSCON training for up to 2264 students annually, in 18 different courses. Enlisted, NCO and officer personnel are receiving from 16 to 240 hours of ISYSCON training in the General Dynamics Mobile Subscriber Equipment (MSE) Resident School. Due to the excellent work relationship between General Dynamics and Signal Center, efficient training schedules were developed and agreed upon, and the training is proceeding smoothly.

❖ **Assignment Oriented Training (AOT):** In CY01, the Signal Center continued to develop a state-of-the-art Information Technology (IT) training that represents a major change in the way current and future training will be conducted. To accommodate the new training concepts, the Signal Center formed the UIT at Fort Gordon. The UIT is the organizational structure for delivering lifelong learning to soldiers, leaders, and units. AOT is one of the tenets of the UIT. Under the AOT concept, soldiers will be trained only on specific equipment used in their first assignment unit. Assignments are tracked by EAC and ECB. All soldiers will train on tasks common to both types of assignment, then train on track specific to their first unit assignment. Following initial assignments, soldiers assigned to different types of units upon reenlistment will have to receive training on the track in which they were not previously trained. Implementation of AOT will provide better-trained soldiers to units sooner than the current multi-assignment

[6]Statement of Work for Resident School Restructure II Proposal, July 2001, Prepared by General Dynamics Government Systems Corporation.

training method. It will also decrease course length and training costs.

The following Signal MOSs were selected for AOT at Fort Gordon: 31R, 31S, 31P and 31F. Starting in Oct 01, the General Dynamics conducted AOT for the 31R10 Course as a pilot. Results were favorable, with only minor problems. Regular 31R AOT began on 6 Feb 02. AOT for 31S, 31P, and 31F will start in Feb, Jun, and Sep 02, respectively.[7] TRADOC is now looking at implementing AOT at other TRADOC installations.

❖ **TRADOC Quarterly Cadre/Support Personnel Training Report**: As directed by TRADOC, Fort Gordon conducts a 40-hour Cadre Training Course (CTC), a 16-hour SCTC, and a 4-hour Installation Staff/Contractor Training Course (ISCTC), and prepares a quarterly report to TRADOC, through Fort Jackson. IAW TRADOC Regulation 350-6, any military, civilian and/or contractor personnel having daily or frequent contacts with Initial Entry Training (IET) personnel must attend either the SCTC (instructors) or the ISCTC (support personnel) within 30 days of arrival.

As proponent for this training, Fort Jackson "trains-the-trainers" and provides required on POIs to TRADOC Installations. The 15th Signal Brigade S3 is responsible for conducting CTC, scheduling and providing instructors to the SCTC and ISCTC, and providing CTC data for the quarterly report to the DOT. The Directorate of Plans, Training and Mobilization (DPTM) is responsible for the logistics of the ISCTC and providing attendance data to DOT. The SFDB, DOT, is responsible for the SCTC, and providing data for report. Ms. Mitchum, TMD, DOT, is responsible for obtaining all data, preparing the quarterly report, obtaining Chief of Staff's approval, and forwarding report to Fort Jackson within suspense date.

In CY01, TRADOC revised Regulation 350-6 and modified the quarterly report that now includes data for the PCC.[8] Ms. Mitchum, DOT, and SSG Shanks, 15th Signal Brigade S3 attended a 2-day conference at Fort Jackson to learn of the revised requirements and POIs.

❖ **Structure Manning Decision Review (SMDR):** The DA conducted the FY05 TASS SMDR for the Signal Center on 3-4 Oct 01.[9] This was the second and final relook of proponency 113 courses for FY04. Later adjustments in programmed student input will be made during the Training Resources Arbitration Panels (TRAP) for that year. During the FY05 SMDR, all 199 Signal proponent courses were reviewed, first in a session with HQ, TRADOC, then with the DA. After the conclusion of the SMDR, the DA required several issues to be addressed and explanations forwarded to TRADOC in preparation for the DA Council of Colonels/GO Steering Committee reviews. The final Army Program for Individual Training (ARPRINT), available in Jan 02, is the mission document for allocating resources and scheduling classes. The following courses have major issues:

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[7]Draft Statement of Work for 31R and 31F Assignment Oriented Training (AOT) in the General Dynamics Resident School, February 2002, Prepared by Directorate of Training, Signal Center and School, Fort Gordon, GA.

[8]Fact Sheet, Subject: TRADOC Quarterly Cadre/Support Personnel Training Report, 20 December 2001.

[9]SMDR Summary for FY05 SMDR: Major Items Requiring Action, Signal School, Fort Gordon, GA October 2001.

- 101-31P10, Microwave Systems Operator/Maintainer course: outdated equipment. This course is being reconfigured under the AOT concept, to start in Jun 02.

- 102-31S10, SATCOM Systems Operator/Maintainer Course: Training requirements exceed training capacity. Course revisions and realignment under AOT, to start in Feb 02, may relieve some constraints.

- All Basic and Advanced NCO Courses (Core, Phase): DA US Total Army Personnel Command (PERSCOM) is to devise a formula to spread allocations and match core/phase inputs in Army Training Requirements and Resources System (ATRRS).

- 7E-F66/531-F21, Systems Administrator Security: Training requirements exceed Fort Gordon training capacity. It was recommended that Fort Gordon train up to 400 students, and remaining requirements would be transferred to the 10 mirror sites.

- 4-11-C20, Signal Officer Basic Course: This course may go to a core-phase set up similar to the NCO courses, with the core to be taught at Fort Benning, GA. In FY02, a pilot class will help determine the configuration for the core and phase portions of this course. If reconfigured course is approved, the Signal Officer Branch Qualification (SOBQ) course will be deleted.

❖ **Interservice Training Review Organization (ITRO) Training**: In CY01, the military services conducted the following studies involving Army Signal training and/or Interservice training conducted at the Signal Center and other locations:

- **MILSTAR Automated Communications Management System (ACMS**). At the request of the Air Force, the ITRO conducted a review of ACMS training tasks and requirements. The group determined that all services were not ready to consolidate training at this time. Final result was a decision to implement Air Force collocated training for this equipment at the Signal Center, beginning in FY02. There will be an overall cost avoidance for the DOD by conducting the training at the Signal Center, using existing facilities.

- **Joint Spectrum Management Training, Advanced.** The Joint Staff (J6B) requested ITRO assistance to determine feasibility and cost of establishing this Interservice advanced level training. This study, conducted Jan-Mar 01, set in motion the process for development of Joint Task Force (JTF) training for spectrum managers at the joint service level. Training will be managed by the Air Force, and will be conducted at Keesler Air Force Base, MS. Each service will provide one instructor. The Signal Center will coordinate input of the course into the ATRRS to initiate Army instructor resourcing and establish Army training requirements.

- **Satellite Wideband Telemetry System (SWATS**). In early CY01, the Signal Center Command and the ITRO Executive Board approved recommendations made by the ITRO Detailed Analysis Costing Group (DAG) for SWATS training conducted at the end of CY00. Approval allows the Air Force to support new training requirements generated by the merger of three Career Fields, and streamlines the remaining Air Force consolidated satellite training taught at the Signal Center. The following changes were approved for Air Force training conducted at the Signal Center:

-- Multiplexer equipment (AN/FCC-98/99) training that is taught in Annex D of the 31P Course is eliminated. Instruction for the Integrated Digital Network Exchange (IDNX) family of multiplexers replaces training of the AN/FCC-98/99.

-- Line-of-Sight (LOS) Radio (AN/FRC-171/173) training taught in Annex E of the 31P Course is eliminated. Instruction on the Transportable Satellite Support Radio (TSSR) replaces LOS digital radio training.

-- Training in Annex O of the Army 31S Course on Tactical Satellite Terminals (TACSAT), AN/TSC-85/93 is eliminated.

In the future, the Army will also require IDNX training. When sufficient equipment is available, training will be reviewed for possible re-consolidation. Neither the Air Force nor the Army currently has sufficient IDNX equipment to support consolidated training.[10]

❖ **Monthly Training Status Brief (MTSB):** The MTSB, in addition to presenting issues confronting the trainers, is also a "feeder" process to the Monthly Status Report. Efforts are made to conduct the MTSB "three working days before the 15th day of each month." The three days period allows time to analyze information for inclusion in the MSR, which has a cutoff date of 2400, the 15th day of each month.

In addition to identifying issues affecting missions, the MTSB presents information from three other areas: (1) the status of enlisted military personnel (assigned versus authorized) in all Signal MOSs, both current and 6 months hence; (2) student arrivals and holdunders; (3) current and pending officer and enlisted personnel taskings. The following organizations are required to attend: 15th Regimental Signal Brigade, LCIT, 442d Battalion, Regimental Noncommissioned Officer Academy (RNCOA), Garrison Command, Office Chief of Signal (OCOS), DOT, and Directorate of Human Resources (DHR). The current briefing format is designed to have only essential personnel in attendance, and lasts no longer than 1 hour. Taskings are presented by the Deputy Commander (DC) to the appropriate activity(ies) for resolution. Results of the taskings are routinely reported to the DC via e-mail or briefings.

❖ **Monthly Status Report (MSR):** Installations were directed by TRADOC to implement the MSR. The MSR requires a commander to evaluate mission capabilities in the areas of Personnel, Equipment On-Hand, Equipment Serviceability, and Training. The data reported is "as of 2400, the 15th day of each month." The MSR is comprised of Base Unit Reports (BUR) and a Composite Unit Report (CUR). BURs are prepared by school activities of each TRADOC school. BURs are submitted to TRADOC, unencumbered by higher commander's emphasis. The CUR is a compilation of all school activities, and is the commander's capabilities report to

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[10]Interservice Training Review Organization, 17 December 2000 between MG William Welser III and COL Larry L. Turgeon, Director of Training; Information Paper, Subj.: Status of Interservcie Training Review Organization (ITRO) Study on Joint Task Force Spectrum Management Training, 2 March 2001; Interservice Training Review Organization, Joint Task Force Spectrum Management Resource Requirements Analysis Report, 27 February – 1 March 2001, Fort Gordon, GA; Interservice Training Review Organization (ITRO Form 4 – Staff Action Processing Form), 8 August 2001.

TRADOC. The BURs and the CUR are briefed to the CG or the DC each month, before the CUR is submitted to TRADOC. TRADOC conducts a monthly Video Teleconference (VTC) with all schools concerning the preceding month's CUR. The evaluation of each CUR by the TRADOC staff is discussed by the CG, TRADOC with each school commandant. Information gathered from the CUR and the VTC is then presented to the DA, thereby depicting TRADOC's ability to accomplish its mission.

Unit Training Branch (UTB)

In CY01, UTB personnel completed several projects. One was the updated draft of ARTEP-MTP for the Brigade Signal Company (BSC), and Interim Brigade Combat Team (IBCT). The TRADOC contract with TRW updated the Combined Arms Training Strategy (CATS) for the unit. Also the branch Updated the draft ARTEP-MTP for the division Signal Battalion, First Digitized Division (FDD). The TRADOC contract with TRW produced the initial draft CATS for the unit. UTB conducted a task review Board for Warrior-, and incorporated the new draft tasks into the draft ARTEP-MTPs for division Signal Battalion, FDD and the BSC, IBCT.

Course Management Branch (CMB)

Course Management personnel developed the FY02 Command Training Guidance.[11]

❖ **The Army Training System (TATS):** During the first 6 months of CY01, a monthly status of TATS courseware was submitted to TRADOC for the 24 selected courses for TATS conversion.[12] Most TATS actions during CY01 centered on the 24 courses being converted to TATS and the interaction with Fort Gordon training departments/organizations, Reserve Components, TRADOC, and the ATSC. The Signal Center currently has five courses completed (31C10, 31F10, 31L10, 31R10, 31U10) and two courses exempt (74G10, WOBC) from TATS conversion. Current status of other TATS courseware includes:

-- One POI is being prepared for submission to the ATSC (250N). Delay in inputting automation lessons into Automated Systems Approach to Training (ASAT). TRADOC and Reserve Component approved.

-- Eight POIs have been approved by the Reserve Components and submitted to TRADOC. (31P30, 31L30, 31P10, 31S/P40, 31C30, SCCC, 31U30, 31F30).

-- Eight POIs are under development (74B10, 74B30, 31R30, 31U40, 31W40, 74 CMF ANCOC, 74C10, 74C30).

-- A policy memorandum was prepared and implemented - Change to Testing Materials Procedure and Required Statement, The Army Training System - Courseware (TATS-C).[13]

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[11]Memorandum, n.d. Subject: United States Army Signal Center Command Training Guidance for Fiscal Year 2002.

[12]TATS Course Implementation Schematic Profile (Signal) Programs of Instruction, As of: 14 June 2001.

Other Course Management actions:

- Prepared comments on TRADOC's Curriculum Training Guidance.[14]
- Reviewed Garrison Command Company Commander/First Sergeants Orientation Course Program of Instruction (POI).[15]
- Reviewed TRADOC Regulation 350-18, The Army School System (TASS).[16]
- Reviewed new draft of TRADOC Regulation 350-6.[17]

CMB personnel made changes to DA PAM 351-4, US Army Formal Schools Catalog, SH Screen information that is on-line in ATRRS.[18] CMB personnel submitted Training Requirements Analysis System documentation to TRADOC to support new and revised training at the Signal Center. This documentation consisted of Individual Training Plans, Course Administrative Data, and Programs of Instruction for enlisted, noncommissioned officer and officer course, both branch and functional area.[19]

Individual Training Branch (ITB)

The following Signal MOS Soldier's Manuals and Trainer's Guides were developed, reviewed, and delivered:

- 11-25Z13-SM-TG - Visual Information Operation Chief.
- 11-31F13-SM-TG - Network Systems Operator-Maintainer.
- 11-31U14-SM-TG - Signal Support Systems Specialist.

New task numbers were assigned for the following MOSs: 31P, 31L, 31S, 74B, 74C, 251A, and 254A. This involved reviewing task summaries to ensure they comply with regulatory guidance and providing recommendations as needed prior to the issuance of task numbers. ITB received ASAT version 4.41 and worked with the system administrator to provide to all users. Numerous bugs associated with the new version were reported to the ASAT Program Manager, Fort Eustis. In addition, ITB worked the following ASAT issues:

- Assisted General Dynamics in obtaining site license for the standalone version.

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[13]Memorandum, 28 February 2001, Subj.: Policy Memorandum – Change to Testing Materials Procedure and Required Statement, The Army Training System – Courseware (TATS-C)

[14]Comments on Curriculum Training Guidance, n.d., n.a.

[15]Directorate of Training Review of Garrison Command Company Commander/First Sergeants Orientation Course POI, 23 March 2001, n.a.

[16]CPT Richard Erenbaum, Review of TRADOC Regulation 350-18, The Army School System (TASS).

[17]Review of New Draft TRADOC Reg. 350-6, n.d., n.a.

[18]Untitled document, 14 Nov 01.

[19]Documentation, ½ linear SqFt, comprised of 36 separate documents of Individual Training plans, Programs of Instruction, and Course Administrative Data.

- Worked with Fort Eustis to provide standalone to Fort Meade during Staff and Faculty training.
- Worked with DOIM to enable Fort Meade to access the Signal Center's ASAT server for data entry purposes.
- Set up and attended meetings between Fort Hood and Signal developers to review proposed Warrior-T individual tasks for 74B, 31U, 53A, S6, 251A, and 254A.
- Conducted training sessions for developers in 31P, 31C, 31L, and 31S.

ITB uploaded 25Z, 25R, 31F, 31S, and 31U STPs to the RDL. The ITB forwarded numerous task summaries and lesson plans via export or Rich Text Format Reports to TRADOC schools upon their request. ITB also participated in the following Critical Task/Site Selection Boards (CT/SSB): 74B, 31S, 31P, 31L, and 31W.[20] This included preparing and forwarding tasking memorandums to DA, reviewing read-ahead packets, and providing recommendations for revisions, attending pre-CT/SSBs, and attending the CT/SSBs as a voting member. ITB prepared a tasking memorandum to obtain input from department personnel to update the quarterly IMI Report.[21] This report provides a brief overview of DL IMI products that are available at the Signal Center that have been developed in-house or by a contractor. This information can be viewed at: (http://www.tadlp.monroe.army.mil/).

Ms. Dancy served as Contractor Officer Technical Representative (COTR) for development of 42 hours of DL IMI products for MOS 31L30, Cable Systems Installer-Maintainer Course that was developed by a contractor for web based training. Ms. Dancy was instrumental in the entire process from receipt, review, and coordination of the products with department personnel, the COTR, and contract personnel, managing the milestone schedule, scheduling validation, and the review of required documents produced by the contractor. This was a fixed price contract. The period of performance for this contract was originally planned for 3 Jan 01 to 18 Sep 01 that was amended to 31 Oct 01, to 30 Nov 01, and to 31 Jan 02 at no additional cost to the government. The 31 Jan 02 amendment was to allow time to convert lessons previously completed to the new version of ToolBook. On 21 Sep 01, the contract was modified to add funds for the purchase of a copy of Ingenium to be used for the Course Management System.[22]

Ms. Dancy served as COTR for development of 57 hours of DL IMI products for MOS 31U10, Signal Systems Support Specialist Course that is under development by a contractor for web based training. This was a fixed price contract. The period of performance for this contract was originally planned for 3 Jan 01 to 18 Sep 01. The period of performance was amended from 18 Sep 01 to 31 Oct 01 to 31 Dec 01 at no additional cost to the government.[23] Another amendment is pending for completion of this contract.

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[20]Minutes for the Critical Task/Site Selection Board (CT/SSB), MOS 74B, Information Systems Operator-Analyst, June 4-8 2001.

[21]Memorandum, 13 November 2001, Subj.: Interactive Multimedia Instruction (IMI) Report, COL William R. Wilson, Director of Training to Commander, U.S. Army Training Support Center, Fort Eustis.

[22]Amendment of Solicitation/Modification of Contract, 21 September 2001.

[23]Amendment of Solicitation/Modification of Contract, 30 October 2001.

Ms. Dancy served as COTR for development of 46 hours of DL IMI products for MOS 31L10, Cable Systems Installer-Maintainer Course-Reclassification.[24] This course is currently under development by a contractor for web based training. Development is ongoing. ITB also reviewed Course Administrative Data and POI to ensure that coverage of DL was properly addressed for the following courses: 31W40, 31U10 (F), and 260-F10(CT).

FY01 Course Redesign coordination with the respective schools was performed to accurately capture their requirements for DL training.[25] The following SOWs were prepared/revised to secure funds for contractor development of DL IMI products:

- MOS 31C10, Total Army Training System (TATS) Radio Operator-Maintainer Course, 74 hours.[26]
- MOS 31L10, TATS Cable System Installer-Maintainer Course, 46 hours.[27]
- MOS 31R10, Multichannel Transmission Systems Operator-Maintainer, 43 hours.[28]

The SOWs were forwarded to ATSC for further processing. Funds were approved for all MOSs in Sep 01 with DL XXI funds. The 31C10 MOS was awarded to Camber Corporation, 31L10 MOS was awarded to Computer Sciences Corporation (CSC), and 31R10 was awarded to Carley Corporation. ITB brought closure to the 31U30/40 testing of IMI products on the Total Army DL Program hardware at the ATSC. The CDs for the SCCC have been forwarded to ATSC for testing. ITB wrote the Signal Center's ASAT database server backup plan and established an off-site archive server to enhance/ensure ASAT data recovery capability.

The Occupational Data Analysis Requirements and Structure (ODARS), program that was approved by the OCOS and the DOT for FY01 and FY02, has made steady progress. Representatives from the Army Research Institute (ARI) visited the Signal Center in May 01. They met with various members from the 15th Regimental Signal Brigade to deliver the results of the ODARS survey for 31F, Network Switching Systems Operator-Maintainer, 31L, Cable Systems Installer-Maintainer, and 31R, Multichannel Transmission Systems Operator-Maintainer.[29]

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[24]Order for Supplies or Services, DD Form 1155, 18 September 2001.

[25]Email, Lilla D. Dancy, 10 April 2000, Subj.: FY01 DL Course Redesign

[26]Distributed Learning Interactive Multimedia Instruction Statement of Work (SOW) for Interactive Multimedia Instruction (IMI) Courseware, 1 August 2001, for 31C10, TATS Radio Operator-Maintainer.

[27]Distributed Learning Interactive Multimedia Instruction Statement of Work (SOW) for Interactive Multimedia Instruction (IMI) Courseware, 1 August 2001, for 31L10, TATS Cable System Installer-Maintainer.

[28]Distributed Learning Interactive Multimedia Instruction Statement of Work (SOW) for Interactive Multimedia Instruction (IMI) Courseware, 1 August 2001, for 31R10, Multichannel Transmission Systems Operator-Maintainer.

[29]Survey Findings for MOS 31F, Network Switching Systems Operator-Maintainer, Occupational Data, Analysis, Requirements, and Structure Program, Contract DASW01-D-0021 ODARS, US Army Research Institute.; Sherry S. Caldwell, Occupational Data, Analysis, Requirements, and Structure (ODARS) Program, Survey Findings for MOS 31L Cable Systems Installer-Maintainer, US Army Research Institute (ARI) Occupational Analysis Office (OAO).; Susan M. German, Survey Findings for MOS 31R, Multichannel Transmission Systems Operator-Maintainer, Occupational Data, Analysis, Requirements, and Structure Program, Contract DASW01-99-D-003 ODARS, US Army Research Institute.

SYSTEMS INTEGRATION DIVISION (SID)

SID serves as the Signal Center representative for the training in the area of new telecommunications and information equipment and systems. Its primary challenge for 2001 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.

Key personnel:

Chief, Systems Integration Division
MAJ Heather Meeds — January – December 2001

Deputy Chief, Systems Integration Division
Ms. Bettye Heil-Kinsey — January – December 2001

NCOIC, Systems Integration Division
SFC Barayl Mallard — January – December 2001

Chief, Team Signal
SFC Phillip G. Arnold — January – December 2001

Team Signal

Team Signal acts as the Signal Center's primary representative for Army Transformation related issues. Team Signal collaborates with SID, DCD, TSMs, PERSCOM, OCOS and the PMs to develop Army Transformation requirements across the entire DTLOMS spectrum.

Team Signal's goals for 2001 were to successfully complete COHORT Training for IBCT 2, to start resourcing for institutional and unit sustainment training requirements, and to leverage the BSN/BVTC/TACLUNE LUT as a training opportunity for COHORT. From Jul 01 to Nov 02 Team Signal conducted COHORT training for the 176th Signal Company, 1st Brigade 25th Infantry Division (IBCT 2). A total of 68 personnel were trained from the following MOSs: 251A(3), 250N (1), 25A (4), 31C (15), 31F (13), 31P (2), 31R (2), 31U (10), 31W (6), 74B (11) and 74C (1). Training was conducted on the following topics: Introduction to IBCT Operations,

Tactical Leaders Course, Networking Essentials, GPU Signal Equipment, Leaders Rock Drill, BSN Operators Course, RaPTer, Cisco Academy, BSN Network Nodal Managers Course, SMART-T, EPLRS NCS (ASI T1), Computer Operating Systems (Windows/Unix), Computer Maintenance, Network Administration, TOC Systems Support, RETRANS Operations, FBCB2, BSN Crew Drills, ISYSCON V4 (TIMS), EPLRS Planners Course, Level II Network Security, and LCMS. Training was provided by: Team Signal, STT, SIT, ROA, MI Center, PM-WIN-T, Warrant Officer Division, CECOM and the Battle Lab. The BSN/BVTC/TACLANE Limited User Test (under direction from OTC) served as a CAPSTONE exercise for COHORT, from 1-30 Nov 01.

Team Signal's goals for 2002 are to continue working resource requirements for both institutional and unit sustainment training, making maximum use of developing UIT strategies to have training content (training simulations) available to both the school house and the units. Preparation will begin for the third iteration of COHORT (BCT #3), which is tentatively scheduled to begin in FY03, as well as preparation for BCT #6, due to the long lead time involved in training a new NG unit.

Narrative descriptions of major systems that required significant manpower and resources this year are listed below:

❖ **Army Key Management System (AKMS):** AKMS is divided into two programs; Local COMSEC Management Software (LCMS) and Automated Communications Engineering Software (ACES). 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 Initial Operational Test and Evaluation (IOT&E) failed April 98. The Program Manager (PM) has been working with a "get well plan" to satisfy conditions that failed during the test. The Operational Requirements Document (ORD) and the System Training Plan (STRAP) are undergoing revisions.

The PM is seeking a Materiel Release for ACES Jan 02. This will not happen due to a slippage in the program based on software and conversion problems. This slip may cause a 6-month to 1-year delay in obtaining this release. The Signal Center has completed Instructor Key Personnel Training (IKPT) and the classroom/equipment have been stood up. Once a Materiel Release is granted for ACES version 1.3, New Equipment Training (NET) will be conducted at regional sites based on the fielding schedule. Included in this fielding will be Common Tier 3 (CT3) software. ACES will be inserted in the Battlefield Spectrum Management Course and the ANCOC/BNCOC.

LCMS provides local real-time electronic key generation, distribution, and management in support of Army C4I at all levels. LCMS uses a UNIX based operating system, with NSA developed LCMS application software, (version release 3). The last NET class was conducted Jan 02. The PM has stood up the classroom and equipment and a transition was done 22-25 Jan 02. Course # 4C-F59/160-F39 is reported in the ATRRS and classes begin Feb 02. The PM has agreed to fund the costs for two contractors to assist the Signal Center for the first three classes.

An exception to policy memorandum was submitted to increase instructor support based on the Instructor Contact Hours (ICH). The adjunct facility has been stood up in Korea and one is planned for Germany. The new version of software (Phase IV) is planned to be released mid 02. The Army Key Management Infrastructure Working Group Meeting is planned for 27-28 Feb 02 in Washington, DC.

❖ **Battlefield Video Teleconferencing (BVTC):** The BVTC allows tactical commanders to effectively disseminate verbal orders, clearly dictate their intent, and collaboratively plan and war game courses of action with subordinate commanders and key staff elements. The increased tempo of combat operations and the diplomatic and political sensitivity of Small Scale Contingency (SSC) have significantly increased the requirement for this information. The lethality and dispersion expected on the future battlefield would hinder movement from a central location. Split-based operations separate commanders from key staff elements, which will require them to have a VTC capability to better understand the commander's intent and display the situation by visual means. The need for high-speed data, video, and imagery communications, higher bandwidth transmission links, and effective allocation of bandwidth is essential.

Tech Manual and Training Material verification was conducted 20 - 31 Aug 01 at the Signal Center. Player training and certification was conducted 22-26 Oct 01 at the Battle Lab. Two courses were developed for this system, the Tactical Operations Center (TOC) End User Course, 4 hours and the S-6/G-6 Operator and Maintainer Course, 40 hours. MOSs that participated in this training included 31W (Telecommunications Operations Chief), 31U (Signal Support Systems Specialist) and 74B (Information Systems Operator Analyst). The Warrant Officer and Officer Specialties include 251A (Data Processing Technician), 250N (Network Management Technician), 254A (Signal Systems Support Technician), 24A (Telecommunications Systems Engineer), and 25A (Signal Operations). Upon completion of this training, these soldiers participated in support of a Limited User Test (LUT). The test took place at Fort Gordon Nov 01.

The STRAP was submitted Aug 01. Based on the training and testing that has taken place, this STRAP has been revised and is pending changes and approval. The Training Test Support Package (TTSP) was signed/approved Sep 01.[30] The Operational Test Readiness Statement (OTRS) was signed Oct 01. The test results are currently being developed. The PM will seek a Materiel Release pending the test results. The Signal Center will be fielded this equipment late FY02 or early FY03.

❖ **Brigade Subscriber Node (BSN):** The BSN provides the warfighter with mobile communication switches and transmission systems through the use of commercial switches and routers. It utilizes state of the art integrated voice, video and data services for use in the tactical environment while providing interoperability with legacy systems. BSNs 5 and 6 arrived at Fort Gordon Jun 01. Technical Manual and Training Material verification was conducted Jul 01 at the Battle Lab.

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[30]Memorandum, n.d. Subj.: Initial System Training Plan (STRAP) for the Battlefield Video Teleconference (BVTC), COL William R. Wilson, Director of Training to Commander, U.S. Army Training Support Center.

Cohesion Operational Readiness Training (COHORT) was conducted 20 Aug - 12 Oct 01. MOS's that participated in this training included 31F Network Switching Systems Operator-Maintainer, 31P Microwave Systems Operator-Maintainer, and 31R Multichannel Transmission Systems Operator-Maintainer. The Warrant Officer 251A, Data Processing Technician and the 25A, Signal, General attended the Nodal Management Course. Upon completion of this training, these soldiers participated in support of a LUT. The test took place at Fort Gordon during the month of Nov 01. The STRAP was submitted 20 Jul 01 and approved 9 Aug 01.[31] The TTSP was signed/approved 17 Aug 01. The OTRS was signed 31 Oct 01. The test results are currently being developed. The PM will seek a Materiel Release pending test results. Computer Based Training (CBT) was developed and will be released Feb 02.

❖ **Combat Service Support Automated Information System Interface(CAISI):** CAISI will replace CAISI-Mid Term. Several of the CAISI-Mid Term hardware and software components are obsolete and can no longer be supported. This presented an opportunity to advance to the current state of the art and to incorporate technology that was not available at the time the CAISI-Mid Term was designed. CAISI uses replaceable end items, packaged and pre-wired together in chassis mounted in ruggedized transit cases. Should any item become obsolete, unsupported, or unavailable; it can be replaced without causing CAISI to be totally reengineered. The modular design also allows the substitution or addition of different interface items if required in the future. CAISI is an automated system interface. It provides network connectivity for Combat Service Support (CSS) Standard Army Management Information Systems (STAMIS) and for mail enabled or web enabled clients performing CSS functions or owned by CSS units. CAISI operates primarily in a tactical deployed environment, but may also be operated at the installation. The purpose of the CAISI is to provide a capability that allows battlefield CSS automation devices to electronically exchange information within Logistics Support Areas and via tactical networks with other battlefield CSS automation devices and with automation systems within the sustaining base. The CAISI consists of several modules.

- CAISI Bridge Module (CBM). Contains a wireless bridge, a Digital Subscriber Line (DSL) bridge, and two 10 base-T hubs. Each hub also has a 10 base-2 port for support of legacy client computers. The CBM includes two antennas, antenna cables, and a transit case. The wireless bridges simultaneously serve as access points (connect clients), bridges (connection other bridges), and radio relays.

- CAISI Client Module (CCM). The CCM contains a multi-client workgroup adapter and a hub. The CCM connects clients wirelessly to the CBM.

- System Service Representative (SSR) Electronics Accessory Module. An SSR toolkit module is provided with each CAISI. It includes a notebook computer with a wireless network card for configuration and monitoring, a Router/Firewall device to segment the network, and antennas and cables to supplement those issued with the CBM. The CSS Automation

[31]Memorandum, 20 July 2001, Subj.: Final System Training Plan (STRAP) for the Brigade Subscriber Node (BSN), COL William R. Wilson, Director of Training to Commander, U.S. Army Training Support Center, Ft. Eustis, VA.

Management Officer (CSSAMMO) also receives an SSR toolkit module, along with spare line replaceable items. Additional laptops may also be included to provide essential network services when they are not available from the wide area system. Legacy Support Adapters (LSA) MSS-100. The LSA is a smart box running the CAISI Virtual End to End (VEE) software server program. The LSA provides a virtual circuit from one host computer's serial port to another over the network.

There are no resident training requirements for the operator 92A, 31U, and 74B. Operators will be trained in the unit. The material developer will provide a series of system training products, and support NET during developmental testing. The material developer will provide the NET Team for fielding. The proponent for the CAISI 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. The last approved STRAP for this system was for the CAISI-Mid Term in 1997. The STRAP is currently being updated to reflect all the new hardware and software changes.

❖ **Communications Planning System (CPS):** The Communications Planning System (CPS) formerly known as the MILSTAR Communications Planning Tool (MCPT-I) is one of three planning tools for Extra High Frequency (EHF) Military Satellite Communications (MILSATCOM) for use beyond FY01. The other two planning tools are the ACMS and the Advanced EHF Mission Planning Element (MPE). The MPE will continue to be developed for the Advanced EHF Program. The ACMS is not suitable for the Army's tactical echelons because of its extremely high bandwidth requirements and its substantial size and weight. At strategic echelons the ACMS will continue to be used at the Regional SATCOM Support Centers (RSSC). The Army will continue to employ, develop and sustain the CPS for tactical echelons until the Advanced EHF mission-planning element (AMPE) is fully developed and fielded.

The CPS provides the capability for the communications planner to support all levels of the communications management hierarchy, from the JTF to the terminal operator. The CPS provides support to Commanders in Chief (CINC)/Services/Agencies, to help plan the utilization of the MILSTAR resources and assure that the usage is optimized. The CPS functions at multiple echelon levels, each of which is coordinated together. It supports long-term, near-term and contingency communications management for all echelons of MILSTAR users. The CPS is used to plan cryptographic key requirements, control SMART-T terminals, to assist in system anomaly resolution and to plan the details of terminal management. The CPS provides the capability to load Data Transfer Devices (DTD) as well as utilize an RS-232 interface to the SMART-T terminal. In addition, the CPS provides the capability to load a DTD with Single Channel Anti-Jam Manportable (SCAMP) cold-start and terminal data.

Currently, CPS training is conducted at Titan Corporation located in Colorado Springs, Colorado. The DA Staff requested the CPS course establish institutional training for the CPS at Fort Gordon, GA, to train MOSs 31S30, 31F30, 31W, 250N, assigned to S-3 or G-6 positions. The projected date for training to begin at Fort Gordon is approximately Oct 02 and continues until replaced by the AMPE in FY07/08. A Memorandum of Agreement (MOA) between USASC&FG and Program Executive Office Command Control Communications Systems (PEOC3S) will be drafted and pending approval between the CG, USASC&FG and the Director,

PEOC3S. The MOA will outline the responsibilities and agreements of USASC&FG and PEOC3S for policies, guidelines, and procedures for the establishment and conduct of the CPS training, student support, academic support and the Interservice Support Agreement (ISA).

❖ **Co-Site Mitigation Device (CMD):** The CMD will be a family of Very High Frequency/Ultra High Frequency (VHF/UHF) multiplexers with associated antennas, Co-Site Interference Suppression Unit, and Co-Site Planning Tool (CPT) software. CMD and CPT reduce Co-Site interference when there are multiple types of radio equipment. VHF-Frequency Modulation and UHF spread spectrum radios will operate off one or a minimal number of mobile antenna platforms as well as with omni directional antenna platforms. The CMD ORD and the STRAP are currently being developed. The CMD will be trained in STT and SLPD. The unit level maintainer for the CMD will be the 31U.

❖ **Defense Message System-Army (DMS-A) Service Extension into the Tactical Environment:** The DMS-A is the replacement system for the Automated Digital Network (AUTODIN) and existing email used by the DOD. DMS-A provides a fully integrated, supportable, secure, accountable, and completely COTS capability for email and organization/individual messages for the DOD, 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 SIT, Fort Gordon is currently teaching the MHS, DSA, MWS, and the Officer Academy, Fort Gordon is teaching the CAW for the DMS. The ORD and the STRAP are at TRADOC awaiting signature for approval.[32] The verification and validation of training materials was conducted at General Dynamics Complex, Taunton MA. February Mar 01. NET training was conducted at Fort Hood, TX, Jun 01. DMS-A, failed the operational test for training deficiencies and logistics, Aug 01. DMS-A, verification of new training materials was conducted at Fort Huachuca, AZ, Nov 01. Institutional training to support skill and knowledge development for MOSs 74B, 74C, 250N, 251A, 25A, and FA53 will be incorporated into the existing resident training courses.

❖ **Enterprise Wideband Satellite Terminal Segment** (**EWSTS**): The EWSTS is a family of SATCOM terminals. The EWSTS includes strategic and tactical terminals used to provide Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) information and data. Included in the EWSTS are the associated Digital Communications Satellite Subsystems (DCSS), the Interconnect Facility (ICF), test support equipment and facilities. These systems and equipment provide baseband signal processing, routing, switching, modulation and demodulation, multiplexing, signal encoding and decoding, transmission security to many systems using a variety of data formats. EWSTS also

[32]Memorandum, n.d. Subj.: Training Test Support Package (TTSP) for the Defense Message System – Army (DMS-A), Tactical Message System (TMS), COL Larry L. Turgeon, Director of Training to Headquarters, U.S. Army Operational Test Command, Fort Hood, TX.

includes the enterprise terminals that perform a control mission and those portions of the control segment that are contained within EWSTS performing a communications mission.

These terminals support the DOD and other users. The EWSTS is the primary interface that the warfighter uses to achieve global connectivity and interoperability with other commanders, CINC, other services and agencies and some systems have been in service for nearly 30 years. Existing capabilities and facilities must be modernized to extend their useful lives, improve their maintainability and sustainability, and reduce life cycle costs. At the same time, additional capacity and new capabilities will be introduced in response to growing demand for information and its dissemination.

An ORD is in development that establishes official requirements for existing and future EWSTS terminals where requirement documentation does not currently exist. This ORD will also support DCSS as well as the terminal segment of other programs. The EWSTS ORD will serve as the official supporting document for acquisition, operations and maintenance (O&M) support, sustainment, and life cycle upgrades of existing and new enterprise terminals and subsystems. The ORD is currently being written at the Directorate of Combat Development and TSM SATCOM Office at the USASC&FG.

❖ **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 MILSATCOM. GBS will be developed and fielded in three phases using commercial products, technologies, and non-developed items:

- Phase 1 (FY96-98): Leased commercial satellite service operating as Ku band used for concept of operations development, demonstration, and limited operational support.

- Phase 2 (FY00-01): Initial fielding with threshold requirements with available satellite constellation support.

- Phase 3 (FY00-06+): Fielded systems will be upgraded with objective requirements with satellite constellation that will provide worldwide coverage.

The GBS will be a system of broadcast managers, primary (fixed) and theater (transportable) injection point (PIP/TIP), fixed and transportable receiver suites, broadcast satellites, and a management process. This system will be used for requesting and coordinating the distribution of information products using a “Smart Push and/or User Pull” philosophy so as to not saturate deployed forces with information overload. The GBS broadcast will be one-way, only distributing information. The system is scaleable and configurable to a variety of user installations and broadcast receive requirements, classified data, unclassified video, data, or local area network (LAN).

The GBS Ground Receive Suites consist of 4 configurations: Fixed and Transportable, Standard and Enhanced. The Standard has only one Receive Broadcast Manager (RBM)

(Windows NT4.0 Server) while the enhanced has both classified and unclassified RBMs.[33] The Signal Center will receive Transportable Receive Suites in 4QFY02. One system will go to the Battle Lab and two systems will go to the LCIT, for training. The MOS 74B will receive 16 hours of training on the Receive Suite. The operation and maintenance will be contracted out for the PIP. TIPs will be operated/maintained by the Satellite Communications Equipment Repairer, MOSs 31S and 74B. The unit level maintenance is Signal Support Systems Specialist, MOS 31U10 with system/security administration support from within the Tactical Operation Center 74B structure.

❖ **The Global Positioning System (GPS/Global Tactical Receiver (GTR):** The new generation of GPS receivers will augment the map, compass, and other conventional positioning, navigating, surveying, and timing systems. The GTR will enhance combat, combat support, and CSS missions through improved accuracy and lethality of weapon systems and enhancement of command and control platforms across all Battlefield Functional Areas. The GPS User Equipment provides real time position, velocity, and timing (PVT) information to Army tactical and strategic organizations in standalone and embedded configurations. The GPS is used during peacetime, contingency, and wartime across all Battlefield Operating Systems to provide worldwide, 24 hour a day, PVT data under adverse climatic and electronic conditions. The GTR will have a Precise Positioning Service, multi-frequency, secure, anti-jam, and anti-spoofing capability. The GPS satellites are maintained and operated by the control segment. The GTR (user segment) will utilize the space and control segments of existing and future GPS with minimal modifications to the GTR. The GTR Defense Advanced GPS Receiver (DAGR) and the GTR Lightweight (LW) will be a General-Purpose User (GPU) piece of equipment.

The Army is the executive Service proponent for GTR. The Army will provide institutional training on the DAGR for initial entry signal officers, enlisted personnel, and professional development course attendees. The GPU will install, operate, and maintain the GTR. Tasks for the GTR will be placed in the Soldiers' Manuel for Common Task Training (CTT). The 31U MOS will be the unit level maintainer. The GTR ORD was approved FY97 but is currently being updated. The GTR STRAP is currently being updated to reflect the updated ORD requirements. This STRAP will be staffed to all TRADOC schools for comments. The stand-alone GTR projected First Unit Equipped Date is 3QFY04 and the Initial Operating Capability Date is 3QFY04.

❖ **Inline Network Encryptors (INE):** The family of INE is a Multi-Level Security device. It will be modular in design. This flexibility will allow a phased fielding approach and simplify incorporation of technology advancements, as they become available. The INE family includes the TACLANE (KG-175) and the FASTLANE (KG-75). INE devices will transport information utilizing National Security Agency (NSA) approved security mechanisms at different security classification levels without any likelihood of intermixing the data: i.e. unclassified, secret, and Top Secret/Sensitive Compartmented Information (TS/SCI).

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[33]Memorandum, 1 October 2001, Subj.: Initial Training Test Support Package (TTSP) for the Global Broadcast Service (GBS), COL William R. Wilson, Director of Training to Commander, U.S. Army Operational Test Command, Ft. Hood, TX.

The material developers New Equipment Training Team (NETT) or contractor will conduct initial training when the equipment is fielded to the unit. The material developer will also be responsible for IKPT. Operator MOSs are 31F, 31U, 74B, 25A, 251A, and AO53A. The proponent for the family of INE devices will develop the 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. The STRAP for INE was approved by TRADOC 28 Nov 01.[34] The OTRS for the LUT was approved 31 Oct 01. The Area Common User System (ACUS) Modernization Program (MP) is the requirement document for the INE.

❖ **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, LAN, Signal communications and control, battlefield spectrum management, and systems management. The IOT&E, Phase I conducted Mar 98; IOT&E, Phase II conducted Oct 98; LUT conducted May 00, Fort Hood, TX. The FUE was in Fort Hood, TX, OCT 00. The Signal Center resident training began Jan 02.[35] General Dynamics received three split shelter in 1QFY02 and 2QFY02. The ISYSCON training will be trained in the following training schools: SLPD, and General Dynamics Resident School.

❖ **Integrated System Control (V)4** (**ISYSCON (V) 4:** The ISYSCON (V)4 is a network planning and engineering tool that initializes, manages, and monitors a tactical communications network that employs Automated Battle Command Systems (ABCS) and Force XXI Battle Command Brigade and Below (FBCB2) systems in combat units at all echelons.[36] The ISYSCON (V)4 will allow legacy data radio systems at tactical operational centers and command posts to be integrated into local area networks; thereby, establishing a common data network for the Army's First Digitized Division (FDD). The Army is the executive service for the ISYSCON (V)4 and will provide new equipment training and institutional training. The Army Signal Center will conduct institutional training in MOSs 31C, 31F, 31U, 31W, 74B, 250N, 251A, and 254A. Army officers in area of concentration 25A and functional areas 24 and 53 will also receive ISYSCON (V)4 institutional training. The start date for ISYSCON (V)4 institutional training is to be determined.

The TRADOC Systems Manager for network management, the ISYSCON V)4 PM-WIN-T, and the Signal Center conducted an ISYSCON (V)4 asset needs estimate. These entities determined that the Army requires a minimum of 570 ISYSCON (V)4 suites with a network classification of SECRET to field and train the objective Army force. The number of ISYSCON

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[34]Memorandum, 28 November 2001, Subj.: Request for Approval of System Training Plan (STRAP) for the Family of Inline Network Encryptors (INE), Mr. Robert E. Seger, Assistant Deputy Chief of Staff for Training, TRADOC to Commander, U.S. Army Signal Center and Fort Gordon.

[35]Memorandum, 13 February 2002, Subj.: Statement of User Acceptance for a Material Release for the Integrated System Control (ISYSCON), AN/TYQ-76B (V) 1 and 2, COL William R. Wilson, Director of Training to Product Manager, Communications Management Systems, Ft. Monmouth, NJ.

[36]Memorandum, n.d., Subj.: Training Test Support Package (TSP) for the Integrated System Control (ISYSCON) (V) 4, COL William R. Wilson, Director of Training to Commander, U.S. Army Operational Test Command, Ft. Hood, TX.

(V)4 suites required for institutional training is to be determined. The ISYSCON (V)4 target audience, software, and platform passed a Dec 01 LUT. As the Army had not resolved critical network security issues with ABCS and FBCB2 systems, the LUT did not verify the ISYSCON (V)4 intranet and internet security abilities and capabilities. The ISYSCON (V)4 FUE date is FY04. The full operational capability date is to be determined.

❖ **Integrated Monitoring and Power Control Subsystem (IMPCS) and Wideband Anti-Jam Modem Subsystem (WAMS):** IMPCS integrates the functionality of the existing Defense Satellite Communications System (DSCS), Frequency Division Multiple Access Subsystem (DFCS), and Defense Automatic Spectrum Analyzer (DASA) subsystems into an extremely powerful link power control and satellite network monitoring system. IMPCS will replace the existing DFCS Network Control Terminal (NCT) and DASA subsystems at the Defense Satellite Communication System Operation Centers (DSCSOC), Fort Monmouth, Fort Gordon, and the DFCS Network Terminal (NT) currently installed in the AN/FSC-78, AN/GSC-39, and AN/GSC-52 DSCS earth terminals. It is anticipated that IMPCS NTs will also be installed in commercial earth terminals supporting government missions as well as, tactical (deployable) multi-band terminals such as T3(H) Replacement, Lightweight Multiband Satellite Terminal (LMST), and Ground Multiband Terminal (GMT).

WAMS is a new acquisition initiated as a result of the termination of the Universal Modem System (UMS) Program in March of 2000. In order to provide an anti-jam capability without considerable delays WAMS will not include the full spectrum of the UMS requirements. WAMS will provide interoperable voice and data SATCOM capability under jamming and scintillation with low probability of exploitation. WAMS will operate over SHF non-processing transponder satellites (DSCS and Wideband Gapfiller Satellite (WGS). WAMS will be designed for seamless integration into the Objective DSCS Operations Control System (ODOCS) architecture. ITT, as part of the IMPCS Program, will integrate the WAMS control architecture into IMPCS. The WAMS Upgrade will be developed in parallel with the basic IMPCS and will be implemented as a stand-alone development effort. New data items (or stand-alone appendices) will be developed to support the independent development of the WAMS Control Architecture. The WAMS Upgrade will be incorporated into IMPCS after the successful completion of First Article Test (FAT) and Government Contract Test (GCT). Anticipate AN/FSC-128(V)5 and (V)6 as the X and Ka-band variant of the NCT with the WAMS Control Capability. Expect WAMS to be incorporated into the NCTs mid-2004.

PM DCATS has allocated $10.8M to incorporate the WAMS control architecture into IMPCS. Work Allocation is:

- ITT: Systems Engineering, Integration, Tech Data, Fielding and Post Production Support.
- Titan: WAMS Network Controller.
- Logicon: WAMS HCI, Database, OSS Interfaces, ICA, and Guard Filters.
- Glowlink: WAMS LPC and SMS Algorithms.
- CRI: AJ SMS Hardware.

ITT will implement a Design to Cost approach to ensure that the ECP costs are within the established funding constraints. Boeing Satellite Systems (BSS) was awarded the WGS Program in Jan 01. At the time of WGS Award IMPCS was in Month 7 (Awarded June 00). WGS design

details and corresponding payload configuration parameters were unknown to ITT during the development of our proposal (May 00). Technical areas of impact include:

-- IMPCS must provide the capability to monitor dual spectrum samples simultaneously.
-- IMPCS requires dual Synchronization Receivers (SR) to correlate the spectrum samples.
-- IMPCS requires an HCI to monitor and control the SMS/DSR.

❖ **Joint Network Management System (JNMS):** The JNMS is a software suite that will be used to plan and monitor high-level communications for the CINC and commanders of Joint Forces. It will replace an interim solution, the Joint Defense Information Infrastructure Control System – Deployed (JDIICS-D). The JNMS will provide communications planners with the capabilities to conduct high level planning (war planning), detailed planning and engineering, monitoring, control and reconfiguration, spectrum planning and management, and security of systems and networks supporting joint operations. The objective JNMS will be the Army's baseline network management suite.

The Army is the executive service proponent for JNMS. The JNMS was funded for $36 million in 1st Qtr 00. The Army will provide institutional training for all Service components. The Army will provide institutional training in Army MOSs 31W, 74B, 250N, and 251A. Army officers in area of concentration 25A and functional areas 24A and 53A will receive JNMS institutional training. The other service components will provide their own new equipment training. The JNMS ORD was approved FY00. The STRAP was approved FY99 but is currently being updated to reflect FY00 ORD requirements and to become a Joint Systems Training Plan (JSTRAP). This JSTRAP will be restaffed to all TRADOC schools for comments and will be staffed to the Navy, Air Force, and Marines for their development of the JSTRAP Annexes. The DOD will field 36 JNMS suites to a geographical CINC with a network security classification of UNCLASSIFIED (NIPRNET), SECRET (SIPRNET), and TOP SECRET-SCI (JWICS). The JNMS FUE date is 4QFY03 and the Initial Operating Capability date is 1QFY04.

❖ **Joint Tactical Radio Systems (JTRS):** The JTRS is a software-reprogrammable, Multiband/multi-media capable. JTRS will be networkable, and will provide simultaneous voice, data, and video communication. JTRS will operate with legacy equipment and waveforms currently used by military and civilian land, air, surface ships subsurface, man-mobile and vehicular platforms, and incorporate new waveforms as they are developed. JTRS is designed for Joint, Combined and Coalition operations requiring interpretable Command Control, Communications, Computers, Intelligence, Surveillance Reconnaissance (C4ISR) capabilities via Line of Sight and Beyond Line of Sight Transmission. 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/clusters that coincide with several operational missions and environments: Airborne, Maritime/fixed, and Ground Forces. The current plan is bring a production line/Cluster 1 (one) that will cover Vehicle and the Aviation platforms.

The initial ORD was approved Mar 98. A revision was accomplished in Jan 01. The ORD went through complete revision in Oct 01, and went before the Army Requirements Board (ARB) in Nov 01, and also before the Joint Services Requirements Review Board (JSRB) for a joint level review in Dec 01. The initial STRAP was completed and forwarded to TRADOC, Jul 00, and received approval on 8 Aug 00, however the STRAP and ORD are currently being

rewritten to address all Battle Field Functional Area's (BFAs) training level/requirement at the Joint and Army levels respectively. All changes will address the Future Combat System (FCS) and will be based on the system design changes and changes in the architecture, and operational requirements.

❖ **Single Multi-functional Information Distribution System-Low Volume Terminal (MIDS-LVT):** The MIDS-LVT is a digital radio communications information exchange system that enables a tactical data link to all service component and DOD agencies' air defense warfighters platforms. The MIDS-LVT exchanges real time tactical information with weapon platforms over a DOD designated "Link 16" tactical data link comprising C4I in military standard message format with jam resistant waveforms. The MIDS-LVT simultaneously exchanges voice and data over multiple high speed encrypted data links. MIDS-LVT data links are further secured with detection and correction coding and frequency hopping techniques.

The Navy is the executive service component for MIDS-LVT. The Army developed an ORD for the MIDS-LVT and provided it to the Navy as an annex to the Navy's requirements document. The Army will develop its own training strategy. The Army Air Defense Center will conduct the only institutional training for the MIDS-LVT. The Signal Corps is the proponent for the MIDS-LVT platform; therefore, the Signal Center will develop the MIDS-LVT STRAP. The MIDS-LVT failed a LUT conducted at Eglin Air Force Base, FL, Oct 99. MIDS-LVT is schedule for an IOT&E, 29 May-9 Jun 02. Training Materials were validated and verified 4-8 March 02. Player Training will be conducted 1-12 Apr 02.

The MIDS-LVT operator and maintainer target audience comprises soldiers of the Air Defense, Ordnance, and Signal proponents. MOSs are Air Defense MOS 14E and 14J, Ordnance MOS 35E, and Signal MOS 31F, 31R, and 31U. Only Air Defense soldiers will attend institutional training at the Air Defense Center or designated location. Signal and Ordnance soldiers will receive on-the-job-training. The MIDS-LVT will be employed echelons at corps, above and below, and Theater and Joint. MIDS-LVT will be deployed on aircraft, ship, and ground platforms. The Initial Operational Capability date for aircraft platforms is FY03. The First Unit Equipped Date (FUED) for any of the type platforms is to be determined.

❖ **Network Operations Center-Vehicle (NOC-V):** The NOC-V integrates existing capabilities to manage, protect and support the Tactical Internet (TI) and Command Post (CP) LAN communications. It provides transport for data using routing and existing transmission capabilities. In addition, the NOC-V can provide an integrated subscriber service capability in accordance with the echelon supported and transmission system availability through a switching node. Systems and equipment that will be integrated into the shelter include the Secure Wireless LAN (SWLAN), JTRS, Enhanced Position Location Reporting System Network Management (EPLRS ENM), TOC Server, GBS, TACLANE, and the TOC intercom.

A LUT is scheduled for Jun-Jul 03. CECOM has employed the services of Communications Support Services Incorporation, to prepare the training package to support the test and NET.
FUE: Jan 04. The Preliminary Design Review was held 15-18 Jan 02 at Fort Monmouth, NJ, to discuss changes and updates to the program. The program milestone schedule is currently being developed. A memorandum was submitted to US Training Support Center, Fort Eustis, VA,

requesting a waiver from development of a STRAP for the NOC-V.[37] The NOC-V is scheduled to go to the Integrated Combat Brigade Teams. This system will not be taught institutionally and the units fielded will receive NET. The final drafts of the User Functional Description UFD (version 5.0) and the Critical Operational Issues and Criteria (COIC) (version 5.1) have been distributed.

❖ **Network Security Management System (NSMS):** NSMS is scheduled to satisfy operational requirements and capabilities for commanders to provide information assurance and perimeter protection to the network and provide centralized Information Assurance (IA) management processes in accordance with the DOD Computer Network Defense (CND) strategy. The NSMS will be composed of two primary components: Transportable Assemblage Perimeter Protection (TAPP): to provide network perimeter protection, and the IA Management (IAM): centralized monitoring, coordination and management. These two components will be designed for transport within the protected network and will be owned and operated by the Signal unit supporting the network. The TAPP will be deployed to communications nodes supporting gateway links. The IAMA will be the tool that the Information Assurance Cell (IAC) uses to manage and execute IA for the tactical network. The IAC will be deployed at the Network Operations and Security Center. Using the NSMS, the IAC will provide IA configuration information for the network routers to ISYSCON for dissemination to the switches. The IAMA will also provide the IAC the ability to fully manage the TAPP. Each TOC IA Security Officer (IASO) will continue to manage limited IA activities locally using the TOC LAN Manager tool. The NSMS will interface with the TOC LAN Manager tool as necessary to assist the IASOs.

NSMS will meet an operational requirement for a protected network (In and Out) and provide a four-phased approach of Computer Network Defense. The aforementioned Operational Phases (4 phase) that NSMS provides are planning, initializing, monitoring/refining, and reacting. NSMS) is scheduled for incorporation into the ACUS in support of the Brigade Combat Team (BCT) and divisional units of the First Digitized Corps (FDC). In the future, NSMS technology will be incorporated into the Interim Division (IDIV) (Objective)/Future Combat Systems (FCS). The 13th Signal Battalion will be the FUE and will be the Proof of Concept Unit and Test Unit for an Operational Test (OT) scheduled for 1 Oct 02/FY03. NSMS Training Target Audience/MOS Prerequisite Skills/Knowledge requirements will be TAPP Operator (74B), IAM Maintenance and Systems Administrator (74B), Information Management Warrant Officer (WO251), and a FA53 Command and Control Chief.

Fielding Schedules: NSMS is schedule to be fielded to the 1st Calvary Division, 13th Signal Battalion in June of 2002. The fielding will be part of the Unit Set Fielding process and provide the concept/template on which the BCT and other future combat teams will be provided manpower, equipment and training.

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[37]Memorandum, 29 November 2001, Subj.: Request for Waiver of System Training Plan (STRAP)for the Network Operations Center Vehicle (NOC-V), COL William R. Wilson, Director of Training to Commander, U.S. Army Training Support Center, Ft. Eustis, VA.

❖ **One-Semi-Automated Force (OneSAF):** OneSAF is a Computer Generated Force (CGF) -- constructive simulation -- that supports all simulation categories; constructive, virtual, live, analytic, engineering, and testing. OneSAF employs low overhead drivers that one can utilize to compose a combat environment to host a full range of operations, systems, and controlled processes. The OneSAF constructive simulation will utilize stimulus from individual combatants, platforms, CGF components and networks to train maneuver staffs (warfighters) at echelons brigade and below. The OneSAF CGF Constructive Simulation is still in the conceptual stage. The OneSAF concept includes four warfighters domains: Combat Arms, Combat Support (CS), CSS, and Research and Development and Acquisition (RD&A). It will support a broad spectrum of ground warfare activities: engagement and maneuver tactics; C4ISR initiatives; CS, CSS, and RD&A.

The Signal Proponent (CS) has a simulated training requirement for the S6 staff and supporting Signal teams in the maneuver brigades and battalions. Signal personnel will simulate tasks for establishing and sustaining C4I networks and securing an infrastructure for entire C4ISR networks. The Signal Center DOT is a member of the CS domain and has attended several working integrated product team sessions at STRICOM in Orlando, FL. The Signal Center has not received an OneSAF scheduled fielding date. In FY 01, the DOT submitted Signal training requirement criteria to support placement on the fielding schedule. The National Simulations Center (NSC), Fort Leavenworth, KS, along with PM STRICOM suspended fielding efforts to the Signal Center until they receive and interpret modeling possibilities for Signal Mission Training Plans for maneuver units.

The NSC will determine which organizations that PM STRICOM will equip with OneSAF. Currently, tasks for the S6 and Signal support teams in maneuver units are not available for modeling and for insertion into the OneSAF database. As a result of this shortfall, the Signal Center will continue to be in a suspended fielding status. The Army will start fielding OneSAF to warfighters domains in or about 1QFY04.

❖ **Public Key Infrastructure-Tactical (PKI-T):** PKI-T is scheduled to satisfy operational requirements and capabilities for commanders to provide Public Key dissemination and management at the tactical level. This action will be provided as both Signed and Encrypted and provided through PKI enabled individual and client level servers, devices and applications. PKI-T will allow the Signal commander/G-6/S-6 to maximize the security of communications between users and data distribution systems in support of the combat commander. PKI-T will provide the means to manage cryptographic key certificates required for enhanced security of communications networks at the tactical theater, joint or coalition levels. PKI-T will also meet an operational requirement for the tactical commander to protect the information flow on the battlefield and the extended digitized battlespace, to the sustaining base and will enhance the commander's ability to evaluate information via validated transmission of intended data to designated recipient.

The DOD PKI PMO has been formed to oversee the development and fielding of PKI-T for DOD. PKI-T is not a system; therefore, this technology will not replace any system deployed in the tactical environment. No new support or maintenance equipment shall be developed for

PKI-T. PKI-T will function over current and future infrastructures that support users who require PKI to meet IA objectives and will use the basic communications support from DOD Networks. PKI-T does not have a FUE. Additionally ABCS version # 7 will be available in tactical environments to support the Unit Set Fielding prior to the development/existence of any tactical PKI-T enablers (software/applications, hardware/devices or training).

PKI-T Training Target Audience/MOS Prerequisite Skills/Knowledge requirements have not been identified however training should be made available at PKI-T component levels located at the JTF, EAC, Corps, and Division Levels of operation. The PKI framework provides a distributed hierarchy of certificate management platforms servicing regionally deployed organizations. PKI-T components that may be deployed to locations supported by the Certification Authority Workstation (CAW) for TYC-24 (tactical extension of DMS-A) and PKI-T may merge and will also have a delta-training requirement.

❖ **Defense Satellite Communication Systems (DSCS) – Training Device (TD) SATCOM Principles Transformation Trainer (SPTT):** The DSCS TD - SPTT was initially identified as the General Principles Trainer (GPT) and later called the Satellite Terminals Principles Trainer (STPT). The SPTT currently provides operator and maintenance training for MOS 31S. The training mission tasks are to operate, inspect, troubleshoot, and perform operator unit maintenance; intermediate and direct support maintenance critical tasks. The existing training device is employed at the USASC&FG.

Currently there is an ORD for the SPTT under review at TRADOC for the SPTT that specifies the present and future needs to teach digital, voice and data switching ATM, SONET, routers, and network fundamentals that are not being met at this time. The SPTT is in need of an upgrade because the current training it provides only covers the DSCS equipment that was fielded 12 years ago and older. The existing SPTT software is not capable of providing the manipulation of advanced software or access to Interactive Electronic Technical Manuals (IETMs). The objective for the SPTT will be to capitalize on future system enhancements, allowing real time access by US Armed Forces personnel to standardized generic and specific training material housed on the system server. The proposed SPTT will have built-in capability and Integrated Data Environment (IDE) for future course expansions. The training device should be interoperable through an intranet to interconnect the courses identified and provide for services to multiple physical locations on Fort Gordon. The upgrade to the SPTT also provides the US Army MOS 31S, MOS 31P, and US Air Force personnel access to modernized training and can eliminate duplication of training devices and materials. A review of the SPTT and its future capabilities will occur at Fort Gordon in March 2002 by representatives from STRICOM and USASC&FG training developers and instructors.

❖ **Secure Enroute Communications Package-Improved (SECOMP-I):** The SECOMP-I is a self-contained, stand alone, Single Channel Tactical Satellite (SCTACSAT) system using multiple, man-pack UHF terminals.[38] This system will use multi-band antenna systems which

[38]Memorandum, 18 July 2001, Subj.: Request for STRAP Approval for the Secure Enroute Communications Package Improved (SECOMP-I), Mr. Robert E. Seger, Assistant Deputy Chief of Staff for Training, TRADOC to Commander, U.S. Army Signal Center and Fort Gordon.

can support mobile operations operating is the 30-400 MHz range aboard US 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 and/or 25KHz SATCOM voice/data channels, or VHF voice data channels and two laptop computers to communicate with the division and 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 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 proponent will develop the Tactics, Techniques, and Procedures (TTP) training. The TTP training will be based on the materials and training provided by the contractor and will be provided to the units receiving the equipment. The ORD was originally approved 29 January 1997 and is under revision. Ten Prototype systems are being produced for the XVIII ABN Corps. The system is an ACAT 3 with Joint interest.

❖ **Secure Guard (SG) COMSEC Device:** The SG is scheduled to satisfy operational requirements and capabilities and has a mission to act as an interim device in a tactical network, allowing users to successfully bridge the gap between two computers of unlike security levels in a Multiple Security Level (MSL) environment. Primarily, the SG will enable a database transfer and file filtering between the Combat Service Support Control System (CSSCS), which is classified SECRET, and legacy Standard Army Management Information Systems (STAMIS), which are Sensitive But Unclassified (SBU). When Ground Combat Support Systems – Army (GCSS-A) is more prominent, the SG will enable database replication between CSSCS and GCSS-A.

The SG is further described as a tactical COMSEC device that provides a gateway to the boundary between enclaves with different classification levels. The SG enforces pre-defined security rules during the transmission between enclaves. The SG screens traffic flowing from the high-side (e.g., Secret) enclave to the low-side (e.g., SBU) enclave, as well as the reverse, permitting or denying traffic flow based on predetermined data filters and security rules. The basic connectivity of SG connects to both the Secret and SBU data network. The connection that SG will provide is a secure two-way (bi-directional) automated connection from SBU networked systems to the Classified (SECRET) networked system. Ultimately, the SG will be used to service any user requiring file transfer or database replication in a MSL network between two systems of dissimilar security levels.

The SG will create a virtual "hands off" approach to data integration between legacy STAMIS (and, in the near future, GCSS-A) and CSSCS. The system is will be installed, operated, and maintained (IOM) by current Signal and CSS MOSs and is not expected to create

any new occupational specialties in-order to support SG. Additionally no plus-ups in total Army strength are required. The SG Training Target Audience/MOS Prerequisite Skills/Knowledge requirements will be: Signal Support Systems Specialist (31U), Information Systems Operator Analyst (74B), Information Systems Management (FA53), Data Processing Technician (WO251A) Automated Logistical Specialist (92A), Unit Supply Specialist (92Y), Property Accounting Technician (920A) and Supply Systems Technician (920B). The FUE will be the 82d DMMC Fort Bragg, NC. The 82d DMMC will also be the Proof of Concept Unit/Test Unit and will participate in the Certification Test and Evaluation (CT&E) and The Developmental Test and Evaluation (DT&E).

❖ **Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T):** The SMART-T is a high Mobility Multipurpose Wheeled Vehicle (HMMWV) mounted MILSTAR compatible satellite terminal. This system provides range extension to the Army's ACUS to support Air land 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 (transit) in the Extremely High Frequency (EMF) range and 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, Aug 98 and the Signal Center began training, Oct 99. A Follow On Test and Evaluation (FOT&E) was conducted 3Q01, Fort Hood, TX. The TTSP for the SMART-T was approved by the Signal Center, Jul 01.[39]

❖ **Secure Wireless Local Area Network (SWLAN):** The Secure Wireless Local Area Network (SWLAN) fielding is scheduled to satisfy the operational requirement and capabilities for commanders to rapidly maneuver across the battlefield, closely coordinate and synchronize maneuver and fire elements, and process and share information in a timely manner from operational command post. The SWLAN system will provide the warfighter with the means to control battlefield tempo by maintaining network connectivity during a variety of tactical situations. SWLAN will meet an operational requirement for a secure (NSA Type-1 encryption**)** high-speed wireless LAN to connect (interconnect) TOC elements in both static (Threshold) and on-the-move (Objective) conditions. The SWLAN will support this requirement and will be organic to Division, Brigade and Battalion TOCs.

SWLAN is scheduled for incorporation into the ACUS in support of the BCT and divisional units of the FDC. In the future, SWLAN technology will be incorporated into the IDIV (Objective). SWLAN Training Target Audience/MOS Prerequisite Skills/Knowledge requirements will be Operator (GPU), Maintenance (31U), and Systems Administrator (74B). Fielding Schedules: Program will install 200 SWLAN's per division over 4 years (800 in FY04-FY06 and 600 in FY07) for a total of 3000.

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[39]Memorandum, 20 July 2001, Subj.: Training Test Support Package (TTSP) for the Secure Mobile Anti-Jam Tactical Terminal (SMART-T), COL William R. Wilson, Director of Training to Commander, U.S. Army Operational Test Command, Ft. Hood, TX.

❖ **Simulations in Support of UIT:** The USASC&FG started the establishment of UIT, which will serve as the hub of lifelong learning and information for Signal and IT soldiers, leaders, and units. UIT is a combination of hardware, software, facilities, connectivity and people. UIT consists of four major components. One component is the concept of AOT, which puts more skill-focused soldiers in the field faster. Simulations are a key component to both UIT and AOT. The simulations provide learning by doing. Another major component is Extended Campuses, which will provide life long learning to the soldier at the teachable moment. And the last component is the Resource Center, which will provide 24/7 reach back to the university and to distribute simulations software and other materials. The USASC&FG is establishing partnerships with other services, academia, industry, and other TRADOC schools to make this lifelong learning philosophy work.

Simulations are key enablers for lifelong learning. They are efficient by reducing our reliance on equipment, helping to reduce lengthy resident courses through more opportunity for hands-on training. Simulations are always available. They are exportable, PC based and available to the soldier at the teachable moment, from the classroom to the foxhole. Studies indicate that simulations increase learning proficiency and student performance, while decreasing training time and training costs. In the end, simulations will increase combat readiness for the Army by providing standardized and quality training products to our soldiers. The PC based simulations are an optimal education and training tool to leverage the capabilities of computer hardware, software and virtual tools. The first simulation being developed and demonstrated at this is the Army/Navy Terminal Radio Communications (AN/TRC-173B).

The implementation of life long learning and UIT is in 5 phases. Phase 1 (Aug –Dec 01) is complete. The simulation has started. The simulation demonstration was given at the Signal Symposium and presented to TRADOC. Phase 2 (Jan-Mar 02) is underway with continued work on the AN/TRC-173 simulation. The AN/TRC-173 simulation is estimated to be ready for training by 31 Aug 02. The simulation will be demonstrated at TechNet, TRADOC Training Conference, and the AUSA during this phase. If funding permits more simulations will be done for the EAC trainers.

❖ **Single Shelter Switch (SSS) (AN/TTC-56):** The SSS will be a downsized EAC circuit switch. The SSS will provide easier transportability for rapid mobilization and increased mobility. The SSS will support force protection applications and split-based operations. The SSS will provide a migration path of 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 SSS will provide voice and packet switching capability through the use of small lightweight modular switching equipment. The Signal Center received one SSS 3QFY00 and the Resident School received one SSS 4QFY01. Four additional SSS will be fielded 4QFY02. The ACUS MP is the requirement document for the SSS.

❖ **Tactical High Speed Data Network (THSDN):** The THSDN increases the ACUS networks ability to support voice, data, and video traffic. The THSDN 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 telecommunication path through either the mobile

Subscriber Switch or Tri-Service Tactical communications networks. The THSDN interfaces with the Tactical Packet Network. THSDN was fielded to the Signal Center/Resident School's NODE/LEN switches in Nov 01. Final fielding of the SENs will occur the early part of Feb 02.

❖ **Warfighters Information Network – Tactical (WIN-T):** The WIN-T will be an integrating communications network for the Objective Force (OF) and will perform multiple missions simultaneously, and ubiquitously. WIN-T will be a framework that will set optimum standards and protocols for information network infrastructures and architectures of the OF, the interim force, and the legacy force. The WIN-T infrastructure will network information from Unit of Action (UA) to Unit of Engagement (UE) – CINC, Commander of JTF, and commanders and staffs of warfighter task organizations and functional units.

The OF WIN-T will be a robust digitized information network of networks that integrates information services of both interim and legacy forces. The network of network information framework will form a horizontal and vertical transport capability; digitized, interim, and legacy, respectively. The amount of funding planned for WIN-T was $10 billion objective and $11.2 billion for threshold initiatives. The funding was halted. Full funding to move towards a milestone 1 decision is currently prominent.

The Army is the executive service component for WIN-T. The Army will provide WIN-T institutional training in MOSs 31F, 31R, 31S, 31U, 31W, 25R, 74B, 250N, 251A, and 254A. Army officer in area of concentration 25A and functional areas 24 and 53 will also receive WIN-T institutional training. The TRADOC approved the initial draft of the WIN-T STRAP on 26 Jan 99. As the WIN-T ORD has been revised several times, the initial draft of the WIN-T STRAP in no long valid. The revised draft of the STRAP is in progress and will be released for staffing pending resolution of issues in paragraph 5 of the ORD as a result of Signal Center mandated training requirements. The Army will field the OF WIN-T over a 7-year period thereby replacing the interim and legacy framework using a ramp-up fielding concept. The FUE date is FY08 -- the Initial Operational Capability (IOC) date. The scheduled Full Operational Capability (FOC) date is FY15.

❖ **Warfighters Simulation (WARSIM):** The WARSIM is a computer-based simulation with computer generated forces and associated hardware that supports the training of unit commanders and their staff. The WARSIM will support commanders and staffs from echelons brigade through theater as well as institutional training centers. The WARSIM training will impact the full spectrum of the Signal Mission Training Plans (MTP). All individual and collective tasks will be reviewed for modeling to train commanders and staff. The Signal Center DOT has consulted the TRADOC Simulations Analysis office for assistance on modeling Signal MTPs. The Army is the executive service for WARSIM. In FY 00, the Signal Center DOT identified 1500 square feet of space at the Officers Academy to house WARSIM. In FY 01, the WARSIM fielding proponent halted plans to conduct a pre-fielding Signal Center site survey, initially scheduled on or about the third week of Jul 03.

The WARSIM is not type classified and thereby exempted from BOIP and QQPRI feeder data. Previously, the NSC, Fort Leavenworth, KS, along with PM WARSIM scheduled the Signal Center fielding of one battalion-brigade size WARSIM suite, as so for each TRADOC

training center. Pending the results of the Synthetic Training Environment Program Review #2 being held at the NSC 13-15 Mar 02, the Signal Center DOT will submit Signal training requirement criteria in an attempt to secure a WARSIM fielding list status. The BOIP date (subsequent fielding) will be on or about Apr 04.

CHAPTER V

LEADER COLLEGE FOR INFORMATION TECHNOLOGY

Commandant's Perspective.

The Leader College for Information Technology (LCIT) was provisionally established on 18 September 2001. The organization was created to support US Army Signal Center and Fort Gordon efforts to comply with TRADOC Institutional Transformation Model initiatives and meet the Commanding General's intent to make Commanders responsible for training, both in and out of the classroom. Colonel Bernie Kulifay, the Director of the School of Information Technology, was selected to be the first LCIT Commandant. The Commandant position was given Brigade-level command authority to administer military justice and approve Army commendation awards. Three existing organizations were aligned under the LCIT: the 442d Signal Battalion previously under the 15th Regimental Signal Brigade, the School of Information Technology previously under the Director of Training, and the Regimental Noncommissioned Officers Academy.

One of the key goals of the College was to provide current, relevant, and challenging programs of instruction that enabled Signal leaders and soldiers to develop, hone, and exercise communications and information systems leadership and technical skills. The continuous refresh of lesson plans, and in some cases, the complete redesign of programs of instruction to keep pace with emerging technologies, were a continuing challenge for the College. The LCIT is the only one of its kind in the US Army and plays a vital role in our Nation's defense.

Mission.

The LCIT is responsible for leader professional development and the technical training of communications and information technology professionals from the US Army, other military services, and selected foreign countries. The College conducts training on core competencies in voice, data, and video communications, network management, information systems management, and information assurance to support Army transformation, battlefield digitization, joint and network-centric operations. The LCIT supports Fort Gordon's University of Information Technology providing a variety of life-long learning for US Army military and civilian professionals in the Signal Regiment and affiliated organizations, utilizing state of the art educational technology to deliver training.

The College is responsible for providing programs of instruction for entry and advanced levels of training for Signal Officers (OPCF 25), Telecommunications Systems Engineers (FA24), Information Systems Managers (FA53), Telecommunications Technicians (MOS 250N), Information Systems Technicians (MOS 251A), Signal Systems Technicians, (MOS 254A), Information System Operators and Maintainers (CMF 74), and Signal Systems (CMF 31). Students are trained on critical tasks required by each of their assigned career fields. The LCIT provides a variety of short duration (one to two weeks) functional courses for Signal leaders,

soldiers, and civilians requiring specialized, tailored curricula to meet specific mission requirements. Examples of these courses include web design, network routers, ISYSCON, defense messaging, systems administration and network management security.

Key Personnel

Commandant, LCIT	
COL Bernard E. Kulifay, Jr.	September – December 2001
Chief, Training Support Division	
Mr. David A. Kintner	September – December 2001
Commander, 442nd Signal Battalion	
LTC Howard R. Cuozzi	January – August 2001
LTC Robbie Mosley	August – December 2001
CSM, 442nd Signal Battalion	
CSM Edward F. McKeown	January – May 2001
CSM Michael Brown	September – December 2001
Director, School of Information Technology	
MAJ Michael E. Bowie	January – December 2001
CSM, School of Information Technology	
CSM Willie C. Williams	January – December 2001
Commandant, Regimental Noncommissioned Officer Academy	
CSM McKinley Curtis III	January – December 2001
Deputy Commandant, RNCOA	
SGM Harold Hyatt	January – November 2001
SGM Terry Robinson	November – December 2001

Resources.

The LCIT has over 500 instructor-writers, training developers, and training support personnel responsible for conducting over 480 classes for approximately 7,400 students across all ranks and different military occupational specialties from the Army, other military services, and Allied nations. Training is conducted in over 100 classrooms located in Dixon Hall, Cobb Hall, Moran Hall, Greely Hall, Saltzman Hall, and the Willard Training Area. These classrooms are supported by modern audio-visual aids as well as communications and information technology equipment to train on client/server systems, network devices (hubs, routers, switches), emerging digital systems, tactical radios, and countless other training peripherals.

The LCIT staff and faculty consist of experienced, military and civilian training developers and instructor-writers with the right academic and technical credentials needed to

deliver the specialized communication and information technology training required by Signal leaders and soldiers. Cadre members hold various technical degrees at the Masters, Bachelors, and Associates levels including degrees in Education and other required disciplines. One faculty member possesses a PhD in information management. Many instructors hold industry recognized technical certifications in various specialized areas such as Microsoft Certified Systems Engineer, Microsoft Certified Professional, Cisco Certified Instructor Professional and Network Associates, A+ Hardware, N+ Network, Certified Internet Web Design, to name just a few. Instructor technical credentials are critical to the College's credibility and ability to deliver state of the art training.

442d SIGNAL BATTALION

Commander's Perspective

2001 was a year of significant change for the 442d Signal Battalion. The entire senior leadership of the battalion changed, as did the unit's mission. In June, the Battalion Executive Officer, Major William DeMalade left for the Special Operations Command in Hawaii, and the Battalion S3 OIC, Major Douglas J. Wolfe, left to be an instructor at West Point. At that time, the battalion welcomed Major Gordie A. Smith as the new Executive Officer, and MAJ Kristin A. Ellis became the S3. The 442d said farewell to Lieutenant Colonel Howard R. Cuozzi and his family on 3 August, and welcomed Lieutenant Colonel Robbie L. Mosley as the new Battalion Commander. In May, Command Sergeant Major Edward F. McKeown retired from the Army after more than 30 years of service, and 1SG Daniel A. Mitchell became the acting CSM until September, when the battalion welcomed Command Sergeant Major Michael Brown.

The mission of the 442d Signal Battalion changed significantly this year. The 442nd essentially assumed all of the roles and responsibilities of the Regimental Officers Academy as the Signal Center reorganized. In August, the battalion was reassigned from the 15th Regimental Signal Brigade and became part of the Leader College for Information Technology (LCIT), under COL Bernard E. Kulifay, Jr. Many of the personnel from Headquarters and Alpha Company were reassigned to Charlie Company, 551st Signal Battalion, including the command team of Captain Robert L. Moore and 1SG Angela Rodriguez. The personnel who remained in Headquarters & Alpha Company were joined by the command team from Delta Company, Captain Marcus P. Johnson and 1SG Timothy Easter, and all of its personnel. Delta Company, 442nd Signal Battalion was deactivated and the 442nd Signal Battalion was reduced to three companies.

HQ&A Company assumed responsibility for all of the personnel assigned to the School of Information Technology (SIT), while continuing its mission of providing Mobile Subscriber Equipment (MSE) support for Programs of Instruction in the Signal Officer Basic Course (SOBC). The Bravo Company Commander, Captain Jon C. Haveron, became responsible for the students enrolled in the SOBC, the Signal Officer Basic Qualification (SOBQ) Course, the Battlefield Spectrum Management (BSM) Course, and the Joint Automated Communications Equipment Systems (JACES) Course, as well as the cadre for the Professional Development Division (PDD), and the students in the Warrant Officer Division (WOD). Charlie Company,

under the leadership of Captain Kenneth J. Poplick, assumed responsibility for the students of the Information Systems Officer Leveler (ISOL) Course, the Telecommunications Systems Engineer (TSEC) Course, the Signal Captains Career Course (SCCC), the Director of Information Management (DOIM) Course and the Pre-Command Course (PCC), as well as all the cadre associated with these courses (the members of the Leadership Development Division). The WOD, which had been a part of the Regimental Officers Academy, came under the command and control of the SIT, and the cadre from the WOD were assigned to HQ&A Company.

During this period of intense transition the battalion supported numerous TRADOC missions (ranging from rotations at the National Training Center, to support for US operations in the Middle East and the Balkans), and a variety of installation-level initiatives, including training of an Interim Brigade Combat Team (IBCT) COHORT, the Signal Regimental Week, and the Signal Symposium. In response to the events of September 11th, the 442nd provided a guard force in support of force protection for the installation, and provided personnel in support of OPERATION NOBLE EAGLE and OPERATION ENDURING FREEDOM. The Battalion also supported mobilization training for Individual Ready Reserve (IRR) officers, and conducted its first M16 rifle qualification range in at least fifteen years

Mission

Prior to the battalion's reorganization in December 2001, the unit's mission was to provide command, control, and training to the permanent party. This included providing leadership, command and control, administrative support, and training on the seven Army values to long term inactive IET and non-IET soldiers, as well as providing command and control for personnel in the Regimental Officer Academy (ROA). The battalion also had the mission to install, operate, and maintain a three-node MSE network supporting the schoolhouse and USASC&FG training and combat development initiatives, as well as to provide UCMJ and limited administrative support to the RNCOA.

Under the reorganization, the battalion's new METL and mission was to develop, manage, and conduct approved Programs of Instruction (POIs) for Branch 25, Functional Area 24, and select technical courses for students from the Total Army, international allies, and Department of Defense civilians. This included developing lifelong learning programs and materials in support of POIs, supporting combined arms doctrine and tactics training, and providing command and control, administrative functions, and logistics support for permanent party and student personnel assigned/attached to the battalion. The battalion will continue to conduct professional development and mandatory training for permanent party personnel. The battalion also will provide operational control of the Interim Brigade Combat Team (IBCT) Signal Company, and select signal personnel, during COHORT-like training.

Key Personnel

Commander

LTC Howard R. Cuozzi	January – August 2001
LTC Robbie Mosley	August – December 2001

Command Sergeant Major

CSM Edward F. McKeown	January – May 2001
CSM Michael Brown	September – December 2001

Executive Officer

MAJ William DeMalade	January – June 2001
MAJ Gordie A. Smith	July – December 2001

Operations Officer

MAJ Douglas J. Wolfe	January – June 2001
MAJ Kristin A. Ellis	June – December 2001

Resources

The battalion averaged 110 permanent party, 35 civilians, and 389 student personnel before the reorganization, with a cumulative total for the year of more than 900 students. With the additional personnel from the SIT, the battalion's permanent party strength leapt to almost 330. To support these soldiers, the battalion was allocated over $212,000 for the General Services Administration budget and approximately $2000 for MWR funds.

Headquarters and Alpha Company

Many changes took place for Headquarters and Alpha Company during 2001. First, the HQ/A 442nd from 2000 exists no longer. The old Delta Company of 442d was re-flagged to become Headquarters and Alpha Company in August 2001. In addition, the Battalion Staff became a part of the organization in May 2001. However, even with the changes, the mission has only been slightly modified. The old Delta Company was administratively deactivated, and the old HQ/A Company was redesignated as C Co, 551st Signal Battalion and continues the 15th Signal Brigade holdover mission.

Activities and Accomplishments

Headquarters and Alpha Company supported training for nearly 1000 students from the Regimental Non-Commissioned Officers Academy (RNCOA) and the Regimental Officers Academy (ROA). The supported training for the ROA included a Capability Exercise (CAP-EX) and Map Exercise (MAP-EX) followed by a Field Training Exercise (FTX). The CAP-EX is a round robin, hands-on training event to familiarize the students with basic Mobile Subscriber Equipment (MSE) 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 operations order, followed by a leaders' reconnoiter on the first day. The second and third days are 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 an MSE node center and affiliated equipment. The students then spend a day in the motor pool performing predeployment checks and preparing their vehicles for deployment. 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 a redeployment to the company

motor pool and then begins the "Signal Stakes" phase in the evening and ending on the afternoon of the fifth day. HQ/A Company provides transportation support, personnel, and equipment during the "Signal Stakes" phase. The "Signal Stakes" phase culminates with a Signal Regiment induction ceremony conducted at Training Area 30.

The RNCOA FTXs are planned and executed by the students of the RNCOA with HQ/A providing the equipment necessary for the students to carry out their plan. Continuing from last year, the 93rd Signal Brigade helped HQ/A Company with a DGM platoon from either the 63rd or 67th Signal Battalions. They continue this support with exceptional personnel and provide a necessary framework for the exercise and the student officers. The FTXs that HQ/A Company supported included seven Signal Officer Basic Courses (SOBC), 05-00, 06-00, 01-01, 02-01, 03-01, 04-01, and 05-01. In addition, Delta supported five RNCOA classes: 31W02, 31W04, 31W503, 31W504, and 31W505. Practically every RNCOA and ROA FTX was combined with the exception of a few separate RNCOA FTXs.

In February 2001, the company (as Delta) conducted its second round of Signal Stakes. As with the first competition, second platoon continued to show the example and won the event for a second time. These events are building espirit de corps within the unit. In May 2001, First Sergeant Mitchell was reassigned to the Battalion Staff. The new first sergeant of the company became First Sergeant Timothy Easter, who comes from the S-3 shop of the 447th Signal Battalion.

In June/July of 2001, HQ/A (as Delta) Company deployed a team, consisting of 6 soldiers, a Small Extension Node and an LOS V1, to Fort A.P. Hill, Virginia. This team provided a static display and represented the US Army Signal Corps at the annual National Boy Scout Jamboree. This team was personally recognized by the CG of the Signal Center and Fort Gordon, as well as the Commanding General of Fourth Army. Over 100,000 boy scouts attended this major event.

Another significant activity was the change of command from LTC Howard Cuozzi to LTC Robbie Mosley on 3 August 2001. At the same time, the 442d Signal Battalion came out from under the 15th Signal Brigade and became a part of the newly created Leader College for Information Technology (LCIT).

One continuing important issue from 2000 that showed great improvement for the company was that of equipment readiness. In an effort to resolve an ever decreasing readiness posture, HQ/A (D) Company completed a platoon refit program aimed at improving the company one platoon at a time. All equipment, entailing 66 vehicles, 33 generators, and 33 MSE shelters, has been completed. This was a major revitalization that significantly improved the maintenance posture of the company. This program took thirteen months to complete and showed the great working relationships between the unit, DPW, and Johnson Controls. In addition, CECOM and General Dynamics have really taken an involvement with the electronics maintenance of the unit. This support is a major requirement with our aging fleet. In November of 2001, the unit finally fielded the Tactical High Speed Data Network (THSDN). This upgrade of equipment will prove invaluable for the training of new signal officers. Additionally, the initial phase of fielding the new ISYSCON also began. This fielding will be completed in 2002.

Bravo Company.

As always, during the year 2001, Bravo Company successfully provided effective command, control, training, and administrative and logistical support for the 442d Signal Battalion in support of training signal officers and non-commissioned officers (NCOs) for worldwide deployability.

Activities and Accomplishments

Bravo Company provided soldiers to fulfill post, brigade, and battalion taskings such as Post Ceremonial Detachment, Post Gate Guard, National Science Center, KP-Pusher, Staff Duty NCO, Staff Duty Runner, Staff Duty Officer, Casualty Assistance NCO, Casualty Assistance Officer, Center Duty NCO, Center Duty Officer and the Emergency Operations Cell that was called into duty after the September 11, 2001 attacks. Bravo Company played a key role in the train-up of all permanent party personnel assigned to the 442d Signal Battalion, ensuring the post force protection mission was a success.

On 26 July 2001, Captain Scott D. Brooks relinquished command to Captain Jon C. Haveron. LTC Howard R. Cuozzi, then Commander of the 442d Signal Battalion, performed the Change of Command. COL Guthrie, Commander of 15th Regimental Signal Brigade, attended the Change of Command. CPT Brooks was selected to go to Korea. On 1 October 2001, when the battalion along with the company went through another realignment, 442d Signal Battalion was no longer a unit of the 15th Signal Brigade. The battalion and the company were newly aligned under the Leader College for Information Technology. During this transformation, all permanent party soldiers that were assigned to Bravo Company were reassigned to Charlie Company. Approximately 46 permanent party personnel were transferred to Charlie Company, to include all training and personnel files.

In 2001, SSG Kathleen Mahoney and SFC Raymond Smith were selected for Warrant Officer Candidate School. SSG Mahoney reported to Warrant Officer Candidate School in December 2002, and SFC Smith is scheduled to attend in April 2002. SFC Bruce Johns was selected to become a Drill Sergeant. In 2001, SFC Nathaniel Brown was selected as the ROA Instructor of the Quarter for the 1st and 3rd quarters, SFC Derrill White was selected for the 2nd quarter, and SFC Brian Gillman was selected as the Instructor of the Quarter for the fourth quarter of 2001. Each SOBC class could not have completed their culmination FTX without the support of 442d Signal Battalion S-3, HQ & A Company, and Bravo Company Cadre. There were a total of six FTXs successfully completed during the calendar year.

Charlie Company.

Charlie Company has once again come full circle and around again in our never-ending reorganization efforts, encompassing the entire year of 2001. The changes included taking responsibility for eleven different signal specific MOSs in October 2000. This meant becoming the one stop company for all non-IET soldiers coming to Fort Gordon for training. Bravo Company hosted approximately 300 students quarterly until we were ordered to change mission

in August 2001. Also, the company split up part of its mission to the three separate battalions within the 15th Signal Brigade: 369th, 447th, and 551st. Gaining the SIT in August 2001 as well as being assigned the entire cadre within the Regimental Officer Academy (ROA). This totaled approximately 360 soldiers and cadre. We were nicknamed the Cadre Company for all but the HQs and MSE Platoon Sections of the 442d Battalion. By the end of the year, we were again required to change our mission and reorganize. The company gave up a good portion of our cadre in December 2001 to our sister companies: SIT to HQ & A Co. and a portion of ROA to B Co.

Activities and Accomplishments

Since January 2000, the company has had one change of command. CPT Brenda Suggars passed command to CPT Kenneth J. Poplick in May 2001. The company also experienced two changes of responsibility, from 1SG Mike Steele to 1SG Jerone Johnson in July 2001 and from 1SG Johnson to SFC Thao Kamakahi-Watson in December 2001. The Unit made several relocations culminating with the move to our current location within Greely Hall, building 29809, rooms 209A/B (CDR/1SG) and 211 (Operations and Training).

Professional Development Division (PDD).

Mission: The PDD's Mission Essential Task list consisted of the following:

- Provide technical training for the Signal Officer Basic, Signal Officer Branch Qualification, Battlefield Spectrum Management, and Joint RBECS Courses of Instruction.
- Incorporate joint training into all PDD courses.
- Develop the Signal Basic Officer Leader Course (BOLC) Phase 2 POI and the Signal Staff Officer (S-6) Course POI.
- Convert appropriate courses to TATS standards.
- Support doctrine and tactics training (DTT) as may be required for Force XXI initiatives.
- Support other Signal School activities.

Key Personnel

Chief, Professional Development Division

Mr. John Turns	January - December 2001

Operations NCO

SSG Freeman	January – December 2001

Chief, Combat Leader Team

Chaplain (MAJ) Bryan Walker	January - May 2001
MAJ Ransford A. Reinhard	May – December 2001

Chief, Net Planning Team

CPT Karen Roe	January – April 2001
Mr. Weaver	May - June 2001
CPT Curtis F. Iden	July 2001
CPT Herb Thompson	August - December 2001

Chief, Spectrum Management Team

Mr. James Don DeClue	January – December 2001

Chief, Sig Staff Officer (S6) Team

CPT Semple	January – December 2001

Activities and Accomplishments.

PDD trained over 600 students in the combined four courses in 2001. 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 continued to be the recipient of revisions, as it is a "living exercise" – no two alike. RNCOA students became a more integral part of the FTX, and most important of all, a DGM node has been sustained in the mix. The Regimental Induction for SOBC lieutenants remains field-conducted, capping the FTX as the culminating event. Students and instructors participated in academic, physical, and community-related activities throughout the year, which complemented their leadership skills training. A continued target of opportunity for lieutenants to support was tutoring at-risk teenagers enrolled in the Youth Challenge Academy, assisting them to obtain their high school General Equivalency Diploma (GED), and developing discipline and teamwork skills in a military environment.

Several new courses have been developed such as the Signal Staff Officer Course, 4C-FOB-F40, four weeks and two-days in length. Through all of 2001, this course was conducted at two weeks in length, as the S-6 Track. It will commence implementation in June 2002, with graduates of the Signal Captains Career Course as the initial students in ATRRS. To ensure the S-6 skills were taught, Assignment-oriented Track Training was developed. Based on their initial assignments, students were assigned to either the Signal Battalion Platoon Leader Track, if they were going to Signal battalions at any echelon. An assignment down-range to a non-Signal unit dictated they would attend the Signal Staff Officer (S-6) Track. This has proven very successful thus far. Another course under development, the Joint Automated Communications Engineering Systems Course, did not commence in 2001, as originally planned, due to delays in the approval of software. Instructor and Key Personnel Training (IKPT) are scheduled for January 2002, with implementation of the course in April 2002. The third course developed was the Signal Basic Officer Leader Course (BOLC) Phase 2, the replacement for Signal Officer Basic Course, which is targeted for implementation in 2003.

2001 was a year of major upheaval to PDD; resource reduction and personnel turnover continued to challenge mission and training quality. Personnel reduction is clearly illustrated in the multiple changes in team leadership, especially on the Network Planning Team, with four

having a stint at team chief during the year. The impact of the reduction of MOS 31W E-7 spaces, with replacement by MOS 31F E-6 spaces still has adverse impact on the training mission. Saving the biggest impact on training until last, PDD is preparing for the reduction of SOBC to 12 weeks in length with the implementation of BOLC, Phase 1 at Fort Benning, GA, and Phase 2 at all the branch schools.

Reorganization resurfaced in 2001, and PDD became part of the 442d Signal Battalion, as the Regimental Officer Academy ceased to exist. Some impact was felt as the battalion moved into Greely Hall, which is already near capacity. Reorganization should have little effect on the missions and functions of PDD, however, as the battalion fully supports the training effort. PDD military personnel have been aligned under Bravo Company, counterpart to Leadership Development Division (LDD) personnel being aligned with Charlie Company.

The Trainer/Advisor/Counselor (TAC) Officer program was strengthened with the additions of CPT Nicole Morris and CPT Mark Parker in late December. They have already been slated for TAC Officer duties with SOBC Classes in early 2002.

Combat Leader Team (CLT)

The Combat Leader Team's basic mission remained unchanged in 2001 and our members performed superbly while executing an extremely busy training schedule. We provided Leadership Common Core instruction for the Signal Officer Basic Course (SOBC), Signal Captains Career Course (SCCC), Warrant Officer Basic Course (WOBC), and Warrant Officer Advanced Course (WOAC) 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 U. S. Army Signal Center. Providing quality common core instruction for the officer and warrant officer education system, the team members for 2001 existed under the guidance of two different commandants. Also, the team had a 50% turnover in personnel from that of 2001.

Key Personnel.

MAJ Bryan Walker (Chaplain)	January – May 2001
MAJ Ransford A. Reinhard II (Field Artillery)	January - December 2001
CPT Marshall McKay (Armor)	January – December 2001
CPT Nicole Morris	December 2001
MSG Marvin Martin (11B)	August – December 2001
SFC Wilbert Adams III (11B)	January – June 2001
SFC Derrick White (54B)	January – December 2001

SFC Roy D. Neal (11B)	September – December 2001
Mr. Kurt Miller (Training Specialist)	January – December 2001
Mr. Henry Nieves (Training Specialist)	January – December 2001
Ms. Gilda Northcott (Writing Specialist)	January – December 2001

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 were able to conduct 380 individual blocks of instruction for attending 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 student officers. In 2001 we provided TAC Officers and TAC NCOs for SOBC classes 01-01, 02-01, 03-01, 04-01, 05-01, and 06-01.

The TACs continue to execute the 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. As members of the combat and combat support branches, we implemented the Signal Stakes to the field training exercise for SOBC. The exercise was designed to test and build the confidence in our junior leaders and it served as a "Rite of Passage" for each student's initial entry training experience. It provided opportunities to test their basic soldier skills and the signal skills learned in class. Some additional 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.

Network Planning Team (NPT)

CPT Karen J. Roe was the Team Chief during the period of January through April. She was reassigned to PERSCOM, Washington, DC. Mr Weaver served an interim Team Chief until CPT Curtis F. Iden arrived. However, CPT Iden's tenure as Team Chief was also very brief. After two months (July-August), he was selected to serve as the Aide-de-Camp to the Commanding General, U.S. Army Signal Center & Fort Gordon. After CPT Iden departed, CPT Herb Thompson assumed role as Team chief. He remained as Team Chief during period August through December. He was reassigned as Company Commander, D Company, 447th Signal Battalion. All assigned team chiefs served briefly as a SOBC TAC Officer.

All NPT instructors had the responsibility to assist Company D, 442d Battalion in providing training to SOBC students to plan, install and operate a Field Training Exercise (FTX). Because of personnel shortages, there were times when only the TAC Officer and TAC NCO were available to assist the 442d Battalion to train SOBC students during the FTX. The other instructors were conducting classroom instruction to newly assigned SOBC students. We

continuously had personnel shortages and equipment-to-student ratio problems for some classes. More instructors were and are needed to effectively conduct APFT for students.

CPT Roe was TAC Officer for SOBC Class 05-00. She was a motivator, technical and physical trainer. She organized and physically trained a team of SOBC students to compete in the "Bataan Death March" at White Sands Missile Range, New Mexico. The team won 1st place in the competition. SFC Smith was the TAC NCO for two SOBC classes for the year. He mentored SSG Thompson during Instructor of the 1st Quarter Competition. He was selected for Sergeant First Class and Warrant Officer during the month of September. He was promoted to Sergeant First Class in November and became NCOIC of the Network Planning Team. He is scheduled to attend WOBC April 23, 2002.

SFC Johns was selected by the Department of the Army to attend the Drill Sergeants Course at Fort Jackson, SC. Upon completion of his training, DS Johns was assigned to B Company, 369th Signal Battalion, Fort Gordon, GA. SFC Rodriguez was NCOIC during period January through July. He was selected by the Department of the Army to attend the Advanced Noncommissioned Officers Course (ANCOC) at Fort Gordon, GA. He attended from August through December, and is currently on temporary duty at the Ceremonial Detachment. SSG Givens was TAC NCO for SOBC Classes 03-01 and 01-02, worked diligently to ensure that all SOBC students received the best MSE training possible.

SSG Mahoney was selected by the Department of the Army to attend the Warrant Officer Basic Course at Ft. Rucker, Ala. WO1 Mahoney is currently attending her technical track here at Fort Gordon, Ga. Upon graduation she will be reassigned to the 35th Signal Brigade, Ft. Bragg, NC. While assigned to the NPT, SSG Mahoney performed varied duties such as: Battalion Reenlistment NCO, B Co 442nd Signal Battalion, primary point of contact UPL NCO, and primary NCO for the Germany Efficiency Badge. During her tenure, she was instrumental in leading more than 150 soldiers to receive German Efficiency Badges. She also assisted CPT Roe to physically train-up SOBC students to compete in the "Baton Death March" of which Ft Gordon team won first place.

SSG Thompson was selected as Instructor of the Quarter 1st Quarter. He was the German Efficiency Badge coordinator of which four soldiers were awarded silver medals and one soldier was awarded a bronze medal. He served as TAC NCO for 06-01. He managed and updated the NPT Web Page. He had an additional responsibility of producing compact disks (CDs) of all MSE classes taught by the team. Mr. Weaver continuously developed lieutenants during his classroom presentations concerning the overall organizational structure of the MSE network. Mr. Crittenden served as the primary instructor for Communications Security (COMSEC) Classes. He was responsible for ensuring that all annex examinations were accurate and validated by team members prior to being administered to students. He coordinated with the Training Support Branch, and updated the Scope Statement for the SOBC Program of Instruction for Emerging Technology.

Overall, the Network Planning Team had a successful and productive year. All instructors worked diligently and systematically to convert training material to the Automated Systems Approach to Training (ASAT) format. Currently, our entire blocks of MSE instruction

are on the Web. We also provided each SOBC student with a CD, which contains: FM 11-43, FM 11-55, CJCSM 6231-4 (DGM), and all MSE instruction taught by the team. Since 11 September, all NCOs have been tasked to pull guard duty at various locations on Fort Gordon. We look forward to another year of challenges and achievements as we develop future Signal Corps Officers here in the 442d Signal Battalion.

Spectrum Management Team (SMT)

SMT's primary mission remained the same for 2001as 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 Radio Frequency Management Overview classes to the Signal Officer Basic Course and Signal Officer S-6 Course. SMT conducted its final JRBECS class 18 May 01, and began preparation for conducting classes in 2002 on the replacement system, Joint Automated Communications Engineering Software (JACES) system.

Key Personnel.

Team Chief

GS11 James Don DeClue	January – December 2001

Instructor/Writer

MSG Shawn Sweeney	January – December 2001
SFC Patrick S. Martin	January – December 2001
SFC Brian M. Gilman	January – December 2001

The never-ending turmoil of instructors created by PCS moves and retirements plagued the Spectrum Management Team. Although the military instructor strength remained at three throughout year 2001, the two experienced 31W4HD9's spent the better part of the year becoming familiar with the lesson materials in order to properly instruct the students. The third instructor, SFC Gilman served as the stabilizing factor in classroom administration. SFC Ray was reassigned to Drill Sergeant Duty. The Battlefield Spectrum Management Course graduated 44 Spectrum Managers, while the Joint Revised Battlefield Electronic CEOI/SOI Systems course had 15 graduates.

MSG Sweeney and SFC Gilman attended the EUCOM two-week Spectrum Managers course in Germany, and SFC Gilman completed ANCOC and attended the one-week National Telecommunications Information Administration (NTIA) Course with the Commerce Department in Washington DC. BSM course lesson materials were revised as a result of new techniques and doctrine acquired through this training.

Signal Officer (S-6) Team

The Signal Staff Officer (S6) Team provided training for SOBC, SCCC, SOBQ, WOBC, WOAC, ISOL, SOAC-RC, IRR, BSM 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), AN/UXC-7 Facsimile Machine, AN/CYZ-10 ANCD Device, KY-99A, PSN-PSN-11 Precise Lightweight GPS Receiver (PLGR), Mobile Subscriber Equipment (MSE), and Tactical Satellite (TACSAT). Other classes included Role of the S-6, Signal Support to Infantry/Armor/Field Artillery, Tactical Antennas, Combat Net Radio Overview, Field Wire and Cable, and the Tactical Internet.

Throughout the year, the team continued the process of refining the contents of its newly revised POI to keep up with technology and the needs of the students. The S-6 Course is designed to provide additional training to students projected as Battalion and Brigade S-6 Staff Officers. This course provides instruction on the following; Role of the S-6, Support from Outside Agencies, S-6-Communications Chief Relationship, MSE User Devices, Vehicle Intercom (VIC 1/3), Harris AN/PRC-150 IHFR, AN/PSC-5 (this nine hour block is given by Cori Braswell, the Army SME on the AN-PCS-5 and DAMA or Team Instructors), SINCGARS Operations, PLGR with SINCGARS/CNRI Operations, Supply Operation, Role of the S-6 in the Military Decision Making Process, and cap stone exercise of an S-6 MAPEX using a National Training Center scenario. The Team acquired four AN/PRC-150 Radios and on-site training from the Harris Corporation, and implemented six hours of training into the S-6 Track/Course. During the year the Team trained over 1,000 students from the various course and six Track Classes, two 254N, two National Guard Units and the 176th Signal Company (IBCT).

Leadership Development Division (LDD)

Mission

The LDD has the mission to design, develop, coordinate and conduct challenging Leadership training for Signal reserve and active duty officers attending the Signal Captain's Career (SCCC), Pre-Command (PCC), Telecommunications Systems Engineering (TSEC), and Directorate of Information Management (DOIM) Courses. It must coordinate, facilitate and conduct Advance Communications Elective (ACE) classes for CGSC, and develop and conduct logistics, maintenance, supply and electronic fundamentals classes for SOBC, SCCC, and COMSEC Custodian courses. Provide trainer's input to Signal Doctrine, Life Cycle Systems, and TRADOC Resource Analysis System (TRAS) using the Systems Approach to Training (SAT) process. On order, provide installation support and convert to mobilization instruction.

The LDD's Mission Essential Task List is as follows:

- Design, develop and conduct resident and non-resident Signal Captains Career Course training
- Design, develop and conduct Signal Officer Advanced-Reserve Component training
- Coordinate, Facilitate and develop active and reserve Signal Officer Pre-Command training
- Design, develop and conduct Director of Information Management training
- Coordinate and facilitate the Advanced Communications Elective of the Command and General Staff Officer Course.

The General Staff Officer Course Mission Essential Task List is as follows:

- Develop and conduct Logistics, Maintenance, and Supply subjects for all 442D Signal Battalion courses
- Design, develop and conduct FA24A, Telecommunications Systems Engineer course.
- Design, develop and conduct the Information Systems Officer Leveler course.
- Provide leader trainer input to Signal doctrine, Life Cycle System Management, and TRADOC Budget
- Develop resource requirements through the TRADOC Requirements Analysis System Source.

Key Personnel

Chief, Leadership Development Division

Ms. Judy W. Quattlebaum	January – December 2001

Chief, Advanced Technology Team

CPT (P) Horace Carney III	January – December 2001

Chief, Logistics Team

MAJ Michele Goddette	January – June 2001
MAJ Jorge Berrios	June – December 2001

Chief, Senior Leadership Team

Mr. John Helmick	January – December 2001

Chief, Small Group Leader Team

MAJ Jerry Ivester	January – February 2001
MAJ Thomas Pugh	February – July 2001
CPT Derek Streeter	July – December 2001

Activities and Accomplishments

Advanced Technology Team

The *Advanced Technology Team*, under CPT (P) Horace Carney III, conducted electronic fundamentals classes for SOBC, WOAC and WOBC and kicked off the ISOL and TSE courses. Personnel included three non-ODP Captains. Each possessed an M.S. degree in a qualifying field. The ISOL is a prerequisite course to the FA24 TSE and to the FA53 Information Systems Management (ISM) courses. Four ISOL classes were conducted (two feeding into the FA53 ISM course) and two TSEC classes were conducted. The success of the ISOL and the TSEC became a highlight of the Signal Center's achievements for 2001. MAJ Carney continued to market these courses throughout the Signal community resulting in generous support through donations of funds, equipment, and manpower to conduct some of the complex technical classes within the 24A program of instruction. The continued mutual cooperation between two local

contractors, Madison Research Corporation (MRC), and General Dynamics World Services (GDWS) to provide equipment and instructional support were critical to the success of the TSEC. Contract instruction included MRC, GDWS, W. Courtney Trabue, Ph.D. of WCT Associates, and Phillip Enslow, Ph.D. of Computer Network Specialists, Inc. In November 2001, the validated FA24 TSEC program of instruction was submitted to the American Council on Education to be evaluated for graduate degree credit.

Logistics Team

The *Logistics Team*, under Major Michele L. Goddette and later, MAJ Jorge Berrios, performed training development and presented instruction for ROA courses that required supply, maintenance, and logistics classes. The Logistics team is also credited with pulling together division "Pot Luck" luncheons that recognized Special Emphasis Programs.

Small Group Leader Team

Major Jerry Ivester passed the *Senior Small Group Leader* baton to MAJ Thomas Pugh in February, and in July, MAJ Pugh passed it on to CPT (P) Derek Streeter. The team developed and conducted instruction for the Active and Reserve Component SCCC and SOAC-RC. MAJ Ivester implemented a 40-hour block of contracted ISYSCON training beginning with SCCC class 006-01. MAJ Pugh integrated 15 hours of computer-based instruction into the resident SCCC. In September 2001, the USAR non-concurred with the TATS POI that was submitted for Army staffing in September 2000. LTC Mosley, Commandant of 442D Signal Battalion, implemented the Mentorship Program with SCCC class 007-01. Mentors were 05 and 06 personnel assigned to local units. In November, the SGL Team was informed that significant changes in training and leader development would be occurring as part of Army transformation. In December, CPT(P) Streeter accompanied LTC Mosley to the Training and Leader Development Conference hosted by the Combined Arms Center at Fort Leavenworth, KS. In March 2001, the SGLT extended the SOAC-RC training week to include Saturdays.

Senior Leadership Team

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 CGSOC Advanced Communications Elective (ACE), and the Directorate of Information Management (DOIM) course.

Training Support Branch (TSB).

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 and Installation Contract for the entire Battalion; developed TRAS products; developed, submitted, and consolidated 250N MOS survey to jobholders, and conducted Critical Task/Site Selection Board for MOS 250N, Network Management Technician; 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; completed Data Call Questionnaire for Distance Learning; participated in the planning conference for the Combined Arms Captains Career Course (CACCC); provided input on timelines for planning of CT/SSB for 25A, 24A and 250N; provided audiovisual requirement update for FY02 DAVIPDP Program; updated Interactive Multimedia Instruction (IMI) products to SIGCEN's annual IMI Report Review; provided leadership and professional development subjects by course as candidates for tactical simulation development; submitted information to Fort Gordon's Master Plan for Simulations (This information will be submitted in the FY 04 POM); reviewed automation lesson plans input by School of Information Technology (SIT) into the ASAT database; updated FY 01 Annual TASS Conference presentation; attended monthly TATS Status Brief; provided ASAT training (individual lesson plan development) to teams; and participated in numerous Integrated Concept Teams (ITC) and Video Telecommunications Conferences (VTC).

TRAS Products Developed:

- BOLC Phase two POI, Course Map and Course Management Plan.
- Developed FA24A POI, Course Map and Course Management Plan.
- Developed IBCT SIGNAL LEADERS BCT (SL-BCT) CAD
- Developed CAD for SOAC-Prep course.
- Developed LCMS POI, Course Map and Course Management Plan. (Converted from contractor to Army training.)
- Developed WOBC 250N POI, Course Map and Course Management Plan.
- Developed S-6 CAD, Milestone Chart and ITP Narrative.
- Developed Pre Command Course CAD.
- Developed CAD for Signal Captains Career Course.
- Developed SOBC POI and Course Map.
- Revised Signal Branch 25A Individual Training Plan
- Developed CADs for 250N and 25A Individual Ready Reserve

International Military Student Office (IMSO)

Mission

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; and provide international students with a functional understanding of internationally recognized human rights.

Key Personnel

Chief, IMSO
Mr. Walter R. Andrae January – December 2001

Operations Officer
Mr. Charles E. Miller January – December 2001

Training Technician
Mr. Willard F. McIntyre January – December 2001

IP Coordinator
Mr. Chester Jackson January – January 2001
Mr. Tracy James August – December 2001

Activities and Accomplishments

We supported 196 international students during CY01. They came from 58 countries to attend 23 courses at Fort Gordon. The Informational Program (IP) conducted twelve (12) trips to eight (8) different sites, at a cost of $92,000. Many of our students went on two, three, and even four of these trips to give a total student participation population of 430. The IMSO Awards Luncheon was initiated to honor outstanding IMS for academic achievement. A new IP trip was started to the Chattanooga River and Tallulah Gorge. The intent is to demonstrate the American concern for the environment and its impact upon the health and well being of all people.

SCHOOL OF INFORMATION TECHNOLOGY

Director's Perspective

During Calendar Year (CY) 2001 the School of Information Technology achieved significant success in training information technology professionals, both soldiers and civilians. Our dedicated officers, noncommissioned officers (NCOs), and civilians at all levels were the ones who did the hard work, day in and day out to produce the best possible trained soldier/ civilian for our customers in the field.

Although we had a myriad of events occur this year; I would like to highlight some of the major ones. This year we saw our second rotation of COHORT training for the Interim Brigade Combat Team (IBCT). Because of new equipment, our training was much improved over the first rotation. We were able to train soldiers on the actual equipment that was being fielded which included the Tactical Internet Management System (TIMS) and the Force XXI Battlefield Command Brigade and Below (FBCB2) tactical system. The soldiers also received six weeks of CISCO Academy instruction. Another focus for the year was to raise the level of instruction by making sure that our instructors possessed the necessary skills to be the subject matter experts in the fields they were responsible for instructing. The school received an additional $150,000 to invest into instructor training. As a result of this, we saw a dramatic increase in the number of instructors who possess industry recognized certifications (i.e. CISCO certifications, Microsoft certifications, Comp TIA certifications, etc). This year we committed tremendous training development resources to the task of posturing ourselves to meet future training objectives. We prepared Windows 2000 course materials to replace the current Windows NT curriculum, and

started using off-the-shelf commercial training products to teach common core items such as networking theory and hardware theory.

We were extensively involved in the Signal Center efforts to reorganize to support Army Transformation. Within the SIT, we stood up a Training Development Division in which we took the training developers scattered across the three training divisions and consolidated them into one division. Our Professional Training Division (PTD), which was responsible for training 251 warrant officer and Career Management Field (CMF) 74 ANCOC and BNCOC, expanded its mission to conduct training for all Signal warrant officers. The PTD was also redesignated as the Warrant Officer Division. The School of Information Technology (SIT) was realigned under a provisional organization known as the Leader College for Information Technology (LCIT) with the SIT Director designated as the provisional LCIT Commandant. As with all organizations, the attacks of 9/11 made lasting impacts. We had to balance the training mission with an additional mission of conducting force protection operations.

Mission

The SIT is responsible for Army-wide training requirements for automation and telecommunications-related subjects for both active and reserve components, including tri-service and Department of Defense (DOD), as required. It also conducts resident instruction and plans future training; performs job, task, and training analysis, design, development and validation of resident and non-resident training material and courses; provides input on force development issues, MOS actions, and technical advice on information technology areas of interest; prepares military occupational classification structure (AR 611-1 and AR 611-201) actions for assigned MOS/SC; designs, develops, and approves individual training programs; develops, reviews, verifies, and/or validates doctrinal literature, training support materials, and soldier training products; provides target audience soldiers to verify and/or validate training products, as required; provides quality control and initial resourcing estimates for instructional programs; optimizes effectiveness and efficiency of training; develops, approves, revises, and performs initial resourcing estimates for Training Requirements Analysis System (TRAS) documentation; and manages the Internal Control Program.

Key Personnel

Director, School of Information Technology
MAJ Michael E. Bowie January – December 2001

Deputy Director, SIT
MAJ Patrick H. Barnwell January – December 2001

Sergeant Major, SIT
CSM Willie C. Williams January – December 2001

Resources.

The School of Information Technology's total budget allocation for Fiscal Year (FY) 01 was $3.08M. This total comprised civilian pay; $1,620,700.00; supplies/equipment; $977,000.00; contracts; $409,600.00; travel; $41,800.00; and print plant funding; $34,700.00.

Training Support Division (TSD).

During Calendar Year 2001, the TSD provided administrative support and daily operational support for the SIT. We processed Noncommissioned Officer Evaluation Reports and awards for all soldiers assigned to the SIT, and processed certificates of achievement and course completion certificates for students. We were also responsible for the preparation of the Monthly Status Reports and Monthly Status Training Briefs, prepared weekly Command Significant Activities Reports and General Officer Summaries, prepared and executed weekly staff calls for the SIT Director, and established procedures to welcome soldiers arriving for Individual Ready Reserve (IRR) rapid train-up and refresher training. The TSD was responsible for maintaining a cadre database that maintained a conglomeration of information, which included: instruction certification, required TRADOC training, alert notification information, course catalog information, and Table of Distribution Allowance (TDA) information.

Training Development Division (TDD).

The Enlisted Training Division's Training Development Branch was renamed the SIT Training Development Division (TDD) in August 2001. With the changing of names, the mission also changed for TDD. This division had previously developed training material only for the Enlisted Training Division. TDD assumed the responsibilities to provide development support for all of the SIT, as well as perform other duties as outlined in USASC&FG Regulation 10-8. Captain Darren S. Mitchell was assigned as the Chief of the new Training Development Division. Throughout all of 2001, the shortage of training development personnel was a major issue. Of 41 authorized training developers, only 10 were assigned full time responsibility for training development.

In August 200l, TDD began working with the 74B and 74C instructors to completely realign the curriculum for the 74B Information Systems Operator-Analyst, and the 74C Telecommunications Center Operator-Maintainer MOSs. Training material that was developed included Computer Fundamentals and Repair (mapped to CompTIA's A+ Certification), Networking Essentials (mapped to CompTIA's Network+ Certification), Windows 2000 Professional and Server, and routers and switches.

In early September, the Assignment Oriented Training (AOT) Task Force held many meetings. Definitions for AOT and assignment of tasks to individuals were finalized, and courses were prioritized for AOT. The CG was briefed, and he identified MOS 31R Multichannel Transmission System Operator/Maintainer as the pilot MOS for AOT. The AOT task force decided that the Signal Officer Basic Course (SOBC) was already AOT and could not be designated as a pilot MOS. MOS 251A Information Systems Technician Warrant Officer also was proposed for AOT, but the CG was not convinced that AOT for MOS 251A was appropriate. The finalized list of MOSs to be considered for AOT was agreed upon; MOS 74B was considered for AOT—MOS 74C was not. After briefing the CG on MOS 74B candidacy, the

CG approved the recommendations but requested additional planning to reduce Defense Message System (DMS) training in the 74B AIT course. Ultimately, MOS 74B was not selected for AOT.

The TDD hosted a meeting on Oracle training September 10, 2001. Representatives of each training division attended the meeting. It was agreed that there was a requirement to present a five-day Oracle administration block to the 251A warrant officer students, but other classes in database design and management could be continued with Microsoft Access. A TDD representative traveled to Fort Huachuca for a meeting concerning DMS/Tactical Messaging System (TMS) from September 10-16, 2001. The meeting was held to resolve issues concerning TMS Operational Testing and Evaluation (OT&E). There were unresolved issues concerning the testing, evaluation, and the training material. On November 5-20, 2001, a TDD representative returned to Fort Huachuca to resolve the issues and validate the training material that supported DMS/TMS. The issues were resolved and the Project Manager (PM) proceeded with the OT&E. The PM scheduled the next OT&E for September 2002. TDD submitted a CAD for this training, and scheduled the development for a three-week Additional Skill Identifier (ASI) functional course to support the TMS training beginning in FY03. Selected MOS 74B personnel and other selected soldiers from various MOSs as well as selected Department of Defense (DOD) personnel will be authorized to attend the course.

TDD representatives met with representatives from the various divisions within SIT on September 19, 2001, to discuss standardizing the UNIX/Solaris training throughout SIT. Requirements were discussed as well as differences in student populations. Captain Mitchell took a tasking to contact Sun, Inc., to obtain a proposal on how to meet SIT requirements. One TDD representative traveled to Huntsville, Alabama, from September 25-27, 2001, to discuss implementation and supportability issues for the Army Airborne Command and Control System (A^2C^2S). The purpose of the visit was to determine MOS 31U Signal Support Systems Specialist and 74B responsibilities. Discussions were held on which MOS (31U/74B) would be selected to receive the training as maintainers of the A^2C^2S system. The decision of which MOS to train was not made. The training was recommended for unit training.

Development of the instructor certification-testing program began in December. An overall "course requirements" document was drafted. This document articulated instructor prerequisites for curriculum delivery. The 74B10/20, 74C10/20, 53A Information Systems Management, and 251A Individual Ready Reserve (IRR) Rapid Train-up/Refresher Programs of Instruction were completed and submitted through traditional approval channels. The development of IRR diagnostic tests was also completed in December. The process began for conducting the first Academic Learning Series pilot on Networking Essentials Plus, Third Edition. This pilot course was designed to train soldiers to the CompTIA Network+ standard. This pilot integrated the use of the Blackboard student portal that the University of Information Technology Resource Center hosted.

Key Personnel.

Chief, TDD
CPT Darren S. Mitchell August – December 2001

Deputy Chief, TDD
Mr. David Kintner August – December 2001

NCOIC, TDD
SFC Kenneth McCall August – December 2001

Officer Training Division (OTD).

CY 01 saw many leadership changes and challenges within the Officer Training Division (OTD). Captain Darren Mitchell assumed duties as the Branch 25 Automation Course Manager. The former course manager, Captain Karen Goldston left to support a Temporary Duty tasking for automation expertise in the Special Operations Command Europe (SOCEUR). Captain Mitchell then moved laterally within SIT, and Captain David Krahl replaced him in this position. Captain(P) Kendal Polk assumed duties as the Functional Area 53 Course Manager, which the OTD Chief, Major Eric Zellars, was executing. Subsequently, Major Zellars moved on and Major Polk assumed duties as the OTD Chief while continuing to maintain the FA53 Information Systems Management course. Captain(P) Goldston returned from Europe and once again assumed duties as the Branch 25 Course Manager. An unexpected vacancy in the school's Training Support Division required Captain Krahl to leave OTD and fill that position. Captain(P) Brian Sweeney joined the team in late summer and prepared to assume duties as the FA53 Course Manager, but other aspects of the Army needed his expertise and skills set and he deployed in support of Enduring Freedom.

A great deal of the planning and resource acquisition done for training in CY00 came to realization in this calendar year. The initial training event of the year was the first execution of the Information Systems Operations Leveler (ISOL) Course, 7E-F70. The intent of the course was to give non-branch 25 officers an "orange" perspective of Army Digitization in the Signal Regiment. The first iteration of this course, ISOL 003-01, contained five FA24 (Telecommunications Systems Engineer) officers and began on February 27, 2001. Both the SIT and the former Regimental Officer Academy (ROA) supported this course with instructors, facilities, and resources. Subsequently, these officers transitioned to the Telecommunications Systems Engineer Course (TSEC), which also was in its initial execution.

ISOL 004-01, which began April 30, 2001, resulted in a significant change in the curriculum of the ISOL course and the Systems Automation Course (SAC). The Cisco Academy Program replaced blocks of instruction such as Introduction to Routers, TCP/IP, and Networking Fundamentals. Cisco, Inc., to promote networking education developed the Cisco Networking Academy Program. It consisted of four semesters. The program was designed to teach students the skills needed to design, build, and maintain small to medium-size networks. Semesters 1 and 2 were taught as a part of the ISOL course, and Semesters 3 and 4 were taught in the SAC. The use of this standard curriculum freed our instructors from curriculum development and allowed more time for instruction. This was not our only implementation of off-the-shelf curriculum.

ISOL 005-01, which began June 8, 2001, included both the Cisco Academy curriculum and the Microsoft Windows 2000 Academic Learning Series (ALS) curriculum package. ISOL and SAC (which was renamed the Information Systems Management Course) now contained the Microsoft Windows 2000 "Core Four" blocks of instruction. This was a major accomplishment for the division because it was one of the few times the schoolhouse was able to train soldiers on new technology prior to the technology being proliferated to the field. Though there were no major changes to our Branch 25 automation training, many hours were spent in training development, instructor training, and resource acquisition to transition the Information Technology training strategy by CY 02. All instructors were either sent locally to training or to industry training facilities.

Information Assurance (IA) training within the division continued to be on the cutting edge for the Army. The Directorate of Information Systems for Command, Control, Communications and Computers (DISC4) continued to fiscally support the System Administrator and Network Manager (SA/NM) Security Course (7E-F66/531-F21) which had the responsibility of providing IA Level II training to the entire Army. In addition, the IA section continued the oversight of mirror sites that conducted the IA level II training regionally. Major Mark Hoyt, the IA Chief, certified Fort Shafter, Hawaii, and Fort Belvoir, Virginia, for IA level II training during the fiscal year, bringing the total mirror sites to ten on three continents - CONUS, Europe, and Asia.

The Army's IA training requirements in CY01 made it necessary to establish an additional classroom in the schoolhouse and hire two additional personnel for instruction using Trap 8 funds. For the year, the IA section (to include mirror sites) trained 202, ten-day SA/NM Security classes for total of 3,130 students. The IA section maintained the level 1 IA course that trained over 5,000 students in FY01. Outside of the school, the IA section coordinated and participated in Biometric studies. In September, Major Hoyt reviewed the Biometrics Systems five-day short course in Bridgeport, West Virginia, in accordance with a Defense Information Systems Agency (DISA) request. The IA section also supported four DISC4 sponsored Information Assurance Workshops throughout the year, and gave IA assistance to many agencies and military sections.

The capstone events for the year were the Director's visit to the Digital Training Facility and the First Digitized Corps and Division at Fort Hood, Texas, in September. Major Polk and Captain Sweeney accompanied the Director to Fort Hood on a trip to identify emerging technologies in digitizing the battlefield and achieving information dominance. The results of this trip will be analyzed to determine what skill sets should be taught at the schoolhouse, and what skills are unit specific and should be taught locally.

Key Personnel.

Chief, OTD

MAJ Eric Zellars	January - May 2001
MAJ Kendal Polk	June - December 2001

FA 53 Course Manager

MAJ Kendal Polk	January - August 2001
MAJ Brian Sweeney	September – December 2001

FA25 Course Manager

CPT Darren Mitchell	January - February 2001
CPT David Krahl	March – July 2001
MAJ Karen Goldston	August - December 2001

NCOIC, OTD

SFC Marco Melendez	January – September 2001
SFC Devon Trotter	October – December 2001

Warrant Officer Division (WOD).

The mission of the Warrant Officer Division (WOD) was to train all Signal Corps Warrant Officers and NCOs as well as Ordnance Corps Warrant Officers (918B Electronic Systems Maintenance Technician WO) in a myriad of information technology subjects. The WOD taught subjects in the networking field such as Cisco Academy curriculum, Network Essentials, TCP/IP Protocol, and Cisco Routers. Operating systems subjects included Windows 2000 Server and Solaris. The WOD also taught programming and database skills using Visual Basic, Access, Oracle, and also web design skills. The WOD was actually formed under the SIT this year. In August, the Professional Training Division (PTD) of SIT, who provided training for the 251A Warrant Officer and CMF 74 BNCOC and ANCOC, was consolidated with the Warrant Officer Division of the Regimental Officer Academy (ROA), who provided training for the 250N Warrant Officer and the 254 Warrant Officer.

The Warrant Officer Division had a staff of over 50 personnel including warrant officers, noncommissioned officers, and civilians. The WOD trained personnel in MOSs 250N Network Management Technician WO, 251A Information Systems Technician WO, 254A Signal Systems Support Technician WO, 74B Information System Operator-Maintainer, 74C Telecommunications Center Operator, and every discipline of CMF31 at the NCOES level. The WOD taught the warrant officers at both the basic and advanced levels (WOBC and WOAC), the NCOs at the BNCOC and ANCOC levels, and a host of functional courses as well.

The Warrant Officer Division hosted Critical Task Site Selection Boards (CTSSBs) for each of the three WOES MOSs for the Signal Corps in January and February of 2001. This CTSSB was instrumental in defining the roles for the newly created 254A MOS. The CTSSBs for the three MOSs were held in consecutive weeks so that a clear definition of roles and responsibilities could be defined and training strategies developed.

The greatest highlight for the Warrant Officer Division, and the Signal Corps from an information technology standpoint, was the implementation of the first Army Cisco Academy. This Academy was modeled after the curriculum that Cisco Systems developed and authorized officially recognized institutions to deliver. The curriculum was designed in a four-semester format that was delivered in approximately 30 training days to various MOSs. This training

curriculum prepared students to successfully pass the industry recognized Cisco Certified Network Associate certification exam. The Cisco Academy was first presented in March of 2001 to the Warrant Officer Basic Course consisting of 250N and 251A warrant officers. The Cisco Academy was then integrated into the Warrant Officer Advanced Courses, the 74B BNCOC course, and the CMF74 ANCOC course.

In June of 2001, the WOD assumed responsibility for training the 74B and 74C BNCOC courses. These courses were transitioned to the WOD from the Enlisted Training Division. The 74B BNCOC students were immediately challenged with the institution of the Cisco Academy into their curriculum. The 74C students were given a myriad of networking and operating system subjects, and the COMSEC course. The WOD is planning on integrating the Cisco Academy into the 74C BNCOC course in FY03, once the course is lengthened sufficiently to accommodate the additional time. In June of 2001, a member of the Warrant Officer Division presided as the President of the 74B Critical Task Site Selection Board. This warrant officer was able to lend his experience and knowledge as a former 74B and current 251A. This board integrated many digitized tasks into the MOS, defining the MOS for the future digital automation requirements that will be expected from a 74B.

The Army's first 254A warrant officers were trained by the WOD in June of 2001. The 254A warrant officer is destined for non-signal units in a Division, handling tasks that are both automation and basically signal in nature. The WOBC course in June included the first two 254A Warrant Officers that were selected by a Warrant Officer DA selection board. In August of 2001, the WOD began training the second iteration of the Interim Brigade Combat Team (IBCT) that was destined for Fort Lewis, Washington. The WOD trained the entire Signal Company for the IBCT, including the 1SG and Company Commander.

Nineteen of those students were taught the curriculum in the Cisco Academy, with eighteen of the soldiers successfully obtaining their Cisco Certified Network Associate (CCNA) certification. Those eighteen students included privates that attended the IBCT training directly after completing their Advanced Initial Training (AIT) course, lending great credit to the curriculum and staff of the WOD that conducted the training in the Cisco Academy. The IBCT class also received the first digital training conducted in the Signal Corps, receiving an eight-day class in the Tactical Internet Management System (TIMS) course. This was the first digital training that the School of Information Technology conducted, and the Warrant Officer Division led the way for the Signal Corps to develop and train the course. This TIMS class is scheduled to be integrated into the 251A and 74B curriculum along with the Digital TOC (DTOC) during the FY02 training period. In October of 2001, the Cisco Academy was integrated into the CMF74 ANCOC course. The start of the FY02 training period will complete the integration of Cisco Academy into the WOES and CMF74 NCOES courses, and the integration of Cisco Academy into the 74C BNCOC course in FY03. With the integration of Cisco Academy into CMF74 ANCOC, the WOD will conduct 25 iterations of the Cisco Academy for FY02.

Key Personnel.

Chief, Warrant Officer Division
CW5 Robert L. McCampbell January – December 2001

NCOIC, WOD
MSG Tod G. Gunther January – December 2001

Enlisted Training Division (ETD).

The primary mission of the Enlisted Training Division (ETD) was to provide training for CMF 74 (MOS 74B, Information Systems Operator-Analyst and MOS 74C, Telecommunications Center Operator-Maintainer) in skill levels 1 and 2. During the year, we trained 1,023 74B10 and 380 74C10 soldiers. We also provided training for the skill level 3, 74B BNCOC and 31U Signal Support Systems Specialist BNCOC for seven months of the year. The major events that occurred in 2001 included: Critical Task Site Selection Boards (CTSSB) for the 74C and 74B MOSs; temporary duty assignments of six ETD personnel to the Pentagon following the events of September 11, 2001; participation in a training conference and IKP (Instructor/Key Personnel) training for the new Tactical Message System (TMS); operational tests for the TMS; IKP training for the Tactical Internet Management System (TIMS); professional development courses for the cadre; and course curriculum changes for both 74B10 and 74C10 that resulted from the CTSSBs.

The School of Information Technology hosted the 74C Critical Task Site Selection Board from January 17 to January 26, 2001. The board members included SFC Blakey from Fort Sill, Oklahoma, SFC Jackson from Fort Bragg, North Carolina, SFC Jamerson from Washington, DC, SFC Paris from Heidelberg, Germany, and SFC Turner from Bad Kreuznach, Germany. The 74C critical task list was updated to reflect current Information Technology (IT) procedures and equipment used in the field. As a result of these changes, a new curriculum was developed for the 74C course.

The School of Information Technology hosted the 74B Critical Task Site Selection Board from June 4 to June 8, 2001. Board members included Chief Heidman (Board President,) SFC Bates, SFC Brown, SFC Norat, Ms. Pruitt, SFC Reese, SFC West, SFC Yellock, SSG Andrade, SSG Baines, MSG Dinkins, SFC Cianciolo, and SFC Pederson. During this board, a total of 65 tasks were reviewed, a total of 24 tasks were revised, and 3 tasks were deleted from the list. As a result of the board, the 74B critical task list for skill levels 1, 2 and 3 was updated to reflect current Information Technology (IT) procedures and equipment fielded to operational, reserve, and guard Army components.

Six ETD personnel were sent to the Pentagon from September 19 until October 4, 2001, to support the Information Management Support Center (IMCEN), DISC4 Help Desk that was stood up as a result of the events of September 11, 2001. While there, they resolved over 60 intricate computer problems. The team also configured 473 computers for users. They troubleshot 1,100 data lines and 1,100 phone lines in a building with no previous infrastructure. The team installed and configured 30 network printers, two copiers, and eight faxes. The team updated floor plans by adding network and phone drops involving over 2,200 lines on three floors. This was done for both military and civilian personnel whose offices were destroyed by the plane that struck the Pentagon. The team members received coins from LTG Cuviello upon

departure from the Pentagon for their work, and received additional coins from the Commanding General of Fort Gordon, MG Cavanaugh, upon their return.

ETD DMS personnel attended a training conference for the Technical Manual Verification and Training Material Verification for the Tactical Message System (TMS) at the General Dynamics facility in Taunton, Massachusetts, from February 11-24, 2001. During this trip, the future fielding, training and impact to the SIT of the TMS system was discussed. As a result of the training requirement, the course will be extended two weeks once fielding has occurred, and training will be conducted for all 74B10 level students.

ETD Defense Message System (DMS) personnel attended IKP training for the Tactical Message System (TMS) at the General Dynamics facility in Taunton, Massachusetts, from March 11-24, 2001. Personnel were trained on all aspects of operational aspects of the Tactical Message System Suite. They participated in a logistics demonstration on the troubleshooting, removal, and repair of all essential components of the TMS suite. This provided essential skills and knowledge necessary for our instructors to teach the TMS suite once we begin teaching that part of the curriculum.

ETD personnel returned to the General Dynamics facility in Taunton, Massachusetts, from May 8-10, 2001, as Subject Matter Experts (SMEs) to help with additional Training Material Verification for the TMS. During this trip, they assisted in the completion of the logistical demonstration of troubleshooting, removal, and repair of essential components of the TMS suite. The skills and knowledge that they acquired on this visit will be essential during the building of the TMS curriculum for the 74B10 course. An ETD DMS person went to Fort Huachuca as an SME for the TMS Operational Test (OT) to assist in trying to resolve issues surrounding the test from July 29 - August 4, 2001. The OT was important to the SIT in that equipment being used will eventually be sent to the school for use in training. Also, the training methods and materials may be used in the development of our own curriculum for the TMS suite. During the OT, problems were encountered, and the test was halted. The OT was eventually postponed as problems with the test were not resolved between the PM, OCOS, and participants at the test site.

ETD DMS personnel went to Fort Hood as SMEs for the IKP training of Force XXI Battlefield Command Brigade and Below (FBCB2), Tactical Internet Management System (TIMS) V4 from July 29 - September 7, 2001. This trip was to ensure that training was completed for all test players prior to their participation in the Operational Test for the FBCB2. The knowledge acquired at this test will assist us greatly when we develop our own curriculum for the TIMS. SFC Lewis and SSG Sanders of ETD attended Solaris Systems Administrator II training at Sun Microsystems in Atlanta from May 7-11, 2001. SFC Lewis and SSG Sanders were trained in specific procedures for Solaris systems administration. The purpose of this trip was to gain additional skills and expertise for the development of the new Unix and Solaris classes of the 74B and 74C curriculums.

74B instructors and staff, with the support of the Training Development Division, began redesigning the entire curriculum to more closely match current IT standards and training taught by commercial industry in July 2001. The improved curriculum included Hardware/Software

Fundamentals (CompTIA A+), Network Essentials, Windows 2000 Professional and Server, routers, and switches. The critical tasks taught and the skills obtained all came together in a nine-day capstone training event where the soldiers built a working Local Area Network (LAN) and email server that communicated with other LANS. On November 28, 2001, class number 008-02 started the new curriculum. The new curriculum was a major success in that the soldiers retained more information, and gained more hands-on experience with the equipment and systems. The ETD Routers course began the year with a two-to-one (student-to-router) ratio. For the new curriculum, we received an additional twelve routers for our Router lab. We then had enough Routers to have a one-to-one (student-to-router) ratio.

The labs in rooms 108A, 108B, 119A, 119B, and 208B of Dixon Hall were upgraded with new Micron 1.6 GIPS systems and Windows 2000 in December 2001. The result of this upgrade effort was that the 74B course now had 13 labs that were state-of-the-art (SOA). This translated into improved training for our students because of less down time in the labs, and similar equipment to what they will encounter in the field. BNCOC class number 004-01 was the last BNCOC 74B class within the Enlisted Training Division. This class began on March 13, 2001, and graduated on July 27, 2001. The BNCOC course was moved to the Warrant Officer Division in Cobb Hall for subsequent classes in the continuing effort to improve the level of instruction within the SIT. The hold-under problem that had begun the previous year for the 74B10 course was caught up and classes were brought up to date during March 2001. The impact to the SIT and to the 74B10, was that double starts were eliminated from the 74B10 course, and instructors had time for development and qualification training. The training support people in the Enlisted Training Division left ETD in August 2001, to join other training support personnel from the SIT and from the consolidated Training Support Division. This realignment was intended to improve TSD support to the entire SIT, and to allow TSD personnel to catch up on the backlog of work that was a result of a critical shortage of TSD personnel.

Key Personnel.

Chief, Enlisted Training Division
Mr. Sammy Martin — January - December 2001

NCOIC, ETC
MSG Christopher Kowal — January – December 2001

Chief, Training Development
Mr. David Kintner — January – July 2001

Chief, 74B Branch
Mr. Steven Bliss, Chief — May – December 2001

Chief, 74C Course
SFC Thao Kamakahi-Watson — January – September 2001
SFC Lawrence Occomy — October – December 2001

Technology Integration Division (TID).

During CalendarYear 2001, the TID's Network and PC Maintenance Section managed, monitored, and maintained the School of Information Technology's network infrastructure and warranty service of computer hardware. The Network and PC Maintenance Section tracked incoming work orders for network outages, network upgrades, expansion of network capabilities, and repair or replacement of systems under warranty.

The Network and PC Maintenance section also accomplished some major network upgrades that greatly increased the speed of the network. They are as follows:

- Replaced the core 10 Mbps router with a core 100 Mbps switch in Dixon Hall.

- Replaced all 10 Mbps hubs in the network backbone with a total of six 100 Mbps switches allowing for a totally switched network backbone.

- Replaced the majority of the 10 Mbps hubs in Dixon Hall classrooms with 100 Mbps switches, which moves the network substantially closer to being a totally switched network.

- In addition, the Network and PC Maintenance Section installed or re-installed network infrastructure and data wall plates in over 50 classrooms and staff offices within the SIT.

Key Personnel

Chief, TID	
Mr. Michael Barkeloo	October – December 2001
NCOIC, TID	
SFC Larry Jackson	June – December 2001
Chief, Net and PC Main	
Mr. Stephen Flanrey	October – December 2001

REGIMENTAL NONCOMMISSIONED OFFICER ACADEMY

Commandant's Perspective.

The Commandant's focus for the Regimental Noncommissioned Officer Academy (RNCOA) for the calendar year 2001 was placed on making training relevant and incorporating new equipment into the many Programs of Instruction (POIs) of the Academy. Additionally, being able to incorporate more digitized equipment and ensuring that the Academy provided training associated with the new technology was one of the main thrusts. The need to have qualified personnel teach this technology was also a concern based on student load and availability of instructors to receive training.

The Commandant, CSM McKinley Curtis, III, ensured that all instructors were competent, disciplined and motivated when training soldiers. To accomplish this, several Noncommissioned Officer Developmental Program (NCODP) sessions were held throughout the year to keep instructors abreast of the latest changes. The Commandant considered it important to ensure every noncommissioned officer under his control was capable of teaching students. He made it a point to reward instructors, cadre, and staff during the monthly award ceremonies and lunches held each month. During calendar year 2001, the RNCOA Commandant continued his policy of monitoring and staying current of the professional schools, seminars, and other job related educational opportunities. Leading the way, he attended the Senior Leaders Managers Course held in Hampton, Virginia. Additionally, training was made available to employees, both military and civilian, within the Training and Doctrine Command (TRADOC).

Mission

In everyday language, the mission of the RNCOA was to teach the concepts of leadership and responsibility to those soldiers who had progressed to the rank of Staff Sergeant (E-6) and Sergeant First Class (E-7) or were promotable to that rank. The Basic Noncommissioned Officer Courses (BNCOC) was for E-6's or E-5 (P), and the Advanced Noncommissioned Officer Courses (ANCOC) were for E-7's or E- 6(P). During their time here, soldiers were exposed to the technical parts of their MOS in the technical track, and to leadership skills in the portion of the course that is common to all MOS's at that level, the Common Core, which is developed by the Sergeant's Major Academy (SMA). The segments of the courses were referred to as "Phase II" for technical information, and "Phase I" for common skills and leadership training. The aim was to increase the soldier's confidence and make him willing to assume the responsibilities of leadership and trainer.

Officially the mission was: Manages Army-wide training for Signal noncommissioned officers, both active and reserve components; conducts resident instruction; plans future technical training; performs job task and training analysis, design, development and validation; counsels students; optimizes effectiveness and efficiency of training support materials and soldier training products; provides command and administrative control, to include logistical support, to all assigned and attached Basic and Advanced Noncommissioned Officer Course (BNCOC/ANCOC) personnel to perform U.S. Army Training and Doctrine Command (TRADOC) and Fort Gordon tasks as assigned.

Key Personnel

Commandant

CSM McKinley Curtis III	January – December 2001

Deputy Commandant

SGM Harold Hyatt	January – November 2001
SGM Terry Robinson	November - December 2001

Chief, Training Operations
Mr. William J. Myers January – December 2001

Chief, ANCOC
SSG Debra Guy January – March 2001
1SG Edward E. Parker March - December 2001

Chief, BNCOC
1SG Marilyn Washington January - December 2001

NCOIC Training Development
SFC Julius Harris January – November 2001
SFC Gonzalez-Morales December 2001

Resources

The year began with several Pre-Command Course (PCC) briefings given at the Academy, the Deputy Commandant being absent for the first 30 days chairing a promotion board, and then being transferred to the Office Chief of Signal (OCOS), and the Commandant checking training at Fort Lewis, WA, reference the Initial Brigade Combat Teams (IBCT). It was also a year of many challenges for both the ANCOC and BNCOC courses. The class load of the Academy continued to rise caused by promotion eligibility, and a requirement for attending a NCOES school once promoted. Calendar year 2001 came true as projected. The RNCOA and the Signal School as a whole were projected to see increases in many directions and they did, from the number of students being sent for training, to the number of classes being taught.

Leadership changeovers occurred with the First Sergeant of the ANCOC and the Deputy Commandant of the Academy. During calendar year 2001, students continued to have the added responsibility of teaching themselves on many tasks that were previously part of institutional or schoolhouse training. The manpower of our Training Developers unfortunately, had been used to fill Instructors when increases of classes and personnel did not arrive in a timely manner. To ensure quality control with fewer personnel on hand, the Academy continued to train their own to become qualified instructors using training development positions as additional instructors/Small Group Leaders (SGLs) as required, to help with the courses. Moreover, in 2001 this resulted in a smaller workforce having to accomplish the same tasks. The Academy continued to raise and lower the flag 365 days a year. This small task is one that is performed to standard with no relief from any outside source.

Under the transformation pertaining to the University of Information Technology (UIT), the Academy received a name change from, "School of Leadership and Professional Development (SLPD)" to "Leader College for Information Technology (LCIT)." This name change and transformation process took place on 1 October 2001. Additionally, as part of the consolidation phase under LCIT, the Regimental Officers' Academy (ROA), and the School of Information Technology (SIT), with the Noncommissioned Officer Academy, became a part of the 442nd Signal Battalion. There were no workload inefficiencies with any of the aforementioned except reporting procedures to the LCIT Commandant on RNCOA issues. The

Commandant from the LCIT, COL Kulifay, also acted as a voice for the RNCOA, ensuring it was not lost within the Fort Gordon Directors and Council of Colonels.

The Academy won Morale and Welfare funds during Operation Safe Return. The $1000 for safety was put in the Unit Fund. This allowed us to carry over a portion of their money from fiscal year (FY) 2001 to FY 2002. Safety was enforced throughout the year as the Academy capitalized on efforts specifically for the comfort and well being of students at the Academy. In May 2001, the Academy was recognized for providing Fort Discovery with 2000 man-hours of work by students from both ANCOC and BNCOC. Moreover, service to the community continued with donations to Habitat for Humanity, assisting local food banks, helping the Boy Scouts, or just helping one of the Veterans' hospitals or retirement facilities.

Activities and Accomplishments

31F: Network Switching Systems Operator/Maintainer. The 31F Training Developers created 260-31F30 IRR-RTUP (Individual Ready Reserve-Rapid Train-Up) 120 hour. POI for the IRR after the September 11 attack on the World Trade Center and 260-31F30 IRR-RTUP 240-hour POI. There were no changes in course length.

31W: Telecommunications Operations Chief. More Router and Secure Mobile Anti-Jam Reliable Terminal (SMART)-T training was conducted. The Network Planning Terminal (NPT) Annex was upgraded, and Windows NT training was removed. Two POIs revised for the Individual Ready Reserve. There were no changes in course length.

31R: Multichannel Transmission Systems Operator/Maintainer. Two POIs were revised (31R IRR) for 120 hrs & 31R IRR 240hrs. A Critical Task/Site Selection Board (CTSSB) board was held for the 31R's in May 2001, (10 and 30 Levels). There were no changes for the 31R30.

31L: Cable Systems Installer/Maintainer. Two POIs were revised: 260-31L30 &260-31L30 IRR-RTUP. A CTSSB board was held for the 31L's in July 2001. Interactive Multimedia Instruction (IMI) and Computer Based Training (CBT) lessons were developed for many of the lessons in the course and will be implemented in FY03.

31U: Signal Support Systems Specialist. Two POIs were revised (101-31U30 IRR, and 101-31U30 IRR). No CTSSB was held. New equipment for which training material was developed was the Single Channel Anti-jam Manportable (SCAMP) terminal, Force XXI Battle Command Brigade and Below (FBCB2). The course length of level 3 increased by 41 hours and by 39 hours in level 4 due to new equipment. Two POIs were revised, the 31U40 IRR and the 31U40 IRR. No CTSSB held. New equipment for which training material was necessary: Single Channel Anti-jam Manportable (SCAMP) terminal, Force XXI Battle Command Brigade and Below (FBCB2). There were no changes in course length.

31S: Satellite Communications Operator Maintainer. Two POIs were revised, the 31S30 IRR and the 31S30 IRR. New equipment added to the developers' task of writing training material was the Heavy Terminal/ Medium Terminal (HT/MT), Standardized Tactical Entry Point (STEP), Switch Multiplexing Unit (SMU), Multiplexer Integration and DCSS Automation

System (MIDAS), Integrated Digital Network Exchange (IDNX)/ Access Digital Network Exchange (ADNX)

31S/P40 Satellite/Microwave Systems Chief. Three POIs were revised, the IRR and The Army Training System (TATS) POI. A CTSSB was held in June 2001. New equipment added was the Transport Control Protocol/Internet Protocol (TCP/IP), Routers and Mobile Subscriber Equipment (MSE) upgrades. There were no changes in course length.

31P: Microwave Communications Systems Operator/Maintainer. Three POIs were revised: the IRR and a TATS POI. The CTSSB was in June 2001. New equipment added were the IDNX/ADNX, Asynchronous Transfer Mode, Routers, MSE. There were no changes in course length.

Proceeding chronologically, the thrust of the New Year was spent making decisions on how to make training at the Regimental Noncommissioned Officer Academy more relevant. The Academy's resources, however, were limited: it reaped the benefits of other resources available. The many functions of the Personnel Actions Center (PAC), Training Operations, and the Automation section were very much responsible for the success in the operations of the Academy. These three were independent operational sections that were proven, and were actually the thread within the fabric of the RNCOA.

As the Academy continued to train soldiers from all MOS's in Phase One of their Common Core Training (CCT), instructors and staff continued to grow and mentor leaders from all walks of life. Phase two of ANCOC or BNCOC continued to take shape with new equipment and training as well. The Academy received official notification in 2001 during the Commandant's Conference at Fort Bliss, TX, to prepare for accreditation. The accreditation by the Sergeant's Major Academy in Ft. Bliss, was to be from 10-14 June 02. The accreditation task for Fort Gordon RNCOA was, and continues to be, the ability to print the lessons from the discs sent, send them to the print plant and have the material in place as it relates to CCT classes that started 1 October 2000, and continue to the present. For the technical portion, the RNCOA continued to have the responsibility for developing lesson content and associated training materials. The completion of the IMI Lesson Plans was an added addition in which CBTs were an intricate part of the Academy's curriculum.

The events of September 11th, 2001 canceled a major conference associated with The Army Training System (TATS) Programs of Instruction (POI). The Academy continued to have Training Developers work on TATS courses to reflect training used by the Reserves and the National Guard, as well as the schoolhouse. Training Development received an IRR soldier for the MOS 31W. No longer were POIs developed only for active duty training, but for other branches of the Army as well. The Training and Doctrine Command (TRADOC) was immersed in the process of ensuring all training materials were reviewed and approved, as the Academy continued to train America's Son and Daughters.

Mentorship was continued as a key to teaching leadership to all students. It has also been expanded during the Signal Officer Basic Course (SOBC) as a program for helping new Lieutenants understand their roles as Platoon Leaders, and better defining the roles of the Platoon

Sergeants. During the four SOBC field exercises, only the sharpest Sergeants First Class with field experience were chosen to be part of this program. As expected, the success of the program continued to grow and expand.

The primary method of instruction remained the Small Group Instruction (SGI). Therefore, all instructors were required to be graduates of not only the Instructor Training Course (ITC), but SGI as well before actually facilitating a class. SGI was a method of training in which soldiers could share their field experiences, and learn "how to think" instead of "what to think." Opportunities were made available in accordance with the projected training plans. The RNCOA continued to receive support from an aggressive Individual Training Plan (ITP) that advised and encouraged all of its employees, both military and civilian, to greater responsibility, employment, and promotional opportunities.

In 2001, delinquent debts remained a problem for the Army Charge Card (ACC), the Army, and the Bank of America (BOA). The leaders in the Army and the contractor worked hard to correct this, and continued to urge more use of automation resources/services to manage the program. The system continued to be redefined with the split option payment, paying on line, and faxing travel vouchers to the Defense Finance and Accounting System (DFAS). All these steps were designed to encourage the elimination of some of the many delinquencies. Although the system had problems and the program was not where the Academy wanted it to be, the RNCOA improved at helping the Signal Center curb delinquencies and keep a tighter control on the Army Charge Card processes.

The 13 courses within the Academy (9 BNCOCs/ 4 ANCOCs) at Fort Gordon all shared equipment laboratories with either ROA, or with the Initial Entry Training (IET) soldiers. The year ended with BNCOC giving the MSE sites one, two, and three, to the IET to train MSE, because the Assignment Oriented Training (AOT) needed more soldiers to touch MSE Equipment. With this transfer of equipment, the resources needed to maintain these sites were now under the responsibility of the 15th Signal Brigade. With the transfer, the RNCOA did not "own" any equipment and the Academy continued to feel the stress of teaching during either the second or third shifts. Labs specifically for the noncommissioned officers attending BNCOC and ANCOC were those housing MSE equipment, the Portable Satellite Communications -5 radio, the Network Planning Terminal (NPT), the (Secure Mobile Anti-jamming Reliable Tactical Terminal (SMART-T), and the Force XXI Battle Command Brigade and Below (FBCB2.

In our business, the Small Group Leader's experiences from the field with other Noncommissioned officers was very important as part of the shared learning process. The overall responsibility of teaching a task however, remained with the person assigned as the SGL to facilitate a class. The Directorate of Human Resources (DHR) assisted in getting those qualified SGLs to the Academy. The SGL served as a role model and was with the student from the early morning hours for physical training, through late evenings for counseling or catching up on paperwork.

Summary

Despite the challenges presented by lack of military personnel, key positions not filled within the Training Development Branch, and increases in student load, the RNCOA remained focused on training every student to standard regardless of the mission, and budgets cuts as related to civilian hiring. The arrival of new equipment within the schoolhouse made the year 2001 more productive in training soldiers. The majority of all courses taught within the RNCOA had some type of change revised by the Training Development Branch. Additionally, each change added better overviews, which were meaningful, yet relevant to the lessons out in the field. Students continued to learn more with less, and were able to keep up with the technological changes even though the Academy was without the specific equipment. The Army Charge Card (ACC) program and the Bank of America (BOA) combined were making headway on the system to pay for official TDY. The fixes were in place by BOA and worked on daily by the Army to make this program work. DFAS had a part in the program also. The Academy continued to prepare for the FY02 accreditation by TRADOC in June 2002.

The future of the Academy was stronger, and it was a better place to work and live. Feedback from End of Course critiques was an important tool in measuring the pulse of the academy. Its future was dependent upon getting better technology and more up to date equipment. The decision however, remained within TRADOC. The goal for the RNCOA for calendar year 2001 to continue to train the load with no non-conducts, and to transform under the new leadership of LCIT was met. The RNCOA was successful in reaching mission success, and understanding its new role within LCIT. A goal that the RNCOA did not see fulfilled to its entire satisfaction was getting the Fort Meade Detachment more automation equipment. Many more end of year funds would have been necessary. However, they did get a few more pieces of automation hardware and software, which were much-needed items for the Fort Meade Detachment.

As the Academy continued to evolve in the new millennium, the transformation process associated within the Academy became more of a reality than just a buzzword of the future. The reality of the Academy continuing to train soldiers remained clear. However, strong and positive leadership took us into the future of the 21st Century, and established the foundation needed for the Objective Force.

CHAPTER VI

15th REGIMENTAL SIGNAL BRIGADE

Commander's Perspective

The 15th Signal Brigade had a busy year during the year 2001. The Brigade graduated over 5,000 highly motivated Signal and Ordnance soldiers this year. Other highlights of the year were receiving a new 447th Battalion Commander, Barracks renovations, admin building renovations, receipt of additional surge and printing budget allocations, procurement of nearly 1,000 new sets of bed set furniture and 16 sets of dayroom furniture. Additionally, the Brigade participated in the SIGCEN transformation that merged STT and the 15th Signal Brigade again. The Brigade responded to the 11 Sep 01 attacks by increasing our internal force protection posture and augmented the installation force protection posture. The Brigade authorizations for Drill Sgts increased from just over 90 to 137, resulting in a 30:1 ratio between soldiers and Drill Sergeants.

Change of Command, 447th Signal Bn – LTC Christopher Robertson assumed command from LTC Karen Adams in Jul 01. LTC Robertson joined the Brigade from a NATO assignment in Brussels Belgium. The Brigade received an additional $8K for printing to offset the cost of printing forms after the installation consolidated publications warehouse ceased bulk copy maintenance. This allocation was not transferred to the FY02 budget and will be processed as a UFR. The Brigade also received surge funding to cover the cost of nearly 1,000 sets of new barracks bed sets, and 15 day rooms worth of new dayroom furniture. These have had a tremendous impact on the quality of life for our soldiers. Brigade has asked DRM to include a 5% bed set rotation annually in the budget at year-end to cover wear and tear damage. Finally, the Brigade received additional funding for 17 additional TMP vehicles for use at the Company level.

The SIGCEN transformation had a big impact on the 15th Signal Bde. The Brigade reassumed responsibility for all aspects of IET training, both technical and soldierization. The STT cadre was reassigned as follows: 31 R, F, S and P proponency went to the 447th Signal Bn. 31U, L and C proponency went to the 369th Signal Bn, 551st assumed responsibility of 74B/C and 31P soldierization proponency. SIT retained course and MOS training responsibilities for the 74B/C MOS. 73rd Ordnance disbanded the Non-IET Company. Non-IET soldiers were reassigned to MOS responsible IET Battalion HQ/A Companies. Two sets of barracks in NCOA area were allocated to the Non-IET billeting mission. Each Battalion S3 shop was allocated a GS13, a SGM, a secretary and two NCOs, gleaned from the former STT Ops Division Authorizations. The Brigade S3 shop grew by assuming control of the remaining Ops Division consisting of action officers, the COMSEC section, budget proponent officer and the Brigade Automation Section. The Brigade S4 grew by assuming control of the STT Supply section and assumed responsibility for training course PBO duties and equipment maintenance support to training activities. A Bi-monthly Brigade maintenance meeting was established to influence the maintenance posture and assure adequate maintenance and repair funding to the training mission. The Office of the Dean was developed from the STT Director allocation. Dean's office consists of all Training Developers except 74B/C and a secretary. The Dean retained oversight of the

Brigade training budget while the DBC retained control over the Admin budget. Both budgets are to be integrated in FY03. Holdover Company (formerly A/442d) was re-designated C/551st and transferred to the 551st control. In addition, 551st assumed control of F/ 369 and 447th Sig Co's, which were re-designated B and D/551st respectively. These companies assumed the 74B/C training mission.

The brigade responded to the Sep 11 attacks by reacting to increased THREATCON across Ft Gordon. As unit went to THREATCON D and C+, 100% ID checks, access control, parking area limitations and roving guards became the norm. The Brigade S3 quickly developed a plan to get nearly 150 support cadre and instructors weapons and CTT qualified to assume augmentation roles with the installation roving guard force and Reaction Team taskings. Additionally, the Brigade provided MAJ Jean-Louis as CAO for the widow of one of the Pentagon victims who moved locally.

The Brigade received funding at end of year to procure over 200 new computers and WIN2K operating system licenses. This enabled the Brigade to make great strides in increasing level of network security and vulnerability reductions. Computers were distributed IAW the automation plan developed through the Bde S3 shop. In addition the Brigade received additional MS Office licenses and 6 PROXIMA computer projection systems.

The Brigade and installation activities continued to streamline the inactive student management process. Inactive reviews are done weekly between the Bde DBC and Bn XO's and the MILPO. Each end of month (last Thursday of the month) the entire medical, personnel and Brigade support staffs meet to review specific status of all soldiers over 60 days in inactive status. Results have been a more focused, rapid medical chapter process, continued success in the security holdover process, a request to locate the Credit Counseling Center on post at least one day per week, and a more aggressive PT remediation program within C/551st. This continued review of the inactive management process has results in reducing and maintaining lower numbers of long-term holdovers. DPW renovated two additional IET barracks and two admin building in year 2001. There are 4 more admin buildings to go in the HVAC process. There are 7 more buildings that require latrine and / or floor tile upgrades, which are not presently funded. The Brigade was able to consume and house the student load using organic IET barracks and did not require USAR barrack augmentation.

15th Signal Bde Drill Sergeant of the Year (DSOY) winning runner up in the TRADOC competition - DS Vintinia Williams was named Fort Gordon's Drill Sergeant of the Year. She subsequently earned runner up as TRADOC's Drill Sergeant of the Year. DS Williams spent her DSOY tour working at Brigade Headquarters as Special Assistant to the Brigade Cdr and CSM.

The 447th Signal Bn completely re-tooled the 31S, 31R and 31F courses, shortening them and developing training tracks focused on first unit of assignment (Echelon above or below Division). The process required close coordination with DOT, TRADOC, and PERSCOM in order to execute, but the pilots have shown that there is great potential for this being the standard. The AOT concept has been adopted at TRADOC and is being scrutinized / integrated by other IET training installations.

Mission

The 15th Regimental Signal Brigade is a TRADOC unit and the parent unit of the United States Army Signal Corps' training battalions, located at Fort Gordon, Georgia. Its mission is to transform basically trained soldiers, who live by the seven Army values, into highly motivated, self-disciplined, physically fit, and technically knowledgeable Signal and Ordnance Warriors able to immediately contribute to the Army's mission.

Key Personnel

Commander, 15th Signal Brigade	
COL Michael J. Guthrie	January – December 2001
Deputy Brigade Commander	
LTC Thomas L. Fitzpatrick	January – December 2001
Command Sergeant Major	
CSM Jim Nicholson	January – December 2001
Commander, 73rd Ordnance Battalion	
LTC Ronda G. Urey	January – December 2001
CSM, 73rd Ordnance Battalion	
CSM Fernando Coral	January – December 2001
Commander, 369th Signal Battalion	
LTC Timothy M. O'Hara	January – December 2001
CSM, 369th Signal Battalion	
CSM Arthur L. Washington	January – December 2001
Commander, 551st Signal Battalion	
LTC Frankie Cruz	January – December 2001
CSM, 551st Signal Battalion	
CSM Patricia A. Keit	January – December 2001
Commander, 447th Signal Battalion	
LTC Karen S. Adams	January – July 2001
LTC Chris Robertson	July – December 2001
CSM, 447th Signal Battalion	
CSM William H. Menefee	January – December 2001

Commander, USASSD

CPT Jon Lee Jr. Carrico	January – December 2001

First Sergeant, USASSD

1SG Albert Kent	January – March 2001
1SG Annette M. Clare	March – December 2001

Commander, HHC Adjutant

CPT Brad Cook	March – July 2001
CPT Scott Henry	July – December 2001

First Sergeant, HHC

1SG Jennifer Russell	January – July 2001
SFC Steven Johnson	July – December 2001

Chaplain

MAJ John Ellis	January- July 2001
MAJ Michael Riddle	July – December 2001

S2/S3

MAJ Philip A. Hoyle	January – December 2001

S2/S3 NCOIC

SGM Oliver Spratt	January – December 2001

S4

CPT Henderson	January – December 2001

Resources: The Brigade budget consisted of a $194K Supply Budget; $9K Printing Budget; $44K Travel Budget; $20K copier and Cable TV (Non-IET Barracks) budget; 17 AIT Barracks (Rolling Pin); 18 TMP vehicles and 7 admin buildings.

73D ORDNANCE BATTALION

Commander's Perspective

The 73rd Ordnance Battalion graduates highly motivated, technically and physically fit, and values driven soldiers in eight military occupational specialties (MOS), one additional skill identifier (ASI), and two functional courses. 2001 was a high optempo year for the battalion with the continued multiple shifts in the 35E Radio/COMSEC Repair Course and Basic Electronic Training (BET) for the Ordnance Corps and the Signal Corps at Fort Gordon. To maintain the battalion's standard of excellence, all leaders continued to be resource stewards – seeking efficiency in all areas. Moreover, a concerted effort by all leaders in "doing the right thing," train to standard, and develop each unit's training plan- ensured that both student and permanent party cadre received required training.

The 73rd Ordnance Battalion's resilience speaks loudly and clearly. Not only did the battalion train soldiers; it supported numerous taskings to Saudi Arabia. The professionalism of the military and civilian instructors and cadre guaranteed the highest standard of education. 2001 was a transitional year for the 73d Ordnance Battalion, with the departure of the Battalion Executive Officer, MAJ Jorge Berrios in July. MAJ Nancy Jean-Louis stepped right in as the new Executive Officer without missing a beat. The battalion was active in our communities and civic responsibilities. A few examples are Adopt-A-School, Fort Gordon's Christmas House, and Habitat for Humanity, CFC, AER, Youth Challenge and several other noteworthy community events. Esprit de corps was high in the 73d Ordnance Battalion as demonstrated by the monthly Ordnance Corps Luncheons, and various sponsored events. There are currently 250 members in the Ordnance Corps Association.

Mission

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

Key Personnel

Commander

Lieutenant Colonel Ronda G. Urey	January – December 2001

Executive Officer

Major Jorge L. Berrios	January – July 2001
Major Nancy Jean-Louis	July – December 2001

Commander, Headquarters and Company A

Captain Maria Morgan	January – March 2001
CPT Paul Rose	March – July 2001
CPT Robert Harding	July – December 2001

Commander, Company B

Captain Alexander Lewis	January – June 2001
Captain Cactus Coker	June – December 2001

Commander, Company C

Captain Levorn Collins	January – April 2001
Captain Connie Shanhols	April – December 2001

Resources

The battalion averaged 165-241 permanent party soldiers and between 700-900 student soldiers throughout the year. To support these soldiers, the battalion was allocated $10,000 for the Government Service Agency (GSA) budget and approximately $2,000 for the Morale, Welfare, and Recreation (MWR) funds.

Headquarters and Alpha Company

Throughout 2001, Headquarters and Alpha Company (HQ& A) set standards of excellence and professionalism. It continued its two-fold 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 920 soldiers, NCOs, and Warrant Officers to repair and maintain the Army's communications and electronic systems.

Ordnance Electronic Maintenance Training Directorate

Mission

Conduct resident training courses in electronic maintenance to meet Army-wide and other service training requirements in support of active and reserve component units. Train 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. Conduct Basic Electronic Training (BET) 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.

Activities and Accomplishments

On 6 May 2001 SFC Daniel Brown assumed responsibility for Headquarters and "A" Company as the First Sergeant, and on 17 July, CPT Robert J. Harding assumed command. With new leadership at the helm Headquarters and "A" 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 "A" Company excelled in the area of sports competition as well. The Company finished an impressive 2nd place post wide in softball and the flag football team had an equally impressive record, making the playoffs as well.

HQ&A Co took the Battalion Organizational Day trophy in strong fashion. 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 $4,000 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. The Non-IET Platoon headed to Six Flags for a day of fun in July. In November, soldiers and family members put together a Haunted House to raise money for the Christmas House. The Unit Readiness Group (URG) has met monthly and held cookouts, pie auctions, Halloween Party and the children Christmas Party. Teamwork and Esprit de Corps in action! Another EXODUS was met and handed out in splendid manner. Over 450 soldiers were sent home through the IET club, the location for HQ & A's portion of the BDE's Task Force "Pusher".

Headquarters and Alpha Company Award recipients – 2001

<u>OEMTD Instructor of the Quarter</u>
1st quarter: SFC Tyrrell, Gary
2nd quarter: SSG Campbell, Patrick
3rd quarter: SSG LopezLopez, Jose
4th quarter: SSG Filiki, Filiki

Bravo Company

Mission

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.

Activities and Accomplishments

The New Year was a great year for Bravo Company, 73D Ordnance Battalion. The company faced many changes including heavy personnel turnover and a barracks move. Cadre and soldiers had outstanding accomplishments including winning the Drill Sergeant of the Month, 2nd Quarter Boards, and numerous Battalion and Brigade Soldier of the Month and Year Boards. 2001 was a great year, which brought together a great team.

January started with a successful and safe return from EXODUS. The Ordnance Corps Association recognized PVT Bolding, PVT Robinson, and PVT Wright for an outstanding job.

Furthermore, DS Stinnett won Drill Sergeant of the Month. On 7 Jan 01, CPT Lewis and 1LT Kim attended the Commanding General and BDE commander's Reception at the Gordon Club. DS Bengochea completed the Unit Tax Assistance course and cadre attended the CSM Bledsoe's Farewell luncheon. On 23 Jan 01, 1LT Kim graduated from Nuclear, Biological and Chemical school. During the last week of January, the company looked sharp and proud during the Battalion Cobra Run.

During the first week of February, Bravo cadre attended the Battalion Prayer luncheon. Cadre took soldiers from the company an Augusta Lynx Hockey game. Bravo Company also participated in the Battalion Car wash and bake sale to raise money for the Battalion Ball. The following week, 1LT Kim conducted a Green to Gold program brief to assist soldiers who are interested in becoming officers. DS Bengochea along with CH (CPT) Kim took soldiers from the Battalion to the Battle of Aiken Values Trip. During the last week of February, DS Winston held a Reenlistment Ceremony. LTG Van Alstyne, 59th Regimental Ordnance Brigade Commander and COL Guthrie, 15th Signal Brigade Commander, visited the Battalion and joined the company in Physical Training. Later that morning, cadre attended the focus group with LTG Van Alstyne. The month ended with SFC Lawson's farewell at the Old Country Buffet.

March began with Bravo soldiers contributing blood to the post blood center. That culminated with Bravo winning the 4th Annual Blood Donor Award as "Top Blood Donor". Additionally, PVT Cadejuste and SSG Jones decorated the African-American Heritage Board that was selected as one of best in the Battalion. PVT Maldonado won the Company Board and the Battalion Soldier of the Month Board. During the second week of March, Bravo Company conducted the Brigade Run and DS Winston along with 14 soldiers participated the Bowl-thon. CPT Lewis and 1SG Surles visited SFC Alvarez at Drill Sergeant (DS) School, Fort Jackson, South Carolina. Bravo Company conducted a car wash and bake sale to raise funds. Cadre took soldiers from the company to Civic Center to enjoy another Augusta Lynx Hockey game. The last week of March, MG Stevenson visited the company and re-enlisted SDS Schaefer and DS Lupo. Also, Bravo soldiers had breakfast with MG Stevenson and PVT Maldonado was recognized as the Battalion Soldier of the Year.

During the first week of May, three outstanding Drill Sergeants (SSG Sloan, SSG White, and SSG Winston) were promoted to E-7. Also, 83 soldiers donated blood in the post blood center. The soldiers of Bravo Company conducted the Common Soldier Skills Testing and the Obstacle Course in training area #6. During the second week of May, Bravo Company conducted a BBQ picnic. The soldiers played several games that included football, basketball and board games. Bravo Company also had 100% of the unit qualified for annual drown proofing certification training. Bravo Company conducted the Change for Responsibility from 1SG Surles to 1SG Ramos. The following day, cadre attended the Asian Pacific Heritage Month luncheon in the Battalion conference room. MG Shin, Chief of Signal in the ROK Army, and COL Farrell, Fort Gordon Deputy Commander, presented the coin for an outstanding job as an escorting officer. On 19 May 01, 1LT Kim, SDS Schaefers, and 10 soldiers volunteered for the Habitat for Humanity project to build houses in the Augusta community. The week of 21 May 01, Bravo Company was awarded the Cobra streamer for a best-motivated company during the Battalion Run. SDS Schaefers was selected as the Battalion's Drill Sergeant of the Month and 4 Bravo soldiers received the Certificate of Achievement for supporting the Army Family Team

Building. Finally, LTC Van Alstyne visited the company barracks and had lunch with 35D soldiers.

During June, CPT Lewis, 1LT Kim, and 1SG Ramos attended the Ordnance Corps Association luncheon at the Gordon Club. Bravo cadre also attended Prayer Breakfast. CH (CPT) Kim brought soldiers to the Fort Gordon Recreation Area for the Chaplain's STAR Retreat program. The program gave soldiers the opportunity to participate in activities such as skiing and swimming. Bravo soldiers along with 1LT Kim volunteered for the Habitat for Humanity project to help build houses for the local community. Bravo Company also participated in the AT&T shootout competition. The second week of June 01, SDS Schaefers won another Drill Sergeant of the Quarter Board and Bravo Company conducted the CSM Run at Barton Field. Later that evening, 1SG Ramos and 17 soldiers enjoyed the Augusta Stallions Football game at the Civic Center. The following week, Bravo Company participated the Signal Regimental run. The Battalion hosted a Hail and Farewell for CPT Lewis where he and his wife Mrs. Carla Lewis were recognized for their great support in the Battalion. Bravo company's Change of Command Ceremony was held at Cobra Field and CPT Cactus B. Coker officially took command on 22 Jun 01. The month ended with the 59th Ordnance Brigade Change of Command Ceremony at Red Stone Arsenal, AL.

In July, Bravo company participated in the Fort Gordon Fire Works show during Independence Day. The month of July also brought another opportunity for the soldiers to participate in the Habitat for Humanity program. On 19 Jul 01, K-9 units conducted a Health and Welfare in the barracks. The week of 28 Jul, 15 soldiers participated the STAR Retreat and Bravo Company conducted another company car wash to raise funds for the soldier fund. During the last week of July, Bravo Company participated in the Battalion Cobra Run and COL Hafele, the new 59th Ordnance Brigade Commander, visited the Bravo company barracks.

August started with numerous activities such as the Blood Donation, Habitat for Humanity, and the STAR Retreat. During the first week of August, DS Bengochea officially assumed duties Senior Drill Sergeant. On 10 Aug 01, Bravo company conducted a Black Beret Ceremony at Barton Field. On 23 Aug 01, Bravo company conducted POV inspections and the Command Climate Survey. The following Saturday, the company held another car wash. The last week of August, DS Sloan and DS White graduated from ANCOC at Fort Jackson, SC. Furthermore, Bravo Company qualified for annual drown proofing certification training.

The month of September began with the Ordnance Corp Association luncheon. PV2 Detrick was awarded the Ordnance Corp Association coin, 1-year free membership, and a cup for winning the Battalion Soldier of Quarter and Month. On 15 Sep 01, 5 soldiers participated another Habitat for Humanity project in the Augusta community. During the last week of September, Bravo Company participated the BN Cobra Run. Later that afternoon, the Battalion Organization Day festivities took place at Barton Field with Bravo Company winning second place.

The month of October started with a Class 'A' inspection. On 12 Oct 01, the cadre attended a Hispanic Heritage luncheon. During that evening, Bravo Company along with Charlie Company celebrated Salsa Night. On 16 Oct 01, 1LT Kim conducted a Green to Gold brief.

Bravo soldiers also supported Richmond Academy High School in a fund-raiser. During the last week of the month, MG Severson visited the company barracks and talked to AIT soldiers. During Halloween weekend, soldiers attended the Haunted House and Soldier's Show. The month ended with another successful blood donation to support the tragedy on September 11th.

The month of November started with SFC Ramos getting promoted to E8. The Cadre participated in the Pie in the Face to raise money for the Christmas House. DS Stinnett and PV2 Twine were awarded the OD Corp Association Certificate and cup for winning the DS and IET soldier of the month. On 10 Nov 01, 5 soldiers volunteered for the Habitat for Humanity project. That evening, SDS Bengochea conducted the repelling performance during half time of the Augusta Lynx Hockey Game. The week of 16 November, cadre attended the Native American luncheon in the Battalion conference room. On 26 Nov 01, Bravo company participated in a Brigade Run. The last day of November, the company held a Hail and Farewell for SFC White and SFC Schaefers at Kurama Restaurant.

December began with the Christmas Tree Lighting Ceremony. Additionally, cadre and their spouses enjoyed the 15th Signal Brigade Holiday Formal Dinner and Ordnance Corp Dinner at the Gordon Club. On 08 Dec 01, 5 soldiers participated in the last Habitat for Humanity project of the year. The second week of December, Bravo Company raised over $1,500 for supporting the Christmas House. Additionally, CPT Coker, 1LT Kim, 1SG Ramos, and their spouses were invited to LTC Urey's place for a Christmas party. Soldiers were prepared through numerous safety briefings, POV and barracks inspections. Finally, EXODUS 2002 began on 20 Dec 01 and Bravo company was assigned as the holding company for 15th Signal Brigade. EXODUS 2002 was very successful due to the outstanding support of the entire cadre. This closes out the year 2001.

Charlie Company

Mission

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.

Activities and Accomplishments

The first year of the new century, 2001 brought several changes to the cadre and soldiers of the mighty Cougar Company, and it was filled with excitement and sorrow, gains and losses, and the arrival and graduation of numerous soldiers. From the return of the soldiers from EXODUS 01 to the departure of soldiers for the following EXODUS 02, the year was filled with a change-of-command, transition of key personnel and the graduation of MOS qualified soldiers.

January is always exciting for all when soldiers are returning from EXODUS or Christmas leave after spending two weeks with their family. This is a hard adjustment for the soldiers to return back to training and extremely challenging for the Cadre as we prepare the soldiers for the upcoming months prior to graduation. The biggest challenge for the months of January,

February and March was school. We had over 450 soldiers at the time and not enough instructors to put them in school. This caused a wait time of 2 to 3 months for some soldiers to start school. Charlie Company came up with some exciting things to do keeping the soldiers interested as they waited for school to start. We had BBQs, Hockey Games, Football Games and competition amongst the platoons.

The month of February started out with DS Hooker winning the Battalion Drill Sergeant of the Year. We also took the Blood Donor Award for donating the most blood for small companies post wide. The soldiers also participated in the Habitat for Humanity, which supports the local community in building homes for lower income families. The month of March saw the departure of 1SG Shortt and his introduction of the company's new first sergeant, 1SG Brooks. 1SG Brooks started the company off when he and soldiers participated in the Signal Brigade 10K run which several of our soldiers won prizes representing the Ordnance Corps.

We also saw the departure of 1LT Paul Rose as the Executive Officer as he transitioned as the Commander of Alpha Company. We however, received an outstanding Executive Officer in his place, which was 1LT Cassandra Avery. She took a hold of Charlie Company and ran with it making Charlie Company the best it has been. 1LT Avery started working with Gracewood State Hospital setting up functions for the company to assist the hospital in anyway. This outreach program she started has been very successful for the company. Charlie Company began it's AUSA membership drive and again rose to the top of the BDE for membership helping raise post membership by 130 new members to the Ordnance Corps Association for the year 2001, and helped the Fort Gordon Chapter gain nine national recognition's for their outstanding efforts in support of the Fort Gordon soldiers.

March brought the Cougars more activity by participating in the National Census and kicking off the annual Army Emergency Relief Program. The Charlie Cougars began its quest to raise funds in support of the AER campaign through soldier contributions and a unit car wash. In March, the Cougars also went through a thorough dual inspection from the 15th/59th BDEs that finished with a very positive 17 commendable ratings of 30 inspected areas with all areas receiving satisfactory ratings. The Cougars ended the month with a trip to the 73rd Ordnance Battalion Ball.

In the month of April, the soldiers participated in the Change of Command Ceremony saying goodbye to their old commander, CPT Levorn Collins for the past two years, and saying hello to their new commander, CPT Connie Shanhols who just returned from a tour in Korea. The soldiers participated in various activities including several sporting events, unit Esprit-de-Corps events, and a soldier talent contest. DS Thompson was selected as the Drill Sergeant of the Month for the Battalion and PVT Moody was selected as the Soldier of the Month for the 73rd Ordnance Battalion. SPC Young was selected as the 15th/59th Brigade Soldier of the Quarter. The Charlie Cougars also raised unit readiness by qualifying 100% of the unit for annual drown proofing certification.

May brought the Cougars annual Hot Weather training and the 15th Signal Brigade Ball. The soldiers of Charlie Company also participated in Common Soldier Skills Testing. Another positive unit morale building event was the Beat the Command Sergeant Major run held on

Barton Field. Soldiers from the unit participated in the run and all received a certificate of recognition for beating CSM Coral's time for the event. May also brought the end to the annual AER fundraising, which Charlie Company soldiers raised over $1,700 in support of the local AER drive. May also started monthly Rites of Passage, Awards ceremony and Promotions for Charlie Company.

The Charlie Cougars started the month of June with a Company Carwash to help raising over $1,000 for the company unit funds. Charlie Company was also active again in the post community, contributing to the post blood donor center. Charlie Company soldiers also participated in the Habitat for Humanity project in the city of Augusta, which was all coordinated through the efforts of 1LT Ok Kim, the Battalion Habitat for Humanity Representative. Charlie Cougars also did a pie-in-the-face contest raising more money for the unit funds.

July brought more change for the soldiers of Charlie Company and for Fort Gordon, as the soldiers and cadre participated in the Post Change of Command Ceremony on 11 July 2001. The company again continued fundraising activities with another unit level car wash and again helped the community with efforts for the Habitat for Humanity program. The soldiers participated in a Cobra Run with the new 59th Ordnance Brigade Commander, COL Hafele, and attended a Chaplain program Star Retreat to the Fort Gordon Recreation Area. Fort Gordon also put on a Fireworks display for the 4th of July. We also hosted a BBQ with Bravo Company instilling Esprit-de-Corps among the whole Battalion.

August began with the arrival of a new company Executive Officer. 1LT Kreh moved in to replace 1LT Avery after he served two years at Fort Carson. The soldiers had the opportunity to receive a breakfast in bed from the drill sergeants, complete with a rose and in their dress blue uniform. The company also participated in the Star Retreat with the chaplain's office. This allowed the soldiers the opportunity to get away from the company for a weekend. Soldiers took advantage of the time to get away by going to the Fort Gordon Recreation Center and enjoying the surrounding area. Soldiers also participated in the Habitat for Humanity program to help others in need throughout the Augusta community. The soldiers then had the opportunity to go to the Augusta Green Jackets minor league baseball game to watch a fellow soldier perform. PFC Conyers had the opportunity to sing the national anthem at the game due to a teacher who recommended him to the director at the stadium. Over fifty soldiers attended the game in order to show their support of PFC Conyers.

September began with the attack on our nation and the reaction of the post to increase the security measures both getting on and off post and entering buildings. Soldiers began to understand the meaning of serving their country as numerous soldiers across the nation were called from the reserve and national guard to help fight the war against terrorism. We also supported the post with a QRF team. September also brought a visit from the Chief of Ordnance on 13 September 2001. SSG J E Adams kicked-off the annual Combined Federal Campaign Drive spearheading the company's effort as the soldiers of Charlie Company raised over $11,000 in support of CFC and Fort Gordon. For his tireless efforts, SSG Adams won the posts award for the posts "Super Key Worker" which included a plaque and a coin from MG Stevenson. The company won the "Early Bird" award for having the most amount of money turned in the fastest. The company had one soldier, PFC Osborne, who earned the "Eagle Giver" award for

contributing over $1,000 of her own money and the commander recognized her in front of the company. The month ended with another event to support Habitat for Humanity, and participation by the soldiers in the Battalion Organizational Day on 28 September 2001.

October the soldiers participated in an outreach program to the Richmond Academy Family Day to help assist with the event. Soldiers from Charlie Company participated in the Battalion Hispanic Heritage Potluck Luncheon on 12 October 2001 to help recognize and understand the diversity and history of both soldiers in our Army and neighbors in our community and their unique heritage and contributions to our nation. Charlie Company soldiers also had their own night of Hispanic Heritage with the 2nd Annual Charlie Company Salsa Night on 13 October 2001. Charlie Company also participated in a retirement ceremony at Aberdeen Proving Ground on 20 October 2001, and was also able to help with another outreach program to Barnwell High School in South Carolina to help with their JROTC programs. The month ended with another Habitat for Humanity project for the soldiers, and the opportunity to attend the US Army Soldier Show and the Augusta Lynx Hockey game. Charlie Company also had the privilege to attend the Haunted House Party thrown on by Alpha Company. We also started cold weather training in preparation for EXODUS 02.

The month of November ended with the Company preparing for EXODUS 2002 and a Brigade Morale Run on 29 November 2001. This month is hectic as soldiers are preparing for EXODUS 02 by either purchasing bus tickets, plane tickets or just getting their vehicle ready for the long trip. During this month we also conducted a blood drive in support for September 11th. We also celebrated Thanksgiving by the Officers serving lunch to the soldiers in DFAC #6. Charlie Company also hosted another car wash to raise money for the Ordnance Battalion Ball. This year Charlie Company raised over $900 for the Christmas House and all of our soldiers that applied for gifts received them all for their children. Soldiers of Charlie Company also got to participate in the Signal Symposium giving them the ability to see electronics of the future. During the month of November we also ensured all our soldiers received their flu shots.

December began with Members of the Charlie Company Cadre participating in the annual Ordnance Corps Association Christmas Dinner on 11th of December 2001, which provided an opportunity to listen to COL Hafele, the Regimental Commander, as the guest speaker. Charlie Company was again active in the Fort Gordon community in support of the Fort Gordon Christmas House. Charlie Company continued the month in preparation and execution of Operation Exodus 2002. Soldiers were prepared through multiple safety briefings and pre-combat checks for their mission of returning home to enjoy the holidays. This year we had our first Charlie Cougar Jingle Bell run where soldiers could wear anything red or green with jingle bells. The Drill Sergeants all wore Santa Clause hats. Charlie Company also helped the Gracewood State Hospital decorate their building for Christmas. Soldiers also helped decorate the Christmas House allowing 6 of our soldiers to attend the CG's house for a reception in honor of them. We ended the month off with a Cobra Run and Safety Show. The year ended with the safe deployment and re-deployment of all our soldiers and cadre members.

369TH SIGNAL BATTALION

Commander's Perspective

This year was another productive and busy year for the personnel of the Warrior Battalion. We continued to graduate highly motivated soldiers, preparing them for their initial assignments. Until August 2001, our training mission included three Military Occupational Specialties (MOSs); 31U, Tactical Signal Systems Support Specialist; 31F, Network Switching Systems Operator/Maintainer; and 31P, Microwave Systems Operator/Maintainer. As part of the 15th Regimental Signal Brigade's realignment, we lost the 31F and 31P MOSs and gained 31L, Cable Systems Installer/Maintainer and 31U, Radio Operator/Maintainers. Also as part of the realignment, the school house departments came under the control of the battalion commander.

During 2001, the battalion was authorized 321 permanent party soldiers and three civilians. We averaged nearly 310 permanent party soldiers on a daily basis and had two of our three authorized civilians. Prior to August, our average daily assigned student strength was 1500 soldiers. After the realignment our average daily student population decreased to 870 soldiers. With the TDA change in October, our drill sergeant authorization increased from 34 to 50 with an average of 40 available. The battalion experienced no turnover in the command group. LTC O'Hara, MAJ Witherspoon and CSM Washington remained in their position for a second year. The only change in the primary staff was, SSG Clinton Cowden replaced SSG Andrea Wooten as the Battalion S4.

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, technically knowledgeable, and fully prepared for their first duty assignment.

Key Personnel

Commander
LTC Timothy M. O'Hara — January – December 2001

Command Sergeant Major
CSM Arthur L. Washington — January – December 2001

Resources

Monetary resources continued to be a challenge with our small yearly budget. Our primary expenditures were cleaning supplies for the barracks and office supplies for our administrative areas. We received computers, copiers, office furniture and unit crests from last year's Unfinanced Requirement list.

Activities and Accomplishments

The Warriors accomplished many great things throughout the year. The battalion was awarded a training day off for achieving 60 consecutive days with out having a AWOL soldier. The attrition rate was reduced over 40% from the previous year and we met or exceeded our reenlistment objective for each quarter during the year. We were proud to be among the supporters of various charitable organizations on post and in the local community. Some of the organizations that the battalion supported include; Terrace Manor Elementary School, Golden Harvest Food Bank, Combined Federal Campaign (CFC), Army Emergency Relief (AER) and the Association of the United States Army. The 369th Signal Battalion was among the top contributors to CFC and the 2001 Christmas House. Several of our companies volunteered their services in the local schools.

The battalion organizational day was another great event for all. This year, the food was prepared and served by members of our Dining facility. There was strong competition between the companies as they competed in several events such as volleyball, basketball, track and field events, and tug of war. As the year came to an end, the battalion began preparation for EXODUS. Staff, cadre and family members worked long and hard to ensure that our soldiers were prepared for a smooth departure and return to Fort Gordon. This year the battalion out-processed over 1000 personnel to various destinations throughout the world. We received laudatory comments from the post Commander on the smooth execution of EXODUS 2001.

HQ & A Company

The year 2001 was a great year for HQ/A, but brought many changes. With the new transformation of the Brigade we now have command and control of C&R. We have Non-IETs for the 31U, 31L and 31C course. We filled new Non-IET and permanent party barracks. We still send soldiers all over the country in support of various missions. We supported the Exodus operations 01 with 60 soldiers in order to see that 1,300 soldiers were able to go home over the holidays. We executed with this precision and excellence. With the New Year also came a new commander when CPT Porter replaced CPT Davis on Jan 25 02.

HQ/A had a number of persons volunteer for various community events. The members of Eagle Company regularly support tutoring and mentoring in communities, libraries and Schools throughout Richmond and Columbia County. HQ/A Company also contributed heartily to the CFC (12,000.00) and Christmas House (1,300.00). HQ/A Company's sports teams had an excellent showing in post-level competitions last year. The basketball, and softball teams all went to the playoffs. The basketball team is looking even better this year.

The Family Support Group has been busy over the past year sponsoring numerous events: Car Washes, Baked Goods Auctions and Hot Dog sales. All totaled, the company raised and donated $2000.00 towards the annual Christmas House and Gold Harvest Food Bank to help needy soldiers and community members. The FSG has also sponsored two Potluck dinner at Darling Hall, which was an excellent opportunity for all of the families to interact and have a good time. The FSG would like to welcome all newborn babies and spouses to HQ/A. HQ/A company personnel are spreading their wings and in many different directions. We have sent 8 NCO to

become Drill Sergeants, 20 Staff Sergeants to be promoted 10 NCO went overseas to Korea, Bosnia, and Honduras. That's the just the tip of the iceberg and we are still training future Signalers at the same time.

B Company

2001 was another tremendous year for Bravo Company. During the spring and summer a significant personnel change over occurred. In March, CPT Jackson took command of Charlie Company and we welcomed 1LT Campbell as the new company executive officer. In May we welcomed SSG Rupprecht as our new Training NCO and in June SSG Douglas became our new Operations NCO. On 20 November 2001, we also said farewell to CPT Busler and welcomed our new Commander, CPT Timothy T. Cross. Three months prior to the change of command, 1SG Roots replaced 1SG White. Other Drill Sergeants /NCOs departures included SFC Wallace (Operations), SSG Lieras (Training), SSG Young (Drill Sergeant Candidate), DS Pabon, DS Tobert, DS Crayton, DS Lynch, DS Camacho, and DS Ashle. New arrivals include DS Bowman, DS Bolton, DS Parker, DS Hughes, DS Bell, DS Hernton, DS Ross, DS Smith and SSG Lewis (Drill Sergeant Candidate). On 11 August 2001 the company transitioned from two previous MOSs of: 31P, Microwave Systems Operator-Maintainer; and 31U, Systems Support Specialist to 31L, Cable Systems Installer Maintainer and 31C, Radio Operator Maintainer. The company strength fluctuated between 180 and 220 soldiers housed in building 29708. 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. SFC Windsor took control of the company softball team and SSG Douglas led the company basketball team to a current record of 7-5.

The mighty "Braves on the Warpath" were blessed when DS Williams was selected as Drill Sergeant of the year. The company has set the standard by receiving two free AWOL days and is continuing to strive forward to zero AWOLS. The Unit Readiness Group, led by Isabelle Busler and SSG Wallace, helped to transition the families into a military life style just as the company was doing for the soldiers. The URG sponsored many informative classes involving representatives from many of Fort Gordon's support agencies providing a deeper insight into the Army lifestyle and the effects on family life in general. In December 2001, 266 Braves deployed safely back to love ones throughout the United States and oversees during the Christmas EXODUS Break without a single accident or serious incident. Currently the Braves Cadre includes: CPT Cross (Commander), 1LT Campbell (Executive Officer), 1SG Roots (First Sergeant), SSG Douglas (Operations), SSG Rupprecht (Training NCO), SSG Sigler (Training NCO), SFC Bowman (SR Drill Sergeant), SFC Hughes and SSG Bell (First Platoon Drill Sergeants), SFC Smith and SSG Ross (Second Platoon Drill Sergeants), SFC Bolton and SSG Hernton (Third Platoon Drill Sergeants), SSG Younger and SSG Parker (Fourth Platoon Drill Sergeants), and SSG Lewis (candidate who is currently at Drill Sergeant School).

C Company

Soldiers of excellence are what we produce here at Charlie Rock! The year 2001 was no exception. During the spring and summer a significant personnel change over occurred. On 15 March we said farewell to CPT Nicole McCree and welcomed our new Commander, 1LT(P)

Cutie J. Jackson. Four months after the change of command, 1SG Brooks assumed responsibility of the company from 1SG Roots whom we lost to Bravo Company. 1LT Beavers who joined us as a result of the deactivation of Foxtrot Company finally filled our vacant XO position. Other Drill Sergeant/NCO departures included SFC Berry (Operations), SGT Bland (Training), DS Bruce, DS Rogers, DS Wallace, DS Bowman, DS Curtis, DS Shell, DS Ison, DS Stewart, SSG Donyeau, SSG Neal and SSG Gonterman. New arrivals include DS Wells, DS Gallifent, DS Tinsley, DS Calloway, DS Velez, DS McFerguson, SFC Spencer (DS Candidate), DS Rose, DS Wallace, DS Jones, SSG McGee (Training), and SSG Reilly (Operations).

The company continued to successfully take on the task of training 31Us. So motivated were the Cadre and soldiers that under the direction of 1SG Brooks, Charlie Company underwent a complete upgrade in both area and barracks beautification. The unit's morale was significantly improved. DS Well was nicknamed DS "U-Do-It". Under the guidance of DS Wells, several soldiers readily volunteered to work on small barracks improvement projects around the company area that set the standards for others to emulate. DS Wells's initiative resulted in several of our soldiers with artistic skills volunteering to paint and decorate the newly renovated battalion conference room and classroom.

During the year Charlie Rock continued to provide the Fort Gordon Blood Center with the "gift of life" by providing monthly donations and through continued support of the Annual Blood Drive. The response from our soldiers to give has always been overwhelming whenever they were asked to contribute to lend a helping hand. 2001 was no different. Once again, Charlie Rock stepped up to the bat when asked to donate to help the "Army takes care of its own" by contributing a total of $10, 643 to both the Army Emergency Relief and the Combined Federal Campaign. Charlie Rock continued to support the community by providing 58 volunteers to participate in the Annual "Walk for Tranquility" sponsored by the Army Community Service, feeding the local Veterans at the Augusta Veteran's Hospital, and as volunteer readers at the Fort Gordon Post Library.

In December, 254 soldiers successfully deployed safely back to love ones throughout the United States and overseas during the Christmas EXODUS Break without any accident or serious incident. Currently Charlie Rock Cadre include: CPT Jackson, 1SG Brooks, 1LT Beavers, SSG Reilly (Operations), SSG McGee (Training), SFC Calloway (SR DS/1st Plt), SFC Velez (1st Plt), SSG Wells (1st Plt), SSG Gallifent (2nd Plt), SSG McFerguson (2nd Plt), SFC Rose (3rd Plt), SSG Tinsley (3rd Plt), SFC Wallace (4th Plt), SSG Jones (4th Plt), SFC Funches (ANCOC), and SFC Spencer (DS School). Charlie.....Solid as a Rock!

D Company

Always striving for excellence, 2001 was truly an excellent and eventful year for Delta Company. The company underwent many changes during the year. In August, 1SG Maxine Abernathy took over where 1SG Napoleon Brooks left off. That September, after long months of requests, 1LT Jason Moulton was assigned to the company as XO. In addition to changes to the "Top 3", the company also experienced changes among the Drill Sergeants. DS Belle, Ds Stetson, DS Patterson, DS Callaway, and DS Valez have undertaken positions passing on their expertise to other companies throughout the 15th Signal Brigade. In addition, DS Freeman left

the trail in December and is now attending the frequency manager course. Delta has also had to bear the loss of SSG Holmes in operations. DS Cummings and Cherry completed Drill Sergeant School and their arrival has made a positive impact on the company. DS Ballreich, DS Crayton, and DS Camacho were transferred to the company from other companies in the 369th. SSG Swain looks to fill the shoes of SSG Holmes.

The company continued to successfully take on the task of training 31Us, however in August, the mission of training the 31Fs was sent outside the battalion to the 447th Signal Battalion. This successful transition would not have been possible if it was not for the outstanding NCOs such as SFC Barnes and SSG Shaughnessy. As of December, SSG Shaughnessy was eagerly anticipating his next tour as a recruiter, and SFC Barnes was waiting to visit the Republic of South Korea for a year. In 2002 the Dawgpound will look to their new operations sergeants and XO to carry the load in operations and training. In the spring, Delta participated in the Battalion Organization Day. As well, the company entered a team in the company level intramural softball league here on Fort Gordon. In December the company raised over $2000 for various charitable organizations and successfully deployed over 190 soldiers home for Exodus leave. All in all, 2001 was a great year for Delta Company, although they underwent many changes, like true warriors, they raised and adapted to the occasion.

E Company

The year 2001 proved to be a successful year for Echo Company's entire cadre. The company now trains highly motivated MOS qualified 31Us. The cadre as of 1 Jan 01 were as follows: CPT Anthony E. Shepard (Commander), 1SG Daryl Harris Sr. (1SG), 1LT John H. Chase (XO), SSG Owens (Operations SGT), SSG Frandsen (Training SGT), SFC Johnson (Senior Drill Sergeant), Drill Sergeant (DS) Holley, DS Anthony, DS Lucas, DS Moffett, and DS Horten. The following changes occurred in the cadre during the year. In June CPT Anthony E. Shepard relinquished command to CPT David Hernandez. SDS Johnson was replaced by SDS Anthony, and SDS Wallace respectively. SDS Wallace remained in that position through the end of 2001. SGT Frandsen moved to the position of Operations SGT from Training SGT upon the departure of SSG Owens who went to the schoolhouse. SSG Fernandes and SSG Donyeau held the training position respectively. SSG Donyeau remains in that position. We welcomed the following Drill Sergeants in 2001: DS Ferguson, DS Madison, DS Jolivette, DS Aschle, DS Moore, and DS Moorer.

The following events happened during the year 2001. We returned everyone from Exodus. In August we exchanged our 31Fs for 31Us. We sent our 31Fs to E/447 and received our 31Us from the disbanded F/369. We raised over $14,000 for AER, and contributed $1,000 dollars to the Christmas House. In addition the company raised $4,750 for CFC. The company also participated in several inter-brigade sporting events. Using various fund-raisers from the company we were able to purchase new sporting and recreational equipment for the soldiers. The company also had several barbecues and picnics at company and platoon level. Unfortunately, we lost a soldier in 2001. PVT Blahnik died in June 2001 from a self-inflicted gunshot wound while on leave in Wisconsin.

447TH SIGNAL BATTALION

Commander's Perspective

During 2001, the 447th Signal Battalion did an outstanding job of accomplishing its revised mission to train and graduate, highly motivated, disciplined, physically fit, technically knowledgeable Signal soldiers that live the Army values, and were able to immediately contribute to their unit mission. During this year, over 3,500 AIT soldiers graduated and were awarded Signal Military Occupational Specialties. The 447th Signal Battalion experienced a major change of command in July when LTC Karen Adams relinquished command to LTC Christopher Robertson. In March, CPT Brad Cook relinquished command of B Co, Bulldogs, to CPT Russ Hernandez. April 2001, CPT Michelle Danker relinquished command of E Co, Screamin' Eagles, to CPT Tressa Beauford. The 447th Signal Battalion continued to provide its soldiers with a safe and productive environment in which to live, train and work. We contributed over $45,000 to the Combined Federal Campaign, $18,000 to Army Emergency Relief, and over $7,000 to the Christmas House.

The Battalion underwent a transformation in August and September of 2001. The battalion assumed command of the Academic Divisions of Satellite Communications Division (SATCOM) and Switching Transmission Microwave Systems (STMS) Division. This change made the Battalion Commander wholly responsible for training of the MOSs under his command. We folded the flag of F Co, and relinquished control of our 31L Wire Systems Installer Course, 31C Single Channel Radio Operator, 74C Telecommunications Center Operator, and 74B Information Systems Operator-Analyst students to the 551st and 369th Signal Battalions. Additionally, we added strength to our S3 section, with Ms. Janice Mousseau, who became the Battalion S3.

The 447th Signal Battalion was the test bed for the Army for Assignment Oriented Training – the practice of training soldiers on those skills required at their first duty assignment. By training through AOT, we were capable of producing better-trained soldiers in less time, who are able to perform their mission immediately upon assignment to their first unit.

Mission

The battalion's stated mission was to train and graduate, highly motivated, disciplined, physically fit, technically knowledgeable Signal soldiers that live the Army values, and who were able to immediately contribute to their unit mission. We provided instruction and support for four Military Occupational Specialties (MOSs): 31R Multichannel Transmission Systems Operator/Maintainer, 31S Satellite Communications System Operator/Maintainer, 31F Network Switching Systems Operator/Maintainer , and 31P Microwave Systems Operator/Maintainer . The 447th Signal Battalion provides instruction and support for the following Additional Skill Identifier (ASI): the Satellite Network Coordinator/Controller Course 4C-F19/102-ASI1C and 19 consolidated/collocated functional courses.

Key Personnel

Battalion Commander	
LTC Karen S. Adams	January – July 2001
LTC Christopher L. Robertson	July – December 2001
Battalion Executive Officer	
MAJ Douglas J. Wolfe	January – July 2001
MAJ Jeff Mobley	July – September 2001
MAJ Tamara S. Weese	October – December 2001
Battalion Command Sergeant Major	
CSM William Menefee	January – December 2001
Battalion Chaplain	
Chaplain(CPT) Patrick Basal	January – December 2001
A Company Commander	
CPT William Platte	January – December 2001
A Company First Sergeant	
1SG Moses McKnight	January – December 2001
B Company Commander	
CPT Bradley Cook	January – March 2001
CPT Russ Hernandez	March – December 2001
B Company First Sergeant	
1SG Paul Santos	January – December 2001
C Company Commander	
CPT Tony Ribera	January – December 2001
C Company First Sergeant	
1SG Keith Henry	January – March 2001
1SG Paul Verner	March – December 2001
D Company Commander	
CPT Benjamin Bualat	January – December 2001
D Company First Sergeant	
1SG Leon Green	January – March 2001
1SG Keith Henry	March – December 2001
E Company Commander	
CPT Michelle Danker	January – April 2001

CPT Tressa C. Beauford	April – December 2001
E Company First Sergeant	
1SG Richard Crawley	January – July 2001
1SG Stephon Watson	July – August 2001
1SG Charles Fuller	August – December 2001
F Company Commander	
CPT Joe Lizzi	January – August 2001 (Company Deactivated)
F Company First Sergeant	
MSG Stefon Watson	January – August 2001

Resources

Resources for FY 01 were $55,000. With the budget we were capable of implementing a new cleaning supply program within the barracks that greatly increased the soldier's standard of living and lowered our overall operating costs.

Activities and Accomplishments

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 (CTT), common military subjects training (CMT), Army physical fitness training/testing and officer/noncommissioned officer professional development. The 447th Signal Battalion placed special emphasis on ensuring permanent party soldiers were deployment ready at all times, since any of them could be called to serve in military operations worldwide. In fact, the battalion provides soldiers for operations in Kosovo, Korea, Bosnia, and numerous CONUS sites today.

Along with transformation within the entire brigade, the battalion had many accomplishments and achievements worth noting. The battalion participated in "Read Across America" at Glenn Hills Middle School. Both C and D companies received Post Blood Donor of the Month Awards from the Blood Donor Center, displaying our commitment to help soldiers help themselves. The 447th Signal Battalion graduated highly motivated, well-trained soldiers who have gone on to assignments throughout the world. All members of the battalion were, and will continue to be, well trained in their skills, ensuring we remain members of the most professional Army in the world. Our soldiers excelled and stood ready to support Army units and all Warfighters in the 21st Century!

HQ&A Company

The past year was very busy for the soldiers and civilians of HQ&A Company. We have participated in numerous events, sent soldiers on deployments, recognized soldiers for past achievements and leadership potential, and took part in a very large "Transformation" of the 15th

Signal Brigade. On 3 September 2001 the 31F, P, and R instructors hopped on the team for the big win and came to us from 369th Signal Battalion. I have been very pleased with the outcome and performance from all of these professionals from STMS. They have already made significant contributions to the company in their short tenure in HQs & A Company. Our other addition was the Non-IET soldiers from C-442 on 25 July 2001. These soldiers, most of who have four to six years in service, decided to reclassify into a Signal MOS. They have truly made life much more interesting and challenging. Outstanding training opportunities are always with us as we transform these soldiers into Signalers.

In September SSG Houston participated in the All Army Body Building Championship held at Virginia Beach, VA. He placed second overall out of 124 competitors from the Army, Navy, Air Force, and Marines. He also won first place in two other events across the country. HQs & A Company took the Commander's Cup in September during the Brigade Organizational Day. We also won the post, battalion, and unit level volleyball championships, the company and battalion level basketball championship, the softball unit level championship, and placed second in the unit level soccer championship. We strived for the best and continued to produce outstanding results. The Unit Readiness Group was very proactive last year in assisting deployed soldiers and their families, sponsoring Valentines Day parties, Easter celebration for the children, Christmas parties and Santa for the kids, and numerous fundraisers. We raised over $3,000 in support of the soldiers and their families. We continued to have "NEVER QUIT" runs and our most memorable was a "short" jog around Willard Training Area and down Chamberlain Avenue (5.7 miles). This was the first run that the Non-IET soldiers were able to participate in and it is safe to say that they were broken in quite rapidly.

B Company

2001 was a year marked by themes of soldiers taking on greater challenges, receiving awards and being promoted for their hard work. The Bulldogs started off the year with 225 IET trainees. This total increased throughout the year as B Company safely sent 344 trainees home for Exodus '01. The company started off the year with just 31S students, which meant the Bulldogs Operations team only had to coordinate with one school house and track one MOS. Later, the company picked up 31P female soldiers to augment our low density of female 31S trainees. When the 31P company was reassigned outside of the 447th Signal Battalion, the Bulldogs picked up 31F AND 31R females, which meant Bulldog Operations now tracked and coordinated for three MOSs. Throughout the year, Bravo Company grew by 50%, tripled the number of MOSs they carried, and accomplished this mission without a corresponding influx in Cadre.

In addition to the rapid growth of the company, we successfully worked through the obstacles in moving the company twice throughout the year. First, the Bulldogs moved from the Reserve Area of Fort Gordon to the 447th Signal Battalion area in June, and then moved again in August for the TRADOC transformation. The hard work of the Bulldogs was visible in the career progression in many of the members of the company. The Company Commander, CPT Cook, was selected to be the BDE HHC Commander/Adjutant, when he relinquished his command of the Bulldogs to CPT Russ Hernandez on 27 March. The Senior Drill Sergeant at the beginning of the year, then SDS (SFC) Fuller was promoted to E-8, and became the E Company First

Sergeant. DS (SFC) Ricky Wiggins extended for a third year and took over as the company Senior Drill. Two Drill Sergeants were selected for WOCS and earned their way into the Warrant Officer ranks. DS (SSG) McGill graduated from WOCS with numerous honors, including Distinguished Honor Graduate. DS (SSG) Branam also successfully graduated from WOCS. DS (SSG) Hammonds was promoted to SFC and attended ANCOC on her way to Ft. Bragg. DS (SSG) Hodges also extended for a third year as Drill Sergeant and continues to be an outstanding member of the Bulldogs Cadre.

With all of those Drill Sergeants moving ahead in their careers, the company had its share of new faces to help tackle the new challenges it faced. Throughout the year, we welcomed DS (SSG) Bunyan, DS (SSG) Wokasch, DS (SSG) Jones, DS (SSG) Plale, DS (SSG) Ashment, DS (SSG) Fernandez, and DS (SSG) Liner. We also gained SSG Baker as a Drill Sergeant Candidate, who should earn his hat in 2002. The Operations team also saw some new faces as well. SSG Hansen moved to the resident school to be an instructor, while the company welcomed SGT Damon Pinero (later promoted to SSG) and SSG Julio Pinero. Toward the end of the year, the Executive Officer, 1LT Mike Crouse, was promoted to CPT on 1 December, and took over as the assistant Brigade S3. He was replaced by 1LT Joshua Conner, who just came from the 2nd Infantry Division in Korea. 2001 ended just as it began for the Bravo Bulldogs: Outstanding soldiers overcoming increasing challenges and appropriately getting recognized and promoted for their hard work and dedication to soldiers and the TRADOC mission.

C Company

The first year of the 21st Century saw Charlie Company renewing the commitment to our mission of producing quality soldiers for tomorrow's Army. With the help of General Dynamics, Charlie Company trained over 1000 soldiers annually in the 31R Military Occupational Specialty. The average strength of the company was around 320 soldiers throughout the year. Captain Ribera remained in command since taking charge of the Company in March 2000. He came to us from 1st Battalion, 1st Special Forces Group, Okinawa Japan. Captain Ribera's hard-charging leadership style and positive attitude created and maintained a noticeable change in the management culture of the company.

In March 2001, we said goodbye to First Sergeant Keith Henry. First Sergeant Henry had been with the company since November 2000 and before that he had worked in the School of Information Technology. First Sergeant Henry moved to Delta Company to be First Sergeant. Charlie Company's new First Sergeant is Paul Verner. First Sergeant Verner came to us from Korea, and in addition to his extensive experience as a non-commissioned officer, he brought with him a wealth of technical knowledge proved to be useful.

We said hello to more people than good-by this year. Captain Chris Secord moved on to pursue a civilian career after holding the company together as the Executive Officer. First Lieutenant John Holmes took over as Executive Officer coming to us from Korea. Sergeant Emory left to instruct with the 369th Signal Battalion after performing the job of two Staff Sergeants as the Operations Non-commissioned Officer. Staff Sergeant Roper and Staff Sergeant Stokes took over the operations and continued to run the heart of the company efficiently and effectively. We said goodbye to one Drill Sergeant that had served the company

well. Drill Sergeant Gore left the unit on permanent change of station. New to the unit were Drill Sergeant Moulton, Drill Sergeant Ross, Drill Sergeant Wray, and Drill Sergeant Jenkins. Drill Sergeant Candidate Jiggets spent time with the company before leaving at the end of the year for Drill Sergeant School. We are awaiting his return and his becoming a part of our team. Drill Sergeant Ross, along with Drill Sergeant Rowsam, was married during 2001, increasing the Charlie Company family even more.

First Sergeant Verner's focus was on improving the quality of living for the soldiers of Charlie Company. Soldiers picked up paint buckets and brushes, repainting the entire barracks and operations buildings. Drill Sergeants arranged for new furniture from other units on post. Charlie Company also sponsored a fund-raising Pie-in-the-Face competition to buy TVs, DVD players, and PlayStations for the soldiers. The soldiers donated over $3000 to throw a cream pie at their favorite Drill Sergeant. Drill Sergeant Rowsam was the favorite, earning nearly $1000 himself. In October, Brigade held an Organizational Day. Members of Charlie Company helped the Battalion secure a First place in Volleyball and Tug-of-War. Charlie Company has always recognized the importance of supporting charitable organizations. In 2001, we achieved the highest volume of contributions to the Combined Federal Campaign, donating over $9000. In November, C Company partnered with General Dynamics to support the Fort Gordon Christmas House. The alliance netted $700 in donations, thereby, ensuring many needy children in the Augusta Area had a very bright and merry Christmas.

EXODUS, the December operation during which we send every soldier in the company home for Christmas, is traditionally the last major challenge in every year. In 2001, C Company successfully departed 247 soldiers, allowing them to spend time at home with their families. In addition to the soldiers who took leave, 80 soldiers were moving on a permanent change of station and, therefore, had to be out-processed on that single night. In typical C Company fashion, we rose to the challenge and accomplished the mission with no discrepancies or failures. This is a pattern we plan to repeat again and again in the years to come. Our mission, to train and mentor soldiers, will continue to guide us toward success. We look forward to the new millennium. Rock Steady!

D Company

Delta Company, under the command of CPT Benjamin Bualat, was responsible for the students of the 74B, 74C, 74G, 31R, 31F and 31P MOS courses and strived to provide those soldiers with the best training and living atmosphere possible. New faces arrived in Delta Company during the Brigade transformation, when we transferred 151 soldiers (74 series) to Bravo Company 551st on August 11, 2001, and received 132 soldiers (31P) from Bravo Company 369th on August 13, 2001. In October, 2001 all 31P soldiers were transferred to Delta Company 551st. Our Company continued to train the 31R and 31F soldiers who lived by the Army Values and who became physically fit, MOS qualified and confident in basic soldiering skills.

April 2001 First Sergeant Henry took over as First Sergeant from First Sergeant Green. Executive Officer 1LT Hernandez was promoted to Captain and took command of Bravo Company 447th. His replacement, 2LT Rivera arrived to our Company after she graduated from

Signal Officer Basic Course. SSG Laymon arrived and replaced our Operations Sergeant, SSG Moore. May 2001, 2LT Rivera was appointed as Savings Bond Campaign canvasser for the Battalion. Delta Company had the highest number of personnel enrolled during this campaign from the Battalion. 293 soldiers from our Company participated in the Safety Stand-Up Day, 18 soldiers participated in the Memorial Day Parade, and 146 soldiers participated in the Signal Corps Regimental Association Run on 19 May 2001, where PVT Elliott won the 14-19 Year Age Group for 10K run.

October 2001, SSG Francois arrived from Korea and began transitioning into the Company while the outgoing Operations Sergeant, SSG Martin, prepared to move to Alpha Company to become an instructor. Delta Company also participated in the Combined Federal Campaign raising $8,233. In December of 2001 soldiers from Delta Company participated in a blood drive and the company was recognized as the Blood Donor Unit of the month. Numerous EXODUS briefings were conducted and culminated in the actual event that began on 19th of December. Our company successfully departed 293 soldiers to their respective homes to spend time with family and friends during the holidays.

E Company

E Company, with a current strength of 543 soldiers and 28 permanent party personnel was responsible for the health, welfare, morale, discipline, soldierization, and administrative control of Initial Entry Training (IET) soldiers who were assigned to Fort Gordon to attend the 31F10 MOS course for Network Switching Systems Operator-Maintainer. This 17-week course trained and prepared soldiers to be assigned to Signal units around the world in support of CINCs and other war fighters on the battlefield. During 2001, E Co graduated over 1103 74B, 31R, and 31F students.

E Co saw a lot of change in 2001. On 16 April, CPT Michelle E. Danker relinquished company command to CPT Tressa C. Beauford. Also, on 16 July, 1SG Richard Crawley relinquished duties as company 1SG to 1SG Stephon Watson. On 10 August, 1SG Stephon Watson relinquished duties as company 1SG to 1SG Charles O. Fuller. The company also went through the Brigade re-alignment on 11 August. E Co switched from the 74B and 31R MOSs to purely the 31F MOS. In doing so, E Co became the largest company in the Brigade with a maximum student capacity of 620.

During the year, E Co students participated in various intramural sports, such as basketball, football, and boxing. E Co Soldiers distinguished themselves in boxing by winning 18 of the 24 bouts in the boxing smokers held throughout the year. The female basketball team placed third in the post playoffs. E Co also participated in several post and Army-wide fund raising events during 2001. In the spring, students and permanent party from E Co raised over $3340 for the Army Emergency Relief campaign, donated $15,000 to the Combined Federal Campaign, and $710.84 to Fort Gordon's Christmas House. E Co received second place for the most blood donated in the Battalion. E Co ended the year by safely sending over 520 soldier's home for Exodus leave.

SWITCHING TRANSMISSION MICROWAVE SYSTEMS (STMS) DIVISION

Mission

The Switching, Transmission, Microwave Systems (STMS) Division located in Moran Hall, Building 29802, was the proponent for three MOS producing courses and three functional courses. The MOS producing courses include 101-31P10, Microwave Systems Operator-Maintainer; 260-31F10 (CT) (F) Network Switching Systems Operator/Maintainer; and 202-31R10 (CT) (F) Multichannel Transmission Systems Operator-Maintainer. The 31R10 and 31F10 Courses were primarily taught by a contractor, General Dynamics, Incorporated. STMS Division personnel instructed a one-week Systems Training Exercise (STX) in support of these two courses. 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), Satellite Wideband Microwave, Phase 3.

STMS Division consisted of three branches: Systems Support Branch (SSB); Electronic Switching Branch (ESB); and Strategic/Tactical Microwave and Integrated Communications Technical Systems Branch. The SSB provided Mobile Subscriber Equipment (MSE) support to 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. SSB also supported the Signal Officer Basic Course (SOBC), Warrant Officer Basic Course (WOBC), and The School of Information Technology (SIT), MSE Systems Support, MSE briefings, and overviews. The ESB Branch personnel trained students in the 31R and the 31F Systems Training Exercise. The Branch provided equipment and support locations for Basic Noncommissioned Officer Course classes. Students were trained on the AN/TTC-39D Packet Switch (PS) and MSE System Control Center (SCC). The Strategic Microwave, Tactical Microwave, Integrated Communications Technical Control Branch trained students in the 31P10 Course. They also provided equipment and support locations for BNCOC classes.

Resources

The 0201 Table of Distribution and Allowance (TDA) authorized 115 personnel: 14 civilians and 101 military. A total of 117 personnel were assigned as of December 31, 2001: 103 military and 14 civilians.

Activities and Accomplishments

The Microwave Systems Operator Maintainer, MOS 31P10 course, was a 27-week, 2-day course. The course was designed to train personnel to supervise, install, operate, and maintain microwave communications systems, and associated antennas; multiplexing; and COMSEC equipment and to perform engineering quality control and continuity testing of circuits, trunks, links, systems, and facilities. The following major items were trained in the 31P10 course: AN/FSQ-112, DCS/OW, AN/FCC-98, AN/FCC-99, AN/FCC-100, AN/FRC-171, AN/FRC-173, AN/GSQ-125, AN/FRC-103, AN/TRC-173, and AN/TRC-174/175/138. During CY 01 the 31P course trained 339 personnel.

The 31P course was comprised of three branches: Branch I, Strategic Microwave Branch (SMB); Branch II, Tactical Microwave Branch (TMB); and Branch III, Integrated Communications Training Systems (ICTS). Effective January 15, 2001, OEMTD transferred the Basic Electronic Training (BET) from being taught by the Ordnance Electronics Maintenance Training Department (OEMTD) personnel to STMS Division. The SMB of the 31P course absorbed the function. Class 007-01 was the first class to receive this instruction via Computer Based Training. Prior to the class start, SMB constructed a 40-Position CBT classroom furnished with excess furniture and used computers acquired from other organizations on the installation. Training continued throughout the year without adverse impact.

Through the validation process, it was determined that the initial CBT Program could be shortened. SMB, in conjunction with Training Development Division, initiated revisions to the training plan that resulted in a planned reduction of training time from 168 hours to 96 hours of training. The major part of the change was the movement of test, measurement, and diagnostic equipment training into later course annexes where actual equipment was available. This reduced training was scheduled to start in January 2002, with class 007-02 as the first class trained. As the year progressed, new tables and chairs were purchased and in December 2001, new Pentium computers were installed for student use.

Attempts were made to upgrade the 31P Annex D, AN/FCC-100 classroom from 10 each FCC-100 version 1 thru 4 machines to FCC-100 V6 machines. A quantity of six V6 machines was received from depot; however, it was not known until their arrival that they were unpopulated with circuit cards. The equipment was returned since the cost of populating the equipment with necessary circuit cards was excessive considering that we would then have a mixed classroom and that V9 was the current field version. STMS division completed a scrub of its equipment TDA in December 2001. New furniture was ordered and received for the 31P, 31F, and 31R classrooms in Moran and Allen Halls. A total of 82 tables ($26,488) and 373 chairs ($80,250) were purchased with year-end funding.

Instructor staff from Strategic Microwave and Tactical Microwave Branches of 31P worked intensely with the Training Development Division to revise the 31P course into what was being referred to as the Redistribution or Pilot POI with a new course length of 904 hours rather than the original 1080-hour program. This represented both a redistribution of academic hours to improve course flow and an overall deletion of 176 academic hours. Reduction of hours primarily came from the deletion of DPAS and DCS-Order Wire annexes from the training program of instruction. The last class to receive the 1080-hour program was 005-02 that commenced in late November 2001.

The 31P received a total of 48 Electronic Technical Manual Readers for use in classrooms. The intent of these laptop style machines was to train the students to use electronic media rather than paper based Technical Manuals for equipment repair. The 31P course lacked strategic equipment for use during resident training. A Critical Task and Site Selection Board (CT/SSB) for 31P convened on June 18-22, 2001, Vincent Hall, Room 104, Fort Gordon, GA. A summary of the actions taken by the Board follows.

Existing Tasks	122
Proposed tasks	57
Accepted Tasks	126
Deleted Tasks	41
Proposed/Not Accepted Tasks	12

TOTAL CHANGES IN TASKS +4

Resident Trained Tasks	98
Unit Trained Tasks	28

Changed from Resident to Unit	2
Changed from Unit to Resident	5

The Board provided the following recommendations:

- At least one week of soldering should be reinstated. Soldering skills are needed on equipment, especially, in tactical sites for power bays, cables, etc.

- Computer skills need to be included as performance measures of tasks training terminal interfaces. Currently, NCOA teaches one week on computer skills, which should be trained at SL1.

- Systems theory should be enhanced and more emphasis given on timing, basic understanding of radio, and signal flow. Training will teach students how to read power flowcharts/schematics. Theory should be incorporated in maintenance tasks.

- The schoolhouse should incorporate a module on theory. This will enable the students to understand how the 31P fits into the "Big Picture."

- Read-ahead packages need to be sent out through email and mail and received by the board member(s) at least one month prior to scheduled CT/SSB. This will allow the board member(s) sufficient time to discuss recommendations/issues with other MOS holders.

- Command emphasis should mandate that units will send an SME to participate in the CT/SSB.

In June 2001, plans were set forth to create an Assignment Oriented Training (AOT) course of instruction for 31P. The training strategy that emerged was to create three phases of training. Phase 1 will be a common core block of training that all students will attend. It will consist of 2-weeks 4-days (96hrs) of Basic Electronics Training (BET). After Phase 1 training is completed, the students will receive training in either Phase 2 (Strategic Training) or Phase 3 (Tactical Training). Phase 2 is 14-weeks 1-day in length and consists of training on the DCS fundamentals (80 hrs), Quality Control (120), Digital Multiplexers (128), Microwave Radio (72 hrs), ICTS (112 hrs). Upon completion of Phases 1and 2, students will be awarded a 17 week

(608 hrs) MOS. Phase 3 is 9-weeks 3-days in length and will provide training on the Fundamentals Tactical Communications (24 hrs), Multichannel Radio (104 hrs), DGM Equipment (112 hrs), and DGM Systems (104 hrs). Upon completion of Phases 1 and 3, students will be awarded a 12-week 2-day (440 hrs) MOS. In order to implement the new AOT training strategy, new lesson plans will be developed. A Course Administrative Data (CAD) document for 31P AOT was submitted for staffing in December 2001. The proposed full execution date is June 2002. The projected pilot or the full execution cost has not been determined.

The 31R Multichannel Transmissions Systems Operator-Maintainer MOS was designed to train personnel to install, operate, and perform unit level maintenance on Mobile Subscriber Equipment (MSE) and TRI-Service Tactical Communications (TRI-TAC) Multichannel Transmission Systems. The course was contractor trained by General Dynamics, with the following exceptions: 53 hours Antenna Training (shared contractor/military) and 40 hours Systems Training exercise. The major end items include: AN/TRC-190, AN/TRC-191, AN/TRC-138, AN/TRC-173, AN/TRC-174, and AN/TRC-175.

In June 2001, plans were initiated to create Assignment Oriented Training (AOT) for 31R. The pilot course was implemented on 29 October 2001. The training strategy that emerged was to create a Common Core block of training that all students would attend, a Track 1 Echelon Corps and Below (ECB), Track 2 Echelon Above Corps (EAC) phases, and Antenna and Systems Training Exercise (STX) training. The Common Core block of training consisted of basic skills (10 hrs), Introduction to MSE/DGM (4 hrs), RAU Equipment Operation AN/TRC-191 (42 hrs), and RAU Maintenance (46 hrs). After completing the Common Core training, students received training in Tracks 1 or 2. Track 1 (ECB) was 3-weeks 2-days in length and consisted of LOS Equipment Operation AN/TRC-190 (42 hrs), LOS Equipment Maintenance AN/TRC-190 (42 hrs), and MSE/Link Installation/Troubleshooting AN/TRC-190, and AN/TRC-191. Track 2 (EAC) WAS 4-weeks 2-days in length. It consisted of DGM Equipment Operation AN/TRC-138/173/174/175 (64 hrs), DGM Maintenance AN/TRC-138/173/174/175 (75 hrs), and DGM Systems Link Initial Troubleshooting AN/TRC-138/173/174/175 (36 hrs). Upon completion of Tracks 1 and 2, students attended Antenna and Systems Training Exercise (STX) training. The training was 2-weeks 1-day in length. It consisted of Antenna Mast Assembly/ Disassembly AB-1339 and AB-1373 (40 hrs), Systems Training Exercise AN/TRC-190, and AN/TRC-191 (40 hrs).

The 31R personnel devoted many hours to make improvements within the course. July through September 01 Staff Sergeant Forcier and Staff Sergeant Lawrance McVoy coordinated with Mr. Wendell Stevenson of General Dynamics to modify seven HMDAs to DGM. October 01 Staff Sergeant Edward Simpson went TDY to RTI (Research Technology Institute) in Raleigh, NC to provide SME on a new simulator being developed on the AN/TRC-173 B. October through November 01 Staff Sergeant James L. Jackson and Staff Sergeant Edward Simpson working with Staff Sergeant Sims of Training Development developed the AOT strategy for MOS 31R. December 01 Staff Sergeants James L. Jackson, Joseph, and Stacey R. Mickles established a computer lab at OT 30 to utilize CBTs for antenna, MSE, SINCGARS, and DGM training. During CY 01, 1,845 personnel were trained in the 31R course.

The Network Switching Systems Operator-Maintainer Course, MOS 31F10, was designed to train personnel to install, operate, and perform on-site, in-system up to direct support maintenance on large and small electronic switching systems, switching systems control center, and other equipment associated with switched network operations and communications security devices. The 31F IET soldier was taught basic switching systems, data base development, and management through the Enhanced System Operation Program (ESOP). The course was contractor trained by General Dynamics with the following exceptions: 40-hour STX (the major items included in the training were AN/TTC-47, AN/TTC-48, AN/TTC-39D, AN/TYQ-46, and AN/TTC-46) and three weeks of SMART-T training (20 students from each group of 60).

In June 2001, plans were initiated to create Assignment Oriented Training (AOT) for 31F. The Pilot course will be implemented in September 2002 time frame. The training strategy that emerged created a common core block of training that all students will attend, Echelon Corps and Below (ECB), and Echelon Above Corps (EAC) training. The common core training will be 4-weeks 4-days and consists of Switching Systems Overview ; Support Equipment PMCS, Subscriber Equipment DNVT, DSVT, and KYK 13 ; and SEN Switch Operation AN/TTC-48. ECB training will be 18-weeks 3-days in length and consists of: Module F (Functional Operation Tech Characteristics of NC/LEN, AN/TTC-47, and AN/TTC-48), Module G (NC/LEN PREINT/Initialization Procedures, AN/TTC-46, and AN/TTC-47), Module H (NC/LEN Switch Operations AN/TTC-46, and AN/TTC-47), Module I (NODE Center Network Management, and SHF Radio), Module J (NC/LEN Switch Maintenance, AN/TTC-46, and AN/TTC-47), Module K (Network Switching, Direct Support Troubleshooting, AN/TTC-46, AN/TTC-47, AN/TTC-48, TMDE Equipment), Module L (SMART-T Operation, AN/TSC-154) and Module M (SMART-T Maintenance AN/TSC-154). EAC training is 15-weeks 3-days in length. It will consist of Module F (Functional Operation Technical Characteristics of SSS Switch, AN/TTC-56), Module G (SSS Switch PREINT/INIT Procedures AN/TTC-56), Module H (SSS Switch Operations AN/TTC-56), Module I (SSS Switch Network Management SHF Radio), Module J (SSS Switch Maintenance AN/TTC-56), Module K (Network Switching Direct Support Troubleshooting AN/TTC-56, TMD Equipment). STX will be one week in length and consist of a Systems Training Exercise which will utilized the AN/TTC-46, AN/TTC-47, AN/TTC-48, and SHF Radio. Personnel completing ECB training (18-weeks 3-days will be awarded MOS 31F. Personnel completing EAC training (15-weeks 3- days) will be awarded MOS 31F. The 31F course, trained 1,225 personnel during CY01.

During CY 01 STMS personnel went TDY in support of various projects. From January-February 2001 Technical Sergeant David Earl and Ms. Donna Sullivan were TDY to Ft. Hood, TX to observe NET training and instruct Data Collectors for the SMART-T (Secure Mobile Anti-Jam Reliable Tactical Terminal). In February 2001 Sergeant First Class St. Claire Allen and Staff Sergeant Marc L. Near were TDY to Cape Canaveral to provide SMART-T support for satellite acquisition and LDR (Low Data Rate) point-to-point display for the launch of MILSTAR 4. Tech Sergeant David Earl was TDY to Ft. Hood, TX in September 2001 as a SME in support of SMART-T FOT&E. Staff Sergeant James K. Wentworth and Ms. Donna Woodard were TDY in October 2001 for verification and validation of ICW terminal software Version 9 for the SMART-T at Raytheon Plant in Sudbury, MA.

In March 2001 SMART-T terminals were relocated to the newly completed training site, building 29812 (overhead shelter). Staff Sergeant Joseph Pino and Ms. Donna Sullivan provided SMART-T support for Signal Symposium in November 2001. In December 01 Mr. Wayne Peters and Ms. Donna Sullivan saw to completion the installation of the tower for SMART-T simulator. Delivery for the satellite simulator is scheduled for March 2002. STMS Division trained the Initial Brigade Combat Team (IBCT) on SMART-T from September 17 to October 5, 2001. Thirteen students completed the training. During CY 01, the fielding of six SMART-T terminals that were scheduled for delivery in FY 02 changed to FY07. STMS Division prepared a point paper for staffing to recommend that the fielding of the terminals be expedited for delivery in FY 02. Work on a second SMART-T Suite in Moran Hall Room 105B began in August 2001. The expected date of completion is March 2002.

The following STMS Division personnel were promoted to their current rank in CY 01: February - Sergeant First Class Rochell Johnson and Sergeant Chas Patterson; April - Staff Sergeant Clarence Brooks and Sergeant First Class Thomas Duke; May - Sergeant Steven Emory and Sergeant First Class James Mize; June - Wayne Peters, GS-1712-12, Sergeant First Class Alfred Carter, Staff Sergeant Sean Sato, and Staff Sergeant Nikita Crawford; July - Sergeant First Class ST. Clair Allen; September - Sergeant First Class Thomas Dixon and Staff Sergeant Robert Fielder; October - Staff Sergeant David Campbell and Staff Sergeant Glen Schroeder; November - Staff Sergeant Michael Martin, Sergeant First Class Kenneth Gordon, Sergeant First Class Herbert King, Sergeant First Class Alberto Knox, and Sergeant First Class Thomas Kreuger; December - Sergeant First Class Markel Holliday and Staff Sergeant Stacey Mickles.

SATELLITE COMMUNICATIONS (SATCOM) DIVISION

Satellite Communications Division was the proponent for the MOS 102-31S10, Satellite Communications Operator-Maintainer Course; the 4C-F19/102-ASI1C, Satellite Systems/ Network Coordinator Course; and 19 consolidated/collocated functional courses. The 102-31S10 MOS course trained 397 Army students in the operations and maintenance of Satellite Communications (SATCOM) earth terminal equipment. The 4C-F19/102-ASI1C Course trained 82 students. The additional 19-consolidated/collocated functional courses provided training to 800 student personnel during the year 2001. The total number of students trained by SATCOM personnel during the 2001 calendar year was 1279.

During the first nine months of 2001, the 102-31S10 Course was 35-weeks 1-day in length. The course increased by four weeks to 39-weeks 1-day on October 1, 2001. The increase in course length was required to accommodate new equipment training in the Communications Subsystems (CSS) Division block of training. The following major end items were trained in the 31S10 MOS course of instruction: Digital Communications Satellite Subsystems (DCSS), GMF Standardized Tactical Entry Point (STEP), Spread Spectrum Ant-Jam equipment AN/USC-28(V), strategic heavy terminal (HT) AN/FSC-78B, strategic medium terminals (MT) AN/GSC-39B and AN/GSC-52B, and the Ground Mobile Forces (GMF) tactical satellite terminals AN/TSC-85B and AN/TSC-93B.

Midway through the year, plans were developed to create an Assignment Oriented Training (AOT) course of instruction for the MOS. The training strategy that emerged was to create three phases of training. Phase 1 will be a common core block of training that all students will attend. It will consist of one week of Basic Electronics Training (BET), six weeks of Satellite Principles Transformation Trainer (SPTT), and nine weeks and two days of Communication Subsystem training. After Phase 1 training is completed, the student will receive training in either Phase 2 or Phase 3. Phase 2 is eight weeks in length and consists of training on the AN/FSC-78B (V), AN/GSC-39B(V) and AN/GSC-52C(V) strategic earth terminal equipment. Phase 3 is six weeks in length, and will provide training on the AN/TSC-85B and AN/TSC-93B tactical earth terminal equipment. In order to implement the new AOT training strategy, new lesson plans were developed, Computer Based Training (CBT) labs were installed, and new training aids developed. Training on the AN/USC-28(V) was deleted from the AOT course of instruction but remains available as functional course 102-F60 (2). Assignment Oriented Training will start February 6, 2002.

The Satellite Network Coordinator/Controller course 4C-F19/102-ASI1C was a 16-week course. The 4C-F19/102-ASI1C Course was designed to train SATCOM personnel to operate and maintain the following major end items: Electronic Counter Counter Measures (ECCM) Warfare equipment AN/FSC-115 and AN/GSC-63, FM Orderwire OZ-52/G and GMF Network Control Center (GNCC), Radio Frequency Interface Subsystem AN/FSC-158 and AN/FSC-160, Smart Multi-Circuit Terminal equipment AN/FGQ-13, Frequency Division Multiple Access equipment AN/FSC-96 and AN/GSC-51, and the network monitoring equipment AN/FYQ-110/A and AN/FSC-142. During the year 2001, upgrades and software enhancements were made to the DSCS Network Planning Software, the DSCS Automatic Spectrum Analyzer, the Spectral Plotting Utility, and the DSCS FDMA Control Subsystem. The Final Qualification Test for the upgrades was conducted on June 19 & 20, 2001. Representatives from CECOM Software Engineering Center, PM-DCATS, ITT Industries, and Fort Gordon, SATCOM Division witnessed the testing.

Principles/TACSAT Branch initiated plans to integrate one week of Basic Electronic Training (BET) into the Satellite Principles Transformation Trainer (SPTT) portion of the MOS 31S10 course. To accomplish this BET goal, the installation, and hookup of 40 computers in room 238 was programmed for completion in January 2002. As its foundation, the new BET course will utilize selected portions of the Navy's Electric and Electronic Training Series (NEETS). In addition to reducing the BET course length by four weeks, this new approach to training will allow training to be self-paced and will provide better integration into the AOT philosophy. The SPTT block of instruction installed two new student-training suites (12 computers per suite) in room 254. The AN/TSC-85B and AN/TSC-93B TACSAT block of instruction will increase from four weeks to six weeks. The increase in training time also required the development of new lesson plans and training aids. Technical Sergeant David W. Thompson (USAF) developed a new interactive self-paced CBT lesson on the Tactical Satellite Signal Processor (TSSP) Mux/Demux. To implement this new training asset a 10-station computer lab was created in room 31.

Communications Satellite Subsystems Branch expanded the DCSS course of instruction from 5-weeks 2-days to 9-weeks 2-days on October 1, 2001. Much of the division's efforts were

directed towards the creation of new training material, new equipment installation, and to equipment upgrades. The course was increased by three weeks to accommodate new equipment training on the Multiplexer Integration and DCSS Automation System (MIDAS), and by one week for new equipment training on the Switch Multiplexer Unit (SMU) ON-505(V) equipment. Modification of the rooms designated to receive the MIDAS equipment was completed as planned; however, the MIDAS equipment was not fielded. Current plans call for the MIDAS equipment to be installed in March 2002. The Integrated Control Console (ICC) and Bandwidth Efficient Modem (BEM) subsystems were also installed in the DCSS equipment labs. Test and acceptance evaluations were conducted to validate the installation of the ICC/BEM equipment (Doc # 1). DCSS instructors received new equipment training (NET) on the ICC/BEM equipment during the week of July 23, 2001. To provide the student with more ICC/BEM hands-on training, a stand-alone equipment lab was established in room 75. All of the AN/FCC-100(V7) Multiplexer/ demultiplexer equipment was upgraded to the new AN/FCC-100(V8) models. To facilitate training, a new schematic and equipment diagram book was developed for the AN/USC-28(V) course.

Terminals Branch integrated new technology and equipment upgrades into existing courses. Much of the division's efforts were directed at the AN/GSC-52A(V) Modernization Program (52-MOD). With the present student load and time constraints, two AN/GSC-52 terminals are required to train the students to standard. During the modernization program, one of the AN/GSC-52 terminals was denied to the school for training. This training limitation necessitated the issuance of Limited Training Certificates for the AN/GSC-52 subject area. During the months of March and August 2001, 52-MOD Instructor Key Personnel (IKP) training was provided by Mr. Herb Fisher and Mr. Chad Price from Harris Corporation, and by Mr. John Lynn from HQ, USA CECOM, Fort Monmouth, New Jersey). Final inventory and turn over of the 52-MOD equipment was completed on September 6, 2001 (Doc # 2). Twenty-four computers were installed in room 28 and 24 computers in room 98. These classrooms provided the students with Computer Based Interactive Training and with Interactive Electronic Technical Manual training. Training on the 52-MOD will start February 1, 2002. To facilitate training and reduce cost, new schematics and equipment diagram booklets were developed for the AN/FSC-78B and AN/GSC-39B equipment.

SATCOM personnel also devoted many hours in preparing and presenting briefings as well as conducting tours of the SATCOM facility. SATCOM personnel presented and conducted approximately three tours per week. The tours ranged from ANCOC/BNCOC students, Warrant Officer Basic Course (WOBC), Signal Captains Career Course (SCCC), to local ROTC organizations. Some of the more notable tours and briefings were:

- On April 24, 2001, Dr. Robert F. Helms, Research Triangle Institute, Raleigh, North Carolina was given an informal tour of the STPT by Mr. Edwin Sanchez.
- On May 16, 2001, Major General Shin, Chul Kyun, Chief of the Republic of Korea Signal Branch/Commanding General Republic of Korea Army Signal School was given a briefing and tour of the STPT.
- On June 15, 2001, representatives from ITT Systems, Harris Technical Services, and U.S. Army Space Command received a tour and briefing on the Satellite Systems/Network

Coordinator (4C-F19/102-ASI1C) Course. The tour was to provide background information for contractors interested in bidding on the DOCS4 contract.

- On July 6, 2001, Mr. Bob Young, Mayor of the City of Augusta and Mr. Jay McArthur, General Manager, AMTRAK Atlantic Coast Business Group toured the SATCOM training facility.
- On October 31, 2001 Mr. Blackwell, U.S. Government Military Liaison; Brigadier General (R) Browning; Colonel Roman; and Ms. Buchholz received a tour of the STPT classroom, a demonstration and some hand-on time.
- On November 16, 2001 Colonel (P) Sean J. Byrne, Director, Enlisted Personnel Management Directorate United States Total Army Personnel Command, Alexandria, VA. was briefed and toured the SATCOM training facility.

On May 23, 2001, Mr. Robert Finnegan, SATCOM Control Branch, STT, participated in a working group meeting via a telephone teleconference on the new Interim Tactical Orderwire System (ITOS). Mr. Finnigan also participated in the Wideband SATCOM Operational Management System meeting that was held May 30 & 31, 2001, in Vincent Hall, Fort Gordon. The Draft WSOMS Operational Requirements Document (ORD) was reviewed. Representatives from Army Space Command, DISA, and PM-DCATS also attended. SFC Denver Holder and SSG Kevin Martin were TDY to the SATCOM Battalion Operations Conference in Colorado Springs, Colorado from June 24 to June 29, 2001. Procedural changes and problems that occur in the DSCS Operations Center along with equipment and software upgrades were the focus of the meeting.

Simulation, Training, and Instrumentation Command (STRICOM) hosted a Value Methodology Workshop April 24-26, 2001, at Fort Gordon. The purpose of the meeting was to identify problems, develop solutions, and determine cost savings or avoidance in the 31S MOS training program. Attendance by representatives from STRICOM, all branches of 31S training, and Anteon Corporation resulted in several recommendations that were briefed to the STT Directorate. Key issues discussed at the meeting included:

- Increase emphasis on signal flow and system operations.
- Students need a "reach-back" capability to review previous training.
- The establishment of a Configuration Control Board to guide future activities.
- Integration of CBT/CAI training and Intranet/Internet access.
- Student Electronic Training Jackets.
- Panel and Touch Screen simulators vice 3D simulators.
- Funding
- Capabilities under STRICOM's Constructive Training Life Cycle Support Contract.

Major issues impacting training were the shortage of instructors and equipment. This prevented the training of two tasks to standard on the STEP equipment. Some of the outstanding students who were in a holdover status were used as assistant instructors to help alleviate the instructor problem. This worked very well for both the course and the students. Major improvements to the 31S10 course during the year 2001 included the following:

- Two new student-training suites (20 computers per suite) were setup in room 238 to facilitate the SPTT block of instruction.
- ICC/BEM equipment in DCSS was installed in rooms 66, 69, 53, 55, 56.
- ICC/BEM was setup as standalone equipment as a lab in room 75.
- NET training on the ICC/BEM was conducted July 23, 2001.
- IKP training on the 52-MOD was conducted during the months of March and August.
- Inventory and hand over of the 52-MOD terminal equipment was finalized on September 6.
- Installation of 24 computers in room 28 and 24 computers in room 98 was completed and provided the students with CBIT and IETM training on the new 52-MOD equipment.

SATCOM personnel were recognized for their hard work, devotion to duty and achieving personal goals. On June 20, 2001 SFC Dennis Wilson graduated Magna Cum Laude with the Bachelors of Science Degree in Electronics Management and ET2 Matthew Malmkar graduated Summa Cum Laude, June 20, 2001, with the Bachelors of Science Degree in Electronics Management. The U. S. Navy selected ET2 Matthew Malmkar for Officer Candidate School at Pensacola, FL as a Navigational Flight Officer. Ms. Shirley L. Markle received the prestigious Albert J. Myer award at the 141st Signal Anniversary Ball on June 21, 2001 (Doc # 12).
Ms. Shirley L. Markle attended the AFCEA Symposium, staffed the AFCEA booth, and attended the AFCEA President's Dinner where she participated in the AFCEA Tuition Assistance Scholarship presentation. The following SATCOM personnel attended BNCOC and graduated on June 26, 2001 with the indicated honors: SSG Anthony Perkins, Leadership Award and Commandants List; SSG Christopher Fukui, Iron SGT; and SSG Benjamin Wright, PT Award.

The following SATCOM personnel were promoted to current rank during the year 2001:

- U.S. Army, November 1: SSG Daniel J. Stanton, SSG Alex D. Pitts, SSG Micheal D. Adams, SSG Ronald C. Childres and SFC Howard F. Pfeifer. On September 1: SFC Ronald P. Ross, SFC Daniel R. Hansen, and SFC Michael R. Whittaker.
- U.S. Air Force: SMSgt Kevin S. Tucker, January 1; SrA Robert S. Mctcheon, January 7; SrA Norman N. Tatlock, January 26; MSgt John L. Cahill, April 1; TSgt Ronnie C. Bondoc, November 1; TSgt Norman L. Vaughn, November 1; and Muriel Y. Scott, December 1.
- U.S. Marine Corps: MSgt Joseph A. Kirby, February 1; and GySGT Clarance E. Wellman, March 1.

551ST SIGNAL BATTALION

Commander's Perspective

The year 2001 brought great change for the 551st Signal Battalion. Prior to August 13, 2001 the battalion mission was to provide installation support to Fort Gordon and the US Army Signal Center. The battalion was transformed on August 13, 2001 into a training battalion and now falls under the 15th Regimental Signal Brigade. During this transformation, elements of the "old" 551st Signal Battalion detached and became HHC, US Army Garrison. These elements included the 434th Army Signal Corps Band, Director of Community Affairs (DCA), Director of Human Resources (DHR), Director of Information Management (DOIM), Director Plans, Training, and Mobilization (DPTM), Director Public Works (DPW) and the Equal Opportunity Office (EOO). This was loss was offset by the addition of Bravo Company (formally F/447), Charlie Company (formally A/442), and Delta Company (F/369) into the 551st Signal Battalion family.

The 551st 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 sending the fewest Army Physical Fitness Test (APFT) failures to the Holdover Company. We also exhibited our social commitment through our involvement in post community activities and through our sizable donations to charitable organizations. The battalion contributed over $4,000 to Christmas House, over $25,000 to Army Emergency Relief (AER), and over $40,000 for the Combined Federal Campaign (CFC). Additionally, the battalion donated over 100 pieces of luggage to the Department of Family and Child Services (DFACS) in Augusta, Georgia for needy foster children. The battalion also continued its sponsorship of the Spirit Creek Middle School. The sponsorship included providing soldiers to recognize outstanding students at the school's monthly awards breakfasts, providing soldiers to read to students for "Read Across America" day, coordinating for a school concert featuring the Army Signal Corps Band, and a "Sport and Fitness" day for students.

Other notable achievements for 2001 included:

- The battalion established the Battalion Unit Readiness Group (URG). The URG quickly became a source of support for battalion families and contributed greatly to the unit through fund-raisers that benefited all soldiers.
- The battalion also initiated an Officer Professional Development (OPD) program that provided officers with an opportunity to develop themselves professionally and personally.
- The battalion conducted its first ever EXODUS operation under the 15th Regimental Signal Brigade. All soldiers safely deployed and redeployed during the holiday season.
- The battalion conducted an M16 range for the brigade in the wake of the September 11th tragedy. The purpose was to prepare permanent party soldiers in the event of deployment to fight in the War on Terrorism.
- The battalion purchased Battalion Coins to recognize outstanding soldiers.

Mission

The battalion's stated mission (after transformation) is to produce well trained, highly motivated, disciplined, physically fit AIT graduate soldiers (in MOS 74B/C/G and 31P) who are competent and confident in basic soldiering and MOS skills. The battalion also manages the Brigade's long-term holdover company with the mission to assist the soldiers in overcoming their physical, APFT, and security issues. The final piece to the battalion's mission is to provide command, control, training, administration, and logistic support to personnel assigned to HQ & A Company, which includes directorates, special staffs, and other assigned/attached personnel at Fort Gordon.

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 officer professional development. The 551st 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. In fact, the battalion provided soldiers for operations in Kosovo, Korea, Bosnia, Kuwait, and numerous Continental United States (CONUS) sites.

Key Personnel

Battalion Commander	
LTC Frankie Cruz	January – December 2001
Battalion Executive Officer	
MAJ Donna R. Campbell	January – July 2001
MAJ Thomas R. Cooper	July – December 2001
Battalion Command Sergeant Major	
CSM Patricia A. Keit	January – December 2001
Battalion Chaplain	
CPT John Lau	August – December 2001
Headquarters and Alpha Company	
CPT Douglas M. Descamps	
CPT Lemar Hall	
First Sergeant Dennis L. Starnes	January - September 2001
First Sergeant Danny Robinson	September – December 2001
Bravo Company	
CPT Joseph Lizzi	August – December 2001
First Sergeant Stephon Watson	August – December 2001

Charlie Company

CPT Robert Moore	August – November 2001
CPT James Busler	November – December 2001
First Sergeant Angela Rodriguez	August – December 2001

Delta Company

CPT Scott Henry	August – November 2001
CPT Joseph Somers	November – December 2001
First Sergeant Anthony Price	August – December 2001

Resources

Resources for Fiscal Year (FY) 01 were $18,000 for operation and maintenance (O & M) and over $2,000 for morale, welfare, and recreation (MWR) activities. This was the same amount of funding that the battalion received the previous fiscal year. Transformation brought a net increase in the O & M budget of approximately $1,000. In addition, the battalion received over $23,000 in Unfinanced requirement (UFR) money that purchased needed items (mostly automation) for the battalion.

Activities and Accomplishments

The year 2001 was a year of accomplishments for the 551st Signal Battalion. Each company had significant achievements and newsworthy events within their organizations. The company histories will attest to the successful year of each commander.

HQ & A Company

It was a very busy and exciting year for Headquarters and Alpha Company. Captain Lemar R. Hall assumed command of the company on 4 January 2001, with Dennis Starnes as the company First Sergeant. The company consisted of 240 soldiers in 14 separate directorates that supported the Signal Center. The directorates were the Commanding General's Staff Section, Battalion Staff, Company Staff, Battle Lab, Chaplain Section, Directorate of Combat Development, Directorate of Training, Directorate of Resource Management, Inspector General, Office of the Chief of Signal, Public Affairs Office, Protocol, Staff Judge Advocate, and Training Support Managers. The company mission was to provide command and control, quarters, administrative support, discipline, mentoring and counseling to all assigned soldiers. Additionally, we prepared soldiers for deployment and contingency operations through aggressive physical, professional, common military and common task training.

January began with Common Task Training (CTT) certification on the 5th, which was necessary because the previous quarter CTT was canceled due to a training conflict. The actual CTT training and testing took place on the 18th and 19th. The company focused primarily on required training because of the diverse missions of each of the directorates and the impact of taking soldiers from their directorate missions. For this same reason, the required training had to be conducted each quarter to allow portions of each directorate to attend at different times. Each month the company participated in a battalion run and an awards ceremony that recognized the

soldiers for their achievement as well as prior to permanent change of station. Also, each month the company participated in an awards ceremony for Spirit Creek Middle School, which was the school that the battalion sponsored. On 2 March, the Battalion Executive Officer took a large number of volunteers to Spirit Creek to support the annual "Read Across America" program. The soldiers had a great time reading mostly Dr. Seuss books to the school children.

On 20 April, the company continued to support Spirit Creek middle School with the first of an annual "Fitness Day" at the school. Volunteers held athletic competitions and presented awards to the winners. It was not hard to get volunteers, because this was also the day that spring cleanup began and the soldiers truly enjoyed mentoring the kids. The commander attended the newly developed Commander and First Sergeant Course. The course was developed and conducted by the Garrison Command and this was the first class of the course at Fort Gordon. In May, we participated in the Post Force Protection Exercise, which was the responsibility of the Garrison Command. We also participated in the Safety Day, which was a day set aside for viewing safety exhibits and conducting safety classes and briefings. The company headquarters was relocated next to the new Post Exchange in Brems Barracks the previous year and was relocated back to its' renovated building across from the battalion headquarters on the 16th of May. We closed the quarter by celebrating the Army's birthday on the 14th of June and celebrating "Regimental Week" from the 18th through the 22d. Regimental Week was the week set aside to celebrate the Signal Regiment and its accomplishments. Many of the conferences and briefings during the week were the responsibility of the directorates within the company and as always they did outstanding.

In the middle of July Major Thomas Cooper became the Battalion Executive Officer. He replaced Major Donna Campbell, who transferred to the School of Information Technology at Fort Gordon. The battalion held an organizational day on the 27th of July. An organizational day had not been conducted for the unit in the recent past. However, the soldiers of the company won the Commander's Trophy, sweeping many of the events. On 8 August, First Sergeant Dennis Starnes relinquished responsibility to First Sergeant Danny Robinson at a change-of-responsibility ceremony hosted by Captain Hall. First Sergeant Danny Robinson was not new to the company. He had spent two years in the Directorate of Training prior to assuming responsibility for the company. On the 9th of August, Colonel Charlotte Roman relinquished command of the Garrison to Colonel Robert F. Henderson.

Early in the year a committee was developed to recommend to the Commanding General, Major General Pat Cavanaugh, a course of action for the structure of the Signal Center after the completion of the TRADOC directed transformation. One of the outcomes was that the 551st Signal Battalion moved from the Garrison to the 15th Regimental Signal Brigade (RSB). This move officially occurred on the 10th of August just after the change-of-command. The two companies the 551st lost were the Regimental Signal Corps Band and Bravo Company. Bravo Company and the Band remained in the Garrison. Companies throughout the 15th RSB were moved and aligned to support the redistribution of trainees and the centralizing of student MOS's in the battalions. The 551st picked up Bravo, Charlie, and Delta companies. Bravo and Delta companies initially trained MOS 74B and C Company held the holdover students for the brigade. Later in September, the battalion accepted all of the 31P students. Bravo Company received all of the 74B students and Delta Company received all of the 31P students. For this company's

part, we maintained the directorates, with the exception of the Staff Judge Advocate (SJA) that attached to Bravo Company under the Garrison, and HQ & A Company received all of the 74B and 31P non-initial entry training (Non-IET) students which totaled approximately 160 students.

Under the 15th RSB, the Company had an additional mission of ensuring 74B and 31P Non-IET students received the maximum learning opportunity, consolidated billeting, leadership, management and values driven training. The company had to adjust to working in a new environment with students in the company and IET students in the Battalion. Post and unit policies forbade any type of student and permanent party relationship and this was the Company Commander's and First Sergeant's major concern as the company had transformed. At year's end, the company went through a few minor infractions of this type, but did well for the most part.

October started with numerous challenges in the wake of the September 11th terrorist attack on the World Trade Center. We trained a number of soldiers and qualified them in Force Protection Training. At our highest state of alert these soldiers helped ensure the safety and security of all of Fort Gordon. Our Force Protection mission continued to date with our soldiers providing the security for Signal Towers. November, of course, did not let up as the company accomplished the best and most successful common task training to date. Site Officer-In-Charge (OIC), Master Sergeant Green, and Non Commissioned Officer-In-Charge (NCOIC), Sergeant First Class Mallard, pulled resources and supervised the train-up, setup and execution of the training, which became the standard, not only for the battalion, but the brigade as well. Also in November, was the annual Signal Symposium, which a great number of the company soldiers were directly involved with and largely responsible for making a great success.

December started with the Brigade Holiday Ball. We had a great presence from the company that provided the right atmosphere for the Commanding General, Center Command Sergeant Major, Brigade Commander, Battalion Commander, Battalion Command Sergeant Major, and First Sergeant to dance the "Twist" and most to try the "Electric Slide", but a good time was had by all. Mid-December brought EXODUS operations. During EXODUS operations nearly 80 soldiers from the company took part in a 24-hour operation to depart over 600 AIT Soldiers from Ft. Gordon. With a lot of planning, hard work from our soldiers and a little luck all AIT soldiers departed safely and without delay. Sergeant First Class Hatchett and Sergeant First Class Houston ran the Christmas House Campaign that helped reach the company goal for a $1,000 contribution. At the same time, Sergeant First Class Verret ran the Combined Federal Campaign (CFC), for the company that collected over $10,000 in contributions.

Bravo Company

Bravo Company was born on August 13th as a result of the 15th Regimental Signal Brigade transformation. Prior to the transformation, the unit was known as Foxtrot Company of the 447th Signal Battalion. During August First Lieutenant Stamberg took part in the four Roles of Leadership seminar put on by the Brigade Chaplain and attended an orientation brief by the School of Information Technology. Captain Lizzi and First Sergeant Watson took part in the Battalion Quarterly Training Brief (QTB) to the Brigade Commander. The company operations

bay physical security was improved. The company went on a four-day weekend for Labor Day. 14 CMF 74 soldiers graduated in August.

The Company's personnel adapted and continued their mission in September as the attack on our nation took place. Captain Lizzi and First Sergeant Watson regularly attended information briefs related to our national security and passed on information to the Bravo Company soldiers. During this time, Bravo Company also assumed increased guard duties. This affected both cadre and IET soldiers. Ironically, some Bravo Company cadre attended a SAEDA brief at Alexander Hall less than a week before the attack in New York took place. Eight soldiers wanted to see the Chaplain about issues brought on by the attack on the 11th. Captain Lizzi faithfully pursued his goal of an Air Assault training mission for the battalion throughout the month, coordinating with on and off post agencies. Lieutenant Stamberg was coordinating to prepare for the class I support for the Brigade Organizational Day coming up in the weeks ahead. Our Senior Drill Sergeant served on a promotion board and one of our other drill sergeants marked the PT track for the Battalion APFTs. 33 CMF 74 soldiers graduated in September.

During October, Bravo Company continued working force protection issues and executed the Brigade Organizational Day class I support. Captain Lizzi and First Sergeant Watson continued attending Battalion level force protection issue briefs and putting out information to the soldiers. The company's guard responsibilities also continued. NCOs worked their own developmental priorities with a class A inspection for the soldiers, and attending a Battalion Non Commissioned Officer Development Program (NCODP) and Brigade Drill Sergeant forum for the Drill Sergeants. Captain Lizzi and First Sergeant Watson attended the Brigade QTB to the Commanding General. Two Bravo Company NCOs, Staff Sergeant Pierce and Drill Sergeant Lynch were part of the Brigade's force protection training support (bus driver and range safety). Bravo Company consistently stayed on the ball with EXODUS database updates. During October the rest of the CMF 74 soldiers from Delta Company transferred to our company. Captain Lizzi worked to solidify information flow with the creation of the company bulletin (posted in the latrines). When tested, soldiers showed that they did, in fact, learn much information from the bulletins. 36 CMF 74 soldiers graduated in October.

November was a great month of service to the Brigade, our soldiers, and the community for Bravo Company. The second issue of the "Bravo Company Bulletin" was published for the soldiers. Bravo Company was responsible for running the Brigade force protection training M16 zero and qualification range. This included preparation such as: range classes, a range walk, and class preparation. Bravo Company raised $500 for the Christmas house as well as some for the Family Support Group. First Lieutenant Stamberg served with patriot and religious music during an Augusta Lynx game, a Brandon Wilde nursing home, and during the post Thanksgiving Day service. Drill Sergeant Hendreith and 25 soldiers visited the veteran's hospital. Captain Lizzi, First Lieutenant Stamberg, and Senior Drill Sergeant McDonald took part in the Battalion QTB. Many of the company's NCOs received Thanksgiving food vouchers to help improve their holidays. First Lieutenant Stamberg increased the work and coordination he had been doing on the barracks classroom. One meeting included DOIM and the contractor who was responsible for wiring the barracks. First Lieutenant Stamberg took part in ASIST (suicide) training. 64 CMF 74 soldiers graduated in October.

December, although a short working month for most personnel, was packed with barracks Large Area Network (LAN) work and, of course, EXODUS preparation. There was much work with EXODUS in terms of coordination, meetings, rock drills, and preparing and briefing the soldiers before they shipped out on December 19th. Bravo Company only had one soldier of their 200+ who stayed on Fort Gordon during EXODUS. There were no significant safety issues during the EXODUS deployment. During December, Bravo Company personnel continued to train. First Lieutenant Stamberg passed the Intro to WebPage Design class and First Sergeant Watson and Senior Drill Sergeant McDonald passed the Cadre Training Course (CTC). First Lieutenant Stamberg led worship and sang at a Chapel worship service (PWOC) and the Leaders' Prayer Breakfast. Bravo Company also had fun this month. There was a paintball event for the soldiers and we participated in the Battalion Christmas party as well. Captain Lizzi, First Lieutenant Stamberg, First Sergeant Watson, and some of our Drill Sergeants attended the three-month anniversary of the September 11th attacks on our nation. The Company saw a significant milestone achieved when the barracks were wired into the post LAN this month! 43 CMF 74 soldiers graduated in December.

Over all, Bravo Company had a significant first five months of existence. The company can claim to have an almost negligible absent without leave (AWOL) rate, be the only Company in the Brigade this close to establishing a barracks classroom, and be responsible for supporting the Brigade with an M16 qualification range and class I support of it's Organizational Day. Drill Sergeant Veasy continued to lead a soldiers' Bible Study. Our Senior Drill Sergeants changed over (Sergeant First Class McDonald took over for Sergeant First Class Weeks).

Charlie Company

The year 2001 was very challenging for the company. Charlie Company, 551st Signal Battalion currently consists of 106 Initial Entry Training (IET) soldiers administered by 13 permanent party personnel. The company mission is to provide command, control, and holdover issue resolution for Long Term IET soldiers within the 15th Regimental Signal Brigade and to provide BMM/TAC detail support for the installation. The unit, then known as HQ & A 442nd Signal Battalion, received the Army Superior Unit Award (ASUA) for the period January 2001-July 2001.

During the month of August the season changed and so did the unit. Due to transformation on 13 August, HQ & A 442nd was redesignated as C 551st Signal Battalion. From 13-17 August, soldiers of Charlie Company participated in the Signal Officer Basic Course one-week Field Training Exercise. Soldiers with the MOS 31U and 31R received great training while assisting in the exercise. This was training that these soldiers would not normally receive in their current environment. Drill Sergeant Smith, graduated from the Academy of Non-Commissioned Officer Course on the Commandants List and he also was selected as NCO of the month for August 2001. In addition, he was also awarded the APFT Badge. From 15-17 August, some soldiers of the company participated in the Live Patient Exercise, an event run by the 249th General Hospital. First Sergeant Rodriguez attended the First Sergeant Course from 13 August - 6 September. Several service members and cadre donated at the Blood Drive on 23 August. The commander, Captain Moore, and the Acting First Sergeant (Drill Sergeant Windsor) attended the

Brigade QTB on 28 August. During the month of August, the company out-processed 48 soldiers of which 40 PCSed and 8 ETSed.

The month of September was busy as well. First Sergeant Rodriguez attended the Promotion, NCO of the Month, and Soldier of the Month (PROM/ NCOM/SOM) boards on 5 September while Captain Moore and Second Lieutenant Dease attended the Leadership Program Breakfast at the Gordon Club on 6 September. September 11 was the day that our nation came under attack. An eerie silence whispered throughout the post as everyone found the means of getting updates as to what had happened. The company adjusted and continued to work. Three days later Drill Sergeant Windsor appeared before the Post NCO of the Year Board and won. Several of the soldiers attended the Soldiers Show on 15-18 September. The Commander and First Sergeant attended the Battalion Commander's THREATCON update on 24 Sep while Second Lieutenant Dease attended CTC Training that lasted four consecutive days. The Brigade Organizational Day took place on 28 September. This was a great opportunity for members of the company to meet their new "family" in the Brigade. Despite what took place on September 11 everyone seemed to enjoy themselves and was able to converse with the new people that they had met. During the month of September, Charlie Company out-processed 33 soldiers of which 20 PCSed and 13 ETSed.

The month of October was busy but secure. During this time the installation was at THREATCON C+. The holdover soldiers were the first to assist in gate guard duty after the September 11th incident. Several were recognized by the Commanding General and awarded his coin of excellence. First Sergeant Rodriguez continued attending Battalion level force protection issue briefs and disseminated the information to the soldiers. Captain Moore took leave from 4-21 October and Second Lieutenant Dease kept things going as the acting commander. Second Lieutenant Dease and First Sergeant Rodriguez prepared for the QTB to the Commanding General on 11 October. Company soldiers participated in "Mass Casualty" Exercise from 14-16 October, an event sponsored by the 249th General Hospital. Second Lieutenant Dease, the battalion Holiday Ball representative, attended several coordination meetings for the December Holiday Ball. Second Lieutenant Dease was responsible for coordinating the entertainment for the Ball. First Sergeant Rodriguez's tasking as Sergeant of the Guard (SOG) continued. The company representative (Staff Sergeant Pride) attended the Christmas House meetings. On 20 October Drill Sergeant Smith took a trip to Richmond Academy as an evaluator for the Junior Reserve Officer Training (JROTC) Drill Competition. Approximately twenty of the holdover service members worked day and night shifts from 29 October – 21 November in assisting in a tasking. Eighteen of the twenty received certificates of achievements and the remaining two an Army Achievement Medal (AAM). During the month of October, Charlie Company out-processed 57 soldiers of which 40 PCSed and 17 ETSed.

In the month of November, the Signal Officer Basic Course (SOBC) Field Training Exercise (FTX) offered several of the holdover soldiers an opportunity to train in their MOS. Sergeant First Class Todd, Staff Sergeant Pride and the drill sergeants prepared for EXODUS. Charlie Company raised approximately $4,500 for CFC. Second Lieutenant Dease and SSG Pride assist ten soldiers in receiving toys for their children as part of the Christmas House program. These soldiers also received a certificate to the commissary for food for the holidays. Specialist Gormenkemp, a long-term holdover for medical reasons, was personally selected by

the Signal Symposium Cell to assist in the execution of Signal Symposium 2001. On 21 November the unit had a change of command. Captain Moore relinquished command to Captain James Busler. At the end of the ceremony, Captain Moore was promoted to Major. Major Moore's new job was as Assistant Brigade S-3. First Sergeant Rodriguez re-enlisted on 29 November with Lieutenant General Ackerman presiding over the event. During the month of November, Charlie Company out-processed 50 soldiers of which 28 PCSed and 22 ETSed.

The company started the short work month of December with the "Santa Cruz" Christmas party, EXODUS Briefings and Major Moore's farewell luncheon. The 15th Regimental Signal Brigade Holiday Ball was held on 6 December. Second Lieutenant Dease received the Commanding General and Brigade Commander coins of excellence for her support in the event. The Brigade hosted an EXODUS Rock Drill on 11 December. The Soldier Safety Show at Alexander Hall was conducted in preparation for EXODUS. The soldiers witnessed the tragic incidents that could occur during EXODUS so that they could avoid putting themselves in the same situations. Staff Sergeant Burroughs and Staff Sergeant Belcher attended SCTC. The time came for the soldiers to visit family, friend and relatives for the holidays as part of EXODUS. The First Sergeant and the drill sergeants prepared the soldiers with briefings and prepared them for all situations. The unit held its Class A inspection on 14 Dec and ensured that the soldiers has ID Cards, tickets and all other necessary items and documents prior to the 18 December beginning of EXODUS. After all soldiers departed as part of EXODUS, the battalion held a Christmas Luncheon. The short, but fun month ended with lots of memories of the year. During the month of December the company out-processed 18 soldiers of which 12 PCSed and 6 ETSed.

Throughout the year, the drill sergeants continued to mentor soldiers and assist in resolving their issues. Captain Busler and First Sergeant Rodriguez lead the NCO's and soldiers through a trying year. The company will continue to assist soldiers in resolving their issues in the coming year.

Delta Company

Delta Company, with a current strength of over 175 soldiers and 16 permanent party personnel is responsible for the health, welfare, morale, discipline, soldierization, and administrative control of Initial Entry Training (IET) soldiers who are assigned to Fort Gordon to attend the MOS course for: Microwave Systems Operator-Maintainer (31P). In October 2001, 31Ps were accepted into Delta Company as a result of the restructuring of the 15th Signal Brigade soldier composition. Prior to this, Delta Company was comprised of 74B Information Systems Operator- Analysts and 74C Tele-Communications Systems Operator-Maintainers. All of these courses train and prepare soldiers for assignments to units around the world in support of CINCs (Commander in Chiefs) and other warfighters on the battlefield. During 2001, Delta Company graduated over 140 74Bs and 74Cs and 20 31Ps after transferring its' ownership of the 74Bs and 74Cs to B Company, 551st Signal Battalion.

Delta Company came into existence as part of the 15th Regimental Signal Brigade on the 13th of August. Formerly known as Foxtrot Company of the 369th Signal Battalion, the unit was redesignated as Delta Company, 551st Signal Battalion on the 13th of August. By the end of

August, Delta Company received a new Executive Officer, First Lieutenant Webb, and several new Drill Sergeants to include: Sergeant First Class Brown and Sergeant First Class Shell. Captain Henry and First Sergeant Price took part in the Battalion QTB to the Brigade commander. The company operations bay physical security was improved and the company went on a four day weekend for Labor Day. 34 CMF 74 soldiers graduated in August.

The Company's personnel adapted and continued their mission in September as the attack on our nation took place. Captain Henry and First Sergeant Price regularly attended information briefs related to national security and conducted informative briefings with the Delta Company soldiers. During that time, Delta Company assumed increased guard duty detail taskings. Cadre and IET soldiers were emotionally affected by the terrorist attack. Many soldiers requested to receive assistance from the Chaplain about issues brought on by the attack on the 11th. Meanwhile, Delta Company prepared for upcoming events such as the Brigade Organizational Day, the Brigade Run, and a Common Task Training Event. 51 CMF 74 soldiers graduated in September.

In October, Delta Company continued to work force protection issues and executed the Brigade Organizational Day. Captain Henry and First Sergeant Price continued to attend the Battalion level force protection issue briefs and feeding information to the soldiers. The company's guard security responsibilities also continued. NCOs worked their own developmental priorities with a "Class A" inspection for the soldiers and attended a Battalion NCOPD and Brigade Drill Sergeant forum for the Drill Sergeants. Captain Henry and First Sergeant Price attended the Brigade Quarterly Training Brief to the Commanding General. Two Delta Company NCO's, Drill Sergeant Britt and Drill Sergeant Holifield were part of the Brigade's force protection training support. Delta Company consistently monitored and updated the EXODUS database tracking system for the upcoming soldier movement prior to the Christmas Holiday. During October, the CMF 74 soldiers from Delta Company transferred to Bravo Company. Captain Henry worked to solidify a plan for the Change-of-Command Ceremony and transition that would take place in November for the incoming Company Commander. 58 CMF 74 soldiers graduated in October.

November was a great month of service to the Brigade, our soldiers, and the community for Delta Company. The company got its' first look at the MOS training objectives for the 31P course and was responsible for running the Brigade force protection training M16 zero and qualification range alongside Bravo Company. Several cadre members attended a range certification class and prepared for the execution of the exercise to include: First Lieutenant Webb (M16 Zero-Range OIC), Sergeant First Class Shell (Combat Life Saver) and Staff Sergeant Britt (Range Safety). In lieu of this, cadre members continued to attend security briefings about the "War on Terrorism." Delta Company raised $300 for the Christmas House Fund and $100 for the Company Activities Fund spearheaded by the Executive Officer, First Lieutenant Webb. Drill Sergeant Britt participated in a program for a JROTC Drill Competition. Captain Henry, First Lieutenant Webb, and First Sergeant Price participated in the Battalion QTB. Most of the company's NCO's assisted the Commander in providing Thanksgiving food vouchers to IET soldiers with dependents to help their families enjoy the holidays. Meanwhile, First Lieutenant Webb coordinated the tracking and execution of the Combined Federal Campaign. First Lieutenant Webb completed the Cadre Training Course with Drill Sergeant

Thorne and Drill Sergeant Johns and supervised the implementation of the Company Change-of-Command Ceremony to welcome Captain Somers and farewell Captain Henry. The actual change of command ceremony occurred on 8 November. Fourteen 31P soldiers graduated in October.

December, although a short working month for most personnel, was definitely a strongly progressive and productive month for the EXODUS exercise. There were a lot of key pieces to EXODUS in terms of coordination, meetings, Rock Drills, and the preparation phases for the soldiers before they shipped out on December 19th. Delta Company only had nine out of 180+ soldiers that remained at Fort Gordon during EXODUS. There were no significant safety incidents that occurred during the EXODUS deployment. In December, Delta Company personnel continued to train. Staff Sergeant Quick completed the Equal Opportunity Course and immediately assumed his responsibilities to the company. Delta Company also had fun this month. There was a paintball event conducted for the soldiers, Drill Sergeant Crain was given a farewell celebration, and the cadre participated in the Battalion Christmas party as well. Twelve 31P soldiers graduated in December.

Overall, Delta Company had a progressive, productive, ever changing, and entertaining first five months of existence. Several obstacles were thrown in the path of the unit, but every challenge was met with spirit and audacity. We were responsible for supporting the Brigade with an M16 qualification range and zero range that was noted as "setting the standard" for the Brigade, conducted an excellent CTT exercise, successfully transitioned all incoming and outgoing cadre, and ensured the safe movement and accountability of all IET soldiers for the EXODUS holidays.

SCHOOL OF TELECOMMUNICATIONS TECHNOLOGY

From the Director's Perspective

Major program goals for the School of Telecommunications Technology (STT) in 2001 were: to determine the applicability of simulations for Career Management Field (CMF) 31 10 level courses; design and implement new and cutting edge WEB and computer based training programs and processes into proponent initial entry training (IET) programs; evaluate and analyze 31S training in an effort to reduce the course length, get off 3 shift-training and develop a training strategy to get more focused soldiers to the field, more quickly; implement the Secure Mobile Anti-Jam Tactical Terminal System (SMART-T) training within the 31F Course via state of the art computer lab; continue the downward trend in attrition toward the TRADOC goal of 4%; coordinate with PM, Defense Wide Transmission Systems to procure funding necessary to modernize the 31P training and upgrade the training accordingly; design and develop a cost effective and efficient strategy to integrate TACLAN into the 31U Course; and maintain an active Consideration of Others (CO2) training program to educate personnel in any critical area of concern.

These goals were divided into two categories; those that STT could accomplish internally and those that required funding and support from outside agencies or higher headquarters. The

workforce and the school were structured in the most efficient manner to accomplish these goals. There were four academic divisions, one administrative division and one training development division, totaling more than 600 military, civilian and contractor personnel. Judicious utilization of the newly developed Training Development Division proved to be critical in designing assignment oriented training (AT) for four AIT courses. STT was able to accomplish most of its goals despite resource and other fiscal constraints.

Mission

The School of Telecommunications Technology (STT) was responsible for planning, designing, developing, approving and conducting individual training programs that met Army-wide and multi-service training requirements. During calendar year (CY) 2001, the School of Telecommunications Technology was the proponent for seven Military Occupational Specialty (MOS) producing courses, along with twenty-seven other related functional and Additional Skill Identifier (ASI) courses. The MOS producing courses included 201-31C10, Radio Operator-Maintainer; 621-31L10, Cable Systems Installer-Maintainer; 101-31P10, Microwave Systems Operator-Maintainer; 102-31S10, SATCOM Systems Operator-Maintainer and 101-31U10, Signal Support Systems Specialist. The other two MOS producing courses, 202-31R10 Contractor Trained (CT), Transmission Systems Operator-Maintainer and 260-31F10(CT), Network Switching Systems Operator-Maintainer were taught by a contractor, General Dynamics, Incorporated.

Resources

The 0201 Table of Distribution and Allowance (TDA) authorized 532 personnel: 139 civilians and 393 military. A total of 409 personnel were assigned as of 30 September 2001: 317 military and 92 civilians. In 2001, the budget to support pay, contracts, supply and equipment was $6,242,000.00

Key Personnel

Director	
Ms. Beverly Friend	January – September 2001
Sergeant Major	
SGM Terry W. Riggins	January – September 2001
Chief, Training Support Division	
Ms. Janice E. Mousseau	January – September 2001
Chief, Training Development Division	
Mr. Jack London	January – December 2001

Activities and Accomplishments

At the beginning of 2001, STT had only been in existence for 6 months. It continued to perform its mission in spite of increased work responsibilities and dwindling resources. The Training Development Division (TDD) established in Oct 00 in order to ensure greater control and accountability of the many training development products and initiatives filled its second branch supervisor vacancy. Ms. Deborah Harpe was selected as Chief, Area Communications Training Development (ACTD) Branch. With key personnel in place, STT forged ahead with the main goal of providing the best possible training to its students. Approximately 6500 students were trained in seven MOS producing courses and twenty-seven ASIs and functional courses. Many training development products were also produced during the year as highlighted in the TDD section.

STT personnel attended various training courses, conferences and seminars throughout the year designed to educate and "train the trainer." These courses included Consideration of Others (CO2), Instructor Training Course (ITC), Systems Approach to Training (SAT), Webmaster Course, Designing and Establishing a Website Using Microsoft Front Page, Equal Opportunity/Prevention of Sexual Harassment (EEO/POSH), EEO Counselors Course, Interactive Multimedia Instruction (IMI), Leadership, Education and Development (LEAD), Army Force Management Course, and the Sustaining Base Leadership and Management (SBLM) Course.

In October 2001, as part of the Transformation process for the Army, STT was dissolved as a school and the functions absorbed as part of the 15th Signal Brigade. The Transformation process for the Army is designed to meet the challenges of a changing world environment to create a force that is strategically responsible and dominant at every point on the spectrum of operations. The force structure reductions of the last decade, coupled with current staffing trends, have significantly reduced resources available to the institutional Army. Army readiness goes beyond the need to man operational forces at required levels. The total Army (operational, institutional and sustaining base) must transform to create a force that is strategically responsive and dominant at every point on the spectrum of operations in order to meet the challenges of the changing world environment. The Commander, Training and Doctrine Command directed that TRADOC schools and centers develop plans to transform from their current organizations to models that posture the command to support the Objective Force. As part of TRADOC transformation, the branch schools will refocus basic level PME courses to build leaders who can operate across the full spectrum of operations. The schools will provide quality functional and technical training. Finally, the schools will provide initial entry training for enlisted soldiers that emphasize values and team building in order to provide the force with apprentice level soldiers who can be immediate contributors to unit readiness. The goal is to combine functions as much as possible. Consolidation is to be the rule; collocation is to be the exception.

Current STT headquarters staff was reassigned with Brigade and Battalion headquarters staff. STT Director, Ms Beverly Friend, became Dean, 15th Signal Brigade. Training Support Division employees were assigned within the BDE S3, BDE S4, and BN S3s. Training Divisions transferred intact. Reorganization became effective 17 SEP 02.

Automation Branch

The Automation Branch, Training Support Division, STT, was established and assumed greater responsibility with the merging of the two former training departments. The merger involved the consolidation of automation resources from two separate network domains into a single new domain. This major undertaking necessitated the recreation of approximately 500 to 600 user accounts; complete rewiring of the network within Vincent Hall and decentralization of switches to optimize bandwidth throughout the building. Automation Branch personnel worked diligently to achieve this monumental undertaking which resulted in more diverse operating systems, increasing skills and knowledge required to troubleshoot systems and more diverse automation resources to maintain.

In October 200l, the S3 Automation Branch, 15th Signal Brigade was established and assumed even greater responsibility with the assignment/merger of personnel and functions with S3 of the 15th Signal Brigade. The merger involved the consolidation of automation resources from two separate network domains to serve a client population of approximately 600 administrative computers. Automation Branch personnel worked diligently to achieve this monumental undertaking which resulted in a greater diversity of operating systems, requiring increased skills and knowledge on behalf of technicians to troubleshoot and maintain these diverse systems. Branch personnel identified, researched and procured in excess of $400K in automation purchases, the bulk of which will support migration to a Windows 2000 platform on the administrative side. Overall, the workload was unrelenting and all personnel within the branch came together to get the job done in as timely a manner as possible.

Summary

STT continued to provide quality training to its students even with the many personnel changes, instructor shortages, budget restraints, and the many demands of taskings from other activities. Many of the soldiers and civilians were recognized throughout the year for exceptional performance of duty. The most significant accomplishment in CY 2001, however, was the merging of the training department into 15th Signal Brigade. The transformation of training and soliderization under one command required the transition of leadership, organization, and the relocation of personnel and equipment. Although not without some delays, the reorganization was timely and successful. As we move into the twenty first century, our primary goal will continue to focus on providing quality training for the TOTAL SOLDIER. To that end, and as new equipment and technology are integrated into our training courses, we will strive to find innovative ways to accomplish that goal.

TRAINING DEVELOPMENT DIVISION

Mission Statement

TDD is organized to manage the Systems Approach to Training (SAT) process for the 15th Signal Brigade and Battalions. This entails providing guidance and supervision in the analysis, design, development and validation of individual training material and in the conduct of MOS/SC studies and Critical Task/Site Selection Boards. TDD advises the Brigade Commander

and Battalion Commanders on training programs and training development matters. Management of the SAT process includes development of Soldiers' Training Publications, Training Requirement Analysis System (TRAS) documents, Computer based instruction, and simulation. Training development encompasses all training related to MOSs 31C, 31F, 31L, 31P, 31R, 31S, and 31U for resident, non-resident, and distance learning.

Key Personnel

Chief, Training Development Division
Mr. Jack P. London — January – December 2001

NCOIC, Training Development Division
SFC Calvin Stevenson — January – December 2001

Area Communications Training Development Branch (ACTD)

Area Communications Training Development (ACTD) Branch is organized to analyze, design, develop, implement, validate, evaluate and monitor training products to be used by Switching, Transmission and Microwave Systems (STMS) Division and Tactical Communications Systems (TCS) Division. ACTD also; (1) provides input to the Training Development Workload Planner (TDWP); Planning, Programming, Budgeting, and Execution System (PPBBES); Structure Manning Decision Review (SMDR); Life Cycle System Management Model; and Table of Distribution and Allowances (TDA) processes, (2) reviews and evaluates training development products by contractor services, (3) develop the Soldier Training Publications (STP), (4) verifies records, and maintains an audit trail of approved products to include Training Requirements Analysis System (TRAS) documents, (5) coordinates, manages, and provides input to the Critical Task/Site Selection Boards (CTSSB), (6) evaluates and reviews proponent MOS products such as the Army Correspondence Course Program (ACCP); Computer Based and Computer Assisted Instruction (CBI/CAI); Automated Instructional Management System (AIMS); Extension Training Material (ETM); Training Aids, Devices, Simulations and Simulators (TADSS); Television Video Training (TVT); Video Teletraining (TVT); and Electronic Information Delivery Systems (EIMS), (7) coordinates, develops, assists, and performs analysis of training resource requirements to include equipment, facilities, personnel, training simulators/devices, non-developmental items, ammunition, and funding, (8) represents Training Development Division (TDD) on committees conducting studies on training development, and (9) assists STMS and TSD instructors and staff, as necessary, in the conduct of training and training development.

The 31P Microwave Operator-Maintainer course is designed to train enlisted personnel to configure, align, and perform maintenance on microwave communications and technical control equipment, and associated devices. Monitors, fault isolates, and restores telecommunications circuits, systems, and associated commercial and military interface equipment. Performs limited maintenance of associated COMSEC devices and ensures that all DA, DOD, National Security and TEMPEST procedures are enforced. Maintains circuit/system and station records and reports. Operates and performs Preventive Maintenance Checks and Services (PMCS) on

assigned telecommunications equipment and vehicles. 31P course scope includes: Basic Electronics Fundamentals; Defense Communications System (DCS) Fundamentals; Quality Control Timing Synchronization and limited frequency modulation; analog/digital systems/circuits; Digital Microwave Multichannel Radios; and Digital Group Multiplexer (DGM) Radios.

The 31F Network Switching Systems Operator-Maintainer course is designed to train enlisted personnel to install, operate, troubleshoot and perform unit and direct support level maintenance on electronic switching systems, Secure Mobile Anti-Jam Tactical Terminal (SMART-T) systems, operate associated equipment, and perform unit and direct support maintenance on the System Control Center (SCC). The 31R Multichannel Transmission Systems Operator-Maintainer course is designed to train enlisted personnel to install, operate, and perform unit level maintenance on Mobile Subscriber Equipment (MSE) and TRI-Service Tactical Communications (TRI-TAC) Multichannel Transmissions System.

The 31U Signal Support Systems Specialist course is designed to prepare the soldier to supervise, install, employ, maintain, troubleshoot, and assist users with battlefield signal support systems, terminal devices, satellite communications equipment, and automated telecommunications computer systems, (including local area networks, wide area networks, and routers), integrate signal systems and networks; perform unit level maintenance on authorized signal equipment and associated electronic devices; train and provide technical assistance to users of signal equipment; and operate and perform preventive maintenance checks and services (PMCS) on assigned vehicles and power generators.

Activities and Accomplishments

ACTD Branch was organized and functioned as a component of the Training Development Division (TDD) within the School of Telecommunications Technology (STT) for most of 2001. Effective September 10, 2001 STT ceased to exist and ACTD brand, along with TDD, migrated to the 15th Signal Brigade. We are currently organized and function as a component of the Dean, 15th Signal Brigade.

On January 17, 2001, STMS and ACTD personnel began conducting Basic Electronics Training (BET) annex for the 31P course. The Ordnance Electronics Maintenance Training Division (OEMTD) previously conducted this training. This annex contains 168 hours and provides training in the operational theory, fundamentals and troubleshooting of alternating and direct current (ac/dc) circuits and power supply circuits, limited frequency modulation (FM) transceivers, and digital fundamentals. The BET annex employs Computer Aided Instruction and uses eight (8) modules from the "Navy Electricity and Electronics Training Series," an Interactive Electronic Training Manual. This Personal Computer (PC) based program uses web-like browser to allow students access to the training material, divided into seven modules. Students are provided written objectives and a specified time limit to complete each module. Students are then given a written exam. The BET annex also uses a Computer-Based Training program produced for the U.S. Air Force, "Virtual Campus." The CBT provides training on Test, Maintenance and Diagnostic Equipment (TMDE).

ACTD Branch 31P personnel reviewed 31P BET objectives to determine further reductions/consolidations and redesigned 31P BET exams to focus on application of principles and concepts vice recall/recognition of facts. In conjunction with STMS personnel ACTD revised the BET curriculum reducing the annex to 96 hours. This reduction was accomplished by redistributing TMDE training. TMDE training will now be conducted in the annex where the actual equipment is used. This will provide for a more effective and efficient use of training resources. Participated in the TEP 069 Program Kickoff meeting with General Dynamics. An overview was presented to inform the attendees of what is contained in the TEP 068 Program. Communications Security (COMSEC) equipment continues to be an issue in populating the Single Shelter Switches (SSS). The Government was provided and reviewed a draft Program of Instruction (POI).

In reference to the TEP 069 Program, ACTD Branch personnel participated in the Kickoff meeting with General Dynamics in which an overview was presented to inform the attendees of what is contained in the TEP 068 Program, the Communications Security (COMSEC) equipment issue in populating the Single Shelter Switches (SSS) was discussed, and the Government was provided and reviewed a draft Program of Instruction (POI). Also, in another meeting, an overview was presented to identify the specific tasks required to facilitate the cut-in of switching system enhancements into resident training, which is currently planned for Oct 02. Switching system enhancements include the fielding of the Single Shelter Switch (SSS), (THSDN) hardware and software, as well as the Jul 01 Common Switch Software baseline enhancements.

ACTD Branch personnel also attended the IPR for TEP 68/69, hosted by General Dynamics, on 29 August 2001. Attendees included PM-WinT, STT, NCOA, and DOT. The purpose was to provide a forum for the Government and General Dynamics to review the status of the Resident School Upgrade Program (TEP 69). Discussion topics included program highlights, program schedules, Contract Deliverable Requirement List summary, curriculum development, active start-up mock-up (ASMU) status, data base trainer status, communications network system 1+ status, and computer based trainers status. The review also provided an opportunity for Government personnel to observe a demonstration of the call service position trainer. Issues included COMSEC for the Single Shelter Switch (SSS) racks General Dynamics will eventually receive. SFC Loomis, STMS Div, STT, took action to determine the COMSEC needs the Government has for the fielding of SSS. General Dynamics requires additional copies of the TM and each year will require additional copies. Dwight Hill, PM, took the action to procure the TMs. Concerns over the training of the Direct Support Maintenance for SSS have been alleviated due to the funding of a computer based training aid. The last concern references the requirement for learning management tools in computer based training programs (Ms. Harpe took the action). Discussion between the SIGCEN and PM identified the requirement for the PM to fund at least one training developer from Fort Gordon at each of the acceptance tests conducted at General Dynamics' facilities. One is 30 November 2001 for the Data Base Trainer and the other is 6 February 2002 for the ASMU.

Branch personnel reviewed and provided input to the Tactical Information Management System Training Plan (TIMS STRAP). 31F TD completed input of the Network Encryption System (NES) Training Support Packet (TSP) in ASAT and posted on the 31F web site.

Updated 31F and 31R Individual Training Plan (ITP), completed the update of 31F10 Total Army Training System (TATS) Lesson Material, developed and forwarded the POI to TRADOC, worked with Army Audit Agency Request (AAA) and provided them current task lists for 31F and 31R, developed the 31F10 TATS electronic slides and input 31R TATS training material into ASAT, and developed Lesson plans, overhead training materials, and practical exercises for SSS training. Reviewed TEP 39 Asynchronous Transfer Mode (ATM) Computer Based Training (CBT) in preparation for distribution to support the sustainment training Fort Hood. 31P Critical Task and Site Selection Board, conducted 18-22 Jun 01, resulted in 42 new critical tasks. Branch personnel continued to develop performance measures and standards for the newly identified tasks and revise/update remaining critical tasks.

Attended a VTC hosted by TRADOC, on PRE-Structure Manning Decision Review (SMDR) to receive guidance on input for Oct 01 SMDR. The agenda included policies impacting FY05 SMDR, procedure review, and ongoing initiatives and impacts on schools. Managing training growth and the various memorandums of instruction provided to schools were reiterated. Distance Learning and its management system are issues still undecided. TOMA has provided an interim DL course implementation memorandum, which has not been staffed to each of our departments. Developed training strategies for MOS 31F, 31R, and 31P identifying training requirements for assignment-oriented training. There are multiple issues to address if this action will be considered. Course maps identified what direction the courses would take. Not taken into consideration are issues such as scheduling requirements, equipment utilization, instructor resources, and BET implementation. CADs submitted for MOS 31R AOT.

MOS 31P Operational Requirements Document (ORD) AND Systems Training Plan (STRAP) for Strategic Communications Integrated Training System (SCITS) staffed to DOT. SCITS associated Unfinanced requirement (UFR), 31P Strategic Training Transformation (12.5M) submitted to TRADOC 6 Dec 00. Current status, per DISC4, LTC Edelman, UFR remains unfunded. Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T) TRAINING. 31F training development personnel are working with the STMS Division to develop a plan that will provide SMART-T training to soldiers based on an assignment oriented training (AOT) basis during FY02 and beyond. Ideas were discussed, followed by the development of an Information Paper to outline the proposed process. Compliance with directives provided during the July 01 Monthly Training Status Brief (MTSB) requires curtailment of three-shift training. Achievement of the objective requires a second classroom simulator for SMART-T training

ACTD personnel attended briefing given by Dr. Robert Helms of the Research Triangle Institute on 24 Jul 01. The briefing covered the new future training strategy and concept for all Signal training. University of Information Technology Briefing, conducted 25 Jul 01. Staff from ACTD TD Br attended the briefing conducted in Alexander Hall. Dr. Helms presented his concepts of the direction the Signal School will follow in the coming months as we move towards the assignment oriented training initiative and distance learning. The Deputy Commandant, COL Farrell, continued the briefing with a discussion on the breakout of the teams to perform the key roles in the transformation of the Signal School into the University of Information Technology. Mrs. Butler, DOT, stated that she would provide the briefing slides

and additional information to attendees. Ms. Hall, Mrs. Alexander, Mr. Bell and Mr. Jones stayed to attend the follow-on meeting for task force members.

Conducted a meeting of STMS and ACTD personnel to discuss the proposed BET TMDE redistribution effort. Nine individuals were present. The working group proposes the reduction of the 31P BET to 96 hours and the redistribution of the remaining 72 hours into various 31P course annexes. Redistributed hours will be used to provide hands on training for TMDE. Specific equipment will be taught in the annex where students will first use the TMDE. Each branch was assigned specific TMDE and asked to develop a training outline detailing skills, knowledge's and time requirements. ACTD personnel and STMS personnel recommended moving 72 hours of TMDE training into other annexes. Briefed Mr. London and Mr. Peters on recommendations for redistribution of 72 hours of 31P BET hours. Recommendation approved and scheduled to commence with the class staring on January 8th, 2002.

Developed a two-week 31P 10 IRR POI for reserve/national guard soldiers that included training on the AN/GRC-103 Multichannel Radio and Digital Group Multiplexer (DGM) equipment/systems. ACTD Br personnel met with representatives from DOT, MILPO, and OCOS on 28 September 2001 to discuss the strategy to train personnel assigned to units fielded with SMART-T. CADs have been prepared and are at DOT to reduce the 10-level course by three weeks for FY02 only. The three weeks are in the functional course to be trained during FY02 only. OCOS believes all 31F soldiers should receive the SMART-T. DOT will process the CADs to make the FY02 changes.

Attended the Tactical High-Speed Data Network (THSDN) Retrofit and Training meeting on 25 September 2001. Both of our Node Center Switches (NCS) will receive the THSDN retrofit (29 October & 14 November). Training on the equipment and software enhancements will commence on 7 November 2001. Our three Small Extension Nodes (SENS) are scheduled to receive their retrofit 1 March 2002. We are awaiting the Transmission Interface Module (TIM's) for the SENS retrofit. The Retrofit Team is looking for an enclosed/roofed area to do the retrofit. Developed Individual Ready Reserve (IRR) POIs for all MOS's in accordance with TRADOC and DOT guidance, providing paper and electronic copies on 28 September 2001. Additionally provided the ICH computation sheets and master training schedules with the POIs. Developed training material and diagnostic tests for IRR training.

Presented an IMI Contracts & Lessons Learned briefing using 31U MOS as an example and covering the following items: IMI Implementing Instructions, 31U Statement of work, multi-media specifications, BOIPS & DITIS Search, Post Award Minutes, GFI, Course Management Plan, Instructional Media Design Package, 31U GFI/Monthly Reports, 31U Milestone w/Mod, Deficiency Reports and Storyboards.

Provided a desk side brief of Simulations Life Cycle Contractor Support alternatives using GSA's Applications 'n Support got Widely-diverse End user Requirements (ANSWER) contractor. Mr. Bickel briefed current Life Cycle Support of Simulator systems (SPTT, CTS-U and SMART-T Training Suite). Transitional SMART-T LCCS was discussed. Additionally,

application of the ANSWER contract for the proposed two Computer 2000 Classrooms, one Router Lab, and SIGCEN similar requirements could be grouped for cost efficiencies.

Transmission Systems Training Development (TSTD) Branch

Transmission Systems Training Development (TSTD) Branch is organized to analyze, design, develop, implement, validate, evaluate and monitor training products to be used by Satellite Communications (SATCOM) Division and Cable and Radio (C&R) Division. TSTD also; (1) provides input to the Training Development Workload Planner (TDWP); Planning, Programming, Budgeting, and Execution System ; Structure Manning Decision Review; Life Cycle System Management Model; and Table of Distribution and Allowances (TDA) processes, (2) reviews and evaluates training development products by contractor services, (3) develops the Soldier Training Publications, (4) verifies records, and maintains an audit trail of approved products to include Training Requirements Analysis System (TRAS) documents, (5) coordinates, manages, and provides input to the Critical Task/Site Selection Boards (CT/SSB), (6) evaluates and reviews proponent Military Occupational Specialty (MOS) products such as the Army Correspondence Course Program; Computer Based and Computer Assisted Instruction; Automated Instructional Management System; Extension Training Material; Training Aids, Devices, Simulations and Simulators; Television Video Training; and Video Tele-training; and Electronic Information Delivery Systems, (7) coordinates, develops, assists, and performs analysis of training resource requirements to include equipment, facilities, personnel, training simulators/devices, non-developmental items, ammunition, and funding, (8) represents Training Development Division on committees conducting studies on training development, and (9) assists SATCOM and C&R instructors and staff, as necessary, in the conduct of training and training development.

31C10, Radio Operator-Maintainer and ASIT1, Enhanced Position Location Reporting System (EPLRS) Net Control Station Operator-Maintainer training development team consisted of two GS-1712-11 civilians and one E-7 military. The TDWP for 2001 identified a total of 6.4 man-years of work was accomplished. Allocations on the 31C TDA show requirements for four civilians and six military; authorizations show two civilians and three military. The shortages of these personnel inhibited the team from completing the 3.5 man-years worth of work. The 31C training developers submitted a Program of Instruction (POI) for MOS 31C10 to Training and Doctrine Command (TRADOC) on October 15, 2001. The purpose of the POI was to identify training requirements in support of new systems/digitization. Training will be implemented in October 2002. The 31C training developers submitted 31C10 Individual Ready Reserve (IRR) Rapid Train-Up (RTUP) POIs to Director of Training (DOT) on September 28, 2001. The POIs were done because of the terrorist events that took place in September. These POIs were implemented on October 1, 2001. The 31C training developers submitted 31C10 IRR Refresher (REFR) POIs to DOT on September 28, 2001. Again, the POIs were done for the same reason as the IRR RTUP POI above and were implemented on the same date.

Tasking received to review all courses to eliminate/downsize training per the Commanding General's (CG) guidance on June 12, 2001. Based on further guidance, the CG recommended that all courses be reviewed to consider Assignment Oriented Training (AOT) in order to get the soldiers to the field faster. Briefing to CG on November 20, 2001 decided that 31L would not be

considered for AOT. From this brief the CG wanted the course to relook at projected POI (nine weeks, one day) for no growth, which will keep the course at the current course length (seven weeks, one day). From this same briefing, the CG decided that 31C would not be considered for AOT. The CG wanted the course to relook at projected (11 weeks, three days) for no growth, which will keep the course at the current course length (nine weeks, four days).

The 31C training developers worked as a team to prepare for a CT/SSB, which will be held in 2002. They collected various information to include demographics, job task analysis, strategies for conducting the board, and conducted meetings to discuss a timely CT/SSB. The 31C10 Course was awarded a Distance Learning contract on September 19, 2001. The contract was awarded to the Camber Corporation. This package will produce training on the radio-teleprinter procedures and radio-telephone procedures. A post award meeting was held on October 17, 2001 to meet with the contractors to discuss the milestone schedule for the delivery of products. The period of performance for this contract is October 17, 2001 through October 31, 2002.

31L10, Cable Systems Installer-Maintainer training development team consisted of three GS-1712-11 civilians. The TDWP for 2001 identified a total of 16 man-years of product development. Incredulously, approximately four man-years of work was accomplished exclusive of the six military and two additional civilian requirements allocated on the 31L table of distribution allowances (TDA). The 31L training developers worked as a team almost entirely the first half of 2001 preparing for a CT/SSB, which was held July 9-13, 2001. They collected various information to include demographics, job task analysis, strategies for conducting the board, and conducted meetings to discuss a timely CT/SSB. A very successful board ensued with the Director of School of Telecommunications Technology approving the board results on August 3, 2001. On July 31, 2001, Ms. Janice Hardigree was assigned as a 31L representative to the University of Information Technology (UIT) Simulations Task Force. She attended weekly meetings throughout the remainder of the year.

The 31L10 training developers submitted 31L10 IRR RTUP POIs to DOT on September 28, 2001. The POIs were done because of the terrorist events that took place in September. These POIs were implemented on October 1, 2001. The 31L10 training developers submitted 31L10 IRR REFR POIs to DOT on September 28, 2001. Again, the POIs were done for the same reason as the IRR RTUP POIs above and were implemented on the same date.

Risk Assessment Procedures were relooked and new guidelines were provided to the courses per Department of the Army Inspector General's visit June 2001. Mr. Jack Tarte, a 31L training developer, attended a class on risk assessment and with the assistance of SFC Dennis, 31C training developer, and SFC Davis, 31S subject matter expert, assured all new risk assessment forms for each lesson plan in each course were completed and in accordance with new guidelines.

The 31L10 Course was awarded Distance Learning Contract #DABT60-00-D-0004/Delivery Order #033 on September 18, 2001. The contract was awarded to the Computer Sciences Corporation (CSC). This package will produce training on every training annex of the 31L10 POI. These annexes cover cable and wire systems to include digital group Multiplexers, remote multiplexing combiners, repeaters, restorers, telephones, and related equipment. A post award

meeting was held on October 18, 2001 to meet with the contractors to discuss milestone schedule for delivery of products. The period of performance for this contract is October 18, 2001 through September 30, 2002.

31S10, Satellite Communications Systems Operator/Maintainer Course and its 16 functional and Additional Skill Identifier (ASI) courses consisted of two GS-1712-11 civilians, one GS-1750-11 civilian, and two E-7 military. The TDWP for 2001 identified 8.0 man-years of product development above the line. Approximately 5.0 man-years of product development was accomplished. Allocations on the 31S TDA show requirements for 11 civilians and 13 military; authorizations show six civilians and nine military. The shortage of these personnel inhibited the team from completing almost 3.0 man-years of work.

Training development was an ongoing process throughout calendar year 2001. Training developers were proactive in developing TRAS documents to support course revamping, going TDY to represent the Signal School in the Personnel Training and Management Panel (PTMP), attending working group meetings, conducting studies, conducting a CT/SSB and responding to various taskings from the DOT. On June 5, 2001, 31S10 training developers revised four POIs and four Course Administrative Data (CADs) and staffed them to DOT on July 30, 2001.

The 31S training developers revised the current 35-week, one-day POI to reflect a course length change of four weeks. Training developers created the 102-31S10, Version: 003, SATCOM Systems Operator/Maintainer Course to implement a new interim course of instruction with a start date of October 1, 2001 and an end date of October 1, 2002. The subject POI was revised due to an August 10, 2001 TRADOC endorsement to a CAD which slipped the training of the 41-week, one-day 31S10 Course from Fiscal Year (FY) 02 to FY 03 due to the delay of the Super High Frequency Tri-band Advanced Range Extension Terminal (STAR-T) coming to the course. The purpose of the 39-week, one-day interim course was to train the Multiplexer Integration and Digital Communications Satellite Subsystems (DCSS) Automation System (MIDAS) for one week and the Switch Multiplexer System (SMU) for three weeks.

Submitted as a package with the above mainline POI were three functional POIs: the 102-F40(2), Version: 003, Digital Communications Satellite Subsystems; the 102-F104, Version: 003, SATCOM Strategic Terminals; and the 102-F39(OS), Version: 003, Strategic SHF Satellite Communications (SATCOM) Systems Maintenance. These functional POIs were revised since they were incorporated into annexes of the base 102-31S10 POI and shared resources with the course. The 102-F40 POI was submitted to increase the course length from five weeks, four days to nine weeks, four days due to new equipment training on MIDAS and the SMU ON-505(V). The 102-F104 was submitted to include AN/GSC-52 upgrades to track with changes in the 102-31S10 base POI. The 102-F39(OS), Version: 003 POI was submitted to increase the course length from 25 weeks, 0 days to 27 weeks. The additional two weeks was to provide 120 hours of training on the MIDAS and the SMU ON-505(V). This POI was accompanied by an Interim Course Growth of Instruction letter.

On June 25, 2001, 31S training developers submitted a CAD for 101-F35(OS), Phase: 2 of 3, Satellite Wideband-TACSAT Terminals AN/TSC-85B and AN/TSC-93B (USAF). The reason for submission was that the Air Force changed the training requirement for 101-F35, Phases 1-7.

The course was changed to 101-F35, Phases 1-3. This phase 2 of 3 would result in a two-week, four-day course versus the four-week course that was in 101-F35, Phase 6 of 7, Satellite Wideband-TACSAT Terminals AN/TSC-85B and AN/TSC-93B (USAF), Version 110, TRADOC endorsed October 1999. The Air Force's strategy was to train the 101-F35 Course using the Army's 102-31S10 POI, Annexes M and N. No additional resources were required.

On June 25, 2001, 31S training developers submitted a CAD for 101-F35(OS), Phase 3 of 3, Introduction to Satellite, Wideband and Telemetry (USAF). This CAD superseded the CAD for 101-F35(OS), Phase 7, Version 804, Satellite Wideband-TACSAT Terminals AN/TSC-94A and AN/TSC-100A (USAF), endorsed by TRADOC, June 26, 1997. The four-week, three-day functional 101-F35(OS) Phase 3 of 3 was an Interservice Training Review Organization (ITRO) collocated course located at Fort Gordon, Georgia, and was Air Force unique.

On August 30, 2001, 31S training developers submitted a CAD for 101-F33(OS), Version 001, MILSTAR Organizational Level Maintenance. The CAD was submitted to reduce the six-week, four-day course length to five weeks, two days. Based on course validation and student feedback, the ITRO collocated course was restructured and decreased by one week and two days. The saved time was added to the 101-F33(OS), Phase 3 of 3 course.

The most significant and visible accomplishment of calendar year 2001 was the advent of AOT. The CG spearheaded AOT to reduce Trainees, Transients, Holdover Students accounts and to provide well trained soldiers to the field sooner. SFC Walter S. George and SFC Charles V. Barker performed an in-depth analysis and design to revise the 39-week, one-day 31S10 Course to reflect the three tracks of AOT. The course was totally revised and made into three separate courses. In August 2001, SFC George and SFC Barker briefed the AOT strategy to the Commander, 15th Signal Brigade; the DOT; and the Deputy Commander of Fort Gordon. The strategy was also used to brief the Commander of TRADOC, the Army Chief of Staff, and the Secretary of the Army. The information briefed was used by the Research Triangle Institute for the UIT Simulation and also used by the Army Audit Agency for their AOT strategy.

The 31S training development personnel submitted three CADs to bring the new AOT courses on line. On December 5, 2001, a CAD for 102-31S10, CC AOT Common Core-Assignment Oriented Training (AOT), Version 001, SATCOM Systems Operator/Maintainer was developed for initial staffing. This CAD was developed to provide an introductory level student with a fundamental knowledge of satellite electronic principles, introduce SATCOM concepts, and train on the operation and maintenance of the DCSS. Once attending the sixteen-week, four-day course, which is mandatory, students will attend either the 102-31S10 Strategic-AOT course or 102-31S10 Tactical AOT course.

On December 5, 2001, a CAD for 102-31S10, Strategic-Assignment Oriented Training (AOT), Version 001, SATCOM Systems Operator/Maintainer was developed to bring the Strategic Course on line. This nine-week, one-day CAD provides strategic training on the AN/GSC-52(V)/(A), AN/GSC-39 and AN/FSC-78 terminals. Again, students must complete common core AOT in order to attend. Upon completion, the students will be awarded the transitional ASI Y3. On December 5, 2001, a CAD for 102-31S10, Tactical-Assignment Oriented Training (AOT) was developed for the 31S10 Tactical Course. This six-week, one-day

CAD was developed to provide Army personnel to operate and maintain the tactical satellite terminals AN/TSC-85(V) and AN/TSC-93(V) and associated equipment. Upon completion, the students will be awarded the transitional ASI Y2. The three 31S10 courses start at different dates in 2002. The 102-31S10 CC-AOT Common Core-AOT starts February 4, 2002; the 102-31S10, Strategic-Assignment Oriented Training (AOT), Version 001, starts May 15, 2002; and the 102-31S10 Tactical-Assignment Oriented Training (AOT) also starts May 15, 2002.

Another significant milestone for the 31S10 training developers was the MOS 31S CT/SSB, which was convened June 4-8, 2001, in Vincent Hall. Out of 145 existing 31S critical tasks, the board accepted 77 tasks. The board also recommended that before soldiers attend training for ASI 1C, they should have a minimum of three years on assignment as a 31S. The board also recommended that tactical shelters AN/TSC-85 and AN/TSC-93 in the schoolhouse be upgraded to the C Mod due to 80 percent of field having the modified terminals. Many of the tasks that the board deleted were to become performance measures of other tasks.

A study that began in December 2000 was ongoing throughout the 2001 year. Mr. Claude Thompson and Ms. Beverly Butler researched and gathered data to analyze the Navy Electricity and Electronics Training Series (NEETS) Course, which was being studied to replace the Basic Electronics Training (BET) Course for MOS 31S. After observing a class of 24 students taking NEETS training and comparing their grades to those who received regular BET, they ascertained there was no appreciable difference in the grades of the NEETS students versus the BET students.

Besides the hectic pace of training development and course re-design, 31S training developers were also TDY throughout the year. SFC George was TDY to Pensacola, Florida, July 23-26, 2001 for Defense Information Systems Agency (DISA) Defense Satellite Communications System PTMP. The PTMP briefed on issues of concern to the Joint Services participating in the Army-hosted Satellite Communications Ground Station Operation, Maintenance and Repair Course. Some of the old actions to be discussed were the presentation of the fielding plan for STAR-T and the Turn-In Plan for the AN/TSC-85 and AN/TSC-93 satellite terminals. The STAR-T was not discussed due to termination of STAR-T contract. On the assessment of training, the panel took issue with the Army 31S CT/SSB's impact on course development. The Navy and Air Force also have their respective task selection process and a Joint Service Critical Task Board was proposed to augment the results of the 31S CT/SSB. Recommendations were made that funding be available for department personnel to attend the January 2002 PTMP to respond to Signal Center action items pertaining to briefing on AOT strategies and obtain current information on SATCOM developments.

CHAPTER VII

SPECIAL STAFF

OFFICE CHIEF OF SIGNAL

From the Director's Perspective

The Office Chief of Signal (OCOS) was very successful in 2001 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. As we begin the year 2002, resources continue to be scarce. However, we are happy to say that our quest for resources to accomplish the personnel proponent mission, as mandated by the Chief of Signal, has been successful. However, because of continued budget constraints, the 2001 Signal Regiment Proponent Handbook was not published in hard copy. OCOS lost no civilian or military personnel spaces to reductions or a reduction in force. However, retaining and filling NCO positions has become more difficult. We see this as a major challenge during 2002.

The Officer Division has been extremely active in many key projects that will significantly impact our branch, functional area (FA) and warrant officers (WO). Further refinement of Officer Personnel Management System (OPMS) XXI continues to establish new requirements. A significant effort has been made this year on revision of the Officer Education System (OES). Our lieutenants will now begin their education at a Basic Officer Leadership Course (BOLC) at Fort Benning, Georgia, where they will be integrated with officers of all branches. The course is designed to enhance their common leadership skills by promoting confidence in non-classroom environments. This leadership-course requirement has introduced new challenges to the Regiment, as we must also produce a technically qualified lieutenant. Similar challenges exist in the next evolution of our Signal Captains Career Course (SCCC).

Numbers are driving solutions that focus on distance learning as a prime means of developing content. As we move to an Intermediate Level of Education (ILE) that will encompass all Army majors, the Regiment stands in a good posture to ensure all our Operations Career Field (OPCF) officers attend the 10-month ILE/AOWC resident course at Fort Leavenworth, Kansas. Our functional area (FA) officers will attend a three-month ILE common core at and extended campus in addition to their qualification courses. Much progress has been made on structure improvement, but more needs to be done.

The WO acessions piece has improved significantly. This will be an important step in improving the overall quality of our vital WO corps. The decision to establish the Regimental Chief Warrant Officer (RCWO) position continues to prove its value. CW5 Pete B. Hewitt has made great strides in enhancing the Signal WO corps. He has made many visits to field organizations that have been very effective in promoting the Signal Regimental WO program and recruiting the very best of our noncommissioned officer (NCO) corps for appointment to WO.

The Enlisted Division has been consumed with the design of our Regiment's force as the

Army moves to the Objective Force (OF). The skill sets and therefore military occupation specialties (MOS) that will be required in the future will undergo massive change. Much work was done on Assignment Oriented Training (AOT). This concept moves our soldiers to their units of assignments faster, reducing trainees, transients, holdees and students (TTHS) accounts and providing a higher level of fill to the field Army. AOT is being refined as a component of a larger lifelong-learning concept, which will improve the Army's readiness tremendously. After a soldier completes a common core of instruction along with a training track determined by his first unit of assignment, he will then receive training required at his next unit of assignment if and when he needs that training. This will ensure our soldiers remain up to date with the latest information as they are being fielded to a rapidly changing Army with an increasing dependence on information technology (IT) and our soldiers. This concept will work in providing required training to soldiers. A tremendously high operations tempo in the Enlisted Division has resulted in most things being done but also in a number of issues being deferred or delayed as higher-priority projects are added to the workload.

Regimental Division continued to lead the U.S. Army Signal Regiment's efforts in our programs to attract U.S. Military Academy (USMA) and ROTC cadets. Our marketing initiatives and efforts have been paying off, as both the quantity and quality of cadets the Regiment has accessed has improved. Sixty West Point cadets chose Signal as their branch in 2001, in large part due to the visibility our marketing efforts bring. Another trend this year is that ROTC and OCS cadets continue to sign up for a free subscription to Army Communicator. There was a slow-down in cadet signups, however, because of the USASC&FG website block against all visitors not clicking in from a "dot-mil" source. Cadets had been visiting our website from their home computers, then signing up for the free subscription. Management of the USASC&FG website transferred from Regimental Division to the Directorate of Information Management (DOIM) in July. The 74B junior enlisted soldier originally transferred to Regimental Division with the USASC&FG web responsibilities remained with OCOS after the website's transfer to DOIM. That soldier became part of OCOS' automation section. Army Communicator's printed and World Wide Web (WWW) editions are part of Regimental Division's ongoing programs to professionally develop and educate the U.S. Army Signal Regiment. We printed four editions and placed the updated copies on-line. We also updated the Signal Regiment Marketing Brochure and published it in 2001.[1]

Mission

OCOS served as the principal adviser 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, U.S. Army Reserve (USAR) and Army National Guard (ARNG) components.

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[1]Brochure, Signal Regiment, Office, Chief of Signal, U.S. Army Signal Center and Fort Gordon, Ft. Gordon, GA.

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 historical significance of the Signal Corps. Regimental Division also manages the Signal Museum and the Command Historian office. 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.

Key Personnel

Director, OCOS

Mr. Franklin D. Swain	January -July 2001
Mr. Philip F. Sines	July – December 2001

Chief, Regimental Division

Ms. N. Susan Wood	January – December 2001

Chief, Enlisted Division

SGM L. Dale Manion	January -November 2001
Mr. Charles G. Baker	November - December 2001

Chief, Officer Division

Mr. Philip F. Sines	January – July 2001
MAJ Alan J. Makowsky	July – December 2001

REGIMENTAL DIVISION

In 2001 Regimental Division lost one of its major responsibilities (Signal Museum, Command historian and USASC&FG website management) when the USASC&FG website management transferred to DOIM in July. The change was made primarily to implement technological improvements toward establishing the University of Information Technology (UIT) at the Signal Center. UIT was implemented in July 2001. Before the website management transferred, Regimental Division trained USASC&FG web authors during sessions held in April, May and June on Section 508 compliance, which became effective in late June 2001. Section 508 is the vernacular for the federal law requiring all federal agencies to make their IT tools more accessible to disabled persons – one of these tools is the agency's website. The then-USASC&FG web manager led local webpage authors through the guidelines and methods of making their websites compliant with the federal law. Also, the USASC&FG web manager, who is a public affairs professional, led a session at the Army's Worldwide Public Affairs Symposium in late January-early February on lessons-learned regarding public affairs and the installation's website.

Normal responsibilities for Regimental Division include proponent responsibility for sustaining the Signal Corps Regimental Program in accordance with Army Regulation 600-82. In 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 activation's and deactivations. We procured guidons and the lineage and honors for the reactivated 176th Signal Battalion, part of the Initial Brigade Combat Team (IBCT).

Ms. N. Susan Wood, chief of the Regimental Division, served as the government's liaison to the Signal Corps Regimental Association (SCRA), a private organization. Ms. Wood attended 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 93rd Signal Brigade for ROTC Basic Summer Camp at Fort Knox, Kentucky; and by 29th Signal Battalion and U.S. Army Personnel Command (PERSCOM) at ROTC Advanced Summer Camp at Fort Lewis, Washington. The 93rd Signal Brigade also provided briefers for the ROTC Basic Summer Camps. OCOS provided support to several USMA events at West Point this year, to include a Chief of Signal reception for cadets selecting Signal as their branch and a tailgate party in September to market our Regiment to juniors and seniors. Several of Regimental Division's ongoing initiatives include storing and maintaining all Signal Corps color-bearing Historical Data Cards, Lineage and Honors Certificates, and Distinctive Unit Insignia.

Ms. Wood provided speech material supporting the Chief of Signal and the Regimental Adjutant. When not writing for the Chief of Signal, Ms. Wood contributed materials for others to use. Ms. Wood also briefed students at the Pre-Command Course (PCC) six times during the year about Regimental Division's mission. Regimental Division's support of the 2001 Signal Symposium, "Transforming the Regiment in the New Millennium," included coordinating the Distinguished Member of the Regiment induction/Regimental affiliation ceremony and writing remarks, and coordinating the General Officer Forum. Army Communicator distributed magazines and accepted approximately 85 sign-ups for free subscriptions, as well as giving the symposium advance and after-the-fact coverage. Regimental Division also manned a display booth at the symposium to inform attendees about the division's mission and distributed approximately 100 brochures about the division. We also gave away 125 Regimental poster sets, 800 small decals with the Regimental insignia on them, 400 large decals of the Regimental insignia and 900 Frisbees with the words "U.S. Army Signal Regiment, www.gordon.army.mil."

During the symposium, the Chief of Signal inducted retired Lieutenant General Douglas D. Buchholz, Dr. Michael L. Gentry and retired Colonel Robert S. Snead as Distinguished Members of the Regiment for their service to the Regiment. (Mr. Victor J. Ferlise was approved as a Distinguished Member but will be formally inducted at a later date.) Major Scott Barrington and Major Kendal V. Polk were made Honorary Members of the Regiment during the ceremony, while Colonel Bernard E. Kulifay Jr. and Major Michael E. Bowie – who are FA 53 officers –

were presented certificates for affiliating with the Signal Regiment. Another initiative for us in February was "Expanding Your Horizons," a marketing effort directed at middle school and high school girls in the San Ramos, California, area. Done in conjunction with 11th Signal Brigade and the USAR's 319th Signal Battalion, there were equipment displays and briefers from both units, as well as a marketing display with cups, bags, pens, etc., from Regimental Division.

The Regimental Division continued its strong WWW presence. All the division's on-line information tools are organized into a user-friendly, consolidated website (http://www.gordon.army.mil/regtmktg/index.htm) divided into three major area:

- The division's main offices/branches, which includes Army Communicator, the Regimental NCO and the Signal Museum
- The Signal Regiment website section containing the Regimental photo and art images gallery, the Regimental and corps history, Signal unit information, the Regimental Hall, "Go Signal" for people considering Signal careers, and "KidsCommo" to introduce children to the Signal Regiment and information technology
- "Overview pages" containing information on our publications besides Army Communicator as well as information on the division itself (points of contact and division mission).

The Army Communicator's editor, Ms. Lisa A. Alley, also serves as Regimental Division's web administrator until the site transfers to the Regimental NCO, Sergeant Wesley A. Thomas, at a date to be determined. As USASC&FG web manager, Ms. Alley taught classes in April to the USASC&FG web administrators in FrontPage, Hypertext Markup Language (HTML) and webpage/website design. For the past few years, Ms. Alley has supported, as a special project, the Signal Center's report to the Chief of Staff, Training and Doctrine Command, on the TROJAN SPIRIT (TS) to Warfighter Information Network (WIN) Migration Plan. Again in 2001, Ms. Alley designed the report's cover, and she created the 2001 theme, "From 20th Century foundations to 21st Century horizons." Ms. Alley created the first TS-to-WIN Migration Plan cover in October 1998.

Regimental NCO

The Regimental NCO, Sergeant Wesley Thomas, gave Regimental briefings to Advanced Noncommissioned Officers Course (ANCOC) students. These briefings continued to promote the Regimental program to the NCO 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 continued as Sergeant Thomas distributed Regimental promotional material to units in the continental United States (CONUS) and outside CONUS (OCONUS), as well as to ARNG and USAR units. Sergeant Thomas mailed Regimental promotional and educational materials to Signal units and personnel throughout the world, and to the faculty and cadets of USMA and ROTC programs throughout the country.

To maintain proper management of awards, the Regimental NCO maintained databases to keep an accurate account of awards presented. Sergeant Thomas also updated and maintained, for the Chief of Signal, the Signal Regiment Leaders Gallery and the Signal Corps Sergeant

Major Gallery, both located in the lobby of Signal Towers. A third gallery, the Senior Technical Leaders Gallery, was unveiled during the symposium; Sergeant Thomas will assume responsibility for maintaining this as well. Sergeant Thomas also processed and maintained records for several awards approved by the Chief of Signal: 40 Chief of Signal Awards; two Fellowship Awards; 15 Honorary Members of the Signal Regiment; and four Distinguished Members of the Regiment.

Army Communicator

Army Communicator is an authorized, official quarterly publication of the U.S. Army Signal Regiment.[2] 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). Approximately 4,500 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; cadets; and individual subscribers. The magazine focused on several topics for special coverage: next-generation networks, satellite communications on the move, tactical communications for "light fighters," Grecian Firebolt 2001 and the new lifelong learning/UIT concept.

Signal Corps Museum

The Signal Corps Museum – as the technical repository for the Signal Corps and Signal Corps equipment – continued to search for equipment to fill gaps in our collections. Also, our collections have been outgrowing our facility and reached a "critical" point this year of having more collections than building to display them. This caused an exhaustive search of possible locations to move the collections to another site on Fort Gordon. For a short time, we were given Mess Hall #1 and spent three months revamping the building, but then had to vacate. We must obtain a building with the following features (in accordance with Army Regulation 870-20) needed to properly house our collections: air conditioning, proper heating, humidity control, security and fire systems. We obtained two other buildings in the Brems Barracks area for storing the collections until a central large facility or facilities can be obtained. However, the storage buildings do not meet the requirements for museum buildings IAW AR 870-20 since they have no security, fire control, air conditioning or proper heating system.

The museum acquired 29 accessions, totaling 245 items into the collection during 2001. These items were researched, cleaned, placed into the database and moved into storage or placed on exhibit. One of our new exhibits is notable: the Civil War flag obtained from Brigadier General Albert J. Myer's granddaughter. The flag flew at Appomatox at the time of General Robert E. Lee's surrender. Unfortunately the quality of our educational, exhibition, collection management and conservation/preservation programs suffered because of budgetary constraints. All these systems were streamlined, and the staff of the museum is doing its best within

[2] Army Communicator, Spring 2001 (hereafter called AC); AC, Summer 2001; AC, Fall 2001; AC, Winter 2001.

constraints of inadequate personnel and monetary assets. For example, our budget for FY01 was $9,000, which did not include enough money for conservation contracts. This has caused distress in areas of artifact conservation, proper training for individuals and shipment of artifacts to Fort Gordon. The overall mission and programs we offer have been trimmed back. Alternative resources such as a private organization to help provide supplies and services to the museum have been discussed.

There was a marked increase in military visitors to the museum due to the addition of values training in Advanced Individual Training (AIT) course. (The museum staff instructs values training, along with other training.) Another factor contributing to the increase is the special programs held in our facility, including ceremonies and receptions. A third factor is that museum tours are included in history instruction here at the Signal Center.

However, there has been a marked decrease in the number of civilian visits to the Signal Corps Museum since the events of September 11. We maintain our involvement in surrounding civilian communities, however. The museum maintains its "working" relationship with the Augusta/Richmond County Museum and with the Augusta Arts Council, and works with the public school systems in five surrounding counties. The museum provides training in schools, sends traveling exhibits to places and, on occasion, loans items to other museums. Some of the Signal Corps Museum's work with its civilian "neighbors" includes coordinating with the Augusta/Richmond County Museum for a display in conjunction with Veterans Day; assisting the arts council for Oscar Night activities; serving on a panel with downtown museums for the annual Georgia Association of Museums and Galleries meeting; and exhibiting Signal "living history" in Aiken County (South Carolina), Columbia County, Warren County, McDuffie County and Richmond County schools. Media coverage of our participation in local events such as Oscar Night Downtown and partnership with the Augusta/Richmond County Museum somewhat help bring in civilian visitors, as have new exhibits; new donated collections of special interest to the community; and the National Science Center's fees. (People visit us because we charge no admission fees.)

We gave a total of 222 tours and classes this year – 144 classes for the military and 78 for civilians. The number of tours and classes to the military are as follows:

SCCC (the Signal Officer Advanced Course)	2
Signal Officer Basic Course (SOBC)	4
WO courses	2
Rebranch officers	1
ANCOC	54
Basic Noncommissioned Officers Course (BNCOC)	22
AIT	59

We were involved in more than 700 research projects in 2001. Most of the work was for government sources. Other major efforts were given to communications applications for the Smithsonian Institution; Battle of Aiken historical research; and assisting the Augusta-Richmond County Museum in identifying Signal Corps communications equipment. We assisted other museums within the Army museum system with respect to Signal Corps equipment. We set up

special exhibits for the Signal Symposium, Armed Forces Day, Black History Month, Hispanic Heritage Month, Native American Month, Korean War veterans, Pearl Harbor and the Grovetown school system.

We are short several personnel according to our TDA (TDA WOU5AA, Para 502D). We have a museum curator (Mr. Theodore F. Wise, GS-12), exhibits specialist (Mr. Michael W. Rodgers, GS-11) and museum specialist/registrar (Ms. Delores E. Oplinger, GS-9) on board, but not the museum technician (GS-4) and museum aide (GS-5 and GS-6) positions "recognized" but not authorized. However, there are two soldiers assigned to us to assist in our day-to-day operations, including weekend tours. SFC Joseph O. Labrador serves as our museum NCOIC, while SFC Eddie C. Ozuna serves as a "museum associate." SFC Labrador, however, will depart Fort Gordon soon, and so SFC Ozuna will become museum NCOIC. SCRA moved its offices in December 2000-January 2001 from USASC&FG's headquarters building (Signal Towers) to Conrad Hall (the museum building) for more visibility and easier access for SCRA members.

Command Historian

The Command Historian's Office became part of OCOS' Regimental Division in 2000. Mr. Mark W. Dunn continued as acting Command Historian throughout this year, as well as continuing his primary duties as the archivist for the Signal Center and Signal Corps' archives. The Command Historian's mission is to coordinate the Signal Corps and Fort Gordon History Program. The archives, as part of the History Office, serve as the repository for material documenting the Army's role in the Central Savannah River Area (CSRA), as well as the Corps' and Fort Gordon's history. The historian also serves as coordinator for the Military History Education Program. A large portion of the historian's job involves the Annual Command History (ACH), which serves as the institutional memory for the Signal Center and Fort Gordon; the ACH is a primary means of collecting important material that becomes a permanent part of USASC&FG's archives.

The History Office reprints and distributes copies of various monographs to provide information on the Corps and Fort Gordon. These monographs include 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 is OCOS, specifically the Regimental NCO. Sergeant Thomas requested some 600 copies of The Concise History, the Desert Storm monograph and the Regimental system publication for distribution to various ROTC units around the United States, as well as to USMA and other military units and individuals on an as-requested basis.

A major, ongoing project for the History Office is collecting documents and oral interviews from leaders and other subject-matter experts about the Signal Regiment's work in the Army Transformation/IBCT process. This collection of material is eventually intended for transfer to the Command Historian at Fort Lewis.

ENLISTED DIVISION

Overall it was a very productive and successful year for OCOS' Enlisted Division, which serves as personnel proponent for the Signal Regiment's three career management fields (CMF): CMF 25, VI Operations, consisting of four MOSs; CMF 31, Signal Operations, consisting of 10 MOSs; and CMF 74, Information Systems Operations, consisting of four MOSs. We also serve as the personnel force-integration office for the Regiment, interfacing with other personnel proponents, combat developers and MACOMs throughout the Army on the proper utilization and grading of the our MOSs.

The division had a number of personnel changes during 2001, most notably the retirement after 30 years' service of the Enlisted Division's chief, Sergeant Major Lenard D. Manion. Sergeant Major Manion served the office and Regiment faithfully for close to 10 years, the last five years as the division's chief. Mr. Charles G. Baker replaced Sergeant Major Manion. Other staff members departing the division were Sergeant Major Thomas J. Clark, who assumed duties as command sergeant major for 440th Signal Battalion; Master Sergeant Robert M. Hoeller, who was reassigned to National Guard liaison (LNO) duties with Army Signal Command headquarters; Sergeant First Class Mark R. Crandall, who went to 5th Signal Command; Sergeant First Class Anthony [NMI] Horton, who retired; and Sergeant First Class Joseph A. Vano, who left for the USAR. Incoming personnel included Sergeant Major Sherman W. Davis, Reserve Component LNO NCO; Sergeant Major Harold H. Hyatt, chief of the CMF 25 team; Master Sergeant John R. Plotts, division operations NCO; and Sergeant First Class John C.P. Barrett, MOS manager for MOSs 31P/S/T. Sergeant's First Class Bruce J. Nixon and Todd L. Grisso joined the CMF 31 team as managers for MOSs 31C/F/L/R and 31W.

One of our major projects of 2001 was development of the AOT concept and implementation of the pilot program for MOS 31R in October. The AOT concept (featured in Army Communicator's Winter 2001 edition) potentially can save precious training resources and provide a better-trained soldier for his/her initial assignment, as well as getting him/her to the field faster and reducing the TTHS account. The Chief of Signal also approved MOSs 31P and 31S as candidates for AOT; we expect to begin training MOS 31P under the AOT methodology in mid-FY02 and MOS 31S in second quarter FY02.

The division had the lead in the Command Sergeants Major Conference conducted in conjunction with the annual Regimental Week in June and the Regimental Signal Symposium in November. The division presented many briefings to update the brigade and battalion command sergeants major, as well as conducted workshops with other senior NCOs. We also initiated action to align all Signal MOSs under a single CMF IAW guidance from the Chief of Staff of the Army (CSA), as recommended by the Army Development System (ADS) XXI panel. This action is ongoing and will not be completed until sometime in FY02.

We conducted a viability and feasibility study on all Signal MOSs to validate MOS requirements and to exploit the possibility of combining and/or merging functions, or possibly deleting MOSs if they were no longer viable. We found that most of our MOSs are healthy and will remain so for the next five to 10 years. Recommendations from the viability study were:

- Delete MOS 74C and transfer the communications security (COMSEC) accounting and management functions to MOS 74B;
- Use the remaining deleted positions as billpayers for the IT/information assurance requirements;
- Create and implement a new Additional Skill Identifier (ASI) addressing Defense Message System (DMS)/Tactical Message System (TMS) operation based on the number of documented authorizations;
- Transfer the retransmission operator function from MOS 31U to MOS 31C;
- Redirect the feeder path of MOS 31C and cap with MOS 31U at the grade of E7.

The result of the study has been briefed to USASC&FG's chief of staff and deputy commander but not the commanding general; therefore, the study cannot be considered as a future action until final approval is received from the CG.

A Critical Task/Site Selection Board (CTSSB) was held for MOS 31P and 31S in June. CTSSBs are held periodically for all Signal MOSs. A CTTSB is when a group of soldiers holding the MOS(s) being reviewed are appointed to review all tasks performed by soldiers holding the MOS and create new tasks if necessary to ensure the training the Signal Center provides meets the field's needs. Also, board members select where the training will take place: in resident AIT, resident BNCOC, resident ANCOC or in the unit. A more in-depth discussion of each Signal CMF and MOS follows.

CMF 25, VI Operations. CMF 25 continued to expand its role in the warfighting community during 2001 via personnel requirements for battlefield videoteleconference systems (BVTCs), which involves MOSs 25R, 25V and 25Z. Currently only 4th Infantry Division and 1st Calvary Division have been fielded with BVTC. The CMF recruits very well; we must watch its overstrength. Fourteen soldiers had to involuntarily reclassify in 2001 to reduce the MOSs' strength. MOSs 25M, 25R and 25V are all low-density MOSs, with fewer than 200-400 soldiers in the MOS.

- MOS 25M, Multimedia Illustrator, is a goal MOS, currently at 105 percent strength. The MOS is projected to end FY02 at 101 percent of its operating strength. The MOS continues to recruit well, but retention has fallen from previous FY statistics. Retention statistics for FY01 initial term (17 percent), mid-term (68 percent) and careerists (70 percent) were below the Army average (AA).

- MOS25R, VI Equipment Operator-Maintainer, is a goal MOS. It finished the FY at 117 percent. This MOS also participated in the Fast Track Program to help reduce its operating strength; DA involuntarily reclassified 11 (eight Skill Level 1 and three Skill Level 2) soldiers. Retention statistics for FY01 fell from the previous FY. Initial-term soldiers re-enlisted 5 percent above AA at 42 percent. Mid-term soldiers were 40 percent below AA, and career soldiers were 3 percent below AA. The attrition rate is high due to MOS 25R being a highly technical MOS.

- MOS 25V, Combat Documentation/Productions Specialist, is currently operating at 111 percent. The MOS is projected to be at 103 percent strength at FY02's end. The

MOS was in the Fast Track program to help reduce its operating strength; DA reclassified three Skill Level 1 soldiers involuntarily. Retention for initial-term soldiers is 40 percent, which is above the AA of 38 percent. Mid-term soldiers are at 59 percent operating strength, which is below AA. Careerists (75 percent) are above AA (68 percent). This MOS traditionally retains well.

- MOS 25Z, VI Operations Chief, is operating at 119 percent. Retention for careerists is 81 percent, which is 13 percent above AA.

CMF 31, Signal Operations CMF 31 continues to be a key CMF in the Signal Regiment. Overall, it's a healthy CMF that recruits and retains at or above AA.

- MOS 31C, Radio Operator-Maintainer, ended FY01 at 105 percent operating strength. Retention rates for initial-term soldiers ended the FY at 38 percent (2 percent above AA). Mid-term soldiers were 6 percent below AA for FY01. Career soldiers were 5 percent above AA. Future authorizations will decrease slightly, but the MOS will remain viable. The MOS has been selected as a Star MOS since April 2000. (A Star MOS is an MOS in which the Army could have promoted more specialists to sergeant had they been on the promotion list.)

- MOS 31F, Network Switching Systems Operator, ended FY01 at 99.8 percent operating strength. Retention rates for initial-term soldiers ended the FY at 47 percent (6 percent above AA). Mid-term soldiers were 19 percent below AA, so 31F remained in the Bonus Extension and Retraining (BEAR) program during FY01. (The BEAR program is an enlistment option for soldiers who want to enlist in the MOS; after soldiers complete training and are awarded the MOS, they receive a bonus.) Career soldiers were 3 percent below AA.

- MOS 31L, Cable Systems Installer, ended FY01 at 96.5 percent operating strength. Retention rates for initial-term soldiers ended the FY at 41 percent, which was AA. Mid-term soldiers were 4 percent below AA for FY01. Career soldiers were 1 percent above AA. Although future authorizations will decrease, 31L will remain a viable MOS in future outlooks.

- MOS 31P, Microwave Systems Operator-Maintainer, ended FY01 at 108.3 percent operating strength. The projected end strength for FY02 is 104.2 percent. The initial-term retention rate was 40.6 percent, which was 2.7 percent over AA. The mid-term retention rate was 52.9 percent (15.7 percent below AA), and career soldiers retained at 64.4 percent (3.2 percent below AA).

- MOS 31R, Multichannel Transmission Systems Operator-Maintainer, ended FY01 at 88.4 percent operating strength. Retention rates for initial-term soldiers ended the FY at 37 percent (25 percent above AA). Mid-term soldiers were 49 percent above AA for FY01. Career soldiers were 57 percent above AA.

- MOS 31S, Satellite Communications Systems Operator-Maintainer, ended FY01 at 95 percent operating strength. The MOS began FY02 at 84.6 percent operating strength. The drop was due to a manpower increase resulting from a Manpower Requirements Criteria (MARC) study on the AN/TSC-85 and AN/TSC-93 tactical satellite systems. Retention statistics were 26.8 percent for initial-term soldiers (AA is 37.8 percent); 59.1 percent, mid-term soldiers (AA is 68.6 percent); and 45.8 percent for career soldiers (AA is 67.6 percent). These figures continue a five-year trend in retention statistics.

- MOS 31T, Satellite/Microwave Systems Chief, is the capper MOS for 31P and 31S. MOS 31T ended FY01 with a 101.4 percent operating strength. The retention rate for 31T is 54.5 percent, which is below the AA of 67.6 percent. The 2001 master sergeant promotion board selected 12 soldiers for promotion to 31T.

- MOS 31U, Signal Support Systems Specialist, is the Signal Regimental MOS most commonly found in the combat-arms units. The MOS finished the year at 105 percent operating strength. Current authorizations of MOS 31U are approximately 87.7 percent TOE and 12.3 percent TDA. Initial-term and mid-term retention rates ending FY01 were generally below AA, with initial term at 4.9 percent and mid-term at 8.5 percent below AA. Careerists' retention rate was about even AA. There are currently no unforeseen requirements that will drive either a decrease or increase in MOS authorizations; however, MOS 31U responsibilities for automation and networking requirements continue to increase in digitized and Army of Excellence (AOE) maneuver units – as the Tactical Internet matures, AOE commanders incorporate networks, and proponent peripheral network devices continue to proliferate.

- MOS 31W, Telecommunications Operations Chief, is the capper MOS for 31F, 31L 31C and 31R. There were 78 soldiers selected for 31W during the 2001 master sergeant promotion board, so the MOS ended at 117.5 percent operating strength.

- MOS 31Z, Senior Signal Sergeant, is operating at 112 percent strength. Retention is at 57 percent, which is 9 percent below AA.

CMF 74, Information Systems Operations. The overall health of this CMF continues to be good. It provides excellent career and growth opportunities. Authorizations are expected to grow in FY02 as a result of the implementation of DMS and TMS.

- MOS 74B, Information Systems Operator-Analyst, ended FY01 at 114 percent strength. Retention of initial-term soldiers in this MOS proved to be a challenge for leaders, finishing the year at 24.4 percent – 13.5 percent below AA. Retention for mid-term and career soldiers ended at 9.5 and 6.5 percent respectively under AA. To help alleviate the problem, PERSCOM increased the available Selective Re-enlistment Bonuses (SRB). Lastly, a viability and feasibility study was conducted and concluded that a new ASI addressing DMS/TMS operation needed implementation based on the number of documented authorizations.

- MOS 74C, Telecommunications Operator-Maintainer, ended the fiscal year at 95 percent strength. This MOS is scheduled for more reduction in authorizations as more units transition to DMS/TMS. Retention was strong in all three categories, especially initial-term soldiers, where the retention rate was 11.6 percent at the end of the year.

- The plan to delete MOS 74G is well underway. Individuals requiring transition training via attendance to the MOS 74B AIT have been issued class dates, and those who did not require training have been reclassified to 74B. This MOS is scheduled for deletion effective September 30, 2002, with all remaining personnel reclassifying to MOS 74B.

- MOS 74Z, Information System Chief, is operating at 127 percent at E-9 and at 103 percent at E-8. Retention is at 52.9 percent, which is approximately 13 percent below AA.

OFFICER DIVISION

OCOS' Officer Division has many varied functions and responsibilities. It serves as the personnel proponent for Branch 25 (Signal Operations); FA 53 (Information Systems Management); FA 24 (Information Systems Engineering); and Signal WO MOSs 250N (Network Management Technician), 251A (Information Systems Technician), 254A (Signal Systems Support Technician) and 255Z (Senior Signal Technician) for Active Army, USAR and ARNG. The division is also responsible for the Signal Regiment's Training with Industry (TWI) and Advanced Civil Schooling (ACS) programs.

The division had several personnel changes in 2001. Mr. Philip F. Sines left the Officer Division to become OCOS' acting director in July. Major Alan J. Makowsky continued his duties as proponent manager for FA 53 and became the Officer Division chief after Mr. Sines' departure. Major James J. Pennington continued his duties as the FA 24 proponent manager. Major Jeff M. Burnett (an ARNG Title 10 Active Guard and Reserve (AGR) officer) filled the Branch 25 Personnel Proponent and RC Force Integration Officer position from May 1 through September 28. Major Burnett came here from the Alabama ARNG for his first Title 10 duty assignment. The Branch 25 Personnel Proponent and RC Force Integration Officer position was filled by Major Roland B. Parten (ARNG Title 10 AGR) after Major Burnett's departure for the Directorate of Combat Development here. Major Parten came from the ARNG Directorate's Chief Information Office in Arlington, Virginia. CW5 Wayne H. Jensen Jr. continued his duties

as the WO proponent manager. CW5 Hewitt continued his duties as the first Signal RCWO. However, the RCWO position was moved from OCOS to become a part of the command group. Lindsey W. Phelps continued his 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 continued to refine and implement our OPMS XXI training strategy; conducted two FA 24/53 colonel focus groups; and conducted various workshops during the 29th Signal Symposium. The division worked the recoding of colonel positions within FA 24 and FA 53 and began a comprehensive review of the coding of FA 24 positions throughout the Army. In March we submitted a Military Occupational Classification Structure (MOCS) action to realign authorizations within FA 24 and FA 53 that will become effective in FY04. Throughout the year, officers and WOs participated in TRADOC meetings and panels aimed at transforming OES and the WO education system. The RCWO continued his visits to the field, briefing Signal warrants all over the Army on the state of their corps.

❖ Branch 25. The Signal officer authorization base at the end of 2001 was 2,460 (92 colonels, 225 lieutenant colonels, 517 majors, 211 branch-qualified captains, 873 non-branch-qualified captains, 542 lieutenants). The Signal Corps continues as a shortage branch with inventory deficits in captain and major. Implementation of OPMS XXI continued in 2001. The Career Field Designation (CFD) process has reached steady state (one board per year immediately after the major's board) and seems to be working quite well. By the end of 2001, 893 officers had been CFD'd into Signal Branch. In response to a TRADOC tasking, OCOS developed comprehensive definitions of branch qualification for the grades of lieutenant to major. This included quantitative performance measures at each grade. This was submitted to TRADOC for staffing and inclusion in the next update to DA PAM 600-3, Commissioned Officer Development and Career Management.

The Army Education Requirement System (AERS) is designed to fill certain positions with officers who possess specific graduate degrees. Twelve officers who entered the TWI program in September 2000 graduated and proceeded to their follow-on assignments in August/September 2001. Seven Signal officers entered TWI in September 2001 at the following industries and governmental agencies: Air Force Space Command (one), Army Spectrum Management Office (one), AT&T (one), General Dynamics (one), TRW (one), EDS (one) and Microsoft (one). This is the first year the Signal Corps has sent someone to Microsoft. Another first for the Signal Regiment was that two quotas for Signal NCOs were received for FY03. The Signal Regiment received five Branch 25, two FA 24, two FA 53, two WO and two senior-enlisted quotas for the FY 02/03 program.

❖ Functional Areas: Once again in 2001, most of the effort within the Officer Division was devoted to FA issues. We continue to implement and refine our FA training programs. The Information Systems Operations Leveler Course (ISOLC) has been fully implemented and has undergone several revisions to improve on and keep the training current.

We continue to be engaged in the Army's ILE initiative for training all majors. Officers have represented the Signal Center at various TRADOC meetings to develop the ILE concept

and an implementation plan. Much work has been done to make Fort Gordon a pilot site for an extended campus to deliver the ILE common-core curriculum. It now looks like Fort Gordon will host a pilot in FY03. Also, we have worked with the training departments to identify the resource needs of our FA qualification course both in terms of funding and personnel needs. This information has been provided to TRADOC to include in the FY04-09 Program Objective Memorandum (POM).

We continue to monitor the structure of both FAs to identify positions that are not coded properly. Our goal is to build a database of all positions that OCOS and PERSCOM can use to better manage structure and the assignment process. In June and November, we held the first two FA 24/53 colonel focus group meetings. The focus group is comprised of CFD'd FA 24 and FA 53 colonels (and lieutenant colonel for FA 24 because of the small number of FA 24 colonels). This represents the senior FA leadership. The focus group provides a forum for the discussion and resolution of FA issues, and it reports on its work to the Regimental Council of Colonels. In December, the Chief of Signal officiated at the ribbon-cutting ceremony for the *Senior Technical Leaders of the Regiment* wall in Signal Towers. This wall recognizes the senior FA 24 and FA 53 leaders within the Signal Regiment by placing their picture on the wall. This was an OCOS initiative to enable the Regiment to embrace its FA officers.

❖ FA 53, Information Systems Management. FA 53 continues to be a strong FA and is the largest in the Information Operations Career Field (IOCF). FA 53 ended 2001 with an authorized strength of 458 (22 colonels, 90 lieutenant colonels, 183 majors, 163 captains). PERSCOM continues to have problems filling captain authorizations and class seats because of the overall Army shortage of captains. The CFD process completed placing all field-grade officers into OPMS XXI career fields in FY 01. FA 53 has received 370 officers through this process. During 2001, the FA 53 proponent manager screened all FA 53 positions as part of a MOCS action to realign FA 24 and FA 53. This action – submitted to PERSCOM in March – will move approximately 45 authorizations from FA 24 (Area of Concentration (AOC) 24B) into FA 53. Consequently, approximately 47 authorizations will move out of FA 53 to several other FAs (24, 30, 49, 51 and 57). Work continues to try to identify and recode more colonel positions to FA 53. FA 53 training was enhanced in FY01 by implementing ISOLC, adding 10 weeks of Signal and computer networking training to the FA 53 qualification course. The School of Information Technology (SIT) also added Cisco Academy training into the Program of Instruction (POI), giving FA 53 students the opportunity for Cisco Certified Network Associate (CCNA) certification.

❖ FA 24, Information Systems Engineering. FA 24 continues to evolve as it matures. At the end of 2001, the authorized strength was 210 (eight colonels, 45 lieutenant colonels, 82 majors, 75 captains). The pool of qualified officers continues to grow through the CFD process. FA 24 had its first two colonels designated into the career field in 2001 and an additional colonel joined the FA 24 ranks through the FY01 colonel selection board. Throughout the year, the CFD process has designated 132 officers into FA 24. In March, OCOS initiated a MOCS action to delete the computer-systems engineer AOC (AOC 24B). Most AOC 24B positions will roll back into FA 53. This action will also eliminate AOC 24Z, Information Systems Engineer, which is the capper AOC for 24A and 24B. Also, the title Information Systems Engineer will revert to Systems Engineer. AOC 24A will remain Telecommunications System Engineer. The MOCS

changes are scheduled to take effect in 2004. The FA 24 proponent manager began a comprehensive scrub of all FA 24 positions to ensure proper coding and titling and to identify positions that should not be in the FA. This project will culminate in the establishment of a position database for all FA 24 and FA 53 positions. The first two Telecommunications Systems Engineering Courses (TSEC) were conducted in FY01. TSEC has developed into one of the best technical officer-training courses in the Army. As with FA 53, Cisco Academy training was added to the FA 24 POI, enhancing the technical training and hands-on experience for the officers. The first graduates from the course were assigned against FA 24 requirements in 2001.

❖ Signal Regiment Graduate Education Program (SRGEP) The Signal Center founded the Signal Regiment Graduate Education Program (SRGEP) in January. The program is designed to provide an on-line graduate program with multiple universities and information-technology-related AOCs, providing degree opportunities for our population of Branch 25, FA 24 and FA 53 officers. Initial offerings of the program were planned for implementation in two phases:

- Phase I: began in January with a website describing the program and links to the University of Maryland University College (UMUC). The target of Phase I is our student population attending ISOLC, TSEC, SCCC, SOBC, and Systems Automation Course (SAC), as well as officers of our tenant organizations.

- Phase II: In August, our first cohort class at Fort Gordon began. The cohort class is a resident weekend course for officers, which allows them to receive nine credit hours in 14 weeks. The course is designed to incorporate shared courses from three masters of Science graduate programs: IT, computer-systems management and telecommunications management. The cohort class is given in Studio B on Saturdays and uses our existing distance-learning labs to allow our students the technological benefit of videoteleconferencing (such as corporate guest speakers in the Washington beltway). SRGEP was a complete success in 2001, with more than 89 Fort Gordon enrollees in UMUC graduate classes. That makes us one of UMUC's top-10 off-campus sites for their graduate program.

The fall cohort class graduated November 3 with 28 students. The first cohort was a resounding success, with 24 students completing their assignments on time (all 24 had a B or better average) and four incompletes (all of the incompletes are expected to pass the course). There are plans in 2002 to continue the cohort program with a spring cohort (February 22–June 1, 2002). The spring cohort will be built around three more shared courses so that students attending both fall and spring cohort classes will obtain 50 percent of their graduate degrees in 28 weeks.

❖ OES. TRADOC has begun transforming officer training from lieutenant through major. Officer Division reps as well as subject-matter experts (SMEs) from the schoolhouse have participated in this process. Fort Gordon was involved in 2001 in the pilot of BOLC, the new training program for lieutenants. Signal lieutenants participated in Phase I training at Fort Benning. Fort Gordon will pilot the Phase II Branch Technical Training in 2002. Captain training is being transformed into two courses: Combined Arms Leadership Course (CALC) and the Combined Arms Battle Command Course (CABCC). CALC will focus on training staff-

officer skills; CABCC is a company commander's course. These are still in the developmental stage and will most likely be a combination of distance learning and resident training. The transformation of field-grade training centers on ILE.

❖ ILE. OCOS continues to work with TRADOC on developing and implementing ILE, the replacement for the current Command and General Staff Officer's Course (CGSOC). Under ILE, officers will attend a core Command and General Staff College (CGSC) curriculum, followed by training specific to their branch/FA. OCOS is working to implement a program whereby an extended campus is located at Fort Gordon to offer the core CGSC. In the interim, the second phase of ILE will be the FA 24 or FA53 qualification course. The long-term goal is that FA 24 and FA 53 officers will remain at Fort Gordon after the core curriculum to attend a masters degree completion program in electrical engineering, computer science or related field. ILE for the OPCF (Signal Branch) will be the core curriculum and the Advanced Operations Warfighting Course (AOWC) at Fort Leavenworth. A decision on Fort Gordon as a pilot site for the extended campus program is expected in early 2002. We have also proposed expanding this program to include other FAs within the IOCF. Officer Division reps attended several conferences on ILE and provided resource data to TRADOC to develop a submission to the FY03-09 POM for funding ILE. ILE's cost and its impact on the Army TTHS account are still obstacles to successful implementation of ILE.

❖ Warrant Officer Section. OCOS established a new WO MOS, 254A Signal System Support Technician, to meet the requirements of non-Signal maneuver units. Major duties include supervision and integration of Army Battlefield Control Systems (ABCS); administration of local area networks (LAN); managing radio systems in tactical non-Signal units; and management of COMSEC facilities. Major responsibilities include planning and implementing tactical data distribution and radio systems; providing technical assistance to user-owned and -operated information and communications systems; managing the tactical Internet and administering the LAN in tactical operation centers (TOC); implementation of information-assurance plans in tactical non-Signal units; and performing COMSEC accounting management and oversight. All actions are complete, with an October 31, 2002, implementation date.

OCOS established a new capper MOS, Senior Signal Technician, providing commanders in chief (CINCs), MACOMs and theater Signal commanders with well-rounded, broad-based, technically and institutionally oriented advisors. The major advantage is selections can be made from a broader-base population, ensuring highest-quality selections and fill of all authorized positions. OCOS sponsored back-to-back CTSSBs for all three Signal WO MOSs. The goal was to establish clear lines of responsibility among the MOSs. All three boards are complete; tasks are clearly defined among MOSs.

OCOS initiated the establishment of modular training for the Warrant Officer Advanced Course (WOAC). The first pilot for WOAC modular training starts in January 2002. When students arrive at Fort Gordon, they will be given a Web-based examination to evaluate their requirements. Based on the examination's results, their training will be tailored to meet individual requirements. This provides us the ability to offer more courses to meet individual needs and, in some cases, will allow us to graduate individuals early. In FY02 the examination will be given at the beginning of class. Starting next FY, it will be Web-based and given to

everyone selected for promotion to Chief Warrant Officer Three when the promotion list is released. That will give us more time to tailor the training. Eventually we will do the same for the Warrant Officer Basic Course (WOBC). This initiative provides us the ability to tailor to the individual and potentially shorten the student's stay at Fort Gordon. Finally, testing over the Internet and tailoring the training to individual requirements in a module format is ideal for ARNG and USAR. In fact, we have been doing that for years. The difference for the RC is that they will be able to take their evaluation test over the Internet, saving a week at Fort Gordon. In addition, by taking advantage of our extended campuses, they may never need to come to Fort Gordon.

In addition to force-structure initiatives, OCOS' WO Section accomplished two other major initiatives during 2001 involving on-line WO briefings and WO accession packets. All WO briefings are now available on the OCOS website in the WO section. When possible, WO briefings to SOBC, PCC, ANCOC, BNCOC, etc., will be given from the Web, and copies of the briefings will be available to students from the Web. This will save time and resources in the future by eliminating the need to produce hard copies of briefings. All WO accession packets are now reviewed and maintained electronically. Internal records, qualification documents and supporting documents, which used to be copied, are scanned into electronic documents and reviewed on-line. This greatly reduces use of the photocopier to produce paper copies of qualification packets and eliminates the need for file cabinets to store qualification packets for historical purposes.

DIRECTORATE OF RESOURCE MANAGEMENT

From the Director's Perspective

The major goals for 2001 focused on managing resources in support of the command's desire to reorganize and change the way it conducts training while minimizing the impact of TRADOC's funding shortage. The Director of Resource Management (DRM) strategies involved analyzing the current structure and recommending a new structure that supports the Commanding General's intent, identifying potential funds to support the command's training pilot programs, and limiting funding at the beginning of the year in order to try and reduce the impact of a shortage of funds on the Signal Command.

TRADOC's Institutional Transformation Model initiative afforded an excellent opportunity for reorganization efforts, resulting in the major accomplishment of creating the Leader College for Information Technology (LCIT) and realigning some training functions to the 15th Signal Brigade. LCIT realignment included combining the 442d Signal Battalion, Regimental Officers Academy, School of Information Technology and the Regimental Noncommissioned Officer Academy. The brigade picked up the 551st Signal Battalion, as well as some training functions previously accomplished by separate training departments. This realignment of our schoolhouse operations will improve effectiveness and efficiency.

In addition to the reorganization, training strategies were re-examined to improve how we train soldiers. The Commanding General's intent in regards to training involves making

commanders responsible for training, both in and out of the classroom; making maximum use of structure and resources; and developing steps to implement Signal Center's University of Information Technology (UIT). This university concept will provide lifelong learning through a combination of resident and extended campuses and Assignment Oriented Training (AOT). These training strategies will improve training quality and allow us to get soldiers to the field sooner.

TRADOC actually imposed hiring restrictions, which limited our ability to hire and start new initiatives. This created many challenges during the first 10 months of the fiscal year. By doing this we acquired a large amount of funds which were available for TRADOC to pay high priority command bills. They were not needed which provided larger than normal funds for the Signal funds for the UIT initiative, purchase some highly needed automation, and fund some projects to improve our infrastructure. By the end of the year our funding posture was close to the year prior but executed and used differently because of the concern that higher headquarters was not going to have the funds needed to cover all of its requirements.

Resources for training support and BASOPS continue to be intensively managed. However, notwithstanding the intense scrutiny, funding levels imposed by higher headquarters directly affected training, and the well being and quality of services provided to our soldiers.

Mission

To efficiently and effectively manage the resources, (dollars, manpower and equipment), required to support Fort Gordon's training requirements, installation needs, material modernization, and future development. Provide staff coordination and technical supervision over activities relating to the installation's resource management program. Also serves as the resources advisor for all installation accounts.

Key Personnel

Director
COL William H. Maglin, II — January 2001-December 2001

Chief, Resource and Fiscal Policy Office
Mr. David Gillum — January 2001–December 2001

Chief, Program and Budget Division
Mr. Vincent DiGirolamo — January 2001-December 2001

Chief, Force Management Analysis Division
Mr. Robert Petty — January 2001-December 2001

Resources

As of December 31 2001, there were 51 civilians authorized and 46 civilians assigned. There was one military personnel authorized and assigned. The 46 personnel assigned

represented 91 percent of the authorized strength. Personnel costs (including salary, benefits, overtime, voluntary separation incentive pay, and awards) amounted to $3,097,600.

❖ **Resource and Fiscal Policy (RFPO)** : We continued to meet the challenges brought about by consolidation of the finance and accounting functions. FY 01 was the fourth year of consolidated accounting at the Defense Finance and Accounting Service (DFAS) Supporting Site located at Lexington, Kentucky. The Resource and Fiscal Policy Office (RFPO) continued to forge partnerships with TRADOC and the various DFAS activities involved to facilitate consolidation issues. The RFPO continued to manage the residual accounting and systems functions left behind consolidation, providing TDY travel guidance and customer service to ensure DFAS-IN paid our soldiers promptly and accurately, developing and coordinating solutions to problems which arose between DFAS-LEX and installation activities, and for all aspects of liaison between installation, tenant activities and DFAS. Continued to improve business practices and processes in vendor and travel pay that reduced interest charges and provided better customer support to our soldiers. Met goals for closing open obligations in canceling and fourth expired year appropriations precluding the potential requirement to use a future year's appropriations to settle unresolved open items.

❖ **Canceling Appropriations:** All outstanding obligations remaining against canceling FY96 funds were researched, settled, and properly liquidated by September 30, 2001. Total obligations reviewed and liquidated for FY96 TRADOC and FORSCOM funds were $814.1K in Operations and Maintenance, Army (OMA), $758.7K, and Army Family Housing (AFH), $55.4K. These actions precluded the potential requirement to use a future year's appropriations to settle unresolved open items. This task represented a major workload and was indicative of the continuing problem with obtaining cooperation and support from the activities and agencies to which these open items relate. Open obligations for expired year funds, FY 97, were reduced by 75% by year-end (DA goal was 50% reduction). These appropriations will cancel in FY 02.

❖ **FY 01 Actual Unrecorded and Contingent Liabilities:** FY 01 was the eleventh 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 September 30, 2001. Fort Gordon's report identified three contingent liabilities and no actual unrecorded liabilities on September 30 for preparation of the annual financial statements.

❖ **Accounting Functions:** This was the fourth year of consolidated accounting at the Defense Finance and Accounting Service (DFAS) Supporting Site located at 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 DFAS-LEX and installation activities, and for all aspects of liaison between installation and tenant activities and DFAS. There was an ongoing liaison to resolve consolidation issues, coordinate solutions to problems encountered, and help train inexperienced DFAS personnel.

The RFPO provided continuous guidance to all Fort Gordon personnel involved in the

official travel process outlining specific requirements for review of travel settlement vouchers and worked with Indianapolis Travel Operations to establish installation procedures to expedite the travel payment process. Provided direct customer service to soldiers who needed help in getting their TDY settled and paid promptly.

This office conducted systems administration for database Commitment Accounting System (dbCAS) and Standard Finance System (STANFINS) Redesign (SRD-1), which migrated to the installation after consolidation. Systems administrator for SRD-1 ensured installation procedures for depositing cash and recording it in the system were appropriate, maintaining proper systems functions and resolving problems with Centralized Disbursing at Indianapolis. The systems administrator for dbCAS coordinated with budget analysts, installation activities, DFAS, Centralized DOIM and DFAS-LEX personnel to ensure that data uploaded and downloaded was processed properly and available to installation and tenant resource managers.

A major area of continuing concern was proliferation of interest charges for late payments. We continued to work with DFAS-Lexington to streamline the payment process to preclude delinquent payments, and to coordinate with installation activities and vendors to resolve vendor pay problems at DFAS-LEX. We also worked with budget analysts, installation activities, vendors, DFAS-LEX, and Centralized Disbursing personnel in order to ensure proper accounting and processing.

❖ **Single Stock Fund (SSF) Actions:** Provided financial and accounting support for SSF processing at Ft Gordon. Maintained Installation Supply Buffer (ISB) table for Job Order Assignment and Customer Control Tables, permitting exceptional processing of Standard Army Supply System (SARSS) interfaces in both ISB and STANFINS with minimal errors. Performed monthly reconciliation of undelivered customer orders between SARSS and financial systems, ensuring accurate financial reporting of supply obligations. Provided supply/financial/budget support for the non-SARSS systems (medical, subsistence, and fuel) to installation and tenant budget officers, and their supporting DFAS sites (LEX, Rome, San Antonio, and DNO- Indianapolis). RM personnel served as key members of Gordon's FIN/LOG team providing expertise in financial processing of supply interfaces. Prepared monthly customer return summary report for submission to HQ, TRADOC and provided same data to tenant activities for submission to their MACOMs.

❖ **Civilian Pay:** Provided management oversight of Defense Civilian Pay System (DCPS) processing and related Customer Service Representative (CSR) functions. The CSR disseminated information about procedures to obtain correction of problems with pay and related personnel data that affects pay; worked with the Director of Pensacola Center for DCPS, assisting in resolving pay and leave errors generated by employees, timekeepers, Personnel, and DFAS. The CSR monitored information on causes of problems that arose when Personnel and the DCPS payroll office process pay changes (such as with-in-grade increases and annual cost of living adjustments).

The CSR offered advice about the requirements for contingency processing and the need to ensure their (and/or appropriate alternates) availability on the required processing days; served as liaison between civilian employees, timekeepers, supervisors, resource managers, the CPAC,

SECPOC, and DFAS-Pensacola. The CSR monitored input and resolved any systems problems to ensure successful completion of special processing. Monitored all Fort Gordon T&A input and processing, gave instruction as needed, to ensure that they were accomplished on time and without exception.

❖ **Force Management & Analysis:** During the year, several significant initiatives required analysis and recommendations/resolution. Through command support and close scrutiny, we reduced the travel cardholder delinquency rate from 10% to 4.5% by March 2001. Eleven Interservice Support Agreements were updated and Standard Level of Service (SLOS) statements were established/modified to allow for reimbursement for services by our customers. A team was appointed to study and propose a SIGCEN Institutional Reorganization in response for TRADOC's Institutional Transformation Model; and work continued on the three announced Commercial Activity (CA) studies of DOIM, AG MILPO and TSC. We also provided support for the Installation's Force Protection efforts.

Program Analysis:

❖ Government Travel Card Program: Number of active cardholders at close of 2001 was 482, down 17% from CY 2000 baseline number of 582. Cardholder delinquency rate for December 01 was 2.76%, down 8.92% from December 00 rate of 11.68%. TRADOC rate for December 01 was 7.74%. Dollar delinquency rate for December 01 was $15,711. By March 01, with increased command support and close surveillance of installation delinquent cardholder accounts, we effectively reduced our cardholder delinquency rate from 10% to 4.5%. Performance exceeded Army Vice Chief of Staff, TRADOC Commander, and USASC&FG Commanding General mandated 50% reduction in cardholder delinquency rate within six months.

We continued to maintain close communications with Commanders, Directors, and Heads of Special and Personal Staff to strengthen command emphasis and concern with cardholder indebtedness. In addition to scheduled personal visits, we provided weekly electronic notification to heads of organization, reporting weekly delinquent cardholder(s) status and requesting assistance in disposition of debt. Formal delinquency memorandums were also provided to Commanders and Directors, identifying all cardholders with unpaid obligations for 60 days or greater for immediate corrective action. In July 01, Bank Of America (BOA) and Defense Finance and Accounting Service completed negotiations and implemented late payment fees and other penalties for late payment of indebtedness in an effort to improve financial stability of the of individual cardholders and reduce loss of revenue by BOA.

In order to more effectively assist commanders and Organization Program Coordinators in travel card management, we modified our "Best Business Practices For Delinquency Management", placing increased emphasis and focus on 30 day cardholder delinquencies, improved identification and tracking of cardholder transfers due to Permanent Change Of Station (PCS) and close coordination with cardholders to ensure timely processing of travel vouchers and payment of indebtedness. We also continued our quarterly interface meetings with Organization Program Coordinators (OPC) to discuss Bank Of America Travel Card program changes implemented in CY 2001, specific issues and unique concerns of each organization, and

overall installation policies and procedures. Quarterly Travel Card Program briefings were provided to incoming Commanders/First Sgts at the Quarterly Orientation Course to solicit command support in delinquency management and overall administration of the Government Travel Card Program.

We continued to make on-site visits with our customer base to assist in resolution of indebtedness, ensure proper implementation of Best Business Practices to reduce cardholder delinquency and provide individual training on the Electronic Account Government Ledger System (EAGLS). The continued financial stability of each individual cardholder remains our major concern. Our focus throughout the year, which remains our major objective, is to reach and sustain the HQDA goal of no more than 4% cardholder delinquency rate. With continued close surveillance and command interest and support on delinquency management, we fully expect to meet this challenge.

❖ Inter-Service Support Agreements During 2001, we updated 11 Inter-Service Support Agreements supporting 1,489 military and civilian personnel at Fort Gordon. Total tenant reimbursements identified on the ISAs was $759.1K. Per capita funds of $5,288.4M was associated with provision of non-reimbursable service for these tenant customers. Continued to finalize Installation Standard Level of Service (SLOS) standards for current year funding. 41 service categories have been completed and approved for use in determining reimbursable services for customers. Project is 91% 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.

❖ Memorandums of Understanding (MOUs)/Memorandums of Agreement (MOAs)/Mutual Aid Agreements: In November 2001, DRM tasked all organizations to report and provide DRM a copy of all MOUs, MOAs, or Mutual Aid Agreements. Results were 77 agreements that involve the USASC&FG. This initiative will be an annual requirement.

❖ Army Stationing and Installation Plan (ASIP): As of 18 Jul 01, the Army Stationing and Installation Plan for fiscal year 2001 personnel authorizations were: military, 12,091, and civilian, 4,763, for a total of 16,854.

❖ Fort Gordon Population Profile: For fiscal year 2001 the average assigned strength on Fort Gordon was 12,168 military, 4,819 civilians and 3,337 on-post family members, for a total of 20,324 personnel. Other groups serviced by Fort Gordon were the 6,555 family members living off-post, 11,837 retired military, 17,933 family members of retired personnel, and 4,455 family members of civilian personnel. This represented a total population of 61,104.

❖ Army Ideas For Excellence Program: Due to limited staffing to support/promote the Army Ideas for Excellence Program, there was only a minimal increase in the number of suggestions received this year: twenty-seven received in 2001; and twenty received in 2000. We continue to work this program as much as possible despite the constraints imposed by downsizing. Thirty-five suggestions were resolved. Of these, six were adopted. All six were classified as intangible ideas although savings were realized, but not easily calculated. $717.00 was paid in awards.

Force Analysis:

❖ **SIGCEN Reorganization/Transformation:** A special team was appointed from February – September 2001 to propose a SIGCEN reorganization and accomplish the following Commanding General's intent:

- Comply with the TRADOC Institutional Transformation Model.
- Make Commander's responsible for training, both in and out of the classroom.
- Make maximum use of structure and resources.
- Posture Fort Gordon as the Army Center for Information Technology training.

At a September 5, 2001 In Progress Review (IPR), the Commanding General (CG) made the decision to implement the SIGCEN Institutional Reorganization effective September 17, 2001. Major organizations impacted by this decision included the 15th Regimental Signal Brigade, the newly established Leadership College for Information Technology, the Garrison Commander Headquarters and Headquarters Company (HHC), Directorate of Training (DOT), School of Information Technology (SIT), School of Telecommunications & Technology (STT), Regimental Officer Academy (ROA), Regimental Noncommissioned Officer Academy (RNCOA), the 442d Signal Battalion, and the 551st Signal Battalion. This reorganization merged our training departments with the command structure to more effectively train, producing a higher quality soldier product. It also postured the Signal Command to support the Army and TRADOC as it transforms.

❖ Manpower Program: Fort Gordon implemented the FY 02-03 TRADOC Manpower Guidance (TMG) and documented all civilian/military manpower adjustments on the 0102/0103 Tables of Distribution and Allowances (TDAs). The initial FY 03 update was submitted to TRADOC on March 29, 2001. Final FY 03 TDA position is 0203 TDA, DA approved January 2002. Major transactions included:

- FY 03 Combat Developments reapplication of manpower assessment for DCD and Battle Lab.
- FY 03 DCST alignment of authorizations to funding (-47 civilian authorizations).
- Non-workload authorization reduction for QDR civilian – FY 02 (-35) and FY 03 (-35).
- Non-workload authorization reduction for Civilian Affordability – FY 02 (-58) and FY 03 (-25).
- Fort Gordon DRM submitted to DCSRM a Wish List of needed authorizations, originally +92 then adjusted to +84 authorizations during 2001. TRADOC has not responded to the request as of this point in time.

❖ A-76 Commercial Activities (CA) 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 goal of the CA program 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's cost proposal to determine the most cost-effective mode of performance.

Three TRADOC A-76 Command-wide studies were announced to Congress during the first quarter of FY 99. The announced studies included our installation DOIM, AG MILPO, and TSC organizations. During FY 01, management studies for all three studies were completed and certified by the Garrison Commander as the Most Efficient Organizations (MEO); the government's In-House Cost Estimates (IHCE) were completed and sealed for subsequent cost comparisons; solicitations were issued by the TRADOC Acquisition Center (TAC); and Source Selection Evaluation Boards (SSEB) were convened. In August 2001, the Cost Comparison of the TSC IHCE and the selected contractor's cost proposal was conducted with the result that continued in-house performance was the most cost effective mode of performance. With no appeals or protests received, the TSC began its transition to the in-house MEO in November 2001. Full performance of the TSC MEO will begin in April 2002. The SSEBs for the AG MILPO and DOIM studies are still in progress, with cost comparisons projected to be held in the April – May 2002 time frame.

❖ Standard Level of Service (SLOS): The purpose of SLOS (March – November 2001) was to develop tasks and potential manpower requirements required to perform a given service at the optimum level based on Availability, Accessibility and Quality of resources. The SLOS Manpower Study for Fort Knox was used as a model/baseline for Fort Gordon to determine tasks for SLOS development. DRM collected manpower data and tasks associated with multiple BASOPS SLOS/functions. In addition, functions/tasks that were unique to Fort Gordon or were not being performed due to nonavailability of resources were also documented in SLOS development. Monthly SLOS Video Teleconferences (VTCs) with TRADOC were cancelled as of November 2001 and absorbed/overtaken by events of Army-wide Regionalization Initiatives.

❖ DRM Manpower Interface with Fort Gordon Emergency Operations Center (EOC) Activities: Initial involvement in EOC activities commenced on the weekend of September 15, 2001 when we were requested to report to the EOC with a copy of the Fort Gordon Mobilization TDA 0102. A DRM Manpower Analyst served as the First Shift EOC representative during the hours 0630 – 1300 hours with the responsibility of addressing and reporting any issues pertaining to manpower and budget resources. The requirement eventually shifted to reporting for the 0700 Shift Change briefing, and finally EOC duties terminated as a result of THREATCON B force protection conditions.

On September 26, 2001, TRADOC EOC Tasker #29 required Fort Gordon to identify to TRADOC, in TDA format, all Individual Mobilization Augmentee (IMA) requirements needed to support Operation Noble Eagle NLT September 27, 2001. In the reply to TRADOC EOC Tasker #120 (Data Call for further C2 requirements) with a suspense of October 4, 2001, a spreadsheet was submitted to TRADOC identifying Augmentation Requirements for Core Missions. DRM coordinated with the Directorate of Plans, Training, and Mobilization, Directorate of Public Safety and Security Division in completing TRADOC EOC Tasker #289, Force Protection Manpower Requirements for FY 02 and out years. Documentation was

completed and submitted to TRADOC with extended suspense of January 18, 2002.

Program and Budget

Fort Gordon's FY 01 OMA budget start point was $118.1M and increased to $144.7M by September 30, 2001. Army Family Housing for FY 01 started at $4.7M and rose to just under $5.6M by fiscal year end. During the FY01 year-end process, approximately $10.6M in OMA funding was applied toward engineering projects with an additional $4.4M applied to non-engineering projects. Projects funded with TRADOC and Installation resources during the year-end process included:

- Barracks Renovations (TRADOC Funded) ($8,390.3K)
- IT Simulations ($1,284.0K)
- Demolition Projects (TRADOC Funded) ($1,168.4K)
- Purchase of automated data processing equipment ($1,039.8K)
- Storm Damage (TRADOC Funded) ($934.0K)
- Barracks Furniture ($532.0K)
- Digitized TOC & COTS (TRADOC Funded $500.0K) ($539.1K)
- Classroom Furniture ($345.6K)
- Office Furniture ($221.2K)
- MWR Reimbursement ($158.6K)
- Playground Equipment ($134.0K)
- Lawnmowers ($109.7K)
- Range Upgrades ($85.0K)
- D-700 Enhanced Radio Alarm & 911 Recording System ($65.1K)
- Replacement of PCB Transformers ($26.5K)

As a result of the terrorist events on September 11, 2001, Ft. Gordon also received $542.7K in Defense Emergency Relief Funding (DERF) for force protection issues in FY 01. DERF funds were received for the following items:

- Barriers ($201.6K)
- 3 Secure FAX machines ($16.5K)
- Supplies ($21.0K)
- Overtime ($73.2K)
- Range 11 Upgrade ($151.4K)
- Range 11 Tower ($79.0K)

Fort Gordon received the FY 02 TRADOC Budget Guidance (TBG) on October 10, 2001. After adjusting for increases and decreases, the TBG was approximately $157M and was submitted to HQ TRADOC on November 19, 2001, along with Fort Gordon Commander's Statement.[3]

[3] FY 02 TRADOC Command Operating Budget (COB) Fort Gordon Commander's Statement, 21 Nov 01.

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 William Kernan, GEN(R) John Walker, LTG John Van Alstyne, LTG Peter Cuviello, LTG Michael Ackerman, LTG Johnny Riggs, LTG Billy Solomon, LTG Lawson Magruder, LTG Paul Mikolachek, LTG Billy Solomon LTG(Ret) Peter Kind, LTG(Ret) Robert Donahue, LTG(Ret) David Kelley, LTG(Ret) Robert Donahue, LTG(Ret) Otto Guenther and the Sergeant Major of the Army CSM Jack Tilley. The Protocol Office also coordinated visits by such dignitaries as Georgia State Senators Joey Brush, Ben Harbin and Don Cheeks; Congressman Charlie Norwood; Representative Jack Connell; Augusta's Mayor, the Honorable Bob Young; and the Honorable (Dr) Mario Fiori, Assistant Secretary of the Army for Installations and Environment, Washington, DC.

Several international visitors also visited the post during the year. Among them were: BG Soon Or Ser, Korea; MG Chul-Kun Shin, Republic of Korea; and MG Mohammed Badr, 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 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 Ft 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.

Key Personnel

Chief, Protocol
Mrs. Janice Kitchens — January – December 2001

Deputy Chief/Assistant
Mrs. Paulette Arrington — January – December 2001

NCOIC
SSG Donnell Key — October – December 2001

Admin NCO
SGT Lory Camesi — November – December 2001

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 C. In all there were 556 general officer, colonel, and sergeant major visits and 152 foreign general officers and civilian equivalent visits.

Ceremonies and Conferences

The Protocol Office arranged 75 ceremonies during the year. They included the Regimental Retirement Ceremony, monthly retirement ceremonies, retirement ceremony and change of command for the Garrison Commander, Freedom Park Celebrations, the Commanding General's New Year's Reception. A list of ceremonies and conferences is located in Appendix D.

PUBLIC AFFAIRS OFFICE

From the Director's Perspective

The terrorist attacks of September 11, 2001 and their aftermath tremendously affected Fort Gordon's Public Affairs Office, like all other governmental and/or military offices. Following this "defining moment in history," the Signal Center, Fort Gordon and America's Army was forever changed. Missions, priorities, schedules and focus were altered to meet the threats of terrorism and the realization of a new war, the first conflict in a decade.

The Public Affairs Office took a leading role in the command's necessary response to increased security requirements and wartime support. From higher headquarters to the smallest command, efforts were undertaken to keep the public informed and reassured. The Public Affairs Office took the lead in the construction and execution of the Commanding General's command information program, which was initiated soon after September 11, 2001 and continues to the present. Briefly, this activity, in conjunction with all other public affairs efforts, met the administration's priority mission to communicate with the American public, to "win their hearts and minds," and prepare them for the difficult, but necessary actions against terrorism at

home and abroad. For the period up to the end of calendar year 2001, the Public Affairs Office was included, and continues to be included as part of the Commanding General's principal staff for command and installation anti-terrorism program. This meant many additional duty hours and participation in numerous video teleconferences, planning sessions, communication outreach efforts and amended media relations efforts.

The Signal played a major role in providing information to its readership in the area of "beating terrorism." Major efforts were made in the handling of suspicious mail, the dangers and identification of anthrax, the need for vigilance and the changes to community life due to security considerations. The work accomplished was a testament to the efforts of the understaffed newspaper office and the leadership of Staff Sergeant Mark W. Swart, Staff Sergeant Kerensa M. Hardy and Janet A. McElmurray. The two TRADOC Keith L. Ware Journalism awards won by Staff Sergeant Swart and Mr. Henry Wynn, volunteer artist (for his series of anti-terrorism graphics) did not do justice to the quality and impact of the work done. A major accomplishment was the hiring of Ms. Charmain Brackett as a part-time reporter for the newspaper, utilizing her talents as a beat writer for The Augusta Chronicle. Her talents and experience only adds to the overall quality of The Signal.

The quality of work was also evident in all other areas of the Public Affairs Office's operations. Ms. Nancy M. Martin kept the string going for a second year by being named Civilian of the Year for 2001 following Ms. Linda E. Means' honor as Civilian of the Year for 2000. Both warrant yearly candidacy since their performance is consistently superior and their devotion to mission is unparalleled. Efforts are underway to re-institute the Public Affairs Office as the proponent for command and installation community relation's activities and support. The efforts of the office, especially the "people talent" of Ms. Means, will be utilized to make this underused program a better conduit to the public.

The broadcast media section followed up a year in which no submissions were made for Training and Doctrine Command judging due to the lack of personnel, to winning twelve out of fifteen possible broadcast awards for 2001. This was after the section had Specialist Franklin R. Minnie and Specialist Aaron M. Shaw join Sergeant David A. McClain in reinvigorating the "Fort Gordon Report." Its frequency of showing on local cable was increased, and the command group repeatedly remarked upon the quality of the program. The number of releases and stories published both locally and on a regional scale dramatically increased during 2001. This can be attributed not only to the public's increased interest following September 11, 2001, but also to the efforts of the Deputy Public Affairs Officer, Ms. Marla B. Jones and Media Relations Specialist, Mr. William H. (Henry) Holmes, Jr., for their added efforts to gain media placement, their accessibility and their attention to deadlines and media needs.

In addition to the efforts to educate and inform the public to the reality of being at war, efforts continued to promote and explain the mission of the Signal Regiment and its foremost role in the developing Objective Force, the Army of the Information Age. Signs of success can be seen in the increased attendance at our most recent Signal Symposium, the growing numbers of West Point graduates joining the Signal ranks, the efforts of Recruiting Command to demonstrate the Army as the "high tech" service by emphasizing the Signal Regiment to recruits and a growing number of feature stories published in industry and national publications. With

the implementation of the initial stages of the assignment-based training concept and the transition into the University of Information Technology, the face of Army training will be changed with Fort Gordon at the forefront.

The Public Affairs Officer has personally increased his outreach to local service groups and governmental offices to open doors for the command and to better transmit the command message(s) to the surrounding community. A strategic meeting was held with retired Army Colonel Thom E. Tuckey, ex-Garrison Commander and now Military Liaison with the Metro Augusta Chamber of Commerce, retired Army Lieutenant Generals Douglas D. Buchholz and Robert E. Gray, retired Brigadier General Stephen A. Zenakis, Mr. Jim West, President of the Chamber of Commerce and others, to better publicize the importance of Fort Gordon. Not only the number one employer in the Central Savannah River Area, but an economic and social standard-setter, the installation (which on any given day is the 7th largest city in Georgia) is looked to for added leadership and guidance since the terrorist attacks. This can be illustrated in the added number of planning sessions and exercises conducted between Army personnel and their civilian counterparts, particularly in the area of emergency response and homeland defense.

In conclusion, the past year saw many unique challenges as well as opportunities for Fort Gordon to gain prominence in this region and throughout the Army hierarchy. As the Information Age further advances, we should see the installation and the Signal Regiment gain more attention and prominence, and the Public Affairs Office as the leading advocate for promoting and explaining that ascendancy should.

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 Central Savannah River Area population. Public Affairs' command information programs included a weekly newspaper, television news and feature programs, and an installation map and guidebook.[4] Media relations' efforts with commercial news media targeted the large external audience affected by Fort Gordon's services and missions, Department of Defense and other Army communities.

Key Personnel

Public Affairs Officer
Mr. James L. Hudgins — January - December 2001

Deputy PAO/Media Relations Chief
Ms. Marla B. Jones — January - December 2001

Command Information Chief
Ms. Nancy M. Martin — January - December 2001

[4]2001 Map of Fort Gordon; 2001 Fort Gordon Installation Guide.

Community Relations
Ms. Linda E. Means — January - December 2001

Media Relations Specialist
Mr. William H. Holmes, Jr. — January - December 2001

NCOIC, PAO
MSG Patricia L. Winebrenner — January - September 2001
MSG Pleasant L. Lindsey III — September - December 2001

The Signal Editor
Ms. Janet A. McElmurray — January - December 2001

NCOIC, Television
SGT David A. McClain — January - December 2001

Resources

Public Affairs spent $355,000 to support all of the office's mission requirements that included pay, transportation of items, travel, rentals, contracts, supplies and equipment. Manpower strength averaged seven military and six civilians at the end of 2001.

Activities and Accomplishments

❖ **Command Information, Newspaper Operations:** The Command Information newspaper section produced 50 editions of Fort Gordon's newspaper, The Signal, during 2001. 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, noncommissioned officer, civilian and volunteer of the month, quarter, and year were used throughout 2001.

The Signal's coverage focused on military personnel and the support provided to the installation and the local community. The first issue of 2001 announced that "for the first time in three years every Fort Gordon service member returned safely back to duty after the holiday break." This outstanding safety record was a direct result of the installation's extensive safety program campaign, *Operation Safe Return*. Other stories published throughout the year include: The highest decorated Explosive Ordnance Disposal service member in the Department of Defense, retired Staff Sgt. Roy Judkins was recognized as the "honorary" first sergeant of Headquarters and Headquarters Company, 201st Military Intelligence Battalion in January 2001 by the unit. On January 10, 2001, the Army announced a new advertising campaign, marking its first major change in advertising direction since 1981. "An Army of One" presents a powerful, 21st century appeal, highlighting Army values and unity while relating them to the personal aspirations of today's youth.

Beneficiaries of Eisenhower Army Medical Center can now order their prescription refills

online. This new service allows beneficiaries to order refills, obtain drug information and check on the status of prescriptions. The Fort Gordon commissary implemented a new operational schedule to improve customer service to the community on January 28, 2001. The new schedule adds six additional operational hours to the week, keeping the commissary open later on Tuesday, Wednesday, Saturday and Sunday. Other stories included exercises, deployment, health care, etc. "The Fort Gordon Report" returned to Comcast Cablevision on January 22, 2001 at 9:00 - 9:30 p.m. Monday and Thursday, 8:30 - 9:00 a.m. Tuesday, Wednesday and Friday, and 9:30 - 10 p.m. Saturday and Sunday on cable channel 66. "The Fort Gordon Report" is also shown on Command Channel 13 on post weekdays at 7:30 a.m., 12:30 p.m. and 5:30 p.m. The report also airs weekends at 8:00 a.m. and 4:30 p.m.

Members of the Fort Gordon and Augusta communities gathered at the Gordon Club on January 11, 2001 to commemorate the life of Dr. Martin Luther King Jr.; Rev. (Dr.) Clarence W. Joyner, pastor, Broadway Baptist Church, was the guest speaker. In an effort to prevent wildfires on Fort Gordon's 56,000 acres, the installation's environmental office began its annual prescribed burning program in select areas throughout post. Weather permitting, 14,000+ acres are scheduled for burning this year. Company B, 67th Signal Battalion, 93rd Signal Brigade, ventured where no one had gone recently as their company field training exercise was held in Training Area 21, the heart of Red-Cockaded Woodpecker country, an area that until recently was thought by trainers to be out of bounds for training. A new initiative by the Directorate of Public Works' Environmental and Natural Resources Management Office may be changing that perception and set the tone that training and woodpeckers are compatible.

Eisenhower Army Medical Center said farewell to one of its own during a memorial ceremony on January 24, 2001 for Major Glenn Ramos who was killed in a traffic accident while on his way to the medical center on January 21, 2001. Major Ramos developed and served as the medical director of the eating disorders clinic. He pulled together the resources of dentistry, nutrition, psychology and internal medicine and formalized the triage and care of patients with bulimia and anorexia at the medical center. A group of 93rd Signal Brigade soldiers got a chance to play a role in the Presidential inauguration when 70 soldiers from the brigade deployed on January 16, 2001 to support *Joint Task Force Civil Support* in Washington, DC.

Local family member Aaron Booher, 13, was diagnosed with cystic fibrosis at two months old and needs a double-lung transplant that will cost $100,000. He's been on the waiting list for three months. Aaron is the son of Sergeant First Class Daniel Booher and his wife Sharelle; Aaron's mother, Spc. Shelly Montolin, works on post at Snyder Dental Clinic. Money is being raised through the Children's Organ Transplant Association, an organization whose priority is to assure that no individual is denied a transplant, or excluded from a transplant waiting list due to a lack of funds. Fort Gordon soldiers have gone the extra mile to help the first class of the Youth Challenge Academy reach graduation by volunteering to tutor after-hours at the school. Officers from the Signal Officer Basic Course, as well as enlisted soldiers from the 447th Signal Battalion, go to the academy each week to help recruits strengthen skills in whatever areas they need help with and to serve as mentors.

The tank at Gate 5 was relocated to Freedom Park on February 13, 2001 to make way for a new access road as part of the Gate 5 expansion project. Crews cut down trees along Avenue of

the States, Highway 1 and Tobacco Road in January and will start grading/moving in mid-March. Eisenhower Army Medical Center purchased five new passenger shuttles that will drop patients off at the main patient entrance or to the entrance of Family Practice, thanks to money collected from the Third Party Collection Program and the hard work of the Patient Administration Division Staff. The Fort Gordon Recreation Area is investing more than $250,000 toward upgrades for many of the facilities available to personnel for leisure activities. Upgrades include electrical service and cabin, beach house and lodge renovations. Satellite communications gave more than 1,270 area school children a chance to explore the scientific marvels of Hawaii and ask questions in real-time to explorers in Hawaii as part of the JASON XII program, held at Fort Discovery in February. The program uses a satellite conferencing system to link students in grades 4 - 9 from approximately 40 locations around the globe to the project. This year, 282 teachers and 25,380 students from throughout the state of Georgia participated in the program.

Augusta State University's Reserve Officer Training Corps students met at Fort Gordon's indoor pool for water safety training February 9, 2001. Cadets were required to swim 25 meters while wearing the battle dress uniform and then swim with load carrying equipment and an M-16 dummy weapon. The incidents of larceny throughout post skyrocketed within the first quarter of fiscal year 2001. Three break-ins in the Olive Terrace and Maglin Terrace housing areas by forced entry resulted in added patrols to the neighborhoods and increased awareness to residents. Hunting was temporarily halted on Fort Gordon following an accident during a quail and pheasant hunt February 10, 2001. A soldier received superficial wounds from stray "birdshot;" he treated and released from the hospital. A safety investigation was launched to determine the exact circumstances of the accident and find ways to prevent similar accidents in the future.

Fort Gordon celebrated African-American/Black History Month with a command program on Barton Field featuring the Central Savannah River Area chapter of the Buffalo Soldiers 9th and 10th Cavalry Association. Donald Butler, guest speaker from the Central Savannah River Area chapter of the 9th and 10th Cavalry Association, informed the audience of the vast history of the African-American troops called Buffalo Soldiers and their great accomplishments in battles. The first class of the Georgia National Guard-sponsored Youth Challenge Academy at Fort Gordon graduated March 3, 2001 in the Macon City Auditorium in Macon, Georgia. Most of the 96 students received their adult high school and General Education Development diplomas at the ceremony. Fort Gordon is the second Youth Challenge Academy to open in Georgia. The first Youth Challenge campus, located at Fort Stewart near Savannah, Georgia, began in 1993 and has graduated more than 2,500 students. Youth Challenge Academy's graduates return home after graduation and are paired with volunteer mentors from their community who assist them for more than a year. Many Youth Challenge Academy graduates will go on to enter colleges and technical schools, enlist in the military or enter into the work force using the skills learned at the academy.

Units of the 93rd Signal Brigade conducted a field training exercise February 21 - 26, 2001, which encompassed a three-state area from Fort Bragg, North Carolina to Fort Gordon, Georgia. Units operated a message switch to Training Area 26 for the 249th Combat Support Hospital, a separate mission. The exercise tied together three different exercises into one network. The field training exercise connected elements of the 63rd Signal Battalion, supporting a warfighter

exercise at Fort Bragg, North Carolina with 67th Signal Battalion elements, supporting the 249th Combat Support Hospital exercise at Training Area 26, as well as part of the 63rd working from Fort Jackson, South Carolina. A detachment from the 67th also worked on the *Defense Interoperability Communications Exercise 2001* at the battle lab. This is an Army Signal Command exercise to ensure communications software is compatible between the services. The exercise consisted of 15 links around the country representing each of the service branches. These links were connected through satellite vans as well as wire and fiberoptic cable.

Fort Gordon implemented a new $2.5 million phone upgrade giving users access to many new features while cutting down on misuse of government phones. Upgrades, scheduled for completion by July 2001, included caller identification on- and off-post, the ability to trace calls and faster data transmission speeds. Joanne K. Carr, associate medical center director of Patient Services of the Department of Veteran Affairs Medical Center, Augusta, Georgia was the keynote speaker for Fort Gordon's Women's History Month kickoff breakfast held March 1, 2001 at the Gordon Club. Ms. Carr discussed facts about women in the military and that more than two million female veterans have served in every conflict since the American Revolution.

The Association of the United States Army, the Armed Forces Communications and Electronics Association and the Signal Corps Regimental Association held a general membership breakfast meeting March 6, 2001. The speaker, Air Force Major General David Poythress, adjutant general of the Georgia National Guard, discussed deploying 1,200 members from the Georgia National Guard to Camp Eagle, Bosnia as the biggest deployment of guardsmen in the history of that engagement. Staff Sergeant Anthony J. Sonnier, Company B, 442nd Signal Battalion, was eulogized during a memorial service on March 7, 2001. Staff Sergeant Sonnier unexpectedly passed away March 2, 2001 of a massive heart attack.

Field training exercise, *Crusader Lightning*, was conducted by the 201st Military Intelligence Battalion to provide a working model for leaders and soldier to follow. The unit prepared for the exercise for months with battle focused training, preparing M-60 fighting positions and building obstacles. This offered soldiers an opportunity to train to standard and develop tactical proficiency. Advanced Noncommissioned Officer Class 31W, Telecommunications Network Management, helped Augusta's Golden Harvest Food Bank reclamation section March 10, 2001. Class members and others sorted usable nonperishable food items for future distribution to needy families in the local community. The class also contributed 116 pounds of canned and perishable items collected from the Advanced Noncommissioned Officer Course academy area for the Golden Harvest Food Bank. A small group of soldiers from the 93rd Signal Brigade deployed January 16, 2001 to support the humanitarian relief efforts of *Joint Task Force Aurora* in Flores, Guatemala. The task force's mission was to provide humanitarian medical support, drill five wells, and construct five school buildings in Guatemala by the end of April.

Soldiers from the Regimental Officer Academy held a luncheon on March 15, 2001 in honor of seven local survivors of the infamous Bataan Death March. The two World War II veterans who attended were Ralph Walden and Wesley Davis. Seven soldiers from the Regimental Officer Academy also showed their respect by participating in a 26-mile memorial road march April 1, 2001 at the White Sands Missile Range, New Mexico. On April 9, 1942, thousands of American and Filipino soldiers surrendered to Japanese forces and were forced to march for days

through the Philippine jungles on the Bataan peninsula. Thousands died and those who survived were put in prisoner of war camps.

Two off-duty soldiers, Specialist Dan Lucas and Private Josh Thomas, witnessed and helped out at the scene of an accident in Augusta, Georgia on March 11, 2001 involving a car and a teenage boy riding a bicycle. Private Thomas was driving with Specialist Lucas in the opposite direction of a car that they thought at first was dragging a trash bag. Private Thomas saw the number 34 on a jacket and turned in the direction of the car, which had stopped. The victim was under the vehicle with one foot under a wheel and bleeding from the head. Both soldiers assisted rescuers in lifting the vehicle from the victim. The victim was taken to Medical College of Georgia and released March 15, 2001. Both soldiers had been in the Army less than one year. Specialist Lucas was assigned as a 35D, Air Traffic Controller Repair Specialist and Private Thomas was assigned to the 35N course, Wire Systems Equipment Repair.

The Signal Regiment partnered with University of Maryland University College to offer a unique educational opportunity for anyone in the Fort Gordon area interested in a master's degree in the information technology or telecommunications field. Aimed toward Signal officers in the grade of major, the new graduate education program is meant to increase the number of majors with master's degrees by providing workable schedules. Two teenagers from Fort Gordon's Boy Scouts of America Troop 99 took on a project that may benefit the entire community. Tim DeBow, 15, and Archie Kujawski, 17, decided for their required "Eagle Scout Service Project" they would develop all existing trails in Training Areas 1 and 2 into usable trail systems for recreational purposes for the community. There will be approximately 17 miles of usable trail systems.

Sixty members of the 249th General Hospital returned to Fort Gordon March 27, 2001 after a six-month rotation providing health care to multinational peacekeeping forces stationed in Bosnia-Herzegovina and Hungary. The 249th General Hospital deployed as a part of *Task Force Med Eagle*. They provided a 20-bed hospital and clinic to the United States-led Multinational Division - North sectors in Bosnia-Herzegovina and manned a clinic for the United States Army support element at Taszar, Hungary. Fort Gordon tested its capabilities in coping with severe weather emergencies in the U.S. Army Signal Center and Fort Gordon Post Severe Weather Exercise held March 22, 2001 at the installation's Emergency Operations Center. The reunion of the Chosin Few, survivors of the Korean War battle at the Chosin Reservoir campaign, reunited on post for their spring reunion.

Colonel Ted Epperly, deputy commander for Clinical Services at Eisenhower Army Medical Center, was named the Uniformed Services Academy Family Physician of the Year at a ceremony in San Diego, California on April 1, 2001. This peer-decided honor is awarded to the uniformed family physician who exemplifies the tradition of the family doctor and his contributions in ensuring continued health and quality of care to the members of the Uniformed Services. Colonel Epperly's nominee wrote that it's not what he has accomplished, but how he accomplishes it that matters. Even as the medical center deputy commander for clinical services, Colonel Epperly still cares for his own panel of patients. He still takes calls and does obstetrics.

The 2001 Area 9 Special Olympics games were held March 28, 2001 at Fort Gordon's

Barton Field. About 900 children and adults from 12 Georgia counties participated in the events, which included track and field activities. About 400 soldiers from the 67th Signal Battalion were on hand to help with the events. Last fiscal year military police logged 297 cases of underage drinking. With thousands of underage soldiers training at Fort Gordon each year, officials have found that alcohol consumption leads to more problems than hungover individuals. Concerns such as pedestrian safety off post to production of fake military identification cards for underage drinking have training cadre and military police cracking down on this increasing problem.

The Signal published a special Masters edition on April 13, 2001, which included photos and articles about the Augusta National Golf Course and contenders for the title. On April 11, 2001, Fort Gordon and Richmond County officials held a groundbreaking for Richmond County's newest elementary school to be built on post. This is the culmination of a 6-year effort, which will finally materialize when the school opens to students in August 2002. As part of a new, Army-wide regulation aimed at tightening security by controlling access to post, all vehicles entering Fort Gordon must be registered with the post Vehicle Registration Office by June 22, 2001 or their owners will risk possible delays at post entrances. The Chief of Staff of the Army thought it was a good idea, and in January 2001 made changes to the regulations that would require mandatory vehicle registration. Volunteers from the 551st Signal Battalion traveled to Spirit Creek Middle School April 20, 2001 to sponsor a "Fit for Life," fitness day for students. As one event of the battalion's "Partners in Education" program with Spirit Creek, the "Fit for Life" day involved all students from the school in physical activities. The activities included basketball, flag football, volleyball, horseshoes, 50 and 100-yard relay races, aerobics and tug of war.

Fort Gordon lodging is undergoing a major upgrade with $2.9 million in renovations to Griffith Hall, which includes everything from the exterior appearance to installing elevators and high speed Internet lines to each room. This upgrade will put the facility at the forefront of Army lodging. Four German Signal officer cadets came to the 93rd Signal Brigade April 23, 2001 to see how the U.S. Army does things. The cadets actually began their orientation on April 16, 2001 when they attended five days of training at the Signal Officer Basic Course. The Fort Gordon Equal Employment Opportunity Office sponsored "Take Your Sons/Daughters to Work Day" on April 26, 2001. Participants ranged from 9 to 15 years old. Three buses of parents and children participated in events that included the children visiting their parent's work place, tours of Freedom Park, Eisenhower Army Medical Center, Youth Challenge Academy, School of Information Technology and lunch in Dining Facility 8.

A ribbon cutting was held May 4, 2001 for a multi-million dollar project that will modernize 39 AN/GSC-52 terminals with state-of-the-art electronic components, making the systems easier to use and extending their lifespan. The Fort Gordon terminal has the honor of being the first of many systems to be modernized that are deployed worldwide. Vincent Hall was chosen because it serves as the professional home of both strategic and tactical satellite training programs. On May 11, 2001, The Signal ran articles on tips, tricks and frequently asked questions about the Army's new headgear, the black beret, which soldiers will begin wearing on June 14, 2001. Fort Gordon's force protection exercise was held May 14 - 18, 2001 in an effort to reduce the chances of Department of Defense personnel becoming victims of terrorist acts. The Signal published an article that dealt with various security levels and what people can expect as security levels

change.

Sergeant Major of the Army Jack Tilley visited Fort Gordon the week of May 14, 2001 and spoke to soldiers about many current issues in the Army. As the highest-ranking noncommissioned officer in the Army, Tilley works closely with the Army Chief of Staff and also gives testimony to Congress about the state of the Army. Trips to installations around the world help him do his job by letting him see what is going on in the Army. Fort Gordon conducted its annual force protection exercise entitled *Operation Dangerous Wind* in May 2001 under the direction of the Garrison Command. The exercise tested Fort Gordon's ability to respond to terrorist events that involved multiple threats to the safety and welfare of the Fort Gordon community, as well as to the surrounding, civilian community. Included in the exercise was the first around-the-clock manning of the Emergency Operations Center. Affected directorates were tested in conducting relief and recovery activities through continuous, non-duty hours of operation.

Family, friends and members of the Fort Gordon community filled Barnes Avenue Friendship Chapel May 24, 2001 to mourn the death and celebrate the life of a soldier, son, brother and friend. Private First Class Sanford Hawkins Jr., Company B, 551st Signal Battalion, died May 21, 2001 as a result of a traffic accident. He worked at the Directorate of Information Management as a computer systems analyst. More than 3,000 people were evacuated from Eisenhower Army Medical Center May 22, 2001 after an anonymous male caller phoned in a bomb threat to a hospital staff member. The hospital was evacuated at 9:55 a.m. and the "all clear" was given at 11:25 a.m. after all 15 floors had been searched.

Construction of a new fire station on post began with a groundbreaking ceremony on June 8, 2001. The current fire station was supposed to last for five years. Sixty years later, the wooden structure still houses Fort Gordon's Fire Department. With a price tag of almost $3 million, the two-company fire station will feature all of the amenities of a firehouse including a kitchen and dormitories. Construction is expected to take about a year. The Fort Gordon and Augusta community was saddened by the death on June 6, 2001 of retired Army Major General John C. F. Tillson, III who served as Fort Gordon's commanding general from 1968 to 1971.

In celebration of the 141st Anniversary of the Signal Corps, Fort Gordon kicked off Regimental Week on June 18, 2001. The week began with a post-wide Regimental Run and concluded on June 22, 2001 with a Signal Corps Regimental Association Run. For more than a century, Signal soldiers have come together each year to celebrate the rich history and traditions of the Signal Corps. During this year's Regimental Week, service members from around the world converged on the home of the Signal Corps to participate in the annual event. The week honored and remembered many for their contributions to the Signal Regiment, with ceremonies such as the Signal Ball and the Regimental Retirement Review. In the midst of all the ceremonies, barbecues and softball games, senior leaders gathered to discuss one of Signal's most pressing issues: Army Transformation. During the briefing, leaders outlined how the Signal Center was preparing for changes in the Army in the next twenty years fueled by increasing capability of current technology. The role of the Signaleer is expanding from communications on the battlefield to migrating skills to network management, protection of the network, information assurance and information management.

About 90 soldiers from Fort Gordon's 67th Signal Battalion deployed to Virginia for exercise *Grecian Firebolt '01*. The exercise, billed as the largest Signal exercise in the world, connects active duty and reserve component soldiers in a worldwide communications network that stretches from Korea, across the United States, to Germany. Along the way, this network connects five joint and combined exercises in Korea, Arizona and Virginia. On June 22, 2001, Fort Gordon began its participation in the new Army-wide regulation restricting access on post by requiring all visitors and vehicles without a post decal to sign in for a visitor's pass before entering. As a result severe delays have plagued motorists entering the gates during high traffic times. A total of 3,243 visitor passes were issued at Gates 1 and 2 the first weekend after implementation of the new policy; 1,990 passes were issued at the gates the first working day after implementation.

The new Freedom Park trail system was dedicated July 2, 2001. The trails are made up of 12 running and hiking trails covering a 17-mile radius located near the four post housing areas. More than 200 volunteers participated in the project. A team from the Department of Defense Biometrics Fusion Center in Bridgeport, West Virginia, visited Fort Gordon June 28 - 29, 2001 to demonstrate some of the technologies that are currently being evaluated. The key to using biometrics is security. Every living person has certain biological traits that are unique to them, such as fingerprints, the iris of the eye, voiceprints, faces, signatures or the geometry of the hand, making biometrics much tougher to defeat than traditional password security systems.

More than 1,800 service members participated July 14 - 27, 2001 in *Golden Medic 2001*, an exercise using computer-simulated scenarios to train medical and non-medical units in a simulated battlefield environment. The exercise tested the readiness of the reserve medical units and personnel. Fort Gordon was one of three sites chosen for the largest peacetime medical exercise in the history of the Army Reserves.

The U.S. Army Signal Center has adopted a new vision for the lifelong education and training of Signal and information technology soldiers and leaders that will allow the regiment to keep pace with training in the rapidly evolving information technology field. This new vision will establish Fort Gordon as the Army's "University of Information Technology." The University of Information Technology will be a combination of hardware, software, connectivity, facilities and people to provide lifelong education and training on a 24-hour basis to units and soldiers all over the world in the military information technology community. Some key features are: assignment-specific advanced individual training courses; focus on personal computer-based technical and tactical simulations; remote campuses at units around the world; education looked at as a lifelong process, available whenever necessary at any unit, any time. The university also serves as focal point of information technology training and maintains a database of simulations.

Several training units on Fort Gordon implemented a badge system for advanced individual training students that helps drill instructors and other cadre keep track of the soldiers during different phases of training. Phase Four soldiers do not carry a badge. From there, the badges are almost like a promotion system. Students must accomplish specific tasks, such as passing the Army Physical Fitness Test and room inspections to get to the next phase. Advanced individual

training students begin wearing yellow badges when they reach Phase Five and change to an orange badge when they reach Phase Five-plus. Along with each badge comes more privileges, like wearing civilian clothes, being allowed to go to previously off-limits places like the bowling center and receiving day passes during the weekends.

Colonel Robert F. Henderson became Fort Gordon's garrison commander on August 9, 2001 as outgoing garrison commander, Colonel Charlette I. Roman, said farewell upon her retirement. Major General John P. Cavanaugh, United States Army Signal Center and Fort Gordon commander, and Command Sergeant Major Stanley M. Davis, post command sergeant major, switched to the new military beret during a ceremony held outside Signal Towers on August 10, 2001.

The 93rd Signal Brigade welcomed a new commander in a ceremony on Barton Field August 16, 2001. Colonel Daniel M. Gerstein, formerly the deputy director for Transformation at the Pentagon, took command from Colonel Keith Snook. Members of the 434th Army Band and the Fort Gordon community gathered at Good Shepherd Chapel to pay tribute to a fallen comrade on August 17, 2001. Staff Sergeant Robby D. Benefield, a musician and squad leader in the Signal Corps band, was killed in a car accident in Tennessee in the early morning hours of August 11, 2001. He was a native of Holly Pond, Alabama and is survived by his wife and two daughters.

Fort Gordon's Youth Challenge Academy held its first on-post graduation with a class of 124 on August 25, 2001 at Alexander Hall. This was the second class of the National Guard's Fort Gordon Youth Challenge Academy to graduate after 22 weeks of classes and training. The first class graduated in Macon, Georgia. Most of the students received their adult high school and General Educational Development diplomas.

On August 23, 2001 the highest peacetime award for enlisted members, the Soldier's Medal, was presented to Sergeant Carlos A. Delarosa for saving the lives of his fellow soldiers during a routine tactical mission in March 1999. Sergeant Delarosa pulled himself and two fellow soldiers from freezing water when their Humvee went out of control and fell inverted into the water. All were assigned to Company C, 327th Signal Battalion (Airborne) at Fort Bragg, North Carolina. Sergeant Delarosa not only saved two soldiers, he then walked several miles, soaking wet, in below freezing temperatures to find help.

The 176th Signal Company trained at Fort Gordon to support the 1st Brigade, 25th Infantry Division (Light) Initial Brigade Combat Team's Signal needs. The Initial Brigade Combat Team is the first phase of the Army's three-phase strategy for transforming the current force. The soldiers in the company are chosen from all over the Army and are consolidated into one company, which will stay together from now on. Adding the Signal Company to the Initial Brigade Combat Team is part of the second phase of Transformation, the Interim Force. The Interim Force will serve to rapidly identify necessary changes in doctrine, organization, equipment, training and leader development required, while providing an initial capability not currently in the Army. It will deal primarily with commercial off-the-shelf equipment and technological advances. The Interim Force will provide immediate deployability and maneuver capabilities that bridge the current gap between the Army's heavy and light forces until technology developments make it possible to field the Objective Force, the final phase of the

Transformation. The end result is to use information technology to maximize survivability on the battlefield. The primary purpose of those forces has been and will be to fight and win the Nation's wars. The overall goal of the Transformation is the creation of a force that is dominant across the full spectrum of military operations -- persuasive in peace, decisive in war, preeminent in any form of conflict. The first two Initial Brigade Combat Teams will be structured differently from the current brigades. Each will consist primarily of three infantry battalions, an artillery battalion and a reconnaissance battalion. The new brigades will also include engineer, military intelligence and signal companies.

Three foreign officers assigned to Fort Gordon were inducted as honorary members of the Signal Regiment September 4, 2001. Certificates were presented by Major General John P. Cavanaugh, Commanding General, United States Army Signal Center and Fort Gordon, to Lieutenant Colonel Ronald Tilly of the French Army, Major John J. Adamczyk of the Canadian Army and Major Jose Ornelas of the Venezuelan Army.

Fort Gordon stepped up security measures September 11, 2001 after an airplane crashed into the Pentagon and two crashed into the World Trade Center in a terrorist attack. Traffic entering Fort Gordon was delayed for hours as vehicles were inspected and identification checked for everyone entering the installation. The Signal newspaper's September 14, 2001 edition featured a special "Feedback" page asking Fort Gordon employees "What was your initial reaction to Tuesday's attack?" Some of the answers were: "shock and utter disbelief that something like this could happen on our soil," "dumbfounded, stupefied and horrified" and "it was a wake-up call that we're not nearly as invulnerable as we like to think." The Signal's "Spectrum" page was a full-page color photograph of the flag flying at half-staff with the following message, "Fort Gordon extends its condolences and heartfelt sympathy to the families of those whose lives were taken by Tuesday's tragedies. God bless America!"

In light of the multiple terrorist attacks of September 11, 2001, Major General John P. Cavanaugh, Commanding General, Fort Gordon, expressed his pride and gratitude for a job well done by Fort Gordon's military and civilian community. He emphasized the importance of having patience, now and in the future; to be observant, make no assumptions and maintain situational awareness. The following comments from the Commanding General were printed in The Signal's September 21, 2001 issue: "We are trying to get back to as normal a life as we can in America. Normal today is different than it was one week ago. In the final analysis, we must get on with our lives and our jobs. The best thing is to maintain awareness. It isn't business as usual. We must understand what's going on around us. All of us are responsible. Being responsible for us means education and preparation. The American people should be very proud of the military; they should be proud of soldiers. Their Army is ready…People need to be calm. They need to have confidence in their leaders. We are certainly trained and ready. I want all of you to know how very proud I am of all of you. God bless America." This issue also included messages from Secretary of Defense Donald H. Rumsfeld, Secretary of the Army Thomas E. White and Army Chief of Staff General Eric K. Shinseki regarding the attacks against the United States and support of the American public in preserving freedom in America.

As physical security became of the utmost importance on military installations and facilities all over the world, there was another threat that is not as visible but that can wreak havoc -- cyber

attacks. More emphasis was placed on computer security on the installation and network security. If you have a computer, and can lock your office, lock your office at the end of the day. Users should also make a conscious effort to log off computers when they're not using them or when they walk away from the computer. Leaving any system on when not in use makes it more susceptible to hackers and viruses.

The Signal's October 12, 2001 issue featured a full-page, color U.S. flag on the "Spectrum" page with "Support our country, display with pride" written at the bottom. Due to the recent mail that is believed to be responsible for some confirmed cases of anthrax, the postal system stepped up its security measures even more. Fort Gordon's Installation Postal Branch warned people to be aware of packages from unknown persons or packages with no return address, boxes or envelopes with leaks, protruding wires or packages that are bulky and contain excessive tape or too much postage. The Signal's October 19, 2001 issue featured a full-page "thank you" on the "Spectrum" page to Fort Gordon's military police for their hard work, long hours and dedication in ensuring the safety of the installation.

Captain Benjamin Bualat, Company D, 447th Signal Battalion and Captain Michael Singleton, Signal Captain Career Course student, held the stars and stripes high as the Flag Across America passed by Fort Gordon October 19, 2001. Employees of American and United Airlines, military service members and federal employees began the run October 11, 2001 in Boston with plans to finish in Los Angeles on Veterans Day. The volunteer runners carried the flag continuously throughout the run. The start and finish points represent the origination and destination of American Flight 11 and United Flight 175. Proceeds from the run go to specific charities to benefit victims of the September 11, 2001 terrorist attacks.

Fort Gordon emergency agencies responded October 16, 2001 to an incident of a suspicious substance in an envelope. One civilian and nine soldiers were taken to Eisenhower Army Medical Center, examined and released. Results on cultures take 24 to 36 hours, and came back normal. None of the individuals exhibited any symptoms. The envelope was turned over to the Federal Bureau of Investigation and sent to the Centers for Disease Control in Atlanta for testing. The building was closed as a precautionary measure until the envelope could be tested. The building, an administrative facility for an Army Reserve unit, has been reopened. Members of the post community were reminded to remain aware of their surroundings and to report any suspicious activity or persons to the proper authorities.

Fort Gordon's military and civilians remembered America's heroes of September 11, 2001 during a candlelight service on October 19, 2001. A representative from each of the services and one civilian employee read the names of those still missing and those who died from the attack on the Pentagon. As they remembered fallen heroes, the soldiers, sailors, airmen, Marines and civilians who participated in the ceremony underscored their resolve to stand with the nation for freedom and to pursue justice. On November 4, 2001, veterans, active duty military and civilians gathered to honor the nation's banner of red, white and blue and to remember those who had fought to preserve the freedoms for which it continues to stand. The Massing of the Colors ceremony, sponsored by the Augusta Chapter of the Military Order of World Wars, was a blend of patriotism and prayer. World War II veterans had a once-in-a-lifetime experience when they received their high school diplomas in Wrens, Georgia on November 5, 2001. These men

sacrificed their education to serve their nation in the war. Many came back from the war and were too old to finish their high school education or had to go to work. The Jefferson County Board of Education set up this event to honor and show appreciation to all the World War II veterans in and around Jefferson County, Georgia.

The Signal's November 9, 2001 "Spectrum" page was a full-page dedication to veterans with photographs of representatives of the Army, Navy, Air Force and Marines standing at attention and saluting. "Saluting our military, past and present, Veterans Day 2001" was the headline. On November 10, 2001, Major General John P. Cavanaugh, Commanding General, Fort Gordon, dropped the puck at the Lynx's Military/Veterans Appreciation Night, during which tickets were $2 off and an additional $2 were donated to Fort Gordon's Christmas House. Many Veterans Day ceremonies were held throughout the Central Savannah River Area in celebration of Veterans Day. The Commanding General was also the guest speaker during a ceremony on Augusta's Riverwalk where he advised Americans to look to veterans and their families for inspiration and strength during this campaign against terrorism. Colonel Peter T. Farrell, Deputy Commander, United States Army Signal Center and Fort Gordon, was the speaker at the Georgia War Veterans Nursing Home on 15th Street in Augusta, Georgia. The ceremony served as a time to reflect on what those who served in World War II, the Korean War and the Vietnam War had done. The ceremony was also a rallying cry of patriotism and support for our current armed forces. Speakers remarked that there was something different about this Veterans' Day celebration; more pride, more dedication, a rekindled spirit of patriotism, since September 11, 2001.

Members of the 513th Military Intelligence Brigade returned from a deployment to Egypt where they participated in *Bright Star '02*, an international exercise conducted every two years. The 46 soldiers and contractors of the 513th joined a force of more than 70,000 coalition forces, including 23,000 Americans from many locations throughout the country. The 513th deployed the Analytical Control Element, directly supporting the Army Central Command mission at *Bright Star*. This year's *Bright Star* was the largest in the exercise's history, with 10 nations participating and more than 20 other countries observing the operations. The exercise included live fire training, parachute jumps, demolition and reconnaissance maneuvers. The 513th soldiers began deploying in early September to establish operations in Egypt. The exercise ran from October 8 - November 1, 2001.

Two years after its inception, the Office of the Regimental Chief Warrant Officer was officially established as part of the command group. Chief Warrant Officer 5 Pete B. Hewitt sits in the position that was endorsed in December 1999 by then Chief of Signal Major General Peter M. Cuviello. Chief Warrant Officer 5 Hewitt is the first to fill the position. The concept is the same as having a command sergeant major of the regiment; he is the warrant officer counterpart for the regiment. The Regimental Chief Warrant Officer position is the Chief of Signal's spokesman on all warrant officer issues. He assesses the status of warrant officers in all areas that impact readiness. Chief Warrant Officer 5 Hewitt is also the principle chairman for the Counsel of Fives, which includes the 15 others in the rank of chief warrant officer five in the Signal Regiment. It also includes those in the reserve components.

With more than 240 teens arriving to attend the third Youth Challenge Academy class on

Fort Gordon, only 170 are left after eight weeks of class. With a zero tolerance drug and smoking policy, the program eliminates many candidates during the first two weeks of the program as drug tests come back to confirm the recent use of substances. For many, the Youth Challenge Academy is a last hope. One of the major goals of the program is to help teen-agers make their own life plan and to show them how they can achieve it. Besides learning military disciplines associated with being part of a platoon, rising early and taking part in drills and formations, the male and female teens in this program take academic classes. They brush up on their skills so they can get a General Educational Development. Some will get their General Educational Development while at the Youth Challenge Academy; others will have the academics to take it when they graduate.

In the two years since Army Chief of Staff General Eric K. Shinseki announced the concept of Brigade Combat Teams, there has been work Army-wide to make this a reality. Testing concluded in November 2001 at Fort Gordon for the equipment that is an essential communications link to the Brigade Combat Team - the Brigade Subscriber Node. The Brigade Subscriber Node is the Army's modular-styled compact switching transmission and nodal control system for the brigade combat team; in other words, a radio, switch and router housed in a single shelter that provides the Brigade Combat Team commander with voice, video and data traffic capabilities. This integral piece of equipment was established as a direct result of General Shinseki's initiative for a medium-sized brigade force that has the capability to deploy at a moment's notice.

As the 29th Signal Regimental Symposium kicked off on November 28, 2001, senior officers explained just how the Signal Corps fit into the big picture, and where to go from here. One element of the Signal Regiment's involvement in the Army Transformation is the University of Information Technology, which is the brainchild of the Signal Center. The University of Information Technology is intended to streamline the initial-entry training process and keep Signaleers educated as they move through their Army careers. To achieve the vision of Army Transformation, the Army will have to transform the way it trains soldiers. For example, students in Advanced Individual Training are taught things initially that they may not retain until week 10, much less to their first duty station. They may also be sent to a station that uses different equipment than they were trained on. There is a possible four-year gap where soldiers get little training between Advanced Individual Training and the Basic Noncommissioned Officer Course. With the University of Information Technology, lifelong learning would be easy and mandatory to fill the Army with better trained soldiers faster. A part of the distance and lifelong learning concept is simulators. The simulators look like, move like and sound like the real thing. The simulators are computer programs that have every detail of equipment on which soldiers need to be trained. Simulations allow for the unit in the field and the soldier in the field to get that information at the teachable moment. New technology will not only help train soldiers, it can help them out in the field in war fighting capabilities. Information dominance means fast, clear communication. Army Knowledge Online is the new web site set up to become a single portal for everyone to use.

Just two days before Thanksgiving, Fort Gordon officials said "thanks" to 3,708 military and civilian personnel who had contributed $323,646.51 to the Combined Federal Campaign. Fort Gordon's goal was $320,000. Established by President John F. Kennedy in 1961, the Combined

Federal Campaign is the largest employee-based fundraising program in the country and the only campaign authorized to solicit and collect donations from federal employees.

The Senior Leaders Gallery Expansion was officially opened on November 26, 2001. The expansion included the "Council of Fives" (warrant officers) and the Senior Technical Leaders (Functional Area 24 and Functional Area 53). The new gallery, located in the hallway leading from the lobby to the cafeteria in Signal Towers, recognizes the contributions of Signal Chief Warrant Officer Five's and Functional Areas 24 and 53 members of the Signal Regiment.

When 36 reservists of the 305th Military Police Company from Wheeling, West Virginia were deployed to Fort Gordon, many of them didn't know what to expect. Upon arrival, they went through some very vigorous training and brushed up on some skills many had not used since Advanced Individual Training. Then they went to work supporting Fort Gordon's Military Police in their mission to assist, protect and defend the Fort Gordon community. Volunteer artist Mr. Henry Wynn, who works in Marketing and Advertising, Directorate of Community Activities, was asked by the Public Affairs Officer to design a "Beat Terrorism" graphic for use in The Signal newspaper. On December 7, 2001, the first of several graphics designed and drawn by Mr. Wynn was published. This graphic showed a terrorist rat, a military policeman holding onto its tail, with a raised club in his hand over the rat's head; the club has "Force Protection" written on it. Across the bottom: "Fort Gordon Beat Terrorism! Be Vigilant… Be Patient… Be Alert… Be Confident!"

Soldiers at Fort Gordon preparing for the Primary Leadership Development Course, which is required for promotion to sergeant, got a head start from the Junior Leadership Skills Development Course offered monthly by the 206th Military Intelligence Battalion. What started out as unit training with a few noncommissioned officers who wanted to prepare their soldiers for the Primary Leadership Development Course, grew from word of mouth. Soldiers from other Georgia installations and soldiers from Florida have attended the course. Comprised of instruction in physical training, drill and ceremony, leadership counseling, uniform wear, map reading, land navigation and other helpful hints, the Junior Leadership Skills Development Course was set up to target areas in which many soldiers have difficulty. Volunteer instructors, the backbone of the program, contribute as much as 140 man-hours each month to the course.

Major General John P. Cavanaugh, Commanding General, Fort Gordon, expressed pride and appreciation for the hard work done by Fort Gordon soldiers and civilians during 2001. He urged safety during the holiday season and cautioned everyone not to be complacent as the nation's war on terrorism headed into its second calendar year. Major General Cavanaugh said he was amazed at what was achieved by Fort Gordon's soldiers and civilians this year. Everyone gave more than a hundred percent effort.

After more than a year of construction and millions of dollars, Fort Gordon celebrated the grand re-opening of Griffith Hall with a ribbon-cutting ceremony on December 10, 2001. Closed in July 2000 for extensive renovations, Griffith Hall underwent a $3 million facelift and will now be home to the Fort Gordon Lodging operations center with 148 guest rooms. The renovations included new exterior, new exterior windows, new front entrance with drive-through canopy cover and automatic doors. It also included a state-of-the-art lobby and reservation area,

elevators, breakfast area and upgrades in electrical and mechanical support systems. The three-story, handicap-accessible building holds six one-bedroom and two two-bedroom suites with full kitchens, high speed Internet access and stereo/television entertainment centers. All other guest rooms include phones and voice mail. Laundry rooms are located on each floor. Fort Gordon Lodging also purchased a 14-person courtesy shuttle bus that will provide guests with transportation to and from the airport and post facilities. Griffith Hall was originally completed in 1967 and named in memory of 1st Lieutenant Thurston Griffith, a Signal officer who was killed in action in the Republic of Vietnam while leading a combat patrol against Viet Cong elements on January 17, 1965.

The second graphic produced by Mr. Henry Wynn, Marketing and Advertising, Directorate of Community Activities, was published in the December 21, 2001 issue of The Signal. It featured Santa Claus, his sleigh and reindeer flying through the air trailing a banner that said "Fort Gordon Force Protection." The terrorist rat is pictured spread eagle, face down in the snow with the force protection baton standing upright in the snow next to the rat's face with a tag that says "Happy Holidays from Force Protection." Across the bottom of the drawing was "Ho! Ho! Ho! Have a Safe and Secure Holiday Season."

The 235th Signal Company took first place for the small unit deployment category in a new Army award competition on December 6, 2001. The Army Deployment Excellence Award is given to units that meet specific deployment criteria set forth by the Department of the Army. The company's missions have sent them to Haiti in support of *Operation Just Cause*, to Honduras in support of peacekeeping operations and Argentina for *Operation Cabanas*. The 93rd Signal Brigade's Situational Training Exercise events took place December 2 - 7, 2001. The goal was to qualify all Signal teams, crews and platoons based on the Army Training Evaluation Program standards augmented with time standards while ensuring force protection. The evaluation exercise describes how every unit in the Army is supposed to perform its wartime mission.

Because of their distinctive headgear and stern demeanor, drill sergeants are known throughout the military and civilian worlds. Drill sergeants are one of the most recognized and respected members of the military because of their high standards and level of professionalism. Each drill sergeant on duty has already achieved a high level of respect for personal sacrifice and a challenging job, but once a year Fort Gordon selects one individual drill sergeant to join the ranks of the best of the best, as the Fort Gordon drill sergeant of the year. Sergeant First Class Vintinia D. Williams, Company B, 369th Signal Battalion, was named Fort Gordon Drill Sergeant of the Year 2001.

Public Affairs personnel covered several events and observances throughout the year including: January's Martin Luther King, Jr.'s birthday; February's African American History Month; Women's History Month in March; Take Your Sons/Daughters To Work Day in April; Asian Pacific American Heritage Month in May; Women's Equality Day in August; Hispanic Heritage Month in September; National Disability Employment Awareness Month in October and Native American Heritage Month in November. Other events included Arbor Day, National Volunteer Week, 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 coverage of memorial events included Memorial Day, Fourth of July, Prisoner Of War/Missing In Action 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.

The Signal staff included Nancy M. Martin, command information chief; Janet A. McElmurray, editor; Staff Sergeant Mark W. Swart, military editor and Staff Sergeant Kerensa M. Hardy, news editor. Also, Specialist Frank J. Magni, staff writer; Sergeant Sharron L. Grinder (now Stewart), staff writer and volunteers, 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 173 questions in 2001. Top concerns included reserved/handicapped parking spaces throughout the installation, motorists driving with stereos blaring and recycling issues.

❖ **Command Information, Television Operations:** The broadcast section roared back to life in 2001 with an infusion of experienced broadcasters. In 2000, the manning in the broadcast section had dropped to zero. Sergeant David A. McClain, who had spent three years with the American Forces Network affiliate in Vicenza, Italy, re-enlisted to come to Fort Gordon. He arrived late in 2000 and returned the "Fort Gordon Report" news magazine to the air in January 2001, beginning with a "Year in Review" edition. Sergeant McClain single-handedly produced 30-minute editions of the "Fort Gordon Report" in February and March, and changed it from a mixture of local stories and Soldiers' Radio and Television video news releases to a completely local newscast.

In March, Specialist Franklin R. Minnie arrived in the section after three years at the American Forces Network affiliate in Livorno, Italy. In July, Specialist Aaron M. Shaw arrived from a short tour at American Forces Network Frankfurt. Before that, he had served a year at American Forces Network Korea in Taegu, South Korea. With three broadcasters, the section once again took responsibility for managing the character-generated information on the post's command channel as well as handling narration that included changes of command, ethnic observances and other high-profile events such as the Regimental Signal Symposium. These three broadcasters also began producing two editions of the "Fort Gordon Report" each month, continuing to make the program 30-minutes in length and keeping the news content 100% local.

The broadcast section produced 16 of these programs during 2001, including a special on Fort Gordon's "Youth Challenge Academy" program and, in the wake of the terrorist attacks, a "Force Protection" special. These 16 newscasts contained over 125 stories that the broadcasters produced themselves, not counting readers, command information spots, music montages used as closing video and stand-alone interview soundbites from high level personnel, including the Chief of Signal and the Sergeant Major of the Army. For their efforts, the broadcast section won 12 of the 15 broadcast awards in the Training and Doctrine Command's annual Keith L. Ware journalism awards competition. The awards the section won included 1st Place for Local Television Newscast for the "Fort Gordon Report" and "Broadcast Journalist of the Year" for Sergeant McClain. As 2001 drew to a close, one more broadcaster joined the section as Private

E-2 Baxter B. Taylor arrived straight from advanced individual training. The office is optimistic about the broadcast section's immediate future, as the broadcasters work to build on their successes from 2001, as more experience and talent join the team and as they await the results of the judging at the Department of the Army level Keith L. Ware competition.

❖ **Community Relations:** The majority of community relations work in the Public Affairs Office included providing speakers for Rotary Clubs, Chambers of Commerce, Exchange Club, Kiwanis Club, Georgia War Veterans Nursing Home, schools (all levels), etc. Due to the shortage of Public Affairs Office personnel, the Directorate of Plans, Training and Mobilization continued supporting requests for tours of the installation, performances by the Signal Corps band and color guard presentations. Community relations continued to be a presence in the Central Savannah River Area, fostering positive relationships with citizens, businesses and local governments.

The monthly awards ceremony provided another way to bring the local community and Fort Gordon together. Thirty-seven (37) presenters representing local businesses, chambers of commerce, military organizations, the credit union and a local congressman, honored members of the post community. The service member of the month, civilian of the month, volunteer of the month and, on a quarterly basis, the service member, noncommissioned officer and instructor of the quarter were given gifts, letters of appreciation, money, plaques and gift certificates. Businesses that participated in the ceremony were: American Legion Post 192, AmeriSuites, Augusta Super 8 Motel, Baldinos, Comfort Inn, Enterprise Rent-A-Car, First Command, Fort Gordon Federal Credit Union, Holiday Inn Gordon Highway, Holiday Inn West/Fairfield Inn by Marriott, Jefferson Energy, Mary Kay Cosmetics, Radisson Suites Inn Augusta, Ramada Limited, Sheraton Augusta Hotel, Total Force, United Services Planning Association and Independent Research Agency, Army and Air Force Exchange Service and Fort Discovery. Others included Meybohm Realtors, Wachovia Bank, First Union Bank and Century 21 (Larry Miller Realty). Military organizations included: Directorate of Community Activities' Morale, Welfare and Recreation program, Noncommissioned Officers Association, Association of the United States Army, Armed Forces Communications and Electronics Association - Fort Gordon Chapter, Federal Managers Association/EER Systems, National Military Family Association, Armed Forces Financial Services, Sergeants Major Association, Signal Corps Regimental Association and Better Opportunities for Single Service Members. Congressman Charlie Norwood's office, the Metro Augusta Chamber of Commerce and North Augusta Chamber of Commerce continued their support of the awards ceremony. The Mayor of Augusta came on board as a sponsor this year and the Metro Augusta and North Augusta Chambers of Commerce invited all of the winners to their 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 Deputy Public Affairs Officer/Media Relations Officer, Marla B. Jones, and Media Relations Specialist, 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.

From a historical perspective, news was quiet for the first few months of the year. On March 1, 2001, The Atlanta Journal-Constitution[5] and The Atlanta Business Chronicle[6] stories about the fear of base closings in Georgia in upcoming Base Realignment and Closure actions. In April, The Augusta Chronicle examined the work of chaplains at Fort Gordon.[7] The Augusta Chronicle[8], Channels 6, 12 and 26 covered the groundbreaking ceremony on April 11, 2001 for the first ever public school to be built on post.[9] Also in April it was announced that on June 22, 2001 the post would become a controlled access facility; motorists without a military decal would have to sign for a visitors pass. This was done as a general increased awareness in security for Army installations across the country.[10] In May, a delegation of civilian leaders went to Washington, DC to emphasize the importance of Fort Gordon to Augusta, Georgia and South Carolina.[11] In mid-May, Sergeant Major of the Army Jack Tilley, visited Fort Gordon.[12]

The post entered a multiyear contract worth more than $700,000 with NewSouth Communications for local phone service. BellSouth, previous service provider, was disappointed they would no longer retain Fort Gordon as their customer.[13] Retired Major General John C.F. Tillson, III, Commanding General of Fort Gordon from 1968 to 1971, died on June 6, 2001.[14] Controlled access to the post began on June 22, 2001 and was covered by The Augusta Chronicle, Channels 6, 12 and 26.[15] On July 22, 2001, The Augusta Chronicle

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[5]Peralte C. Paul and Dave Hirschman, "Fear Of Base Closings Hasn't Died In Georgia," The Atlanta Journal-Constitution, March 1, 2001, p. A10.

[6]Erin Moriarty, "Military Bases Aim To Dodge Cuts," The Atlanta Business Chronicle, April 5, 2001, p. 1A.

[7]Brandon Haddock, "Chaplains Lift Spirits Of Soldiers," The Augusta Chronicle, April 5, 2001, p. 1A.

[8]Justin Martin, "Fort Breaks Ground For School," The Augusta Chronicle, April 12, 2001, p. 1A.

[9]"Fort School Welcomed," The Augusta Chronicle, April 15, 2001, p. 4A.

[10]Vicky Eckenrode, "Changing Of The Guard, Bases Tighten Access," The Augusta Chronicle, April 26, 2001, pp. 6C, 9C.

[11]Damon Cline, "Leaders Boost Fort Gordon Expectations," The Augusta Chronicle, May 11, 2001, pp. 1A, 7A.

[12]Brandon Haddock, "Top Soldier Visits Augusta," The Augusta Chronicle, May 18, 2001, pp. 1C, 6C.

[13]John Bankston, "Phones Change For Post," The Augusta Chronicle, June 1, 2001, p. 1D.

[14]Albert Ross Jr., "Retired General Dies At 86," The Augusta Chronicle, June 7, 2001, p. 12C.

[15]Albert Ross Jr., "Gate Security Tightens At Fort," The Augusta Chronicle, June 26, 2001, p 6C.

examined the Base Realignment and Closure issues.[16] On August 9, 2001, Colonel Robert F. Henderson took over as the Garrison Commander from Colonel Charlette I. Roman, who retired.[17] On August 10, 2001, Fort Gordon soldiers donned the black beret, which was covered by The Augusta Chronicle and Channels 6, 12 and 26.[18] Sergeant Carlos A. Delarosa received the Soldier's Medal on August 24, 2001 for his heroic action in saving the lives of two soldiers when he was assigned to Fort Bragg, North Carolina.[19] He was also featured in a Cable News Network spot about Hometown Heroes in December 2001. On August 30, 2001, The Augusta Chronicle ran a story on the University of Information Technology, which revamps the post's approach to information technology training.[20] On September 12, 2001, post tightened security and many routine events were canceled. Media relations consisted mainly of manning the Emergency Operations Center.[21]

Summary

Despite many personnel changes the Public Affairs Office successfully fulfilled its 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 2001 Fort Gordon Installation Guide were distributed along with 50,000 new 2001 Fort Gordon/Augusta maps. PAO received, processed and forwarded 306 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 2001 TRADOC Keith L. Ware journalism competition were announced in January 2002. Fort Gordon PAO staff took 15 of the awards: The Signal newspaper's military editor, Staff Sergeant Mark W. Swart, won 1st Place in Category M, Art/Graphics in Support of a Publication and Mr. Henry Wynn, volunteer artist, won 1st Place in Category P, Special Contributor - Art. The broadcast staff did exceptionally well in the competition. Sergeant David A. McClain was selected as Broadcast Journalist of the Year; in Category F, Television Information Program, Sergeant McClain won 1st Place and Fort Gordon's Public Affairs Office took 2nd Place; in Category G, Television Spot/Promo Production, Sergeant McClain took 1st Place, Specialist Aaron M. Shaw took 2nd Place and Specialist Franklin R. Minnie won 3rd Place; in Category H, Television "Turn and Burn" Report, 1st Place was won by

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[16]Brandon Haddock, "BRAC What Will Help Fort Gordon Survive The Next Round Of Base Closings," The Augusta Chronicle, July 22, 2001, pp. 1A, 9A.

[17]Brandon Haddock, "Changing Of The Guard, Officer Turns Over Fort Gordon Post," The Augusta Chronicle, August 10, 2001, p. 1C.

[18]Brandon Haddock, "Soldiers See New Black Berets As Symbolic," The Augusta Chronicle, p. 1C.

[19]Brandon Haddock, "Soldier Earns Award For Acts Of Heroism," The Augusta Chronicle, August 24, 2001, pp. 1B, 6B.

[20]Vicky Eckenrode, "Fort Gordon Boosts Technology Training," The Augusta Chronicle, August 30, 2001, p. 6C.

[21]Brandon Haddock, "SRS, Fort Gordon Tighten Security," The Augusta Chronicle, September 12, 2001, p. 14; Brandon Haddock, "Fort Gordon Safety Moves Jam Traffic," The Augusta Chronicle, September 13, 2001, p. 1; "Patriotic Response," The Augusta Chronicle, September 13, 2001, p. 3; Charmain Z. Brackett, "Fort Gordon Keeps Stricter Safety Rules," The Augusta Chronicle, September 18, 2001, p. 1C.

Specialist Shaw and 3rd Place by Sergeant McClain; in Category I, Television Report, Sergeant McClain took 1st Place, Specialist Shaw won 2nd Place and Specialist Minnie won 3rd Place; in Category J, Local Television Newscast, the "Fort Gordon Report" won 1st Place. Congratulations to all PAO personnel for a job well done.

OFFICE OF THE STAFF JUDGE ADVOCATE

From the Director's Perspective

The Office of the Staff Judge Advocate (OSJA) kept a steady pace throughout 2001, despite numerous personnel changes encountered during the year and the tragic terrorist attacks of September 11th 2001. The Fort Gordon OSJA continued the tradition of excellence in legal services to Fort Gordon commanders, soldiers, civilians and retirees in the Augusta area. In February, a staff ride was taken to the battlefields of King's Mountain and the Cowpens in South Carolina. In July, a new Deputy Staff Judge Advocate, LTC Maurice A. Lescault, Jr., replaced LTC Stephen Parke. Additionally, during the summer LTC Peter Zolper arrived as the new Regional Defense Counsel. Ms. Sue Brewer-Rollins took the place of Ms. Susan Ford as the OSJA Secretary. After the September 11th tragedy, the OSJA addressed many new and complex legal issues and supported the expanded Emergency Operations Center (later Installation Operations Center) on a 24-hour basis. Training was provided to the guard forces and quick reaction forces on rules for the use of force and included classroom and situational training. The OSJA provided soldiers for guard duty, quick reaction forces, and maintained guard of the office for over three months. Many client service and work areas were upgraded with end-of-year funds used to purchase furniture for Claims, Legal Assistance and Administrative Law Divisions, as well as, computers and automation equipment for about a third of the office. OSJA personnel were reassigned, during the fall, to the newly formed Headquarters Company, US Army Garrison.

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.

Key Personnel

Staff Judge Advocate
COL W. A. Stranko III — January 2001 – December 2001

Deputy Staff Judge Advocate
LTC Stephen M. Parke — January 2001 – July 2001

LTC Maurice A. Lescault, Jr.	July 2001 – December 2001
Chief, Criminal Law Division	
CPT Thomas D. White	January 2001 - December 2001
Chief, Administrative Law Division	
GM-13 Terence Cleary	January 2001 – December 2001
Chief, Legal Assistance Division	
GM-13 David C. Cross	January 2001 – December 2001
Chief, Claims Division	
GM-13 Allan T. Downen	January 2001 – December 2001
Legal Administrator	
CW2 Carl F. Bourland	January 2001 – December 2001
Chief Legal NCO	
SFC David J. Salley	January 2001 – December 2001

Resources

Nine military and seven civilian attorneys, one warrant officer, 16 enlisted legal soldiers, and six civilian legal support personnel staffed the Office of the Staff Judge Advocate.

Activities and Accomplishments

❖ **Military Justice:** Fort Gordon had a steady year in the area of Military Justice (MJ). In 2001, MJ prosecuted five Special Courts-Martial empowered to adjudge a Bad Conduct Discharge, which resulted in five convictions and no acquittals. Eight other cases resulted in Chapter 10s. In addition, there were eight Summary Courts-Martial that resulted in convictions. There were not as many Courts-Martial this year as in previous years, due at least in part to the diligent preventive law efforts of Trial Counsel working with commanders. Trial Counsel also kept busy by instructing several military justice classes on a monthly basis, as well as instructing the Commander's Training Course, the Signal Officer Basic Course and the Signal Officer Career Course. The Chief, Military Justice, continued the monthly Trial Counsel Training Program that involves the training of all Trial Counsels assigned to the Military Justice Division.

In January, CPT Troy Wallace joined the Military Justice Division and assumed duties as Trial Counsel for Garrison and as a part-time Special Assistant to the United States Attorney. (SAUSA). The SAUSA position continued to play a vital role in maintaining law and order on the installation by prosecuting several civilians who committed felony or misdemeanor crimes on post, as well as, processing over a thousand tickets for minor traffic offenses. In addition to CPT Wallace, there were other significant personnel changes within the Division. CPT Shane O'Toole, 93rd Signal Brigade Trial Counsel, ETS'd in June and was replaced by CPT Michael

Kanabrocki. In November, CPT Mathew Newell, 15th Signal Brigade Trial Counsel moved to the Administrative Law Division of the OSJA and was replaced by CPT Ryan Chandlee.

❖ **Operational Law:** In 2001, Majors Paul Brandau and Edward Dillard assumed duties of their predecessor, CPT Kevin Brown, in Administrative and Operational Law (OPLAW). They made major improvements in the installation Force Protection Plan and in the judge advocate support to the EOC. MAJ Brandau left in July for the Judge Advocate Graduate Course. MAJ Dillard assisted with EOC operations after September 11th, but ETS'd by year's end and joined the Reserve Component. CPT Matt Newell moved from Criminal Law into this position and did yeoman's work to manage the OPLAW program. The OPLAW Attorney Training Program continued and was incorporated into the existing OSJA Leader Development Program. The training objective is to prepare Fort Gordon judge advocates for future assignments, deployments, and OPLAW positions. 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. All officers in OSJA participated in manning the Fort Gordon Emergency Operations Center in the immediate aftermath of the 11 September 2001 attacks on the World Trade Center and the Pentagon.

❖ **Procurement, Ethics, Fiscal Law, and other Installation Issues:** The Administrative Law (Ad 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 Ad Law Division 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. (We assisted the Litigation Division and the Department of Justice in two contract cases filed in the U.S. Court of Federal Claims. We also assisted the local U.S. Attorney in civilian personnel actions filed in the U.S. District Court, Augusta, Georgia.)

In 2001, the Division Chief, Mr. Terence Cleary continued to serve as principal advisor to the committees considering the contracting out of portions of three directorates on Fort Gordon. The three areas under study are the Training Support Center (which stayed "in house"), the AG Military Personnel Office (still under study) and the Directorate of Information Management (still under study). In the Ethics arena, Mr. Cleary again handled the SF 278 and OGE 450 reviews and filings and provided annual training. Mr. Cleary handled scores of actions as the Ethics Counselor. In 2001, the Ad Law Division worked with the Director of Community Activities and the Garrison staff on general public access to the Fort Gordon Recreation Area. The Corps of Engineers, Savannah District, decided that Fort Gordon could not open FGRA to general public access and drafted a new Permit for FGRA operations. The Corps issued a new license to the installation this year.

Other matters of note included:

Fort Gordon Elementary School: Ad Law continued to work with the Garrison Commander's Office and the Richmond County School Board. The Army issued the lease to the school board. The ground breaking was in April, and as of 31 December 2001, construction was well under way. The school is to open in August 2002. MAJ Brandau did exceptional work rewriting Fort Gordon regulations dealing with the elimination of soldiers from training. He also

prepared an exhaustive guide for enlisted elimination actions and trained the installation's legal clerks on elimination procedures. MAJ Dillard provided many hours of assistance to the Military Justice Division's Special Assistant U.S. Attorney. MAJ Dillard appeared in the U.S. Magistrate's Court on more than 20 cases, such as probation revocation, sentencing, and bench trials.

CPT Newell and many other officers of OSJA provided classes on the Rules in the Use of Force to Fort Gordon soldiers (permanent party and activated National Guard and Reservists). Ad Law Division assisted the Litigation Division on a novel case involving an officer who sued another officer in the State Court. Ad Law coordinated with the Justice Department and the Litigation Division. The court dismissed the case. Ad Law also assisted the School for Information Technology in its development of an advisory program for the University of Information Technology, and advised the Director on how to obtain this advice without having to invoke the Federal Advisory Committee Act.

Based on application of the TRADOC Manpower Drivers, in 2001 Ad Law Division produced 9672 hours. Based on the applicable number of duty hours during the 12 months (1952 hours), our workload justified 4.95 Full Time Employees. The TRADOC driver's formula is not necessarily wholly accurate. We do the best we can to capture the workload data. In fact, our gross productivity numbers for 2001 were as follows: 1007 (correspondence-producing actions, many of which entailed long hours producing litigation-related documents), 701 visitors to the office, 1075 Classes and Meetings, 3680 phone calls, and 5018 e-mail messages (replies or new messages), for a total of 10,406 "billable" documents or events.

Environmental Law: The ELS, Mr. Proudfit, continued to work with the Directorate of Public Works on all actions concerning the installation's environment. He spent much of his time reviewing various NEPA reports and determinations for legal sufficiency. In many case, the documents under review required significant rewriting in order to comply with statutory and regulatory guidance. The ELS also devoted many hours to the Environmental and Natural Resources Management Office's annual request for funding for environmental remediation programs at Fort Gordon. The review process entails expending many hours developing the order of priority for funding to persuade TRADOC that the requested order is correct. The TRADOC SJA requires a separate legal opinion for this project. The ELS provides that opinion. A recurring issue is the authority of the Garrison Commander to sign permits and other environmental documentation. At year's end the ELS was working with ENRMO to develop a matrix delineating the documents for which the Commanding General could delegate signature authority to the Garrison Commander.

Labor Law: In 2001, the installation Labor Counselor, Mr. James R. Baugh, represented the Army in appeals to the Merit Systems Protection Board, EEO complaints before the DOD Office of Complaint Investigations, EEO complaints before Administrative Judges from the Equal Employment Opportunity Commission, appeals to the EEOC Office of Federal Operations, and grievances. Mr. Baugh also represented the Army in unfair labor practice charges filed by the Union against installation directorates. Mr. Baugh is a major player in all actions affecting Fort Gordon civilian personnel. He is an invaluable asset whenever issues arise, such as EEO complaints, adverse actions, no adverse actions, labor union allegations of unfair labor practices,

grievances, reductions in force, and virtually any other matter involving the Fort Gordon civilian work force.

Legal Assistance: More than 32,000 eligible clients were seen or provided legal services at the Fort Gordon Legal Assistance Office. More than 7,800 powers of attorney were prepared as well as more than 1,350 wills and living wills. Nearly 16,000 notarizations were performed. The Legal Assistance Division continued to see increases in the frequency and volume of Soldier Readiness Processing activities especially following the September 11 terrorist attack (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 again 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 2001 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 $3,150,000 in tax refunds and saved clients nearly $339,000 in tax preparation fees ($205,000 prep. fees and $134,000 in saved refund anticipation loan fees).

❖ **Claims:** The Claims Division processed 633 claims against the Government and 313 local carrier recovery claims during calendar year 2001. Local collections for the Government from household goods carriers were $ 86,694.44 during the year. Medical care recovery was $289,241.65 during calendar year 2001, of which $229,619.80 was returned to Eisenhower Army Medical Center. A total of $553,661.76 was approved and paid on claims against the Government.

CHAPLAIN SECTION

From the Director's Perspective

The hallmark of 2001 was the implementation of the Chief of Chaplain's Strategic Plan and the focus of spiritual development of Fort Gordon Unit Ministry Teams (UMTs) so they can more effectively develop and execute programs designed to reach soldiers and their families. The leadership vision was to match the "SACRED" values-based program to provide spiritual readiness to each of our religious programs. "SACRED," stands for Spirituality, Accountability, Compassion, Religious Leadership, Excellence and Diversity. Spiritual Leadership is the foundation for building strong relationships, strengthening and encouraging faith, and good decision making to those we serve and summarizes the focus of programs to reach that vision.

Following the infamous terrorist attack on September 11, Unit Ministry Teams were on duty 24 hours a day at Good Shepherd Chapel. Many soldiers and family members took advantage of the occasion to come and discuss their fears and concerns for themselves, their families and our great Nation. Chaplain (LTC) Mitchell L. Morton, Chief, Operations & Support, Chaplain (LTC) Larry Lawrence, Chief, Chapel Centers/Religious Activities (CC/RA),

and Deputy CC/RA Chaplain (CPT) Janice Hanson provided 24-hour operational coverage at the Emergency Operations Center for three weeks after the attack. In addition, several special prayer services were held at the chapels.

Programming included the "Spiritual Fitness Olympics" by the 63d Signal Battalion Chaplain, 15th Signal Brigade's SOUL (Soldiers Outing Unto the Lord) events to attract soldiers to their chapel service, lunchtime seminars called "Chaplain Chat" hosted by the 201st Military Intelligence Unit Ministry Team, as well as a Post-wide Marriage Retreat and a "Great Dads Seminar."

Training and professional development of ministry team members continues to be a high priority. Applied Suicide Intervention Skills Training (ASIST) was mandated for every TRADOC Installation in 2001. Two Fort Gordon chaplains became certified trainers with the mission to train all UMTs, enabling the best, most up-to-date, hands-on suicide prevention training available today at very little cost. Future plans included conducting ASIST for the Command down to battalion level. Many chaplains and chaplain assistants were enrolled in degree-producing programs in 2001. Monthly professional military training for the UMTs encompassed both tactical and pastoral skills designed to produce effective ministry teams now and in the future.

Fiscal constraints continue to make ministry more challenging. Fiscal year 2001 ended with the arrival of a second Catholic priest, whose full-time job is Family Life Chaplain. As a result we can devote about 5% of our time to the Catholic Parish. The acute shortage of Catholic priests means Fort Gordon will have to contract much of that responsibility. All congregations on Post continue to grow. The Post Theater continues to house our largest Protestant congregation, the Gospel Service. Though there continued to be a steady increase in chapel offerings, the fiscal constraints remain a problem, but were not a show shopper. Our manpower is presently at 88%. If our TDA slots are reduced below 86%, that will cause a significant disruption in future ministry. The Installation Chaplain has an open-door policy for chaplains and chaplain assistants, so they can get to know their Post chaplain. Most UMTs take advantage of this opportunity.

Still the greatest 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 are hindered by the shortsighted decisions of 25 years ago. The history lesson for 2002 is to learn from that mistake in this new millennium.

Mission

The mission of the Chaplain's Office is to bring the Fort Gordon Community to God and God to the Fort Gordon Community by providing religious support and spiritual expression; assisting commanders to ensure the right of free exercise of religion; training in the area of spiritual and ethical leadership; planning for and executing all deployment contingencies.

Key Personnel

Installation Staff Chaplain

CH (COL) RICHARD MINCH	January - December 2001

Chief, Operations & Support

CH (LTC) WILLARD RICHARDSON	January – April 2001
CH (LTC) MITCHELL L. MORTON	May – December 2001

Chief, Chapel Centers / Religious Activities

CH (LTC) MITCHELL L. MORTON	January – April 2001
CH (LTC) LARRY LAWRENCE	May – December 2001

Resource Manager

CH (CPT) GARRY R. KERR	January – December 2001

Family Life Chaplain

CH (MAJ) RICHARD BENDORF	January - December 2001

NCOIC

SFC KHADEEJAH TIMAZEE	January – April 2001
SFC GARY WARD	May – December 2001

Resource Statement

The FY 01 Command Master Religious Program was funded at $599,548. Appropriated Funds totaled $214,675; Civilian Pay $115,000; Travel $15,000; Contracts $58,000; and Supplies $24,000. Non-Appropriated Funds (regular and designated offerings, donations, grants and interest) totaled $ 384,873.[22] At the beginning of 2001, the Unit Ministry Team had 21 chaplains authorized and 18 chaplains assigned and 26 chaplain assistants authorized and 25 chaplain assistants assigned. By year-end there were 21 chaplains authorized and 20 assigned, and 26 chaplain assistants authorized and 21 assigned. Two civilians were authorized and two assigned during 2001.[23]

Activities and Accomplishments

❖ **September 11, 2001:** Following the terrorism of 9/11 … two Post-wide Prayer Services were conducted by Fort Gordon Chaplains on September 14, 2001 at 12:00 and 4:00 p.m. at Barnes Avenue Friendship Chapel. Approximately 150 attended the services.[24] Following the

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[22]Fiscal Year 2001, CMRP: Command Master Religious Plan, 29 January 2000, U.S. Army Signal Center and Ft. Gordon.

[23]Personnel Roster, 6 March 2001, Headquarters, U.S. Army Signal Center and Fort Gordon, Office of the Chaplain, Fort Gordon, GA 30905-5287.

[24]Email, CPT Hanley Bernadette to Fort Gordon Leaders, Subj: Prayer Service at 1200 and 1600, Friday, 14 September 2001, 8:58pm.

attack, Unit Ministry Teams were on duty 24 hours a day at Good Shepherd Chapel. Many soldiers and family members took advantage of the occasion to come and discuss their fears and concerns for themselves, their families and our nation. The Gordon Regional Security Operation Center (GRSOC), which was involved in real time mission, was under much stress during this crisis. The GRSOC UMT provided two prayer services on September 14 at Back Hall and Critical Incident Stress Debriefings with each shift change over several days following the incident. Fortunately, the GRSOC Chaplain, MAJ Ken Bellinger, had the help of an Air Force Chaplain who was TDY at Fort Gordon during this crisis because he could not fly out for several days, and he also had the assistance of a Chaplain Candidate, LT Edgardo Ortiz.

Chaplain (LTC) Mitchell L. Morton, Chief, Operations & Support, Chaplain (LTC) Larry Lawrence, Chief, Chapel Centers/Religious Activities (CC/RA), and Deputy CC/RA Chaplain (CPT) Janice Hanson provided 24-hour operational coverage at the Emergency Operations Center for three weeks after the attack. Chaplains provided death notification ministry for one of the officers killed in the Pentagon whose sons lived in the Augusta area. The Post Chaplain's Office also began making "pizza and cookie runs," providing ministry to the M.P. Gate Guards, whose security mission had significantly increased. Deliveries were made by chaplains and assistants several evenings a week to guards at all entrances to Fort Gordon. Chaplain (COL) Richard Minch, Installation Chaplain, was in charge of the arrangements for services and ministry to the gate guards.[25]

❖ **Islamic Awareness Symposium:** An Islamic Awareness Symposium was held November 13, 2001 from 11:00 a.m. to 12:00 p.m. in Alexander Hall. The purpose was to provide a forum for better understanding of the differences between Muslim extremist fundamentalism versus the true teachings of the Religion of Al- Islam (Islam and Muslims). About 75 attended the symposium. The project officers for the event were Muslim Lay Leader, CPO (Retired, USN) Marshall Abuwi, and Chapel Centers/Religious Activities Chief, Chaplain (LTC) Larry Lawrence. "One Creator, One Humanity, Excellence in Faith," The Signal, 2 November 2001, p.11A.

❖ **Military Unity Celebration with Dave Roever:** Fort Gordon's Unit Ministry Teams presented a two-fold program featuring Rev. Dave Roever on November 26, 2001. Rev. Roever, a Vietnam Navy veteran, spoke at a pay-as-you-go luncheon at the Gordon Club. Following that, Rev. Roever spoke to active duty soldiers from 2:00 to 3:30 p.m. at Signal Theater. Using his war experiences of loneliness, peer pressure, disfigurement and pain, as well as his wholesome relationships with his parents, wife and children, Roever talked with Fort Gordon soldiers and civilians with a message of hope. The project officer for the event was the 513th MI Brigade Chaplain (LTC) Donnie Moore.[26]

❖ **The Four Chaplains Memorial Service**: During the first half of 2001 the 442nd Signal Battalion Unit Ministry Team was involved in a number of programs designed to enhance the

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[25]GPC Card Disbursement Voucher, 18 September 2001, DA Form 1994.

[26]Program, Military Unity Celebration, 26 November 2001, "The Only Preparation for tomorrow is the right use of today." Fort Gordon, Georgia.

quality of life and well being of the soldiers within the battalion, brigade, and installation. One such program conducted on the installation level was the Four Chaplains Memorial Service held February 2nd at Signal Theater. The service was conducted in coordination with the American Legion Post and the Center Chaplain's Office. Many distinguished guests attended, including the Post Commanding General and Mayors from surrounding communities. The music portion of the program, which was performed by the Cross Creek High School Choir and Ms. Christina Peth, was a high point of the service. Approximately 200 persons attended from the Fort Gordon and American Legion communities. Chaplain (CPT) John C. Lau, 442d Signal Battalion Chaplain, was the project officer of the event.[27]

❖ **Chaplain Assistants Change MOS**: On October 1, 2001, the Chaplain Assistant MOS, formerly 71M, changed to 56M. The new MOS Code better relates to the religious support that chaplain assistants provide to chaplains, said SFC Gary Ward, Senior Chaplain Assistant Supervisor. The Chaplain MOS is 56A.

❖ **Ministry in the Units**

63d Signal Battalion Spiritual Fitness Olympics: On May 23rd, the 63rd Signal Battalion Unit Ministry Team conducted Spiritual Fitness Olympics for the companies of the 63rd Signal Battalion. This unique competition took place during the PT hour and featured unique fitness events that challenged the body, encouraged teamwork, and enhanced the cohesion of the unit as a whole. The events challenged the physical fitness of the team and allowed them to incorporate their military skills as well. As could be seen in the photos, the teams really cheered one another on! Chaplain (CPT) Brian Mead, the 63rd Signal Battalion / Acting 93rd Signal Brigade chaplain, conducted a spiritual fitness devotional following the event. This tied it all together—especially emphasizing that the entire team wins when we not only train for war and physically subject our bodies to intense military training, but also train our spiritual life with devotion to God. This was an extremely positive event for all and plans are being made to continue this competition within the battalion and also to take it to brigade level to challenge the leaders! Chaplain (CPT) Brian L. Mead conducted the event.[28]

93d BDE Prayer Breakfast: On December 16, 2001, 7:45 a.m., the 93rd BDE Chaplains conducted their quarterly BDE Prayer Breakfast at Golden Corral. Attendance was 101 personnel. CH (LTC) Larry Lawrence's message was "Sometimes God Changes His Mind." Chaplain Lawrence is the Chief of Chapel Centers/Religious Activities Branch. The cost to the Consolidated Chaplains Fund was $675.00. Donations of $465.00 were received and deposited. It was an excellent prayer breakfast with fantastic attendance. Food was excellent; music was seasonal and great; Chaplain Lawrence delivered a very good and thought provoking message, and COL Gerstein, BDE Commander, provided superb command support. Chaplain Brian Mead was the project officer and is the 63d Battalion and Acting Brigade Chaplain.[29]

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[27]After Action Review, Four Chaplains Memorial Service, 2 February 2001.

[28]Photo Sheet, 63rd Signal Battalion Spiritual Fitness Olympics, n.d.

[29]93d Brigade Prayer Breakfast photo, 19 December 2001.

67th Signal BN Marriage Retreat: April 26-27th Chaplain May conducted a marriage retreat for the 67th Signal Battalion at Epworth by the Sea, St. Simon's Island, Georgia. The theme was "More Than Survivors … Thrivers!" This theme was chosen in conjunction with the popular TV show, "Survivor" which also takes place on an island. There were three sessions, each designed around ways to make marriages not only to last, but to thrive. The sessions utilized a combination of teaching, video, and time for couples. Another highlight of the retreat was the dolphin cruise; couples went out in boats into the marshes to spot dolphins. Because permission was given by the battalion commander to conduct the retreat on Thursday and Friday, this improved the success of the event. Overall, the event was a huge success. Project officer was Chaplain (CPT) James E. May, IV, 67th Signal Battalion.[30]

73d Ordance Battalion STAR Retreat: The 73rd Ordnance Battalion had a Spiritual Training and Recreation (STAR) retreat at the Fort Gordon Recreational Area (FGRA) on Saturday, June 9th. The Battalion UMT took Initial Entry Training (IET) soldiers to the FGRA for a day of spiritual enrichment and wholesome recreational activities. Chaplain Kim, Battalion Chaplain, provided a class on spiritual fitness in the morning, and the rest of the day was set aside for soldiers to use the recreational facilities. Chaplain Kim emphasized the necessity for spiritual fitness, especially in the IET environment. The soldiers enjoyed the rest of day canoeing, swimming, playing beach volleyball, and having a picnic lunch. The Fort Gordon Recreation Area also provided a relaxed atmosphere where soldiers could talk with their chaplain freely. The retreat helped to reduce stress level of IET soldiers and promoted Army values through spiritual fitness. Captain Yun J. Kim, Chaplain of the 73d Ordnance Battalion, was the project officer.[31]

369th SIG BN Midnight Munches: The 369th Signal Battalion UMT initiated a Monthly Midnight Munch Ministry during the first half of the year. This ministry was conducted to provide UMT presence for the 11:30 p.m. meal that occurs between the swing and midnight shifts of schooling for our trainees. The UMT provided a ministry of presence at the Dining Facility and the parking lot area where AIT soldiers form up to transition to school or back to their barracks. This ministry is unannounced and presents a challenge for soldiers to recognize the UMT in the dark. One true way of determining how well the UMT is known is a soldier's ability to recognize who you are in the dark. This midnight ministry provides an opportunity for on-the-spot pastoral care and counseling for our "Mids" and "Swings" soldiers. Chaplain (CPT) Daren Waters, Sr., was the 369th Signal Battalion Chaplain.

442d SIG BN Spouse Seminar: On June 1st Chaplain (MAJ) Robert Lyons became the Ethics Instructor for the Regimental Officer Academy. Due to an internal reorganization in August, 2001, the ROA was dissolved and incorporated into the 442d Signal Battalion. With this reorganization, 442d relinquished its mission for Initial Entry soldiers, and consequently, the 442d Battalion chaplain, Chaplain (CPT) John C. Lau, was reassigned to the 551st Signal Battalion. Chaplain Lyons, then became the 442d Battalion Chaplain in addition to his Ethics Instructor/Writer duties. A highlight of this period was the creation of a Spouse Seminar,

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[30]Flyer, Marriage Retreat, St. Simons Island, Georgia.

[31]Memorandum, 10 April 2001, Subj: Memorandum of Instruction for Spiritual Training and Recreation Retreat.

designed for Signal Captain Career Course students and spouses, training future command teams in family issues. A Spouse Seminar was held November 28th, 0900-1515 at Greely Hall, with child care provided at the Child Care Center on Post, paid for by the Chaplain Section. Approximately 35 attended the seminar. Chaplain (MAJ) Lyons was in charge of the program.[32]

SOUL Outing: Chaplain Basal was assigned as the Senior Pastor of the 9:00 a.m. Soldiers' Service in November 2000. The Soldiers' Service had an established monthly event known as the SOUL (Soldiers' Outing Unto the Lord) in which soldiers could spend time in a Christian atmosphere relaxing at the Fort Gordon Recreational Area. Chaplain Basal continued the outings but changed the intent and place of the outing to include all of the Central Savannah River Area (CSRA). Canoeing, Paint-balling, and touring historical sites in Augusta were just some of the programs used to attract new soldiers to the worship service. By changing the activities from one month to another, excitement built among the soldiers to see what the next event would be. The average attendance for these events has been 45-50 soldiers. The SOUL Outings have been an extremely positive and welcome part of the Soldiers' Service and will continue well into the future. Chaplain (CPT) Patrick R. Basal, 447th Signal Battalion, was in charge of the SOUL events.[33]

513th MI Unit Ministry Teams (UMTs): Two events were highlighted in the 513th MI Brigade in 2001. One was a Prayer Breakfast in March conducted in the Dining Facility with maximum attendance. CH (COL) James Russell, U.S. Army, Retired, and formerly INSCOM Chaplain, was guest speaker.[34] Another highlight was Fort Gordon's participation in the INSCOM UMT Conference in Colorado in June. The 513th UMTs were the most involved UMTs at the conference, conducting morning meditations and providing briefings. Chaplain (CPT) John L. Kallerson and SGT Demetrius Simms, received the INSCOM UMT of the Year Award because of their outstanding ministry to their battalion, the 201st Military Intelligence BN. Chaplain (LTC) Donnie Moore was the 513th MI BDE Chaplain.

201st MI Battalion "Chaplain Chat": The 201st Military Intelligence Battalion Unit Ministry Team wanted to offer marital and relationship classes to the unit, but the OPTEMPO continued to cause problems with all-day classes or retreats. The solution to the dilemma became the "Chaplain Chat." The "Chats" consisted of seven one-hour seminars offered during the lunch hour on a particular relationship skill. The materials for the seminars came from the well-known PREP (Prevention and Relationship Enhancement Program) materials. The classes were offered as a preventative measure that couples could add to their "toolbox" of relationship skills. The UMT provided all the materials and some refreshments during the classes. The seminars lasted from 12:00 – 1:00 p.m. and were conducted in the battalion conference room. The 202d MI BN, which was without a chaplain, was invited to attend and some couples from 202d showed up for the seminars. Overall, the average attendance was 18 people. Classes included danger signs, problem solving, ground rules for conflict, commitment, forgiveness, speaker listener techniques,

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[32]Flyer, Spouse Seminar, 28 November 2001.

[33]Flyer, Paintball War, 13 October 2001.

[34]Program, 513th Military Intelligence Brigade Quarterly Prayer Breakfast, March 27, 2001.

communication filters, and expectations. Chaplain (CPT) John L. Kallerson, 201st MI Chaplain, taught the classes.[35]

15TH BDE "Exodus": Every Christmas Holiday the 15th Signal Brigade sends almost all of their AIT (Advanced Individual Training) soldiers home for two weeks' leave. This is known as Exodus. The night when all leaves started was December 18th, when each battalion becomes the pusher unit to "push" their soldiers out of Fort Gordon, by plane, bus, or automobile. The entire 15th BDE cadre worked 24 hours to ensure the departure of each and every soldier. The BDE UMTs were no exception. They covered each of the departure sites for every chalk by ministry of presence. Barnes Avenue Friendship Chapel (BAFC) personnel hosted the Hospitality House, a place set up for the cadre to stop by and relax and have some refreshments between chalk times. The BDE UMTs, along with the BN URGs, ran the show and made it a great place for cadre to eat and rest. They also handed out candy and talked to departing soldiers as they waited for their buses to leave. The soldiers welcomed the ministry of the chaplains as well as the candy. Chaplain (MAJ) Michael Riddle was the 15th BDE Chaplain.[36]

❖ **Chaplain Family Life Center:** The Chaplain Family Life Center offered programs that addressed problems and concerns that affect and impact the positive dynamics for family growth. One of the most successful and accepted programs is the Interactive Marriage Workshop. These workshops were offered at the Family Life Center, Building 38804, Academic Drive, normally on the second Friday of each month from 12:00 to 5:00 p.m.

The Interactive Marriage Workshop (IMW) was launched in the spring of 2001 and fulfills the requirement of a pre-marriage program for all couples who get married on Fort Gordon. But the IMW is also a broad-based program offering components of the Gottman material (7 Principles for Making Marriage Work) as well as the C-PREP (Christian-The Prevention and Relationship Enhancement Program) for all couples who want to enhance their marital/family skills and better their communications skills. The IMW is a 5-hour workshop that includes video presentations, role-playing, couples work, and didactic input sessions. Because of the intensity of the presentations and cutting-edge material, sessions were normally lively, enthusiastic, and insightful. Couples are asked to meet with their unit chaplains for registration forms and updated information on the workshops. At present, arrangements are being made to offer a similar program in conjunction with ACS on a quarterly basis. Chaplain (MAJ) Richard Bendorf, Family Life Chaplain, was in charge of the program.[37]

❖ **Post-Wide Marriage Retreat and Great Dads Seminar:** "A Family of One" marriage retreat was held September 28-30, 2001, at the Radisson Riverfront Hotel in Augusta. Thirty-four couples signed up for the weekend retreat, and 21 attended. Chaplain (Major) Richard

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[35]Flyer, "Chaplain Chat," April 17, 2001.

[36]Memorandum, December 17, 2001, Chaplain (MAJ) Michael D. Riddle to Installation Chaplain, et al, subj: 15th RSB Unit Ministry Team (UMT) Coverage for Exodus 2001.

[37]Brochure, "Building a Loving and Lasting Marriage, undated.

Bendorf, Family Life Chaplain, was the project officer for the event.[38] The Family Life Chaplain also sponsored a "Great Dads" Seminar on September 22nd, 8:00-1:00 at the Wingate Inn. CH (MAJ) Ken Bellinger, 116th MI/GRSOC Chaplain, assisted Chaplain Bendorf with the seminar and 12 attended. The events of September 11th may have negatively impacted the program attendance because of extra duties, etc., being pulled by soldiers.[39]

❖ Training

ASIST – Applied Suicide Intervention Skills Training: Training and professional development of ministry team members continued to be a high priority. Applied Suicide Intervention Skills Training (ASIST) was mandated for every TRADOC Installation in 2001. Two Fort Gordon chaplains became certified trainers with the mission to train all UMTs, enabling the best, most up-to-date, hands-on suicide prevention training available today at very little cost. CH (CPT) John Lau and CH (MAJ) Richard Bendorf, completed training in Hampton, VA, in May to become Fort Gordon's certified trainers. Thirty persons (including some from outside the Chaplain Section) were trained at the first two-day training session August 15, 16, from 7:30 a.m. to 4:30 p.m., at the Gordon Club. The second training session was held November 14th and 15th, and 21 were trained. Future plans include conducting ASIST for the Command down to battalion level. Chaplain (MAJ) Richard Bendorf, Family Life Chaplain, was in charge of the ASIS Training.[40]

Unit Ministry Team Training: Many chaplains and chaplain assistants were enrolled in degree-producing programs in 2001. Monthly professional military training for the UMTs encompassed both tactical and pastoral skills designed to produce effective ministry teams now and in the future. Some of the topics covered were: Strategic planning; Combat Ministry and Combat Development Trends provided by CH (MAJ) Mat Woodbery, Combat Developments Division, U.S. Army Chaplain's School; Spiritual Leadership and Team Building; IRT Individual Readiness Training; Battlefield Medical Ethics provided by CH (LTC) Dave DeDonato, Senior Chaplain Clinician, EAMC; Deployment/Reunion Issues; A-Team for Leadership; Crisis Care: Hope for the hurting; UMT Stress and Burnout. The chaplain training manager was CH (LTC) Mitchell Morton, Operations & Support Chaplain.[41]

❖ Religious Education

Seven Laws of the Teacher Course: The teacher training course called "The 7 Laws of the TEACHER" was presented during March and April, 2001. The seven-lesson course was presented over a period of nine weeks with two holiday breaks. Each lesson was presented twice

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[38]Flyer, "A Family of One."

[39]After Action Review (AAR): 116th MI Group, Event: Great Dads Seminar, Sept. 22, 2001.

[40]E-mail message, June 4, 2001, Chaplain Douglas McLeroy to Adams-ThompsonL, et al, subj: McLeroy Sends: Applied Suicide Intervention Skills Training (ASIST).

[41]Memorandum, 17 January 2001, Chaplain (COL) Richard Minch to Unit Ministry Teams, DRE, Fort Gordon, GA, subj: Unit Ministry Team (UMT) Training Plan FY 2001.

– Sunday afternoons and Monday evenings. The course featured individual participant preparation, lively group discussion, and video presentations by Dr. Howard G. Hendricks, founder and former chairman of the Christian Education Department at Dallas Theological Seminary. The themes of the seven laws are expressed in the acronym, "T.E.A.C.H.E.R." Law # 1, "Teacher," asks whether we will have a "ministry of mediocrity or multiplication." Law # 2, "Education," suggests that what is important is "what's left over after you've forgotten the facts." Law # 3, "Activity," focuses on changing into the image of Christ. Law # 4, "Communication," suggests an eight-stage model for teachers and other leaders. Law # 5, "Heart," provides the "essence of expression and persuasion." Law # 6, "Encouragement," shares the secrets of motivating students. Law # 7, "Readiness," emphasizes the preparation necessary for maximum profit. Participants completed a workbook during the presentations and were assigned reading and application activities to complete between sessions. Nineteen participants began the course and 12 completed it. Randy Dillard, Religious Education Director, conducted the program.[42]

Sunday School Family Skate Party: The Protestant Post-wide Sunday School sponsored a "Family Skate Party" for all members and friends of the Sunday School program on Monday, February 26th. All ages – children, youth, and adults – were included. This event took advantage of the monthly Christian Skate Night at the Stardust Skate Center in Augusta. On these nights, contemporary Christian music is featured. Parents could enjoy the family atmosphere of good music with no embarrassing lyrics. There were 42 participants in the Fort Gordon group, which won the prize of $22.00 for having the largest group present that night. The prize money was donated to the Chaplains Crisis Ministry Fund. Mr. Randy Dillard, Religious Education Director, was in charge of the event.[43]

❖ Chapel Programs

Catholics Celebrate Feast of St. Michael: Parishioners at Good Shepherd Chapel celebrated St. Michael's Feast Day on September 29, 2001, with an outdoor Mass at 5:00 p.m. at the Engineer Field Pavilion, and approximately 250 attended. Coordination was made with Hispanic chapel members, who provided Spanish music for the Mass as well as entertainment afterward, tying in with Hispanic Heritage Month. Chaplain funds provided the ingredients for traditional Hispanic foods, which were prepared by the parishioners. Non-Hispanic parishioners brought salads and desserts. St. Michael is the patron saint of the congregation. Major Jorge Berrios, the Parish Council President, coordinated the event, and Chaplain (COL) Richard Minch was the sponsoring chaplain.

Protestant Women of the Chapel: On Tuesday, January 30th, the Protestant Women of the Chapel conducted a kick-off event for an Evening Bible Study. For some time, there has been a tremendous need to see the PWOC reach more women. On December 12, 2000, Chaplain and Mrs. James E. May, IV, hosted a "Christmas Cookie Exchange" in their home for any women interested in starting an Evening Bible Study. Nearly 25 women showed up that evening. As a result, it was decided to conduct a nighttime PWOC meeting and study, commencing with the

[42]Flyer, Teacher Training Video Series, "The 7 Laws of the Teacher," Mar-Apr, 2001.

[43]Flyer, All Sunday School Family Skate Party, Feb. 26, 2001.

kick-off event. The kickoff was held January 30th, with a little over 30 women in attendance! The kickoff was conducted in the Bicentennial Chapel, and the women arranged the details of speakers and decorations, with the chaplain advisor's oversight. The evening Bible study continued to be a very strong and vital part of the ministry of Bicentennial Chapel throughout 2001. PWOC Chaplain Advisor was Chaplain (CPT) James May, 67th Signal Battalion.[44]

Catholic Youth Ministry: In November and December teens and sponsors in the Catholic Youth Ministry (CYM) from St. Michael's Parish, Good Shepherd Chapel, performed volunteer services at the Golden Harvest Food Bank in Augusta. In November 33 participants sorted food from the "Spooky to be Hungry" food drive. In December participants sorted food, ensured its usefulness, moved food from the warehouse to the workroom, prepared cases for delivery, and swept, washed and cleaned. Mrs. Joann Capozzoli is the Catholic Youth Leader.[45]

Also in November and December, the CYM gave of themselves in service to patients at the Veterans Administration Hospital in Augusta. November 17th volunteers played bingo while visiting and talking with patients. They had prepared booklets of coupons for patients to spend in the hospital canteen. In December, 40-plus participants went caroling on the wards of the hospital, giving out 200 gifts, which they had made at their December CYM meeting. As always, the times of work were filled with laughter and a sense of community. But most importantly, the youth learned valuable lessons of ministering to others instead of themselves. These were good experiences. The project officer was the pastoral coordinator, Mrs. Frances Simpson, and Randy Dillard was the Religious Education Director.[46]

❖ **Holiday Food Programs**: In November the Chaplain Section distributed 804 Thanksgiving Food Vouchers to needy military families for a total of $20,100.00. Money was collected at chapel services, and private organizations on Post also donated to the Food Voucher Program. The $25.00 vouchers were redeemable at the Commissary.[47] In December a check from the Chaplain's Office for $7,262.05 was presented to the Christmas House on Fort Gordon. The money came from offerings at all the Fort Gordon worship services the first weekend in December. Chaplain (CPT) Garry Kerr, Resource Manager, was in charge of the Holiday Food Programs.[48]

❖ **Annual Events:** The National Prayer Breakfast was held February 27, 2002, 6:30 a.m., at the Gordon Club. Retired Chaplain (Colonel) Louie Scales was the speaker. A combo from the U.S. Army Band played and the Columbia County Choral Society sang several patriotic songs.

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[44]Brochure, Protestant Women of the Chapel, Fort Gordon, GA, 2001.

[45]Letter, November 8, 2001, Laurie Roper, Food Drive Coordinator, St. Michael's Catholic Church.

[46]Receipts, Augusta VA Medical Center, Nov. 10, 2001, and Dec. 19, 2001.

[47]Memorandum, October 12, 2001, Chaplain Minch to Chaplain, CC/RA, et al; subj: Memorandum of Instruction: Support for Thanksgiving Food Voucher Program.

[48] "Thanks to all who contributed toward putting a smile on a child," The Signal, Dec. 21, 2001, p. 4A.

Chaplain (CPT) Patrick Basal, 447th Signal BN Chaplain, was the project officer.[49] The "Living Last Supper" dramatization was held April 11th and 12th at 7:00 p.m. at Bicentennial Chapel, with the Protestant Women of the Chapel sponsoring this annual program. The Palm Sunday Triumphal Entry March was held on April 8th and 75 walked with "Jesus and his disciples" (actors from the "Living Last Supper") from the I.G. Office to Bicentennial Chapel. The Easter Sunrise Service was held April 15th, 7:00 a.m., in Freedom Park. Chaplain (LTC) Willard Richardson, Operations & Support Chaplain, was the speaker. Over 400 attended until the rains descended and the service had to be curtailed. The project officer for the Sunrise Service was Chaplain (CPT) Brian Mead, 63d Signal BN Chaplain.[50] A post-wide Interfaith Thanksgiving Service was held Nov. 21, 2002 at 11:00 a.m. at the Barnes Avenue Friendship Chapel. Chaplain (COL) James Cooper spoke, and 86 attended.[51] The Chaplain's Office was in charge of Fort Gordon's annual Christmas Tree Lighting Ceremony, which was held at 6:00 p.m., December 3rd, at Freedom Park. CH (CPT) Brian Mead was the project officer for the ceremony.[52] A Protestant Christmas Eve Service was held on December 24th at 7:00 p.m. at Bicentennial Chapel. Catholic Masses were held Christmas Eve at Good Shepherd Chapel at 5:00 p.m. and midnight, and New Year's Eve at 5:00 p.m.[53]

Summary

The U.S. Army Chaplaincy Strategic Plan FY 2000 – FY 2005 was implemented in 2001, with a vision for "Religious Leadership for the Army … Courageous in Spirit, Compassionate in Service." Goals and objectives were outlined with milestones for completion. A new state-of-the art, hands on, suicide prevention training program called ASIST (Applied Suicide Intervention Skills Training), was introduced and funded by TRADOC. In order to better identify with the Chaplain's MOS (56A), the Chaplain Assistant's MOS Code Indicator changed from 71M to 56M. Unit chaplains continued to plan events to attract soldiers to worship services with "SOUL" Outings by the 15th Signal Brigade, "Spiritual Olympics" in the 93d Signal Brigade, and relational seminars over lunch called, "Chaplain Chats," in the 513th MI Brigade. Then on September 11th terrorists attacked the World Trade Center and the Pentagon and 2001 was changed forever. A few days following the attack, Chaplains held special prayer services. They manned posts at the Emergency Operations Center 24 hours a day. Unit Ministry Teams went along on death notifications; they consoled and counseled soldiers and family members. Already planned and financed before the 9/11 attack, the Family Life Chaplain went ahead with the Post-wide Marriage Retreat at the Radisson Riverfront Hotel, and the "Great Dads" Seminar at the Wingate Inn in late September; attendance may have been adversely affected. Other scheduled programs were cancelled. Morale was boosted by the new competition for Best

[49]Program for the National Prayer Breakfast, Feb. 27, 2001.

[50]Program for the Fort Gordon Easter Sunrise Service, Apr. 15, 2001.

[51]Program for the Post-wide Interfaith Thanksgiving Worship Service, Nov. 21, 2001.

[52]Program for the Fort Gordon Christmas Tree Lighting Ceremony and Concert, Dec. 3, 2001.

[53]Flyer, "Wishing you Peace and Good Will" Christian, Jewish and Islamic Holiday Services, n.d.

Chapel of the Quarter and Chaplain Assistant of the Quarter, complete with prizes, coupons, and 4-day passes.

INSPECTOR GENERAL

From the Director's Perspective

The mission and functions of the USASC&FG Inspector General (IG) did not change in 2001. The compliance/systemic methodology of inspections continued as the standard procedure based on the approved biennial inspection plan. The IG staff processed a substantial amount of Inspector General Action Requests (IGAR) for assistance/inquiry during the year. 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. There were no formal investigations conducted. The IGAR system provided data for quarterly trends and analysis relating to soldiers' problems. This data was provided to commanders for their use in implementing proactive measures to reduce IGAR visits to the IG. The IG focused efforts on teaching and training that educated leaders on ways of taking care of soldiers. This education was primarily provided by "Role of the IG" briefings.

Mission

The IG represented the Commanding General (CG) 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 CG with a continuing assessment of the operational readiness of the command.

Key Personnel

Inspector General

LTC Robert D. Mayr	January – December 2001

Deputy Inspector General

Mr. Wendell Keith	January – December 2001

IG NCOIC

MSG Donald Hayes	January – March 2001
MSG Ronald Brown	May – December 2001

Resources

The Table of Distribution Assets authorized one officer, two civilians, and five noncommissioned officers for the IG office. The approved budget for 2001 was $108,000. Budgetary resources and authorized military and civilian positions were adequate to accomplish the mission requirements for the IG.

Activities and Accomplishments

One of the functions 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 IG office processed 311 IGARs in 2001--this included four DAIG inquiries. The number of IGAR cases increased by 29 percent in 2001. 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 the most prevalent problems involved personal conduct, personnel management of military, finance and accounting, command management of organizations, and training.

As the USASC&FG proponent for broad inspection policy, the IG office conducted three special, two quick-looks, and two follow-up inspections during 2001. The inspection topics consisted of Safeguarding/Usage of the IMPAC Cards, Housing Management Program, and Military Awards Program. The 2001 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 2000 as the standard procedure.

The IG staff conducted climate of command assessments for four AIT/IET signal companies and two permanent party units during 2001. The assessments provided 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 staff conducted 110 training classes during 2001. Of these, six 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-eight AIT courses; twelve signal officers' advanced and basic courses; thirty-six Regimental Noncommissioned Officers Academy classes; six cadre-training courses, and two-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. 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 and can be found on the Fort Gordon Inspector General website.

In response to the increased Force Protection (FP) measures implemented at Fort Gordon,

the IG office conducted a series of surveys to determine how service members, families, and other civilians were adapting to the increased security. Surveys were conducted in the following areas: compliance to computer security and virus protections, gate procedures, command information programs, family readiness groups, hospital appointments, and impact of increased FP measures on training. Results of these surveys were briefed to the Commanding General and other senior leaders on the installation.

The forecast of IG goals and objectives for fiscal year 2002 include plans to conduct three special inspections, three quick-look inspections, three follow-up inspections, and four unit assessments. 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 Officers Academy, AIT students orientation course, and the Cadre Training 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 CG, the command group and staff, and unit commanders informed through briefings, training classes, correspondence, staff meetings, and office calls.

The Inspector General (TIG), LTG Michael Ackerman, and SGM Jeff Howard, Department of the Army Sergeant Major, visited Fort Gordon 11-13 July 2001 for an assessment of USASC&Fort Gordon mission. The TIG and SGM Howard also visited the 93rd Signal Brigade, Fort Gordon, 26-29 November 2001, to assess the unit's mission.

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 2001. The goals for 2002 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.

NATIONAL SCIENCE CENTER - ARMY

From the Director's Perspective

This year has been a good one for the National Science Center as we have experienced growth and change and have spent a great deal of time focusing on what the future will hold for this project. In the areas of growth, our programs have focused on "digital outreach" through the continued expansion of the National Science Center's website and expanded efforts in the area of distance learning. While our budget from the Army had been reduced, we continue to work to

find partnerships that keep programs alive. This was particularly true this past year. We showcased an exhibit developed by Communications-Electronics Command on the "21st Century Peacekeeper," which displayed the latest technologies being used by the soldiers in the field. We also were able to partner with the Center for Disease Control to plan for a major exhibit that will feature virtual games and sports activities to encourage young people to get active in their spare time. This new exhibit will premier in Summer 2002.

A major thrust during this entire calendar year has been the development of a strategic plan. Input has been solicited from staff, volunteers, and senior stakeholders in order to develop a strategic plan and a detailed business plan that will spell out specific directions for the National Science Center and its programs. While the National Science Center as a partnership has been around for some time, the dedication and ribbon cutting at our headquarters building in April 1997 was really the start of a journey that is now coming into focus. Our current planning efforts will hopefully ensure the success of the National Science Center and its programs for many years to come.

Mission Statement

The National Science Center (NSC) is a joint effort between the National Science Center, Inc. and the US Army, represented by the National Science Center-Army (NSC-A) staff. This partnership was 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.

Key Personnel

Director
Dr. George J. Fry, Jr., January – December 2001

Deputy Director
Mr. James W. Frye, Jr. January – December 2001

Pentagon Liaison
Mrs. Joanne Stellato January – December 2001

Chief Automation/Administration
Mr. Ollie Washington, Jr. January – December 2001.

Resources

A total of $2,026.600 was expended from the NSC budget in FY2001. Personnel salaries, awards, overtime, and VSIP accounted for $1,699.800; contracts accounted for $126,200; supplies and equipment required $93,000; travel accounted for $76,900; and other expenses amounted to $30,700. On February 28, 2001, Mrs. Mary Ann Navarro, GS-13, Special Projects Coordinator retired from Federal Service. In July, Mr. Ollie Washington Jr., GS-13, Chief Automation and Administration, returned for duty at the National Science Center after

completion of a Professional Military Education course at the Army War College, located in Carlisle, Pennsylvania. Mr. Washington's attendance at the War College was the last step in the completion of the Defense Leadership and Management Program (DLAMP).

Exhibits and Educational Programs

As part of its on-going mission to participate in the development of in-house exhibits and traveling exhibits programs, the NSC-A continued to seek partnerships with other government agencies, private business, industry, and academia. One traveling exhibit was on display at Fort Discovery for the year 2001. Other community contacts were made to develop the educational programs that provide value-added activities to the exhibit center.

❖ **Exhibits**

An exhibit on battlefield command and communications was a product of coordination with the Army's Communications–Electronics Command at Fort Monmouth. Exhibit topics were taken from the many different technology applications being developed at the Army research labs. Topics included technologies such as biometrics, power generation, personal Global Positioning Systems, and voice recognition systems. The exhibit was opened to the public in April 2001.

Two new in-house exhibits were added to the Fort Discovery experience; the "Human Gyro, and the "Dual-Arm Robot." The Human Gyro is a three ringed device powered by the rider. The force applied by the rider's upper body causes the Human Gyro to begin rotating in a three dimensional orbit. NASA has used similar 3-axis trainers to prepare Astronauts for space walks and other flight emergencies. The Human Gyro creates the sensation of weightlessness because it produces simultaneous movement about all three axes. The Dual Arm Robot features two 5 fingered electromechanical robotic arms, which are operated by two control panels. The basic design for the arm has been used in rehabilitation robotics experiments where it provided dexterity, durability and a somewhat human experience. This exhibit is configured as a demonstration arm used in industry, aerospace and commercial establishments to extend human capabilities in hazardous situations.

❖ **Demonstration Programs**

Army staffers continued to research and develop demonstrations to supplement the science portrayed in the exhibits, physical science, math, communications, and electronics. The project manager, Mr. Waymon Stewart, GS-12, Instructional Systems Specialist, continued to train staff for Power Station demonstrations, cart demonstrations on the exhibit floor, and the Mobile Discovery van crew.

Demonstrations off-site were still requested by various sources. A regularly scheduled demonstration program is still underway monthly with the Medical College of Georgia Children's Hospital. Mr. Stewart provided training for demonstrations performed at several local and regional functions, including the Department of Energy "Bring your Kids to Work Day" program, South Carolina State Fair in Columbia, SC, and Chic-Fil-A "Kids Night Out" program.

In September 01, NSC-A staff developed and provided training for an on-site demonstration program in support of the Ladies Professional Golf Association (LPGA) tournament.

❖ Educational Programs

Programs that provide educational activities and add value to the visitor experience were developed around specified themes for the year. Themes for the year began with a celebration of the JASON project in January, an "Engineer's Career Day" in February, "Sky Watch Day" and a Math and Science competition in April, and "Draw on Nature." Other designated themes were the "Science of Baseball" in June, and the "Science of Bikes" and the "Science Behind Hockey" in November.

As part of an international program from the JASON Foundation originated by underwater explorer Bob Ballard, Fort Discovery was the downlink for the live interactive broadcasts for JASON XIII, "Frozen Worlds" two weeks in January. The programs originated in Seward, Alaska and at the Portage Glacier and featured research scientists, students and teachers along with Bob Ballard. This was the third year for fort discovery as the first JASON site in Georgia. The State Data and Research Center's Education Technology Training Center (ETTC), located at Fort Discovery, and under the direction of Mr. David L. Toburen, Director, ETTC, trained 310 teachers from across the state, reaching approximately 13,500 students. About 3900 participants actually attended the broadcasts at Fort Discovery, Georgia Southern University and the Coca Cola Space Center in Columbus, Georgia.

In conjunction with the Environmental Science Education Cooperative, NSC-A staffers developed the program "Draw on Nature." The Morris Museum of Art also collaborated in this development, using their collection of historical art by Georgia artist and naturalist, John Abbot to use as a focal point for the project. The "Draw on Nature" workshop combined science, art and technology to observe, research, and document natural science. The project developed into a summer Title One course (2000 and 2001) and also a one-day tour program. Both programs were offered as a collaboration with the Morris Museum and Art and NSC's Fort Discovery. There was also an 8-week multiple visit program developed for the Title One Students during the school year. The project was presented at the Georgia Association of Museums Conference and the Arts Infusion Conference.

In 2001, there were 27 camp-ins with over 1801 participants. The camp-in theme for the year was Air Pressure. Demonstrators lead activities and workshops based on weather, hot air balloons, and vacuums. Participants included science clubs, Boy and Girl Scouts, and elementary and middle school students. On February 3, the National Society of Black Engineers rented the facility for over 200 students interested in an engineering-based career. Workshops included computer skills, various computer applications, and guest speakers. Sky Watch Day in April recognized Astronomy Day with the Astronomy Club of Augusta. Activities on the Science Plaza were complimented by a solar system slide show in the Power Station. This has become an annual event coordinated by Army Staff.

The Science of Golf was featured by the National Science Center and Fort Discovery during the month April. On April 21, 2001, Mr. John Golding, a representative from Augusta Pro Shops

demonstrated the golf analyzer and other physics concepts related to the game of golf. Staff members conducted month-long demonstrations on golf that were developed by Mr. Stewart. In June, demonstrations were performed in recognition of the National Science Center and Fort Discovery's "Science of Baseball Month." The observance of the Science of Baseball culminated on 16 June with two special guest appearances by members of the Augusta Green Jackets baseball team. Throughout the month of June, the physics of pitching, hitting, fielding the ball, and other concepts were demonstrated by the Fort Discovery staff. NSC-A staffers developed education support materials and conducted training.

The "Science of Sports" month took place in November at the science center. The Army's staff developed and trained personnel on activities such as basketball, soccer and ice hockey. On November 7th and November 24, 2001, members of the Augusta Lynx Hockey team along with Fort discovery's Explainer staff discussed and demonstrated skills and science of ice hockey. Demonstrations included the speed of a slap shot, and the composition of the puck and why it is frozen before games. Several area schools attended the live demonstrations and autograph session.

❖ Portable Planetarium (Starlab)

The Starlab portable planetarium outreach program continued to be a successful educational project for the NSC. The program manager, Ms. Cheryl Zimmerman, GS-12, Instructional Systems Specialist, conducted two training sessions for teachers in 2001. One session was taught at South Carolina State University in Orangeburg, South Carolina and additional staff training session was conducted. There are daily Starlab presentations at Fort Discovery, which are coordinated with the Paul S. Simon Theater presentations and special project events.

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 12000 students in 2001. This total combines with our running total since the project began in 1991 to bring the total to 202,922 students served by the project.

❖ Mobile Discovery Center Vans

The Mobile Discovery Center (MDC) program operates two expandable, 18-wheeled theater vans. MDC II is "dead-lined" at The Recruiting Support Battalion (RSB), Ft. Knox but a new MDC II will be fielded September 02. MDC I continued to cross the country reaching schools in rural and inner city areas. During January-July 01, 11,776 students, DC VIPs, Cadets and Boy Scouts were hosted in the MDC as it visited 9 States and DC and served 35 schools/districts, a Joint Armed Forces program, a JROTC summer camp and a Boy Scouts of America Jamboree. During October-December 01, 7,209 students were hosted in the MDC as it visited 6 States and served 25 schools/districts. During 2001, the MDC program was taken to Alabama, Connecticut, Georgia, Kentucky, Massachusetts, New Hampshire, North Carolina, Ohio, Pennsylvania, South Carolina, Virginia, Washington DC and West Virginia.

RSB provides 2 enlisted personnel for each MDC as drivers/maintainers and science demonstrators. Mr. Clifford Shaffer, GS-12, Instructional Systems Specialist, serves as the NSC program manager, trainer/evaluator of the MDC demonstrators, MDC scheduler, MDC program evaluator, and support provider for maintenance on both the MDC and demonstration equipment in tightly constructed schedules.

❖ Teltrain

The NSC broadcast three satellite programs, called TELTRAIN, in 2001. 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, GS-12, Instructional Systems Specialist.

The programs were: (1) TELTRAIN vignettes, five 15-minute programs, each featuring three sections: hands-on demonstrations, a "trip" to the NSC's Fort Discovery exhibit floors to see the principles explained, and follow-on activities to try at school or at home. Themes explored in the vignettes were *Center of Mass, Electricity, Magnetism, Light and Color, and Sound*. These programs aired January through May 2001; (2) *Your Living Laboratory*, which aired in September 2001. This professional development program for teachers was based on the curriculum from JASON XII, which explored Hawaii as a Living Laboratory. Since most teachers can't take their students to Hawaii for an educational experience, this program showed activities that investigate the same kinds of things as the JASON curriculum did in Hawaii --- but you could do them in your own environment! Activities included such topics as weather patterns, lava flows, and caves;(3) *Chemistry of the Familiar*, which aired in November 2001. This program, geared to middle school students and teachers, was broadcast in celebration of National Chemistry Week 2001. The program was full of experiments and demonstrations focused on energy (i.e., ways we use and store energy, such as burning gas in our cars, using batteries, and shooting off fireworks). The program featured many of the forms that energy can take and how chemistry lets you get that energy and do something with it. Presenters were members of the Savannah River Section of the American Chemical Society and Augusta State University.

❖ Teacher Education

The National Science Center (NSC) Teacher Resource Center (TRC) Program had another very successful year 2001. The NSC/Fort Discovery Center had 495 visitors and checked out 821 items. In 2001, this TRC had a total of 4,168 items and 161 active memberships. The NSC off-site TRC program continues at five sites: The Georgia Institute of Technology/DeKalb County Schools, The Richmond County Youth Development Center of Augusta, GA, Fort Gordon Children and Youth Division, Columbus State University in Columbus, Georgia, and the Berkeley-Dorchester Mathematics and Science Hub at Moncks Corner, South Carolina. In 2001 a total of 536 teachers using 1221 NSC items in their classrooms. Also each large site continued to conduct numerous staff development programs utilizing the NSC loaned materials. The program manager for the Teacher Resource Center is Dr. Richard Schuster, GS-12, Instructional

Systems Specialist.

In addition to TRC support, NSC-Army staff provided numerous Teacher Education Programs sessions to approximately 489 teachers during this SY. These programs included topics in curriculum development, academic student visitor preparation, student teaching, leadership instruction, and the appropriate use of NSC web site and Distance Learning programming. Several of these program topics were broadcast to teachers using the NSC Distance Learning facilities and staff.

❖ Education Technology/ Distance Learning

The National Science Center in partnership with the Department of Administrative Services (DOAS), State of Georgia brought a Georgia Statewide Academic and Medical System (GSAMS) to its headquarters location at Fort Discovery. GSAMS continues to be a world leader in providing distance learning, Telemedicine, and other programs and services throughout Georgia, with an emphasis on connecting rural communities with urban resources. To accomplish its mission, GSAMS uses state-of-the-art two-way video teleconferencing systems connecting over high-speed telephone lines (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 the National Science Center. Mr. Robert Moak, GS-12, Instructional Systems Specialist, is the NSC program manager for the GSAMS operation.

During School Year (SY) 2000-01, NSC-A broadcasted 95 programs and received 42 programs. Broadcasted programs covered 14 topic areas-four more than the previous SY. One new broadcast utilized the state of the art remote video cart to broadcast live programs from the Fort Discovery Exhibit Floor simultaneously to sites in Georgia and Michigan. Programs during the year reached over 3,100 students in nine different nine states. Thus NSC-A continued to be a leading broadcaster of Education Resource programming in distance learning on the GSAMS system's "Other Resource " category. Mr. Moak and Dr. Schuster also presented and published an academic paper on NSC-A Distance Learning in February 2001. Additionally, two conference presentations were delivered via Distance Learning to educators in Vermont and Michigan.

Army staff continues to provide oversight for this NSC Distance Learning Program which includes: curriculum development, educational marketing, technical oversight, programs operations, instruction, web content, web maintenance, and program evaluation. Also three additional program topics are being added in SY 2001-02.

❖ Math and Science Summer Camps

Funding for the Math and Science Camp off-site program was no longer available for the year 2001. Fourteen known sites in eleven states with 1670 campers participated in the camps using the NSC curricula via their own funding sources. Sites were located in Georgia, Maryland, Kansas, Texas, Nebraska, New Mexico, Louisiana, Indiana, New Jersey, California and Mississippi. Program manager, Ms. Rhonda Carroll, GS-12, Instructional Systems Specialist, continues to receive requests for copies of the curricula, especially from Continuing Education Programs at the college/university level. In the year 2001, the NSC put four, weeklong, math and science curricula on the NSC website. Visitors to the site can download any part of or all of the camp curricula.

❖ Resident Education Support

The NSC-Army provides educational activities, programs, and publications for teachers and students at Fort Discovery. A Teacher's Handbook on how to best plan for a school visit to Fort Discovery was first created by the NSC-A during the first year of Fort Discovery's opening, 1997. Building on the success of the initial Teacher's Handbook, the NSC-Army recently developed a second-generation handbook, the Education Resource Guide, which doubled the size of the original handbook. The guide emphasizes four major areas of exhibits: electricity, light, math and motion. For the 2001-2002 school year, this guide was modified to update changes in the exhibit galleries and was added to the website for teachers to download any or all of the activities.

To broaden the experience for school groups, hands-on labs for students are a part of the school group visits for school year 01-02. These 40-minute workshops are in the areas of Magnetism, Light and Visual Perception, Sound, and Motion. During the past school year, 30,854 school group visitors and 16,335 non-school group visitors were scheduled. Scheduling includes not only the time and date of the visit, but also involves arranging the use of the theater, STARLAB, lunchroom, workshops, and other special activities. The NSC-Army has created a series of workshops and educational programs to support the operation of the Camp-in program. To date, 29 separate activities on various themes are available. All activities, usually built around a theme, are interactive, educational, and fun.

❖ Web Site Development

Delivering interactive resources to teachers across the nation, the NSC-Army's Website is a critical component of the nationwide outreach of the science center. On August 12, 1999, in a meeting of the Integration Subcommittee of the Secretary of the Army's Advisory Board, the focus of the Website was directed to focus primarily on a nationwide audience of middle school teachers (and indirectly on middle school students). The NSC web master, Ms. Rebecca Tanner, GS-12, Information Technology Specialist, worked with personnel from the Army Research Lab (ARL) and the GTE/General Dynamics Corporation, and as a result, the NSC-A successfully demonstrated a prototype of the Website with a searchable database of resources. In April of 2000, the NSC-A accepted the charge from it's Executive Steering Committee to implement the refocused Website by January of 2001. The new Website resources included lesson guides,

classroom activities, video segments, science demonstrations, backpack activities, distant learning programs, a teacher forum, on-line scheduling of the Mobile Discovery Center and a virtual tour of Fort Discovery.

In January 2001, the revised Website was successfully launched with an almost immediate positive response in terms of "hits" or visits to the Website. The focus of the Website was on the continued population of the database with additional resources. Resources were added in all science subject areas and in all available formats. The other major focuses for 2001 were the implementation of a "new look" for the graphical style and presentation of the Website and the addition of more features and navigational aides to improve user interaction.

❖ JROTC In-School Math and Science Program (ISMSP)

Under the direction of program manager, Mr. Russell Tipton, GS-12, Instructional Systems Specialist, 2001 saw an increase both in the number of schools and the number of cadets participating in the NSC-A math and science program. These modules were presented as part of their classroom training. The totals for 2001 of 42 schools and 7,000 cadets jumped to 47 schools and approximately 24,500 cadets. The huge increase in the number of cadet is directly related to the increase in the number of large districts/cities/schools JROTC programs participating in the ISMPS.

Cadet Command has made the National Science Center-Army Math and Science Modules a mandatory part of the JROTC Program. Schools are now required to conduct math and science training either at their camp or in school. We are anticipating an increase in the number of schools and cadets for academic school year 2002-2003. Expansion is based upon Trade's Cadet Command willingness to support the NSC-A efforts by providing funding to purchase additional math and science kits.

❖ JROTC Summer Camp Program

2001 experienced a small drop-off with only 53 camps and 15,500 cadets participating in our activities. This is down from 60 camps and 20,000 cadets in 2000. The drop-off in the number of camps and cadets receiving math and science training at their summer camps is directly related to the increase in the number of JROTC Programs choosing to conduct the math and science training in-school. Cadets from 48 states to include Hawaii and Alaska, Puerto Rico, Panama, U.S. Virgin Islands, and American Samoa have participated in the math and science programs.

The NSC-A program provides two phases of math and science. Each phase consists of 4 hours of hands-on math problem solving and 4 hours of hands-on science. The phases are provided on alternating years to prevent duplication of activities for those cadets who attend consecutive years. The Air Force JROTC continues to be very active in both the camps and the in-school programs. The Navy has expressed interest in the math and science but has remained non-committal.

Summary

Through the hard work and dedication of the staff of the National Science Center – Army and our partners, National Science Center, Incorporated, we have moved many of our projects forward during the past year. We have also been blessed with very successful partnerships through the Secretary of the Army's Advisory Board's senior leadership and through the involvement of the Georgia Department of Education Technology Training Center personnel in the Fort Discovery facility. Our volunteers have been key to bringing programs alive and carrying them forward. We hope that, in spite of reduced dollars for the National Science Center-A projects, we will be able to find the necessary resources to continue to make the National Science Center truly a "national" resource for students, parents, and teachers.

APPENDIX A

KEY PERSONNEL

SIGNAL CENTER COMMAND GROUP

Commanding General
Major General John P. Cavanaugh — January - December 2001

Deputy Commander
Colonel Peter Farrell — January - December 2001

Chief of Staff
Colonel Craig L. Zimmerman — January - December 2001

Signal Center Command Sergeant Major
CSM Stanley M. Davis — January - December 2001

15th SIGNAL BRIGADE

Commander, 15th Signal Brigade
COL Michael J. Guthrie — January – December 2001

Deputy Brigade Commander
LTC Thomas L. Fitzpatrick — January – December 2001

Command Sergeant Major
CSM Jim Nicholson — January – December 2001

Commander, 73rd Ordnance Battalion
LTC Ronda G. Urey — January – December 2001

CSM, 73rd Ordnance Battalion
CSM Fernando Coral — January – December 2001

Commander, 369th Signal Battalion
LTC Timothy M. O'Hara — January – December 2001

CSM, 369th Signal Battalion
CSM Arthur L. Washington — January – December 2001

Commander, 551st Signal Battalion
LTC Frankie Cruz — January – December 2001

CSM, 551st Signal Battalion
CSM Patricia A. Keit — January – December 2001

Commander, 447th Signal Battalion

LTC Karen S. Adams	January – July 2001
LTC Chris Robertson	July – December 2001

CSM, 447th Signal Battalion

CSM William H. Menefee	January – December 2001

Commander, USASSD

CPT Jon Lee Jr. Carrico	January – December 2001

First Sergeant, USASSD

1SG Albert Kent	January – March 2001
1SG Annette M. Clare	March – December 2001

Commander, HHC Adjutant

CPT Brad Cook	March – July 2001
CPT Scott Henry	July – December 2001

First Sergeant, HHC

1SG Jennifer Russell	January – July 2001
SFC Steven Johnson	July – December 2001

Chaplain

MAJ John Ellis	January- July 2001
MAJ Michael Riddle	July – December 2001

S2/S3

MAJ Philip A. Hoyle	January – December 2001

S2/S3 NCOIC

SGM Oliver Spratt	January – December 2001

S4

CPT Henderson	January – December 2001

LEADER COLLEGE OF INFORMATION TECHNOLOGY (LCIT)

Commandant, LCIT

COL Bernard E. Kulifay, Jr.	September – December 2001

Chief, Training Support Division

Mr. David A. Kintner	September – December 2001

Commander, 442nd Signal Battalion

LTC Howard R. Cuozzi	January – August 2001
LTC Robbie Mosley	August – December 2001

CSM, 442nd Signal Battalion

CSM Edward F. McKeown	January – May 2001
CSM Michael Brown	September – December 2001

Director, School of Information Technology

MAJ Michael E. Bowie	January – December 2001

CSM, School of Information Technology

CSM Willie C. Williams	January – December 2001

Commandant, Regimental Noncommissioned Officer Academy

CSM McKinley Curtis III	January – December 2001

Deputy Commandant, RNCOA

SGM Harold Hyatt	January – November 2001
SGM Terry Robinson	November – December 2001

DIRECTORATE OF COMBAT DEVELOPMENTS

Director

COL Rodger D. Knox	January – September 2001
COL Keith H. Snook	September – December 2001

Deputy Director

Mr. Ronald W. Saeger	January – December 2001

Program Management Office

Ms. Willie M. Davis	January – December 2001

Directorate Sergeant Major

SGM James F. Anderson	January - December 2001

Chief, Material Requirements Division

LTC John A. Rutt	January - December 2001

Chief, Concepts and Architecture Division

LTC Stephen G. Bullock	January - December 2001

Chief, Power Projection Division

LTC Tom Allen	January – July 2001

Chief, Force Integration and Doctrine Division

LTC Paul L. Morse	January – August 2001
Mr. Steve Riddle (acting)	August – December 2001

ARCHITECTURE AND INTEGRATION PROCESSING CENTER (AIPC)

Director

LTC Stephen Bullock	January – December 2001

Chief, Integration Branch

Mrs. Patricia T. Bray	January – December 2001

Chief, Architecture Development Branch

MAJ John Rutt	January – June 2001
Mr. Loren W. Smith	June – December 2001

Chief, Analysis Branch

MAJ Creighton Barber	January – June 2001
Mrs. Amy Digby	June – December 2001

BATTLE COMMAND BATTLE LABORATORY (GORDON)

BCBL(G) Deputy Director

Mr. Tom Mims	January – December 2001

Chief, Technology Assessment Division

LTC Rodney Roeber	January – December 2001

Chief, Operations

Mr. Larry Norred	January – December 2001

NCOIC

SFC Kevin Shively	January – December 2001

TSM WARFIGHTER INFORMATION NETWORK TACTICAL (TSM WIN-T)

TRADOC SYSTEMS MANAGER

Colonel Gregory S. Tate	January – December 2001

DEPUTY TSM WIN-T

Mr. Samuel Hagood, Jr.	January – December 2001

DEPUTY TSM NETWORK OPERATIONS (TSM NET-OPS)
Mr. Donald G. Jones January – December 2001

OPERATIONS SERGEANT MAJOR
MSG Nancy E. McCord January – December 2001

TSM- SATELLITE COMMUNICATIONS

TRADOC SYSTEM MANAGER
COL Donald T. Howard January – December 2001

Deputy TSM
Mr. Paul Chernek January – December 2001

Assistant TSM (Pers)
LTC Mark A. Ernyei January – December 2001

Assistant TSM (Log)
MAJ Donald E. Brisendine January – October 2001
CPT Joe Pagnotta October – December 2001

Asst TSM (Tng)
CPT Cleophus Thomas, Jr January – October 2001

TSM-TACTICAL RADIOS

TSM-TR
COL Jack A. Hook January – December 2001

Deputy TSM-TR
Mr. Douglas A. Wilson January – December 2001

Assistant TSM-TR (JTRS/NTDR)
LTC Jacklyn Coney May – December 2001

Assistant TSM-TR (EPLRS/JTIDS/MIDS)
MAJ Christopher L. Grimm August – December 2001

Secretary/Administrative Assistant/Budget Analyst
Mrs. Patsy P. Dickerson January – December 2001

Contractor Representatives
Mr. Frank W. Durshimer (MARCONI) January – December 2001
Mr. Theodore R. Fillgrove (INNOLOG) January – December 2001

Mr. Jack V. Keever (INNOLOG)	January – December 2001

DIRECTORATE OF TRAINING

Director, Directorate of Training	
COL Larry E. Turgeon	January - June 2001
COL William R. Wilson	July - December 2001
Deputy Director, Directorate of Training	
Wanda C. Butler	January - December 2001
Sergeant Major, Directorate of Training	
SGM Linda L. Gary	January – December 2001
Chief, Training Support Division	
Barbara H. Walton	January - December 2001
Chief, Training Management Division	
Gary L. Vahrenwald	January - December 2001
Chief, Systems Integration Division	
MAJ Heather Meeds	January - December 2001

GARRISON COMMAND

Garrison Commander	
Colonel Charlette I. Roman	January - August 2001
Colonel Robert F. Henderson	August – December 2001
Deputy Commander	
Mr. J. Terrence Smith	January - December 2001
Garrison CSM	
CSM Lonnie Wimberly	January - December 2001
Strategic Management Office	
Ms Patricia Buchholz	January - December 2001
Commander, 249th General Hospital	
Major William Dowdy	January - December 2001
Commander, 551st Signal Battalion	
LTC Frankie Cruz	January - December 2001

Military Police Battalion (Provisional)
LTC Gerald Lawson — October – December 2001

Navy Detachment
ETCM Joseph Colpaert — January - December 2001

DIRECTORATE OF COMMUNITY ACTIVITIES

Director
Mr. Charles H. Large — January - December 2001

Chief, Financial Management Division
Ms Mildred H. Hazelrigs — January - December 2001

Chief, Recreation, Community and Family Division
Mr. Kerry L. Jones — January – December 2001

Chief, Services, Lodging, & Entertainment Division
Mr. Keith D. Hazelrigs — January - December 2001

DIRECTORATE OF HUMAN RESOURCES

Director of Human Resources
W.H. "Ted" Sharpe — January - December 2001

Transition Services Manager
Jim Zills — January - December 2001

Personnel Management Specialist
Sharon Henson — January - December 2001

Chief, Education and Career Development Division
Ethion Rowe — January -December 2001

Chief, Library Services Division
Linda Orne — January -May 2001
Janet Millar — May -December 2001

Chief, Military Personnel Division
Sandra M. Huffman — January -December 2001

DIRECTORATE OF CONTRACTING

Director of Contracting

Patricia D. Wallace	January - December 2001

Assistant Director and Chief, Policy & Automation Support Division

William M. Rogers, Jr.	January - December 2001

Chief, BASOPS Contracts Division

Joel K. Mason	January - December 2001

Chief, Supply and Services Division

Anita B. Prince	January - May 2001
Joyce Walsh	July – December 2001

Chief, Construction Division

Robin R. Thomas	January - October 2001

DIRECTORATE OF INFORMATION MANAGEMENT

Director

Lisa E. McClease	January – December 2001

DOIM NCOIC

MSG Constance M. Faulk	January – August 2001
MSG Douglas L. Millhouse	August – December 2001

DIRECTORATE OF PUBLIC SAFETY/MILITARY POLICE BATTALION

Director/Commander

LTC Thomas B. Howe	January -June 2001
MAJ Joanne L. Beard	June – October 2001
LTC Gerald S. Lawson	October - December 2001

Provost Sergeant

MSG Thomas Scott	January -April 2001
MSG Floyd A. Thomas	April – September 2001
MSG Steven M. Havens	September – December 2001

Chief, Law Enforcement Division

MAJ Joanne L. Beard	January – December 2001

Commander, 35th Military Police Detachment

CPT Kirt R. Boston	January – June 2001
CPT Jesse G. Pooler, Jr.	June – December 2001

First Sergeant, 35th Military Police Detachment

1SG Shari Dixon	January – December 2001

Chief, Fire and Emergency Services Division

George Wilder	January – May 2001
Curtis Williams	July – December 2001

Chief, Security Division

David F. Williams	January – December 2001

NOTE: Additional organizations reassigned under the MP Battalion (Provisional) in October 2001 were:

Commander, Headquarters and Headquarters Company, US Army Garrison

CPT Chrispin N. Rainford	October – December 2001

Commander, B-1/118th Infantry (Mechanized), South Carolina Army National Guard

CPT Gregory M. Farley	November – December 2001

Bandmaster/Commander, 434th US Army Signal Corps Band

CW2 John W. Mitchell	October – December 2001

DIRECTORATE OF PLANS, TRAINING, and MOBILIZATION

Director

LTC Mary A. Altman	January - December 2001

Sergeant Major

SGM Bobbie L. Patterson	January - May 2001
SGM Tracy E. Dean	May – December 2001

NCOIC, Plans, Operations and Training Division

SSG Alphonso Ruffin	January – February 2001
MSG John Boutte	February – December 2001

Chief, Training Support Center

Craig A. Bannecke	January – December 20001

Commander, Signal Corps Band

CW2 John W. Mitchell	January – October 2001

Reserve Component Support Division
LTC Joseph E. Johnson January – December 2001

DIRECTORATE OF PUBLIC WORKS

Director, DPW
COL Michael J. Debow January -December 2001

Chief, Public Works Division
Mr. Larry J. Brown January -December 2001

Chief, Logistics Division
Mr. Wilson L. Head January -December 2001

Chief, Environmental and Natural Resources Management Office
Mr. Stephen C. Willard January -December 2001

Chief, Business Technology Office
Ms Threesa K. Hood January-July 2001
Ms Linda J. Smith (Acting) August – December 2001

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

Equal Employment Opportunity Officer
Diane F. Stallings January – December 2001

Equal Opportunity Specialist/Special Emphasis Program Manager
Shirley Johnson January - December 2001

Equal Employment Opportunity Specialist (DA Intern)
Gwen Hopkins January - December 2001

EQUAL OPPORTUNITY OFFICE

Equal Opportunity Officer
Ms. Mary G. Jones January - December 2001

NCOIC
SFC Robbie Treadwell January – December 2001

INTERNAL: REVIEW AND AUDIT

Chief, Audit Compliance Branch
Frank D. Bennett — January – December 2001

Chief, Internal Audit Branch
Gregory W. Mims — January - December 2001

OFFICE CHIEF OF SIGNAL

Director, OCOS
Mr. Franklin D. Swain — January -July 2001
Mr. Philip F. Sines — July – December 2001

Chief, Regimental Division
Ms. N. Susan Wood — January – December 2001

Chief, Enlisted Division
SGM L. Dale Manion — January -November 2001
Mr. Charles G. Baker — November - December 2001

Chief, Officer Division
Mr. Philip F. Sines — January – July 2001
MAJ Alan J. Makowsky — July – December 2001

Curator, Signal Corps Museum
Mr. Theodore F. Wise — January – July 2001

Command Historian (Acting)
Mr. Mark W. Dunn — January – December 2001

DIRECTORATE OF RESOURCE MANAGEMENT

Director
COL William H. Maglin, II — January -December 2001

Chief, Resource and Fiscal Policy Office
Mr. David Gillum — January –December 2001

Chief, Program and Budget Division
Mr. Vincent DiGirolamo — January -December 2001

Chief, Force Management Analysis Division
Mr. Robert Petty — January -December 2001

CHAPLAIN'S OFFICE

Installation Staff Chaplain
CH (COL) Richard Minch — January - December 2001

Chief, Operations & Support
CH (LTC) Willard Richardson — January – April 2001
CH (LTC) Mitchell L. Morton — May – December 2001

Chief, Chapel Centers / Religious Activities
CH (LTC) Mitchell L. Morton — January – April 2001
CH (LTC) Larry Lawrence — May – December 2001

Resource Manager
CH (CPT) Garry R. Kerr — January – December 2001

Family Life Chaplain
CH (MAJ) Richard Bendorf — January - December 2001

NCOIC
SFC Khadeejah Timazee — January – April 2001
SFC Gary Ward — May – December 2001

INSPECTOR GENERAL

Inspector General
LTC Robert D. Mayr — January – December 2001

Deputy Inspector General
Mr. Wendell Keith — January – December 2001

IG NCOIC
MSG Donald Hayes — January – March 2001
MSG Ronald Brown — May – December 2001

STAFF JUDGE ADVOCATE

Staff Judge Advocate
COL W. A. Stranko III — January – December 2001

Deputy Staff Judge Advocate
LTC Stephen M. Parke — January – July 2001

LTC Maurice A. Lescault, Jr. July – December 2001

Chief, Criminal Law Division
CPT Thomas D. White January - December 2001

Chief, Administrative Law Division
GM-13 Terence Cleary January – December 2001

Chief, Legal Assistance Division
GM-13 David C. Cross January – December 2001

Chief, Claims Division
GM-13 Allan T. Downen January – December 2001

Legal Administrator
CW2 Carl F. Bourland January – December 2001

Chief Legal NCO
SFC David J. Salley January – December 2001

PROTOCOL OFFICE

Chief, Protocol
Mrs. Janice Kitchens January – December 2001

Deputy Chief/Assistant
Mrs. Paulette Arrington January – December 2001

NCOIC
SSG Donnell Key October – December 2001

Admin NCO
SGT Lory Camesi November – December 2001

PUBLIC AFFAIRS OFFICE

Public Affairs Officer
Mr. James L. Hudgins January - December 2001

Deputy PAO/Media Relations Chief
Ms. Marla B. Jones January - December 2001

Command Information Chief
Ms. Nancy M. Martin January - December 2001

Community Relations
Ms. Linda E. Means — January - December 2001

Media Relations Specialist
Mr. William H. Holmes, Jr. — January - December 2001

NCOIC, PAO
MSG Patricia L. Winebrenner — January - September 2001
MSG Pleasant L. Lindsey III — September - December 2001

The Signal Editor
Ms. Janet A. McElmurray — January - December 2001

NCOIC, Television
SGT David A. McClain — January - December 2001

NATIONAL SCIENCE CENTER

Director
Dr. George J. Fry, Jr., — January – December 2001

Deputy Director
Mr. James W. Frye, Jr. — January – December 2001

Pentagon Liaison
Mrs. Joanne Stellato — January – December 2001

Chief Automation/Administration
Mr. Ollie Washington, Jr. — January – December 2001

APPENDIX B

DISTINQUISHED VISITORS

General Officers & Colonels & Sergeant Majors

2-5 Jan	GEN (R) Edwin Burba, McDonough, GA
5-7 Jan	CSM Cartell Crout, Command Sergeant Major, 359th Signal Brigade, Fort, Gordon, GA
5-7 Jan	BG Edwin Spain III, Commander, 359th Signal Brigade, Fort Gordon, GA
6-7 Jan	BG Lowell Detamore, Deputy Commander, 335th Signal Brigade, East Point, GA
8-9 Jan	MG Craig Bambrough, Deputy Commanding General, Army Reserve Command, Atlanta, GA
9-11 Jan	COL Richard Treharne, Training and Doctrine Command Budget Officer, Fort Monroe, VA
15-16 Jan	LTG (R) Thomas Ayers, Columbia, SC
21-23 Jan	COL Alton Morrison, G6, Third Army, Fort McPherson, GA
21-26 Jan	COL Daniel Fake, Training and Doctrine Command Inspector General, Fort Monroe, VA
22-24 Jan	COL Dennis Via, Commander, 3rd Signal Brigade, Fort Hood, TX
23-24 Jan	MG (R) John E. Hoover, Bonaire, GA
28-29 Jan	MG (R) Warren Johnson, Woodstock, GA
28 Jan-1 Feb	CSM Lynnell Sullivan, Command Sergeant Major, Rock Island Arsenal, IL
30-31 Jan	BG Roosevelt Mercer, Wing Commander, 81st Training Wing, Keesler Air Force Base, MS
30 Jan-1 Feb	BG Michael J. Marchand, Commander, US Army Legal Services Agency, Arlington, VA

2-4 Feb	BG George Fay, Deputy Commander, United States Army INSCOM, Fort Belvoir, VA
5-9 Feb	COL Marilyn Brooks, Deputy Commander for Nursing, Fort Stewart, GA
7-9 Feb	BG John M. Urias, Program Executive Officer, Air and Missile Defense, Huntsville, AL
8 Feb	GEN(R) William (Bill) Richardson, McLean, VA
8-10 Feb	CAPT (US Navy) Bruce Drake, Director, NAVSECGRUEUR London, England
8-10 Feb	MG John D. Thomas, Commanding General, USA Intelligence & Fort Huachuca, Fort Huachuca, AZ
9-11 Feb	BG Alan Bell, Deputy Division Commander, 87th Division (TS), 1st Brigade, Birmingham, AL
9-11 Feb	COL Cornelus Easter, Office of Deputy Division Commander, 87th Division (TS), 1st Brigade, Birmingham, AL
9-11 Feb	CSM Stanley Reeves, Office of Deputy Division Commander, 87th Division (TS), 1st Brigade, Birmingham, AL
10 Feb	BG Robert C. Hughes, Deputy Commander, First USA, Fort Gillem, GA
10 Feb	LTG Johnny Riggs, Commanding General, First USA, Fort Gillem, GA
17-18 Feb	BG Velma Richardson, Deputy Commanding General, Army and Air Force Exchange Service, Dallas, TX
19-20 Feb	COL Kirk Davidson, United States Recruiting Command G3, Fort Knox, KY
20 Feb	LTG(R) Bruce Harris, Martinez, GA
20-22 Feb	COL Anthony Fortune, 3d Military Police Group Commander Fort Gillem, GA
20-22 Feb	COL Edward Siomacco, Project Manager, Warfighter Information Network-Tactical, Fort Monmouth, NJ

21-22 Feb	COL Stephen Taylor, Commander, 59th Ordnance Battalion, Redstone Arsenal, AL
22-23 Feb	COL Daniel Baur, Office of the DCSINT-CI, Department of the Army, Washington, DC
22-23 Feb	GEN (R) Arthur Brown, Hilton Head, SC
25-27 Feb	COL Alton Morrison, G6, Third Army, Fort McPherson, GA
25 Feb-1 Mar	COL Robert Reardon, DCSBOS Engineer, TRADOC, Fort Monroe, VA
25 Feb-1 Mar	LTG John A. Van Alstyne, Deputy Commanding General for Initial Entry Training, TRADOC, Fort Monroe, VA
26-27 Feb	BG Billy Cooper, Deputy Commanding General, United States Recruiting Command, Fort Knox, KY
26-27 Feb	LTG Peter Cuviello, Director of Information Systems for Command, Control, Communications & Computers, Washington, DC
26-27 Feb	COL Richard Gonder, Office of Director of Information Systems for Command, Control, Communications & Computers, Washington, DC
26-27 Feb	COL Joseph Yavorsky, Commander, Joint Spectrum Center, Annapolis, MD
26-28 Feb	CSM Jordan Jeffcoat, Inspector General Command Sergeant Major, Fort Campbell, KY
26 Feb-1Mar	LTG John A. Van Alstyne, Deputy Commanding General for Initial Entry Training, TRADOC, Fort Monroe, VA
2 Mar	MG (R) John Hoover, Bonaire, GA
5-6 Mar	MG David Poythress, Adjutant General, Georgia National Guard, Atlanta, GA
7-8 Mar	COL Stephen Taylor, Commander, 59th Ordnance Battalion, Redstone Arsenal, AL
7-10 Mar	COL James Pohl, Circuit Judge, Fort Stewart, GA

9-11 Mar	COL William Johnston, Brigade Commander, 1189th Transportation Brigade, North Charleston, SC
10-14 Mar	CW5 Rex Williams, Chief Warrant Officer of Military Intelligence Corps, Fort Huachuca, AZ
11-15 Mar	COL Montie Johnson, Inspector General, Fort Sam Houston, TX
14-15Mar	COL Joseph Yavorsky, Commander, Joint Spectrum Center, Anapolis, MD
14-16 Mar	COL Edward Siomacco, Project Manager, Warfighter Information Network-T, Fort Monmouth, NJ
15-16 Mar	COL William Luk, Director for Readiness, Fort Monmouth, NJ
16-17 Mar	BG James Dougherty, Commander, 261st Signal Brigade, Dover, DE
16-17 Mar	COL William Hose, Department of Information Management, Minnesota National Guard
16-18 Mar	BG Dallas Fanning, Commanding General, 142d Signal Brigade, Decatur, AL
17 Mar	BG James Dougherty, Commander, 261st Signal Brigade, Dover, DE
18-19 Mar	COL Alton Morrison, G6, Third Army, Fort McPherson, GA
19-20 Mar	SES6 David Keetley, Director, Space & Terrestrial Communications, CECOM, Fort Monmouth, NJ
22-23 Mar	MG James Donald, Deputy Commander, FORSCOM, Fort McPherson, GA
27-28 Mar	MG James Bryan, Vice Director, Defense Information Systems Agency, Arlington, VA
27-28 Mar	BG Dennis Moran, Director, J6, US Central Command, MacDill Air Force Base, FL
27-28 Mar 01	LTG Peter Cuviello, DISC4, Washington, DC
28-31 Mar	CSM Timothy Ayers, Ordnance Regimental Sergeant Major, Aberdeen Proving Ground, MD

28-31 Mar	MG Mitchell Stevenson, Chief of Ordnance, Aberdeen Proving Grounds, MD
28-31 Mar	COL Stephen Taylor, Commander, 59th Ordnance Battalion, Redstone Arsenal, AL
30 Mar-1 Apr	CSM Cartell Crout, Command Sergeant Major, 359th Signal Brigade, Fort Gordon, GA
31 Mar-2 Apr	COL Robert Kleba, Deputy Director Plans & Operations, Pentagon, Washington, DC
4-8 Apr	CAPT David Ruff, Commander, Navy Supply Corps School, Athens, GA
4-10 Apr	GEN William Kernan, Commander-in-Chief, US Joint Forces Command, Norfolk, VA
5-6 Apr	COL Stephen Taylor, Commander, 59th Ordnance Brigade, Redstone Arsenal, AL
11 Apr	LTG(R) Douglas Buchholz, Augusta, GA
13-15 Apr	COL Kevin Bergner, Fort Stewart, GA
16-17 Apr	COL Stephen Bond, TRADOC Systems Management-Joint Stars, Fort Huachuca, AZ
16-17 Apr	COL Robert Earl Johnson, Chief of Staff, CECOM, Fort Monmouth, NJ
16-17 Apr	LTG (R) John Yeosock, Peachtree City, GA
16-18 Apr	COL Charles Atkins, Director, Requirements, Determination, Development & Integration, Fort Huachuca, AZ
16-19 Apr	COL William Phelps, Deputy for Futures, INTEL Center, Fort Huachuca, AZ
16-19 Apr	MG John D. Thomas, Commanding General, USA Intelligence Center & Fort Huachuca, Fort Huachuca, AZ
17-18 Apr	BG Michael Mazzucchi, Deputy for Systems Acquisition-CECOM Fort Monmouth, NJ

17-18 Apr	COL Edward Siomacco, Project Manager-WIN-T, Fort Monmouth, NJ
17-19 Apr	COL William Knarr, TRADOC Systems Manager for Unmanned Aerial Vehicle, Fort Huachuca, AZ
17-19 Apr	COL Gary Royster, Division Chief of Battle Space & Surveillance & Operation Division, ODCSINT, Washington, DC
17-20 Apr	COL James Durham, Command Chaplain (MEDCOM), Fort Sam Houston, TX
18-20 Apr	COL Steven Aytes, Commander, 543d Intel Group, Kelly Air Force Base, TX
19-23 Apr	CSM Larry Paylor, Command Sergeant Major, US Army Signal Command, Fort Huachuca, AZ
20-22 Apr	COL Robert Reicho, Incoming Commander, Dental Activity, Fort Gordon, GA
22-25 Apr	BG Keith Alexander, Commanding General, INSCOM, Fort Belvoir, VA
23-24 Apr	BG Billy Cooper, Deputy Commanding General, USA Recruiting Command, Fort Knox, KY
23-24 Apr	LTG Peter M. Cuviello, Director of Information Systems for Command, Control, Communications and Computers, DISC4 Washington, DC
23-24 Apr	COL Richard Gonder, Deputy Director, Programs & Architecture, ODISC4, Washington, DC
23-25 Apr	COL George Featherston, Project Director, RCI San Antonio, TX
27 Apr- 3 May	COL Frank Smith, Director of Training & Operations for National Guard, Fort Dix, NJ
2-3 May	CSM Paul Haynes, CASCOM Command Sergeant Major, Fort Lee, VA
2-3 May	COL Stephen Taylor, Commander, 59th Ordnance Brigade, Redstone Arsenal, AL

3 May	LTG Billy K. Solomon, Commanding General, USA Combined Arms Support Command & Fort Lee, Fort Lee, VA
4-6 May	BG Edwin Spain III, Commander, 359th Signal Brigade, Fort Gordon, GA
5-6 May	CSM Cartell Crout, CSM, 359th Signal Brigade, Fort Gordon, GA
8-9 May	BG John Brown, III, Deputy Chief of Staff for Training, Fort Monroe, VA
8-9 May	COL James E. Lenderman, Director, Interservice Training Branch, Marine Base, Quantico, VA
8-9 May	CAPT Vincent Linch, Army Enlisted Training and Education, Pensacola, FL
8-9 May	RADM Rodrigo Melendez, United States Navy, Assistant Chief for Education, Training and Personnel, Department of the Navy, Washington, DC
8-9 May	RADM(LH) Dennis Sirois, Director of Reserve and Training, US Coast Guard, Washington, DC
8-9 May	MG (USAF) William Welser III, Director of Operations, HQ AETC, Randolph Air Force Base, TX
8-10 May	CSM Fredrick Jackson, TRADOC CSM, Fort Monroe, VA
9-10 May	COL Mark Bowman, Brigade Commander, 11th Signal Brigade, Fort Huachuca, AZ
9-23 May	COL Charles Lucia, Assistant Chief of Staff, G6, Fort Belvoir, VA
16-17 May	LTG(R) John Yeosock, Peachtree City, GA
16-18 May	CSM Jack Tilley, Sergeant Major of the Army, Washington, DC
17-18 May	CSM Earl Stewart, Senior Enlisted Advisor, DISA, Arlington, VA
21-22 May	COL Stephen Taylor, Commander, 59th Ordnance Battalion Redstone Arsenal, AL

23-24 May	COL L. Darwin Fretwell, Commander, DENCOM, Fort Sam Houston, TX
29-30 May	BG John Kimmons, Director for Intelligence, J-2, United States Army Central Command, MacDill Air Force Base, FL
29-31 May	CSM Gary Carr, Office of Deputy Commanding General for Initial Entry Training, TRADOC, Fort Monroe, VA
29-31 May	COL James Rosenblatt, Staff Judge Advocate, TRADOC, Fort Monroe, VA
29-31 May	LTG John A. Van Alstyne, Deputy Commanding General for Initial Entry Training, TRADOC, Fort Monroe, VA
31 May-2 Jun	COL Ronald Crooks, 93rd Logistics Group Commander, Robins Air Force Base, GA
2-3 Jun	CSM Cartell Crout, Command Sergeant Major, 359th Signal Brigade, Fort Gordon, GA
3-4 Jun	COL Alton Morrison, Assistant Chief of Staff, G6, 3rd United States Army, Fort McPherson, GA
5-6 Jun	COL Donald Kropp, Deputy Chief of Staff, Information Management, Fort Bragg, NC
5-8 Jun	COL Daniel Fake, TRADOC Inspector General, Fort Monroe, VA
6-7 Jun	BG William Nesbitt, Commanding General, 48th Brigade (Rear), Atlanta, GA
6-8 Jun	LTG Lawson Magruder, Deputy Commanding General, Chief of Staff, USAFORSCOM, Fort McPherson, GA
8 Jun	CSM(R) James Hussey, Representing Honorable Charlie Norwood), U.S. House of Representatives, District 116, Appling, GA
8 Jun	LTG(R) Douglas Buchholz, Augusta, GA
10-13 Jun	COL Edward Siomacco, Project Manager-Warfighter Information Network-Tactical, Fort Monmouth, NJ
10-13 Jun	COL Ronald Vandiver, Director, C4ISR, TRADOC, Fort Monroe, VA

11-12 Jun	MG James Grazioplene, Deputy Chief of Staff for Combat Developments, TRADOC, Fort Monroe, VA
11-12 Jun	MG George Higgins, Deputy Commanding General, III Corps and Fort Hood, Fort Hood, TX
11-12 Jun	CSM Jordan Jeffcoat, Inspector General Command Sergeant Major, Fort Campbell, KY
14-15 Jun	BG(P) Craig Hackett, Director of Requirements, Office of the Deputy Chief of Staff for Operations, USA, Washington, DC
15-17 Jun	COL Daniel Baur, Office of the DCSINT-CI, Department of the Army, Fort Monroe, VA
16-23 Jun	SGM David Hull, Sergeant Major, Headquarters & Headquarters Company, 1st Signal Brigade, Yongsan, Korea
16-24 Jun	COL Thom Tuckey, Deputy Chief of Staff for Information Management, TRADOC, Fort Monroe, VA
17-18 Jun	COL (P) William Fox, Commander, 44th Medical Brigade, Fort Bragg, NC
18-19 Jun	COL Joseph Nizolak, Deputy Director, C4S Directorate, United States Transportation Command, Scott Air Force Base, IL
18-19 Jun	MG John Thomas, Commanding General, United States Army Intelligence Center & Fort Huachuca, Fort Huachuca, AZ
18-20 Jun	COL Kenneth Aldridge, Director, ISD, CASCOM, Fort Lee, VA
18-20 Jun	CSM Larry Taylor, Command Sergeant Major, 59th Ordnance Brigade, Redstone Arsenal, AL
18-21 Jun	MG James Bryan, Vice Director, DISA, Arlington, VA
18-21 Jun	COL John Boynton, Chief of Staff, Joint Task Force Computer Operations, Washington, DC, Arlington, VA
18-22 Jun	COL Joseph Catudal, Technical Director and Chief, IT Systems & Services Office, Joint Staff, Pentagon, Washington, DC
18-22 Jun	CW5 Robert Pace, Command Control & Communications Directorate, Alexandria, VA

18-22 Jun	BG Velma Richardson, Deputy Commanding General, Army and Air Force Exchange Service, Dallas, TX
18-22 Jun	COL Ronald Vandiver, Director, C4ISR, TRADOC, Fort Monroe, VA
19-20 Jun	COL William Luk, Director for Readiness, Fort Monmouth, NJ
19-20 Jun	BG James Dougherty Jr, Commander, 261st Signal Brigade, Dover, DE
19-20 Jun	MG William Russ, Commanding General, Army Signal Command Fort Huachuca, AZ
19-21 Jun	BG James Hylton, Director of Programs and Architecture, ODISC4, US Army, Pentagon, Washington, DC
19-22 Jun	BG Gregory Premo, Deputy Director for Operations, Defense Information Systems Agency, DISA, Arlington, VA
19-22 Jun	COL(P) Thomas Sinclair, Commander, 229th Signal Brigade (NG)
20-21 Jun	MG George Bowman, Commander, 311th Signal Command, Fort Meade, MD
20-21 Jun	BG Conrad Ponder, Deputy Commander, 311th Signal Command, Fort Meade, MD
20-21 Jun	MG Thomas Wessels, Commander, 335th Signal Command, East Point, GA
20-22 Jun	LTG Peter Cuviello, Director of Information Systems for Command, Control, Communications and Computers, DISC4 Washington, DC
20-22 Jun	BG Dallas Fanning, Commanding General, 142d Signal Brigade, Decatur, AL
21 Jun	COL(P) Roger Ward, Deputy Commander, 335th Signal Brigade, East Point, GA
2-3 Jul	COL Carter Ham, Commander, 29th Regiment, Fort Benning, GA
5-6 Jul	COL (P) James Kelly, Chief of Staff, 25th Infantry Division, Schofield Barracks, HI

8-9 Jul	COL Alton Morrison, Assistant Chief of Staff, G6, 3rd United States Army, Fort McPherson, GA
11-13 Jul	LTG Michael Ackerman, Inspector General, Department of the Army, Washington, DC
12-13 Jul	BG Alan Bell, Deputy Division Commander/BG, 87th Division (TS), 1st Brigade, Birmingham, AL
16-18 Jul	BG Alan Bell, Deputy Division Commander, 87th Division (TS), 1st Brigade, Birmingham, AL
16-18 Jul	CSM Cartell Crout, Command Sergeant Major, 359th Signal Brigade, Fort Gordon, GA
16-18 Jul	MG James Darden, Commander, 87th Division (TS), Birmingham, AL
16-18 Jul	CSM Stanley Reeves, Office of Deputy Division Commander/BG, 87th Division (TS), 1st Brigade, Birmingham, AL
16-21 Jul	BG Edwin Spain, Commander, 359th Signal Brigade, Fort Gordon, GA
17-18 Jul	CAPT Jim Huck, Theodore Roosevelt Battle Group Comms Officer, Norfolk, VA
17-19 Jul	CAPT (S) Tom Baus, ACOS Intelligence Commander, Carrier Group 8, VA
19-20 Jul	BG Alan Bell, Deputy Division Commander/BG, 87th Division (TS), 1st Brigade, Birmingham, AL
19-20 Jul	COL Cornelus Easter, Office of Deputy Division Commander/BG, 87th Division (TS), 1st Brigade, Birmingham, AL
19-20 Jul	COL Alton Morrison, Assistant Chief of Staff, G6, 3rd United States Army, Fort McPherson, GA
20-23 Jul	COL John Easterly, Commander, 3rd Brigade, 84th Division, Minneapolis, MN
21-22 Jul	MG Michael Mayo, Commander, 81st Regional Support Command Birmingham, AL
23-26 Jul	CAPT Paul Lund, Incoming Deputy Director, TRICARE,

	Fort Gordon, GA
24-27 Jul	CSM David Thomas, Command Sergeant Major, 314th Military Intelligence Battalion, San Antonio, TX
26-27 Jul	Chief (AF) Earl Stewart, Commanding Chief, Defense Information Systems Agency, Washington, DC
29-30 Jul	BG Richard Kramlich, Commander, Marine Corps Logistics Bases, Albany, GA
29-30 Jul	BG Stephen Thompson, Assistant Division Commander, 84th Division, Milwaukee, WI
29-31 Jul	COL David Hafele, Commander, OMMCS, Redstone Arsenal, AL
29-31 Jul	CSM Larry Taylor, Office of Commander, OMMCS, Redstone Arsenal, AL
30 Jul-3 Aug	COL (AF) Teresa Parker, Incoming GRSOC Vice Commander, Fort Gordon, GA
31 Jul-1 Aug	COL Ronald Adams, Emergency EPLO for GA, FORT McPherson, GA
1-2 Aug	COL Mark O'Neill, Executive Officer For General Abrams, TRADOC, Fort Monroe, VA
2-3 Aug	COL Joseph Catudal, Deputy Director Programs & Architecture (ODISC4), Pentagon, Washington, DC
2-3 Aug	LTG Peter Cuviello, Director of Information Systems for Command, Control, Communications and Computer, DISC4, Washington, DC
5-24 Aug	COL Robert Henderson, 1st Signal Brigade Commander, Yongsan, Republic of Korea (Incoming Garrison Commander, Fort Gordon, GA)
7-9 Aug	BG(P) Edwin Roberts, Deputy Commanding General at TRADOC for ARNG, Fort Monroe, VA
8-11 Aug	CSM Daniel Keane, Command Sergeant Major, Air Combat Command, Langley Air Force Base, FL
9 Aug	BG Terry Nesbitt, Commander, 48th Infantry Brigade, The Georgia Army National Guard, Atlanta, GA

9 Aug	MG David Poytress, The Adjutant General for Georgia, Atlanta, GA
12-13 Aug	COL Alton Morrison, G6, Third Army, Fort McPherson, GA
13-14 Aug	BG Richard Zahner, Deputy Director, Customer Relations & Military Operations Integrations, Fort Meade, MD
14-16 Aug	COL Michael Rosenbaum, Commander, National Ground Intelligence Center, Charlottesville, VA
15-16 Aug	BG(P) James Hylton, Commanding General, United States Army Signal Command, Fort Huachuca, AZ
20-21 Aug	COL Alex Butterfield, COMCARGRU7, Japan
21-24 Aug	LTG Paul Mikolachek, Commanding General, Third United States Army, Fort McPherson, GA
23-24 Aug	COL Scipio deCanter, Deputy PEO, STAMIS, Fort Belvoir, VA
27-29 Aug	CAPT Sandy Brooks, Cyptographic Detailer, Millington, TN
28-29 Aug	COL Robert Marlin, Commander, 543rd Intel Group, Lackland Air Force Base, San Antonio, TX
29-30 Aug	COL Ronald Vandiver, Director, C4ISR, TRADOC, Fort Monroe, VA
30 Aug-2 Sep	COL Frederic Borch, Naval War College, Portsmouth, RI
4-5 Sep	COL James Mallery, USAR, Assistant Division Commander, 108th Division, Charlotte, NC
5-6 Sep	COL Daniel McFadgen, Military Assistant/Program Manager, Office of Economic Adjustment, OSD, Washington, DC
7-9 Sep	COL John Alley, 3d Brigade Commander, Fort Jackson, SC
10-11 Sep	BG(P) James Hylton, Commanding General, U.S. Army Signal Command, Fort Huachuca, AZ
12-14 Sep	COL James Schumacher, Flight Commander, Flight Program, Elgin AFB, FL
15 Sep	LTG Billy K. Solomon, Commanding General, Combined Arms Support Command, Fort Lee, VA

16-17 Sep	Gen(R) Edwin Burba, McDonough, GA
17-18 Sep	COL Kevin Rice, Commandant, Defense Language Institute, Monterey, CA
17-19 Sep	CSM Eugene Patton, Defense Language Institute, Monterey, CA
19-20 Sep	BG Michael Stone, Director of Communications and Information Systems (Army), Wellington Barracks, London
19-20 Sep	COL Ronald Vandiver, Director, C4ISR, TRADOC, Fort Monroe, VA
21-23 Sep	COL Douglas Cardinal, Deputy Reserve Intel Area Coord for Manpower and Facilities, NAS, Atlanta, GA
23-24 Sep	COL Alton Morrison, G6, Third Army, Fort McPherson, GA
24-25 Sep	BG(P) Douglas Dollar, Commander, 80th Division, Richmond, VA
24-26 Sep	COL Thomas Fossen, 81st Training Group Commander, Keesler Air Force Base, MS
2-3 Oct	CMSgt Earl Stewart, Senior Enlisted Advisor, DISA, Arlington, VA
3-4 Oct	COL Robert M. Johnson, Commander, SOUTHCOM, Miami, FL
14-16 Oct	COL Dennis Via, Commander, 3d Signal brigade, Fort Hood, TX
16-17 Oct	MG Dennis Cavin, Commanding General, USA Recruiting Cmd, Fort Knox, KY
16-18 Oct	COL Harold Beatty, Wing Commander, 70th Intel Wing, Fort Meade, MD
17-19 Oct	CW5 Rufus Montgomery, Connelly Food Advisory Committee, Fort Lee, VA
18-19 Oct	BG Keith Alexander, CG, INSCOM, Fort Belvoir, VA
23-24 Oct	Chaplain (COL) Douglas McLeroy, TRADOC Chaplain, Fort Monroe, VA
23-25 Oct	CSM Timothy Ayers, Ordnance Regimental Sergeant Major, Aberdeen Proving Ground, MD
23-25 Oct	COL David Hafele, Command OMMCS, Redstone Arsenal, AL

23-25 Oct	MG Mitchell Stevenson, Chief of Ordnance, Aberdeen Proving Grounds, MD
23-25 Oct	CMSgt Earl Stewart, Senior Enlisted Advisor, DISA, Arlington, VA
24 Oct-5 Nov	CSM Alphea Dixon, Incoming CSM, DDEAMC, Ft Gordon, GA
25-27 Oct	CSM James Aplin, MEDCOM CSM, Falls Church, VA
30 Oct – 01 Nov	COL Donald Meno, Dir, Command, Control & Communications Directorate, Alexandria, VA
08 Nov	MG H. Douglas Robertson, Commanding General, 108th Division, Charlotte, NC
08-09 Nov	CMSgt Earl Stewart, Senior Enlisted Advisor, DISA, Arlington, VA
13-14 Nov	RADML Joseph Burns, Commander, Naval Security Group, Fort Meade, MD
13-14 Nov	Commander Richard Bodziak, Naval Security Group, Fort Meade, MD
13-14 Nov	CSM Jeffrey Mellinger, CSM, 1st US Army, Fort Gillem, GA
13-15 Nov	COL Randal Layton, District Commander, South Atlantic District Vet Command, Fort Stewart, GA
14-16 Nov	COL(P) Sean J. Byrne, Director, Enlisted Personnel Mgt Branch, PERSCOM, Alexandria, VA
15 Nov	MG Robert Hughes, USAR, Deputy Commanding General, Reserve Components, First USA, Fort Gillem, GA
18-19 Nov	LTG(R) Donald Burdick, Hartwell, GA
18-19 Nov	COL Robert Gore, IG for the State of GA, Atlanta, GA
19-20 Nov	GEN(R) Edwin Burba, McDonough, GA
20 Nov	BG Walter Wojadowski, Assistant Division Commander, 24th Infantry Division (Mech), Fort Jackson, SC
20-24 Nov	COL Donald Meno, Dir, Command, Control & Communications Directorate, Alexandria, VA

25-28 Nov	MG James Collins, USAR, Commanding General, 70th Regional Support Command, Seattle, WA
25-29 Nov	MG George Bowman, Commander, 311th Theater Signal Command, Fort Meade, MD
25-29 Nov	BG Dallas Fanning, Commander, 142d Signal Brigade, Decatur, AL
25-29 Nov	BG John Bathke, Assistant Adjutant General, HQ State Area Command, MN Army National Guard, St Paul, MN
25-29 Nov	COL(P) Roger Ward, 335th Signal Command, East Point, GA
25-29 Nov	COL(P) Thomas Sinclair, Commander, 228th Signal Brigade (NG), Spartanburg, SC
25-30 Nov	LTG(R) Robert Gray, Augusta, GA
25-30 Nov	MG Thomas Matthews (USAR), Deputy Director, DISC4, Office of the Secretary of the Army, Washington, DC
25-30 Nov	BG(P) James Hylton, Commanding General, U.S. Army Signal Command, Fort Huachuca, AZ
25 Nov – 1 Dec	BG James Dougherty, Jr., Commander, 261st Signal Brigade, Dover, DE
26-29 Nov	COL(P) Carroll Pollett, Deputy Director of Operations, DISA, Arlington, VA
26-30 Nov	LTG Michael Ackerman, The Inspector General, USA, Washington, DC
26-30 Nov	LTG(R) Bruce Harris, Augusta, GA
26-30 Nov	BG Gregory Premo, Deputy Chief of Staff for Information Management, USATRADOC, Fort Monroe, VA
26-30 Nov	BG Marilyn Quagliotti, Commanding General, 5th Signal Command, Mannheim, Germany
26-30 Nov	BG(R) Robert Wynn, Alexandria, VA
26 Nov – 1 Dec	LTG Peter Cuviello, Director of Information Systems for Command, Control, Communications, and Computers, Washington, DC
26 Nov – 1 Dec	MG James Bryan, Vice Director, Defense Information Systems Agency, Arlington, VA

27-28 Nov	MG Thomas Wessels, Commander, 335th Signal Command, East Point, GA
27-28 Nov	LTG Johnny Riggs, Director, Objective Force Task Force, Arlington, VA
27-29 Nov	MG William Russ, Commanding General, U.S. Army Communications-Electronics Command, Fort Monmouth, NJ
27-29 Nov	BG Lowell Detamore, Deputy Commanding General, 335th Theater Signal Command, East Point, GA
27-29 Nov	LTG(R) John Dubia, Fairfax, VA
27-29 Nov	BG Velma Richardson, Deputy Commanding General, Army & Air Force Exchange Service, Dallas, TX
27-29 Nov	BG Conrad Ponder, Deputy Commander, 311th Theater Signal Command, Fort Meade, MD
27-29 Nov	BG(R) Jerry McElwee, Anaheim, CA
27-29 Nov	LTG(R) Peter Kind, Lorton, VA
27-30 Nov	BG Michael Mazzucchi, Program Executive Officer, Command, Control, and Communications Systems, Fort Monmouth, NJ
27-30 Nov	BG Janet Hicks, Director, Command, Control, Communications, and Computer Systems, USCINCPAC, Camp H.M. Smith, HI
27-30 Nov	MG Steven Boutelle, Director, Information Operations, Network and Space ODISC4, HQDA, Washington, DC
28 Nov	GEN John Abrams, Commanding General, U.S. Army TRADOC, Fort Monroe, VA
28-29 Nov	LTG(R) Douglas Buchholz, Augusta, GA
29 Nov	BG Dennis Moran, Director, CCJ6, MacDill Air Force Base, FL
07-08 Dec	COL(P) William Terpeluk, Deputy Commander, 77th Regional Support Command, Fort Totten, NY
10-12 Dec	COL David Hafele, Command OMMCS, Redstone Arsenal, AL

17-18 Dec	LTG(R) Donald Burdick, McDonough, GA
17-18 Dec	COL Robert Marlin, Commander, 543d Intel Group, Lackland AFB, TX (San Antonio)
27 Dec	BG Walter Wojadowski, Assistant Division Commander, 24th Infantry Division (Mech), Fort Jackson, SC

International Officers/Civilians

7 Jan	Mr. Patrick Blanchard, President, First Bank of Augusta, Augusta, GA
7 Jan	Mr. Ulmer Bridges, Richmond County Commissioner, Augusta, GA
7 Jan	Mr. Andy Kingery, Columbia County Chamber of Commerce Martinez, GA
7 Jan	Mr. Bryan Quincy, Columbia County Chamber of Commerce Martinez, GA
7 Jan	SES6 Ellen DeGeorge-Smith & Mr. Smith, Director, VA Medical Center, Augusta, GA
7 Jan	Mr. Jim West, Metro Augusta Chamber of Commerce, Augusta, GA
11 Jan	Dr. Clarence Joyner, Pastor, Broadway Baptist Church, Augusta, GA
25-26 Jan	Reverend George Langhorne, American Baptist Indorsing Agent, Valley Forge, P.A.
12 Feb	Dr. Relf Crissey, Executive Director, National Center for Simulation, North Carolina
12 Feb	Dr. Robert Helms, Director, Research Triangle Institute, North Carolina
26-28 Feb	Dr. Don Goff, Chair, Information & Telecommunications Studies, University of Maryland, University College, Maryland
1 Mar	Ms. Joanne Carr, Associate Director for Patient Services, Veteran's Administration Medical Center, Augusta, GA
6 Mar	Mayor John Bentley, Mayor of Harlem, Harlem, GA
6 Mar	Mayor Dennis Trudeau, Mayor of Grovetown, Grovetown, GA
6 Mar	Mr. Jim West, President, Metro Augusta Chamber of Commerce, Augusta, GA
6 Mar	Mr. Scott McGregor, Augusta Chamber of Commerce, Augusta, GA
6 Mar	Mr. Jimmy Smith, Augusta Pride and Progress, Augusta, GA

12-15 Mar	MAJ Jose Solero, TCA Coordinator, USODC, Paraguay
12-16 Mar	Mr. Richard P. Beachman, Chief Engineer, BAE Systems, United Kingdom
12-16 Mar	Mr. R.J. Van Engelsmoven, Principal Scientist, NATO Consultation, Command & Control Agency, Bahrain
12-16 Mar	Ivglia Giovanni, Macroni Mobile SPA Consultant, Italy
12-16 Mar	Mr. Peter Jenkins, United Kingdom
12-16 Mar	Mr. Kjell Gustav Knutsen, Army Material Communicator Engineer, Norway
12-16 Mar	Mr. Roger Langeveld, TNO Engineer, The Netherlands
12-16 Mar	CAPT Louis Lapierre, NDHQ Ottawa, Canadian Forces, Canada
12-16 Mar	1LT Marek Jablonka, General Staff, J6, Directorate of Computer Science Center Designer, Poland
20-21 Mar	LTC Se Young Lee, Office of Chief of Information Support Department, Republic of Korea
20-21 Mar	BG Soon Or Ser, Chief of Information Support Department, Republic of Korea
26-27 Mar	COL Joachim Rabe, Senior German Foreign Liason Officer, TRADOC, Fort Monroe, VA
28 Mar	SES5 Tracey Pinson, Small and Disadvantaged Business Utilization, Washington, DC
28-31 Mar	GS-15 George Benzenhafer, Office of Commander, 59th Ordnance Battalion, Redstone Arsenal, AL
9 Apr	Mr. Len Smith, Legislative Aide for Congressman Charles Norwood, Washington, DC
11 Apr	Mr. Ulmer Bridges, Richmond County Commissioner, Augusta, GA
11 Apr	Dr. Ernest James, Principal, Terrace Manor Elementary School, Augusta, GA

16-18 Apr	Mr. James Cronin, Regional Director, Military Outreach Program, University of Maryland University College, Maryland
17-18 Apr	SES5 Edward T. Bair, PEO IEW&S, Fort Monmouth, NJ
17-18 Apr	SES6 Bob Doto, CECOM I2WD RDEC, FORT Monmouth, NJ
17-18 Apr	SES4 Victor Ferlise, Deputy to the Commanding General, USA CECOM, Fort Monmouth, NJ
17-18 Apr	SES6 Anthony Lisuzzo, Associate Director for Technology, Research, Development and Engineering Center, CECOM Fort Monmouth, NJ
17-19 Apr	SES6 John Perrapato, DPEO C3S, CECOM, Fort Monmouth, NJ
17-29 Apr	Officer Cadet Andre Reiners, Army Academy Student, Germany
17-29 Apr	Officer Cadet Ronny Rose, Army Academy Student, Germany
17-29 Apr	Officer Cadet Thorsten Schatz, Army Academy Student, Germany
17-29 Apr	Officer Cadet Bjoern Markus Schere, Army Academy Student, Germany
25-26 Apr	SES6 James Barbarello, Director of Command & Control RDEC, CECOM, Fort Monmouth, NJ
25-26 Apr	SES4 Victor Ferlise, Deputy to the Commanding General, USA CECOM, Fort Monmouth, NJ
26 Apr	SES6 Anthony Lisuzzo, Associate Director for Technology, Research, Development and Engineering Center, CECOM, Fort Monmouth, NJ
30 Apr-5 May	Dr. Wakeed Al-Falah, Chief of Medical Services Authority, Kuwait
30 Apr-5 May	COL Donald Kasperik, Office of Chief of Medical Services Authority, Kuwait
30 Apr-5 May	Dr Sameh, Office of Chief of Medical Services Authority, Kuwait

2-3 May	SES6 Dr. James Sears, Executive Director, TMA Washington, DC
8-9 May	GM-15 Dr. Steven Duncan, Deputy Commander, United States Army Training Support Center, Fort Eustis, VA
8-9 May	SES4 Rebecca Paulk, Principal Advisor for Education and Training to the Chief of Naval Education and Training, Pensacola, FL
8-9 May	GS-15 Edward Sheperd, Office of Assistant Chief for Education, Training and Personnel, Department of the Navy, Washington, DC
8-9 May	GS-15 William Willis, Office of Director of Operations, HQ AETC, Randolph Air Force Base, TX
15-17 May	MAJ Jun-Young Cho, Office of MG Chul-Kun Shin, Republic of Korea Army, Republic of Korea
15-17 May	LTC J Lee, Office of MG Chul-Kun Shin, Republic of Korea Army, Republic of Korea
15-17 May	MG Chul-Kun Shin, Republic of Korea Army, Republic of Korea
21-22 May	SIP1 Keith Masback, Director, Army Intelligence Masterplans, Falls Church, VA
23 May	Senator Joey Brush, Georgia Senator, District 24, Appling, GA
24 May	Mayor Frank Thomas, Mayor of Washington, Washington, GA
29-31 May	GM-15 Joe Capps, Director, Army C-E- Services Office, Hoffman Suite 1200, Room 1204, Alexandria, VA
29-31 May	GM-15 Jim Gress, Office of Chief, Plans, Concepts & C2 Applications, Operations Directorate, Arlington, VA
29-31 May	SES3 Frank Holderness, Chief, Plans, Concepts & C2 Applications, Operations Directorate, Arlington, VA
29 May	Mayor Bob Young, Mayor of Augusta, GA
29 May	Mr. Dusty Houser, Legislative Aide for Senator Max Cleland, Augusta, GA

30 May	Mr. Jim West, President, Augusta Chamber of Commerce, Augusta, GA
30 May	Senator Don Cheeks, Senator, Georgia State District 23, Augusta, GA
30 May	Mayor Bob Young, Mayor of Augusta, Augusta, GA
30 May	Senator Ben Harbin, State Senator, District 113, Augusta, GA
30 May	Mr. Dusty Houser, Legislative Aide to Senator Max Cleland, Augusta, GA
30 May	Mr. Greg Rudy, Department of Energy Manager, SRS, Aiken, SC
30 May	Ms. Joann Carr, Veterans Administration Medical Center, Augusta, GA
30 May	Mr. Mike Gunn, Chairman, FEA, Federal Aviation Administration, Augusta, GA
3-9 Jun	GS-15 Stanley Kelley, Director, EEOC CRA, Washington, DC
4-7 Jun	GS-15 Ronald Furlong, Office of NSA Inspector, Fort Meade, MD
4-7 Jun	GS-15 Derek Griffin, Office of NSA Inspector, Fort Meade, MD
4-7 Jun	GS-15 Rick Howard, Office of NSA Inspector, Fort Meade, MD
4-7 Jun	GS-15 Larry Johnson, NSA Inspector, Fort Meade, MD
4-7 Jun	GS-15 Nicholas Yokanovich, Office of NSA Inspector, Fort Meade, MD
8 Jun	Mr. Jim West, President, Metro Augusta Chamber of Commerce, Augusta, GA
8 Jun	Mr. Patrick Blanchard, President, First Bank of Augusta, Augusta, GA
8 Jun	Mayor Bob Young, Mayor of Augusta, Augusta, GA
10-12 Jun	MAJ Jae Wan Choi, Office of Assistant Chief of Staff, C6, Republic of Korea Army, Korea
10-12 Jun	Mr. Duk Chan Han, Office of Assistant Chief of Staff, C6, Republic of Korea Army, Korea
10-12 Jun	BG Gyu Seok Kim, Assistant Chief of Staff, C6,

	Republic of Korea Army, Korea
15-22 Jun	MAJ Hamoun Al-Hussaini, Kuwait
21 Jun	Mr. Dusty Houser, Legislative Aide for Senator Max Cleland, Augusta, GA
25-27 Jun	Dr. Young Ho Kim, Office of Research Fellow, Korea Institute for Defense Analysis, Korea
25-27 Jun	Dr. Hyung-No Yoon, Research Fellow, Korea Institute for Defense Analysis, Korea
29 Jun-3 Jul	SES5 Vernon Bettencourt, Technical Advisor to the DCSOPS, Washington, DC
9-10 Jul	GM15 Joe Capps, Director, Army C-E- Services Office, Hoffman I Suite 1200, Room 1204, Alexandria, VA
17-19 Jul	BG Rezk Ahmed Ahmed, Office of Financial Training Authority, Ministry of Defense, Deputy Director, Egypt
17-19 Jul	MG Mohammed Badr, Financial Training Authority, Ministry of Defense, Deputy Director, Egypt
17-19 Jul	COL Ahmed Abd El-Aziz El-Awady, Office of Financial Training Authority, Ministry of Defense, Deputy Director, Egypt
17-19 Jul	COL Essam Hassan Mohammed, Office of Financial Training Authority, Ministry of Defense, Deputy Director, Egypt
17-19 Jul	CPT Mohamed Redah Mohamed, Office of Financial Training Authority, Ministry of Defense, Deputy Director, Egypt
17-19 Jul	LTC Magdy El-Nayal, Office of Financial Training Authority, Ministry of Defense, Deputy Director, Egypt
17-19 Jul	COL Hassan Mahmoud Sakr, Office of Financial Training Authority, Ministry of Defense, Deputy Director, Egypt
19 Jul	Senator Joey Brush, State Senator, District 24, Appling, GA
19 Jul	Mr. Jim West, President, Metro-Augusta Chamber of Commerce, Augusta, GA
25-26 Jul	GM15 Joe Capps, Director, Army C-E- Services Office, Hoffman I

	Suite 1200, Room 1204, Alexandria, VA
6-8 Aug	Civilian Conrad Mandsager, National Guard Bureau, Youth Challenge Academy, Manchester, NH
9 Aug	Mr. Michael Gunn, Air Traffic Manager, Federal Aviation Administration, Augusta, GA
9 Aug	Mr. Jim West, President, Augusta Chamber of Commerce, Augusta, GA
9 Aug	Mr. Bob Young, Mayor of Augusta, Augusta, GA
9 Aug	Mr. Ulmer Bridges, Augusta-Richmond County Commissioner, Augusta, GA
22-24 Aug	SES-2 Evelyn DePalma, Assistant for Program Oversite, Defense Information Systems Agency, Falls Church, VA
22-24 Aug	GS-15 Patrick Sul, Deputy Director, Command, Control & Communications, Alexandria, VA
3-14 Sep	DISES (1* Equiv) Kenneth Madison, NSA IG Inspection Team, Fort Meade, MD
5-6 Sep	GM15 Joe Capps, Director, Army C-E Services Office, Alexandria, VA
5 Oct	Mr. Jim West, President, Metro Augusta Chamber of Commerce, Augusta, GA
5 Oct	Mr. Barry Fleming, Chairman, Columbia County Commission, Martinez, GA
5 Oct	Senator Joey Brush, State Senator, District 24, Appling, GA
5 Oct	Senator Ben Harbin, State Senator, District 113, Augusta, GA
5 Oct	Honorable Bob Young, Mayor of Augusta, Augusta, GA
5 Oct	Honorable Dennis Trudeau, Mayor of Grovetown, Grovetown, GA
5 Oct	Honorable John Bentley, Mayor of Harlem, Harlem, GA
5 Oct	Ms. Jeanne Montgomery, WJBF TV, Channel 6, Augusta, GA

5 Oct	Mr. Michael Gunn, Federal Aviation Administration, Augusta, GA
5 Oct	Mr. Greg Rudy, Manager, U.S. Dept of Energy, Aiken, SC
5 Oct	Mr. Bob Damen, Chairman, Military Affairs Committee, Richmond County Chamber of Commerce, Augusta, GA
5 Oct	Mr. Dusty Houser, Legislative Aide to Senator Max Cleland, Augusta, GA
5 Oct	Mr. James Hussey, Aide to Congressman Charlie Norwood, Augusta, GA
16-17 Oct	GM15 Joe Capps, Director, Army CE Services Office, Alexandria, VA
17-19 Oct	GS-16 David Evans, Connelly Food Advisory Committee, Fort Lee, VA
24-25 Oct	GS15 Gerald Compton, Director, Moral, Welfare, and Recreation, Fort Monroe, VA
13 Nov	Honorable (Dr.) Mario P. Fiori, Assistant Secretary of the Army (Installations and Environment), Washington, DC
16 Nov	Mr. Bernd Kuebart, Deputy German Consul General, Atlanta, GA
23 Nov – 1 Dec	Colonel Normand Jodoin, NDHQ Canadian Forces, Ottawa, Canada
23 Nov – 2 Dec	Boehm Milmar, Signal School and Army School of Electrical Engineering Branch Chief, Germany
24-30 Nov	LTC Herv Henry, EMAT/Bureau SIC Executive Officer, France
24 Nov – 2 Dec	LTC Richard Mather, HQ SOINC, United Kingdom
25-26 Nov	Mr. Dave Roever, Former Navy Elite Brown Water Black Beret in Vietnam
25-30 Nov	SES2 John C. Johnson, Assistant Commissioner, GSA Federal Technology Service, Fairfax, VA
27-29 Nov	Dr. Michael Gentry, Senior Technical Director/Chief Engineer, U.S. Army Signal Command, Fort Huachuca, AZ

27-29 Nov	SES5 Kevin Carroll, Program Executive Officer-STAMIS, Fort Belvoir, VA
27-29 Nov	SES6 David Keetley, Director, Space & Terrestrial Communications Research, USACECOM, Fort Monmouth, NJ

APPENDIX C

CEREMONIES AND CONFERENCES

CEREMONIES

1 Jan	New Year's Reception
11 Jan	Martin Luther King Luncheon
22 Jan	January Retirement Ceremony
2 Feb	Four Chaplain's Memorial Service
21 Feb	Black History Month Command Program
23 Feb	Audie Murphy Induction Ceremony
27 Feb	National Prayer Breakfast
1 Mar	Women's History Month Breakfast
22 Mar	Annual Blood Donor Center Award Ceremony
22 Mar	Drill Sergeant of the Year Luncheon
28 Mar	Special Olympics
29 Mar	March Retirement Ceremony
11 Apr	Elementary School Ground Breaking Ceremony
15 Apr	Easter Sunrise Service
19 Apr	Holocaust Command Program
26 Apr	CECOM Exhibit Ribbon Cutting Ceremony
1 May	Asian Pacific Heritage Month Command Program
11 May	Audie Murphy Induction Ceremony
23 May	Fort Gordon Safety Stand-Up Day Ceremony
31 May	May Retirement Ceremony

8 Jun	Firestation Groundbreaking Ceremony
14 Jun	Newgarden Morris Award Ceremony
21 Jun	Signal Regimental Retirement Ceremony
21 Jun	Signal Regimental Ball
26 Jul	July Retirement Ceremony
3 Aug	Retirement Luncheon for COL Charlette Roman
9 Aug	Garrison Change of Command Ceremony
10 Aug	Induction of the Black Beret Ceremony
17 Aug	Retirement Luncheon for COL Craig Zimmerman
23 Aug	Women's Equality Day Command Program
30 Aug	COHORT Recognition Ceremony
20 Sep	Prisoner of War (POW)/Missing in Action (MIA) Recognition Ceremony
27 Sep	September Retirement Ceremony
2 Oct	National Hispanic Heritage Month Command Program
4 Oct	CSRA Combined Federal Campaign Kickoff 2001 Ceremony
6 Oct	OCS Memorial Ceremony
16 Oct	DISC4 Recognition Ceremony
26 Oct	U.S. Army Signal Corps Band Patriotic Band Concert
27 Oct	All Army Soldier Show
4 Nov	Massing of the Colors Ceremony
15 Nov	November Retirement Ceremony
16 Nov	German-Italian Wreath Laying Ceremony

19 Nov	Christmas House Grand Opening Ceremony
20 Nov	CFC Recognition Ceremony
26 Nov	Military Unity Celebration
01 Dec	Griffith Hall Ribbon Cutting Ceremony
03 Dec	Christmas Tree Lighting Ceremony
07 Dec	Yearly Installation Awards Ceremony
11 Dec	11 September 2001 Remembrance Ceremony

CONFERENCES

16 Jan	Pre-Command Course Breakfast
6 Mar	AUSA/AFCEA/SCRA General Membership Breakfast Meeting
12 Mar	Pre-Command Course Breakfast
12-16 Mar	US/Europe Conference
20 Mar	AUSA/AFCEA/SCRA Luncheon
16 Apr	Pre-Command Course Breakfast
17-18 Apr	SIGCEN/INTEL Home-On-Home Conference
21 Apr	Georgia National Guard Non-Prior Service Open House
24 Apr	National Volunteer Week Appreciation Luncheon
25 Apr	SCRA/AUSA/AFCEA Joint Monthly Meeting
7 May	Pre-Command Course Breakfast
8 May	Augustans Together Luncheon
8-9 May	Interservice Training Review Organization's Executive Board Meeting
14-18 May	Army Tactical Network Manager's Conference

30 May	Federal Executives Association Luncheon
8 Jun	AUSA/AFCEA/SCRA Combined Breakfast
11 Jun	III CORPS TOC Working Group
20 Jun	2001 Signal Regimental General Officer Session
20 Jun	2001 Signal Regimental General Officer Summit
21 Jun	2001 Signal Regimental Retirement Breakfast
13 Aug	Pre-Command Breakfast
29 Aug	AFCEA/AUSA/SCRA Quarterly Luncheon
5 Oct	Community Leader Information Briefing
9 Oct	Pre-Command Breakfast
26 Nov	Military Unity Celebration Luncheon
26-30 Nov	2001 Signal Symposium

GLOSSARY OF TERMS AND ABBREVIATIONS

1/25	First Brigade, 25th Infantry Division (2nd BCT) or (2nd IBCT)
101st Airborne	One Hundred First Airborne Division
10th MTN	Tenth Mountain Division
1CD	First Cavalry Division
1st BCT	First Brigade Combat Team (3rd Brigade, 2nd Infantry Division) or (3/2 ID)
1st ID	First Infantry Division
2nd BCT	Second Brigade Combat Team (1st Brigade, 25th Infantry Div) or (1/25 ID)
3/2 ID	Third Brigade, 2nd Infantry Division (1st BCT) or (1st IBCT)
31F	Network Switching Systems Operator/Maintainer
31L	Cable Systems Installer/Maintainer
31P	Microwave Communications Systems Operator/Maintainer
31R	Multichannel Transmission Systems Operator/Maintainer
31S	Satellite Communications Operator/Maintainer
31S/P	Satellite/Microwave Systems Chief
31U	Signal Support Systems Specialist
31W	Telecommunications Operations Chief
3ID	Third Infantry Division
3PL	Third Party Logistics
3rd BCT	Third Brigade Combat Team (Army Transformation)
4ID	Fourth Infantry Division (Mechanized)
82nd Airborne	Eighty-Second Airborne Division

AA	Army average
AAFES	Army and Air Force Exchange Service
AAO	Army Acquisition Objectives
ABCS	Army Battle Command System
AC	Army Communicator
AC	Active Component
ACC	Army Charge Card
ACCP	Army Correspondence Course Program
ACD	Area Communications Department
ACE	Analytical Control Element
ACES	Automated Communications Engineering Software
ACH	Annual Command History
ACMES	Automated COMSEC Management and Engineering System
ACMS	Automated Communications Management System
ACN	Airborne Communications Node
ACOR	Alternate Contracting Officer Representative
ACS	Advanced Civil Schooling
ACS	Army Community Service
ACTD	Area Communications Training Development
ACUS MP	Area Common User System Modernization Plan
ACUS	Area Common User System

ADA C^2	Air Defense Artillery Command and Control
ADA	Air Defense Artillery
ADAS	Automated Directory Assistance System
ADG	Advanced Digital Group
ADNX	Access Digital Network Exchange
ADPE	Automated Data Processing Equipment
ADS	Army Development System
ADT	Active Duty Training
AEGADS	Army Electronic Generation and Distribution System
AEHF	Advanced Extremely High Frequency
AERS	Army Education Requirement System
AFATDS	Advanced Field Artillery Tactical Data System
AFB	Air Force Base
AFCEA	Armed Forces Communications and Electronics Association
AFH	Army Family Housing
AFMIS	Army Food Management Information System
AFN	American Forces Network
AGR	Active Guard and Reserve
AIMS-R	Automated Instructional Management System-Redesign
AIT	Advanced Individual Training
AKMS	Army Key Management System
AKO	Army Knowledge Online
AMC	Army Materiel Command
AMC	Air Mobility Command
AMCOM	Aviation and Missile Command
AMDWS	Air and Missile Defense Work Station
AMPE	Advanced EHF Mission-Planning Element
ANCD	Automated Net Control Device
ANCOC	Advanced Noncommissioned Officer Course
AO	Area of Operations
AOC	Area of Concentration
AOE	Army of Excellence
AOR	Area of Responsibility
AOT	Assignment Oriented Training
AOWC	Advanced Operations Warfighting Course
APC	Advanced Programmable Controller
APFT	Army Physical Fitness Test
APS	Army Prepositioned Sets
AR	Army regulation
ARB	Army Requirements Board
ARCADM	Army Core Architecture Data Model
ARFOR	Army Force
ARI	Army Research Institute
ARISS	Army Recruiting Information Support System
ARL	Army Research Laboratory
ARNG	Army National Guard

AROC	Army Requirement Oversight Council
ARPRINT	Army Program for Individual Training
ARTEP	Army Training Evaluation Program
ARTEP-MTP	Army Training and Evaluation Program-Mission Training Plan
ASAS	All Source Analysis System
ASAT	Automated Systems Approach to Training
ASI	Additional Skill Identifier
ASI	Automated Systems Integration
ASIP	Advanced System Improvement Plan
ASL	Authorized Stockage List
ASOS	Army Support to Other Services
AT	Annual Training
ATCCS	Army Tactical Command and Control System
ATDL	Army Training Digital Library
ATEC	Army Test and Evaluation Command
ATIA	Army Training Information Architecture
ATISD	Army Training Information Systems Directorate
ATM	Asynchronous Transfer Mode
ATO	Air Tasking Order
ATRRS	Army Training Requirements and Resources System
ATSC	Army Training Support Center
AUSA	Association of the United States Army
AUTODIN	Automatic Digital Network
AWACS	Airborne Warning and Control System
AWE	Advanced Warfighting Experiment

BAH	Basic Allowance for Housing
BAS	Battlefield Automated System
BCIS	Battlefield Combat Identification System
BCP	Battery Command Posts
BCT	Basic Combat Training
BCT	Brigade Combat Team
BDE	Brigade
BEAR	Bonus Extension and Retraining
BET	Basic Electronics Training
BFA	Battlefield Functional Areas
BISDN	Broadband Integrated Services Digital Network
BITS	Battlefield Infrastructure Transit Case Solution
BLOS	Beyond Line-of-Sight
BLOS	Below Line-of-Sight
BMO	Bandwidth Management Center
BNCOC	Basic Noncommissioned Officer Course
BOA	Bank of America
BOIP	Basis of Issue Plan

BOLC	Basic Officer Leadership Course
BOS	Battlefield Operating System
BOSS	Better Opportunities for Single Service members
bps	Bits Per Second
BRAC	Base Realignment and Closure
BSC	Brigade Signal Company
BSN	Brigade Subscriber Node
BSS	Boeing Satellite Systems
BTO	Business Technology Office
BUP	Barracks Upgrade Project
BUR	Base Unit Report
BVTC	Battlefield Video Teleconferencing

C&IS	Command and Information System
C&R	Cable & Radio
C2	Command and Control
C2OTM	Command and Control On-the-Move
C^2S	Command and Control Systems
C3I	Command, Control, Communications, and Intelligence
C4	Command, Control, Communications and Computer
CABCC	Combined Arms Battle Command Course
CAC	Combined Arms Center
CAD	Course Administrative Data
CAI	Computer Assisted Instruction
CAIG	Cost Analysis Improvement Group
CAISI	Combat Service Support Automated Information Systems Interface
CALC	Combined Arms Leadership Course
CAN	Campus Area Network
CAP	Crisis Action Planning
CATS	Combined Arms Training Strategy
CAW	Certification Authority Workstation
CBA	Communications Bandwidth Analysis
CBM	CAISI Bridge Module
CBRN	Chemical, Biological, Radiological and Nuclear
CB-RRT	Chemical Biological Rapid Response Team
CBT	Computer Based Training
CCB	Combat Communications Branch
CCIR	Commander's Critical Information Requirement
CCM	CAISI Client Module
CCNA	Cisco Certified Network Associate
CCT	Common Core Training
CD ROM	Compact Disk Read Only Memory
CDE	Chemical Defense Equipment
C-E	Communications-Electronics
CECOM	US Army Communications Electronics Command

CEOI	Communications Electronic Operating Instructions
CEP	Central Energy Plant
CFC	Combined Federal Campaign
CFD	Career Field Designation
CG	Commanding General
CGF	Computer Generated Force
CGSC	Command and General Staff College
CGSOC	Command and General Staff Officer's Course
CHRRS	Community Homefinding, Relocation and Referral Services
CHS	Common Hardware/Software
CIF	Central Issue Facility
CINC	Commander-In-Chief
CJCSI	Chairman of the Joint Chiefs of Staff Instructions
CMB	Course Management Branch
CMD	Co-Site Mitigation Device
CMF	Career management field
CMID	C4I Model Input Developer Tool
CMP	Course Management Plan
CNA	Computer Network Attack
CND	Computer Network Defense
CNE	Computer Network Exploitation
CNN	Cable News Network
CNR	Combat Net Radio
CNS	Communications Network Simulator
CO2	Consideration of Others
COC	Council of Colonels
COE	Corps of Engineers
COE	Common Operating Environment
COG	Center of Gravity
COHORT	Cohesion, Operational Readiness, Training Unit Manning
COIC	Critical Operational Issues and Criteria
COMSEC	Communications Security
CONOPS	Concept of Operations
CONUS	Continental United States
COP	Common Operational Picture
COR	Contracting Officer's Representative
COTR	Contractor Officer Technical Representative
COTS	Commercial Off-The-Shelf
CP	Command Post
CPR	Cardiopulmonary Resuscitation
CPS	Communications Planning System
CPT	Co-Site Planning Tool
CPX	Command Post Exercise
CRD	Capstone Requirements Document
CRP	Communications Relay Package
CRXXI	Classroom XXI

CS	Combat Support
CSA	Chief of Staff Army
CSB	Computer Support Branch
CSC	Computer Science Corporation
CSDP	Command Supply Discipline Program
CSM	Command Sergeant Major
CSP	Common Strategic Picture
CSRA	Central Savannah River Area
CSS	Combat Service Support
CSS	Computer Science School
CSSAMMO	CSS Automation Management Officer
CSSAMO	Combat Service Support Automation Management Office
CSSCS	Combat Service Support Control System
CT	Contractor Trained, Constructive Training
CT&E	Certification Test and Evaluation
CT/SSB	Critical Task/Site Selection Board
CT3	Common Tier 3
CTC	Combat Training Center
CTC	Cadre Training Center
CTG	Command Training Guidance
CTIA	Common Training Instrumentation Architecture
CTP	Common Tactical Picture
CTR	Client Technical Representative
CTSF	Central Technical Support Facility
CTSSB	Critical Task/Site Selection Board
CTT	Common Task Training
CTX	Combined Training Exercise
CUR	Composite Unit Report
CWT	Carlson Wagonlit Travel
CY	Calendar Year

D&OTSP	Doctrine and Operational Training Support Package
DA	Department of the Army
DAB	Defense Acquisition Board
DAE	Defense Acquisition Executive
DAG	Detailed Analysis Group
DAGR	Defense Acquisition GPS Receiver
DAGR	Defense Advanced GPS Receiver
DAPS	Defense Automated Printing Service
DASA	Defense Automatic Spectrum Analyzer
DAWE	Division XXI Advanced War-Fighting Experiment
DC	Deputy Commanding
DCA	Directorate of Community Activities
DCD	Directorate of Combat Developments
DCSCDD	Deputy Chief of Staff, Combat Development Directorate (Hq TRADOC)

DCSS	Digital Communications Satellite Subsystem
DCX	Division Capstone Exercise
DET	Displaced Equipment Training
DGM	Digital Group Multiplexer
DHR	Directorate of Human Resources
DICE	Defense Interoperability Communications Exercise
DII	Defense Information Infrastructure
DII COE	Defense Information Infrastructure Command Operating Environment
DIL	Digital Integration Laboratory
DISA	Defense Information Systems Agency
DISC^4	Department of Information Systems for Command, Control, Communications, and Computers
DISN	Defense Information System Network
DL	Distance Learning
DLDTF	Distance Learning Digital Training Facility
DLS	Data Link Solutions
DMAIN	Division Main
DMS	Defense Message System
DMS-A	Defense Messaging System – Army
DMS-T	Defense Message System-Tactical
DoD	Department of Defense
DOIM	Directorate of Information Management
DOT	Directorate of Training
DOW	Description of Work
DPAS	Defense Property Accounting System
DPS	Directorate of Public Safety
DPTM	Directorate of Plans, Training, and Mobilization
DPW	Directorate of Public Works
DRM	Directorate of Resource Management
DRSN	Defense Red Switch Network
DS	Direct Support
DSA	Dial Service Assistance
DSA	Directory Services Agent
DSCS	Defense Satellite Communication System
DSCSOC	Defense Satellite Communication System Operation Complex
DSL	Digital Subscriber Line
DSN	Defense Switched Network
DT&E	Developmental Test and Evaluation
DTD	Data Transfer Device
DTLOMS	Doctrine, Training, Leader Development, Organization, Materiel, and Soldiers
DTSS	Digital Topographic Support System
DTT	Doctrine, Tactics, and Techniques
E3	Electromagnetic Environmental Effects

EA	Environmental Assessment
EA	Electronic Attack
EAC	Echelons Above Corps
EAMC	Eisenhower Army Medical Center
EBC	Echelons Below Corps
ECB	Echelons Corps and Below
ECCM	Electronic Counter-Counter Measures
ECP	Engineering Change Proposal
ECV	Enhanced Capacity Vehicle
EDM	Experimental Development Model
EECP	Early Entry Command Post
EEFI	Enemy Essential Forces Information
EEO	Equal Employment Opportunity
EEO/POSH	Equal Employment Opportunity/Prevention of Sexual
EGRU	Enhanced Grid Reference Unit
EHF	Extremely High Frequency
EIS	Enterprise Information Systems
EKMS	Electronic Key Management System
ELINT	Electronic Intelligence
EMI	Electromagnetic Interference
EMPRS	Enroute, Mission, Planning and Rehearsal System
EMRO	Electromagnetic Radiation Operation
ENM	EPLRS Network Manager
ENM	External Network Manager
ENRMO	Environmental and Natural Resources Management Office
EOC	Emergency Operations Center
EOCC	End-of-Course Critique
EP	Electronic Protection
EPA	Environmental Protection Agency
EPLRS	Enhanced Position Location Reporting System
ES	Electronic Support
ESB	Electronics Switching Branch
ESPMP	Endangered Species Management Plan
ET	Embedded Training
ETGMOW	Enhanced Transmission Group Module Orderwire
E-TGMOW	Enhanced Trunk Group Multiplexer Orderwire
ETM	Electronic Technical Manual
EW	Electronic Warfare
EWSTS	Enhanced Wideband Satellite Terminal System

FA	Functional Area
FAAD	Forward Area Air Defense
FAADC^{2}I	Forward Area Air Defense Command and Control Intelligence
FAADC3I	Forward Area Air Defense Command, Control, Communications, and Intelligence

FAS	Fuel Automated System
FAT	First Article Test
FAT	Front-end Automation Tool
FBCB2	Force XXI Battle Command Brigade and Below
FCS	Future Combat Systems
FDC	First Digitized Corps
FDD	First Digitized Division
FDR	Future Digital Radio
FEC	Forward Error Correction
FES	Force Entry Switch
FEW	Federally Employed Women
FFIR	Friendly Forces Information Requirements
FFTS	Fire Fighting Training System
FH	Frequency Hopping
FHMUX	Frequency Hopping Multiplexer
FLAN	Flying LAN
FM	Field Manual
FM	Frequency modulated
FMOW	Frequency Modulated Orderwire
FOC	Full Operational Capability
FOF	Force on Force
FORSCOM	Forces Command
FOT&E	Follow-on Operational Test and Evaluation
FP	Force Package
FRPF	Full Rate Production Fielding
FSMP	Full Service Moving Project
FTI	Fixed Tactical Internet
FTX	Field Training Exercise
FUE	First Unit Equipped
FUED	First Unit Equipped Date
FVT I	Functional Verification Test, Phase One
FY	Fiscal Year

GADNR	Georgia Department of Natural Resources
GAEPD	Georgia Environmental Protection Division
GBNP	Global Block Numbering Plan
GBS	Global Broadcast Service
GCCS	Global Command and Control System
GCSS-A	Global Combat Support System - Army
GCT	Government Contract Test
GDCS	General Dynamics Communication System
GED	General Educational Development
GFPR	Guaranteed Fixed Price Remediation
GIG	Global Information Grid
GIG-E	Gigabit Ethernet

GMF	Ground Mobile Forces
GMT	Ground Multiband Terminal
GO	General Officer
GPS	Global Positioning System
GPT	Generic Principles Trainer
GPTS	General Principles Trainer Suite
GPU	General Purpose User
GRS	Ground Receive Suites
GRSOC	Gordon Regional Security Operations Center
GS	General Support
GS	General Schedule
GSA	General Services Administration
GTD-5MV	Main Switch (DCO) MV (Military Version/Load)
GTR	Global Tactical Receiver
GVT	Global Virtual Teams

HAEMP	High Altitude Electromagnetic Pulse
HAE-UAV	High Altitude Endurance – Unmanned Aerial Vehicle
HCI	Human Computer Interface
HCLOS	High Capacity Line-of-Sight
HDR	High Data Rate
HE HMMWV	Hybrid Electric Highly Mobile Multi-Wheeled Vehicle
HERO	Hazards of Electromagnetic Radiation to Ordnance
HF	High Frequency
HGI	Human GIG Interface
HIBC	Horizontal Integration of Battle Command
HLA	High Level Architecture
HMDA	High Mobility Digital Group Multiplexer Assemblage
HMDA	High Mobility Digital Group Multiplexer Assemblage
HMDA	High Mobility Digital Group Multiplexer Assembly
HMMWV	High Mobility Multipurpose Wheeled Vehicle
HMT	High Mobility Trailer
HQ	Headquarters
HSMUX	High Speed Multiplex
HTML	Hypertext Markup Language
HTRTS-M	High Tech Regional Training Site-Maintenance

I&A	Identification and Authorization
I/O	Intermediate/Organizational
IA	Information Assurance
IAC	Information Assurance Cell
IAM	IA Management
IASO	IA Security Officer
IAW	In Accordance With

IBC	Instructor Basic Course
IBCT	Initial or Interim Brigade Combat Teams
ICBT	Interactive Computer Based Training
ICF	Interconnect Facility
ICH	Instructor Contact Hours
ICW	Interactive Courseware
IDE	Integrated Data Environment
IDEP	Institutional Digital Education Plan
IDIV	Interim Division
IDM	Information Dissemination Management
IDM-T	Information Dissemination Management - Tactical
IDNX	Integrated Digital Network Exchange
IDT	Inactive Duty Training
IER	Information Exchange Requirement
IET	Initial Entry Training
IETM	Interactive Electronic Technical Manual
IEW	Intelligence and Electronics Warfare
IFF	Information Friendly or Foe
IFS	Integrated Facilities System
IIS	Information Immune System
IKP	Instructor Key Personnel
IKPT	Instructor Key Personnel Training
ILAP	Integrated Logistics Analysis Program
ILE	Intermediate Level Education
ILS	Integrated Logistics Support
IMC	Information Management Center
IMI	Interactive Multimedia Instruction
IMPCS	Integrated Monitoring and Power Control Subsystem
INC	Internet Controller
INE	Inline Network Encryptors
INRMP	Integrated Natural Resources Management Plan Integration
IOC	Initial Operational Capability
IOC	Installation Operations Center
IOCF	Information Operations Career Field
IOM	Installed, Operated, and Maintained
IOQ	Instructor of the Quarter
IOT&E	Initial Operational Test and Evaluation
IP	Internet Protocol
IPR	In-Progress Review
IRD	Integrated Receiver Decoder
IRP	Installation Restoration Program
IRR	Individual Ready Reserve
ISA	Interservice Support Agreement
ISB	Intermediate Staging Base
ISCTC	Installation Staff Contractor's Course
ISDN	Integrated Services Digital Network

ISEC	Information Systems Engineering Command
ISOLC	Information Systems Operations Leveler Course
ISPC	Interim Satellite Planning Computer
ISR	Intelligence, Surveillance and Reconnaissance
ISR	Installation Supply Representative
ISSA	Installation Supply Support Activity
ISYSCON	Integrated System Control
IT	Information technology
ITB	Individual Training Branch
ITC	Instructor Training Course
ITMP	Installation Transportation Motor Pool
ITOS	Interim Tactical Orderwire System
ITP	Individual Training Plan
ITRO	Interservice Training Review Organization
IV4	ISYSCON Version 4
IW	Information Warfare

JAG	Judge Advocate General
JBS	Joint Base Station
JCIET	Joint Combat Identification Evaluation Team
JCWS	Johnson Controls World Services
JDIICCS-D	Joint Defense Information Infrastructure Control
JFLCC	Joint Force Land Component Command
JIP	Joint Interest Program
JLSDC	Junior Leadership Skills Development Course
JNMS	Joint Network Management System
JOA	Joint Operational Area
JOIN	Joint Optical Information Network
JPO	Joint Program Office
JRE	Joint Range Extension
JROC	Joint Requirements Oversight Council
JROTC	Junior Reserve Officer Training Corps
JSOTF	Joint Special Operations Task Force
JSRB	Joint Services Requirements Review Board
JSTRAP	Joint System Training Plan
JTA	Joint Technical Architecture
JTAGS	Joint Tactical Air-to-Ground Ground Situation
JTeL	JTRS Technology Laboratory
JTF	Joint Task Force
JTIDS	Joint Tactical Information Distribution System
JTR	Joint Tactical Radio
JTRS	Joint Tactical Radio System
JWICS	Joint World Wide Intelligence Communications System

KA	Knowledge Acquisition
kbps	Kilobits Per Second
KBPS	Kilobytes Per Second
kHz	Kilohertz
KM	Kilometer
KPP	Key Performance Parameters
L3CSW	L3 Communications Systems West
LAM	Link Assessment Model
LAN	Local Area Network
LCCS	Life Cycle Contract Support
LCIT	Leader College for Information Technology
LCMS	Local COMSEC Management System
LCSMM	Life Cycle System Management Model
LEAD	Leadership, Education and Development
LEN	Large Extension Node
LFTE	Live Fire Test and Evaluation
LID	Light Infantry Division
LMD	Local Management Device
LMST	Lightweight Multiband Satellite Terminal
LNO	Liaison officer
LOS	Line-of-Sight
LPD	Low Probability of Detection
LPI	Low Probability of Interception
LRIP	Low Rate Initial Production
LRU	Line Replaceable Unit
LSA	Legacy Support Adapter
LSR	Local Service Request
LUT	Limited User Test
LVT	Low Volume Terminal
LW	Lightweight
M&S	Modeling and Simulations
MA	Massachusetts
MACOM	Major Army Command
MANPRINT	Manpower Personnel Integration
MARC	Manpower Authorization Requirements Criteria
MAST	Advanced Satellite Terminal
MBC	Mobile Battle Command
mbps	Megabits Per Second
MCA	Military Construction, Army
MCPT	Milstar Communications Planning Tool
MCS	Maneuver Control System
MCU	Multipoint Control Unit

MDR	Milestone Decision Review
MEO	Most Efficient Organization
MER	Manpower Estimate Report
MESL	Mission Event Scenario List
MHS	Message Handling System
MHz	Megahertz
MI	Military Intelligence
MIA	Missing In Action
MIDAS	Multiplexer Integration and Digital Communications System(DCSS)
MIDS	Multi-functional Information Distribution System
MIDS-LVT	Multifunctional Information Distribution System-
MILSATCOM	Military Satellite Communications
MILSTAR	Military Strategic and Tactical Relay Satellite
MILSTAR	Military Strategic and Tactical Radio Satellite
MIL-STD	Military Standard
MIST	Multi-band Multi-mode Integrated Satellite Terminal
MLPP	Multi-Level Precedence and Preemption
MLS	Multi-Level Security
MNS	Mission Needs Statements
MOA	Memorandum of Agreement
MOCS	Military Occupational Classification Structure
MOPP	Mission Oriented Protective Posture
MOS	Military Occupational Specialty
MOU	Memorandum of Understanding
MP	Military Police
MPE	Mission Planning Element
MPH	Miles per hour
MR	Maintenance Ratio
MRC	Madison Research Corporation
MRD	Materiel Requirements Division
MS	Milestone
MSE	Mobile Subscriber Equipment
MSG	Master Sergeant
MSL	Multiple Security Level
MSR	Monthly Status Report
MSS	Mobile Satellite Services
MSTAT	Mobile Sustainment Training Assistance Team
MTBEFF	Mean Time Between Essential Function Failure
MTP	Mission Training Plans
MTS	Master Training Schedule
MTSB	Monthly Training Status Briefing
MTTR	Mean Time to Repair
MWO	Modification Work Order
MWS	Management Workstation System

NAIC	National Aerospace Intelligence Center
NATO	North Atlantic Treaty Organization
NBC	Nuclear Biological Chemical
NCO	Noncommissioned Officer
NCODP	Noncommissioned Officer Developmental Program
NCOES	Non-Commissioned Officer Education System
NCOIC	Noncommissioned Officer-in-Charge
NCS	Node Center Switches
NCS	Net Control Station
NCS-E	NCS-Enhanced
NCS-E	Net Control Station - EPLRS
NCT	Network Control Terminal
NDF	Network Design Facility
NEETS	Navy Electricity and Electronics Training Service
NEM	Network Extension Module
NET	New Equipment Training
NETOPS	Network Operations
NETT	New Equipment Training Team
NETWARS	Network Warfare Simulation
NG	National Guard
NGO	Non-Government Organizations
NGPM	Next Generation Performance Model
NIMA	National Imagery and Mapping Agency
NIPR	Non-secure Internet Protocol, Routed
NIPRNET	Non-classified Internet Protocol Router Network
NITRAS	Navy Integrated Training Resources Administration System
NLOS	Non-Line of Sight
NM	Network Management
NMS	Network Management System
NMT	Network Management Tool
NOC-V	Network Operations Center – Vehicle
NOV	Notice of Violation
NPT	Network Planning Terminal
NSA	National Security Agency
NSC	National Simulations Center
NSMS	Network Security Management System
NT	Network Terminal
NTC	National Training Center
NTDR	Near-Term Data Radio
NTDR	Near Term Digital Radio
O&M	Operations and Maintenance
O&O	Operational and Organizational
O1	Objective 1
OATS	OPNET Analysis Tool Set

OBC	Officer Basic Course
OC	Observer Controller
OCONUS	Outside Continental United States
OCOS	Office Chief of Signal
OCS	Officer Candidate School
ODARS	Occupational Data Analysis Requirements and Structure
ODOCS	Objective DCSC Operations Control System
ODP	Officer Distribution Plan
OE	Operational Environment
OES	Officer Education System
OF	Objective Force
OIPT	Overarching Integrated Product Team
OJF	Operation Joint Forge
OM	Operation Maintenance
OMS/MP	Operational Mode Summary/Mission Profile
OneSAF	One Semi-Automated Force
ONI	Office of Naval Intelligence
ONS	Operational Needs Statement
OPCF	Operations Career Field
OPLAN	Operations Plan
OPMS	Officer Personnel Management System
OPNET	Optimizes Network Engineering Tool
OPORD	Operations Order
ORD	Operational Requirements Document
OS	Other Services
OSA	Operating System Administrator
OSD	Office of the Secretary of Defense
OT	Operational Test
OTC	Operational Test Command
OTM	On the Move
OTRS	Operational Test Readiness Statement

PAC	Personnel Actions Center
PAC3	Projection for Army Command, Control, and
PAL	Pre-Affiliation List
PAM	Pamphlet
PAO	Public Affairs Office
Patriot	Air-to-Air FAAD Missile
PBO	Property Book Office
PC	Paravant Computer
PCC	Pre-Command Course
PCC	Principles of Counseling Course
PDR	Product Design Review
PDSS	Post Deployment Software Support

PEO C^3S	Program Executive Office for Command, Control, and Communications Systems
PEO	Program Executive Officer
PERSCOM	US Total Army Personnel Command
PESD	Personnel Electrostatic Discharge
PIP/TIP	Primary Injection Point/Transportable Injection Point
PIR	Priority Information Requirements
PKI	Public Key Infrastructure
PKI	Public Key Infrastructure
PKI-T	Public Key Infrastructure – Tactical
PLDC	Primary Leadership Development Course
PLGR	Precision Lightweight GPS Receiver
PLRS	Positioning Locating and Reporting System
PM	Program Manager; Project Manager
PM AMDCCS	Project Manager for the Air and Missile Defense Command and Control System
PM TRCS	Program Manager for Tactical Radio Communications Systems
PMDCATS	Program Manager Defense Communications Army Transmission
PM-DMS-	Program Manager-DMS-Army
PME	Professional Management for Executives
PMO	Program Management Office
PMs	Project Managers
PMSS	Program Management Support Services
PM-WIN-T	Program Manager-Warfighter Information Network-Terrestrial
PO&T	Plans, Operations, and Training
POC	Point of Contact
POE	Program Office Estimate
POI	Program of Instruction
POIMM	Program of Instruction Management Module
POM	Program Objective Memoranda
POSH	Prevention of Sexual Harassment
POW	Prisoner of War
POW/MIA	Prisoner of War/Missing in Action
PP	Permanent Party
PS	Packet Switch
PSN	Public Switched Network
PTMP	Personnel and Training Management Panel
PVT	Position, Velocity, and Timing
QAE	Quality Assurance Evaluator
QoS	Quality of Service
QPMAR	Quarterly Program Management Review
QQPRI	Qualitative and Quantitative Personnel Requirement Information
QRF	Quick Reaction Force

R/T	Receiver/Transmitter
RAIDERS	Rapid IER Development Review System
RAP-T	Rapid Acquisition Program - Tactical
RAU	Radio Access Unit
RBDM	Remote DL Bridge Module
RBEC	Revised Battlefield Electronics System
RBECS	Revised Battlefield Electronic Communications-Electronic Operating Instructions System
RBM	Receive Broadcast Manager
RC	Reserve Component
RC/ACD	Regimental Communications/Area Communications Department
RCSD	Reserve Components Support Division
RCW	Red-cockaded Woodpecker
RCWO	Regimental Chief Warrant Officer
RD&A	Research and Development and Acquisition
RDL	Reimer Digital Library
RDOT	Regimental Directorate of Training
REC	Record of Environmental Consideration
RETRANS	Retransmission
RFP	Request for Proposal
RMP	Risk Management Plan
ROA	Regimental Officer Academy
ROTC	Reserve Officers Training Corps
RS	Radio Sets
RSOI	Reception, Staging, Onward Movement and
RSSC	Regional SATCOM Support Centers
RSTA	Reconnaissance, Surveillance and Target Acquisition
RT	Resident Training
RTMB	Resident Training Management Branch
RTS-Med	Regional Training Site-Medical
RWBM	Remote Wireless Bridge Module

S//NF	Secret/NOFORN
SA	Systems Administrator
SA	Situational Awareness
SABFEAT	System Architecture Based Front End Analysis Tool
SAC	Systems Automation Course
SAMS	Spectrum Analysis and Modeling System
SAMS	Standard Army Maintenance System
SARRS	Standard Army Retail Supply System
SASO	Security Assistance Support Operations
SAT	Systems Approach to Training
SATBC	Systems Approach to Training Basic Course

SATCOM	Satellite Communications
SATS	Systems Approach to Training System
SBCCOM	Soldier and Biological Chemical Command
SBIS	Sustaining Base Information Systems
SBU	Sensitive But Unclassified
SCA	Software Communications Architecture
SCAMP	Single Channel Anti-jam Man-portable Terminal
SCC	System Control Center
SCCC	Standardized COMSEC Custodian Course
SCCC	Signal Captains Career Course
SCI	Sensitive Compartmented Information
SCRA	Signal Corps Regimental Association
SCTACSAT	Single Channel Tactical Satellite
SCTC	Support Cadre Training Course
SDR	System design review
SEC	Software Engineering Center
SECOMP-I	Secure Enroute Communications and Mission Planning – Improved
SED	Software Engineering Directorate
SEN	Small Extension Node
SEP	Systems Enhancement Program
SFC	Sergeant First Class
SFDB	Staff and Faculty Development Branch
SFOR8	Stabilization Force 8
SG	Secure Guard
SGI	Small Group Instruction
SGL	Small Group Leader
SHF	Super High Frequency
SHORAD	Short-Range Air Defense
SIAP	Single Integrated Air Picture
SICPS	Standardized Integrated Command Post Systems
SID	Systems Integration Division
SIGCEN	Signal Center
SIGINT	Signal Intelligence
SINCGARS	Single Channel Ground and Airborne Radio System
SIP	System Improvement Program
SIP	System Improvement Plan
SIPR	Secret Internet Protocol, Routed
SIPRNET	Secret Internet Protocol Router Network
SIT	School of Information Technology
SLPD	School of Leadership and Professional Development
SM	Soldier’s Manual
SMA	Sergeant’s Major Academy
SMART-T	Secure, Multichannel, Anti-Jam Reliable Tactical Terminal
SMART-T	Secure Mobile Anti-jam Reliable Tactical Terminal
SMDR	Structure Manning Decision Review
SME	Subject Matter Expert

SMU	Switch Multiplexer Unit
SNB	Switching and Networks Branch
SOBC	Signal Officer Basic Course
SOBQ	Signal Officer Basic Qualifications
SOF	Special Operations Forces
SOI	Signal Operating Instruction
SOP	Standard Operating Procedures
SORC	Statement of Required Capabilities
SoS	Speed of Service
SOW	Statement of Work
SPAWAR	Space and Naval Warfare Systems Command
SPC	System Planning Computer
SPTT	SATCOM Principles Transformation Trainer
SR	Synchronization Receivers
SRB	Selective Re-enlistment Bonus
SRC	Standard Equipment Code
SRGEP	Signal Regiment Graduate Education Program
SS	Security Service
SSB	Systems Support Branch
SSB	Source Selection Board
SSC	Small Scale Contingency
SSG	Staff Sergeant
SSI	Substation Installation
SSR	System Service Representative
SSS	Single Shelter Switch
STAMIS	Standard Army Management Information Systems
STANAG	Standardization Agreement
STAR-T	Super High Frequency (SHF) Tri-band Advanced Range Extension
STAR-T	Super High Frequency Tri-band Advanced Range Extension Terminal
STEP	Standard Tactical Entry Point
STMS	Switching Transmission Microwave Systems
STP	Soldier Training Publication
STPT	Satellite Terminals Principles Trainer
STRAP	Systems Training Plan
STRICOM	Simulation, Training and Instrumentation Command
STT	School of Telecommunications Technology
STU III/STE	Secure Telephone Unit (3rd Generation)/Secure Telephone
STU	Secure Telephone Unit
STX	Systems Training Exercise
SWATS	Satellite Wideband Telemetry System
SWLAN	Secure Wireless Local Area Network
SYSCON	System Control System
T&E WIPT	Test and Evaluation Working Group Integrated Product Team
T1	Threshold 1 requirements

T2	Threshold 2 requirements
T3	Threshold 3 requirements
TACE	Technical Analysis Cost Estimate
TACLAN	Tactical Local Area Network
TACLANE	Tactical Local Area Network Encryptor
TACP	Tactical Air Control Party
TACSAT	Tactical Satellite
TADIL	Tactical Digital Information Link
TADIL-J	Tactical Digital Information Link for JTIDS
TADLP	Total Army Distance Learning Program
TADSS	Training Aids, Devices, and Simulators and Simulations
TAITC	Total Army Instructor Training Course
TAP	The Army Plan
TAP	Technical Architecture Profile
TAPP	Transportable Assemblage Perimeter Protection
TAQLC	Total Army Quality Leading Change
TASS	Total Army School System
TATS	Total Army Training System
TATS-C	The Army Training System-Courseware
TBP	To Be Published
TC	Training Circular
TCC	Telecommunications Center
TCP/IP	Transport Control Protocol/Internet Protocol
TCS	Tactical Communications System
TD	Training Development
TDA	Table of Distribution and Allowance
TDD	Training Development Division
TDMA	Training Development Manpower Assessment
TDWP	Training Development Workload Planner
TDY	Temporary Duty
TEA	Training Effective Analysis
TED	Threat Environment Description
TEP	Task Execution Plan
TG	Trainer’s Guide
THADD	Theater High Altitude Air Defense
THSDN	Tactical High Speed Data Network
TI	Tactical Internet
TIMS	Tactical Internet Management Systems
TIPs	Theater Injection Points
TISA	Troop Issue Subsistence Activity
TM	Technical Monitor
TMD	Training Management Division
TMD	Theater Missile Defense
TMS	Tactical Message System
TNC	The Nature Conservancy
TOC	Tactical Operations Center

TOE	Table of Organization and Equipment
TOO	Theater of Operations
TP	Transport
TPEP	Trusted Product Evaluation Program
TRAC	TRADOC Analysis Center
TRADOC	Training and Doctrine Command
TRANSEC	Transmission Security
TRAP	Training Resources Arbitration Panels
TRAS	Training and Analysis System
TRI-TAC	Tri-Service Tactical Communications
TROPO	Tropospheric Scatter
TRR	Training Readiness Review
TS	Transportation Specialist
TS	Trojan Spirit
TS	Top Secret
TS/SCI	Top Secret/Sensitive Compartmented Information
TSC	Training Support Center
TSC(A)	Theater Signal Command (Army)
TSD	Training Support Division
TSEC	Telecommunications Systems Engineering Course
TSM	TRADOC Systems Manager
TSMs	TRADOC System Managers
TSM-TR	TRADOC System Manager for Tactical Radios
TSP	Training Support Package
TSSR	Transportable Satellite Support Radio
TTHS	Trainees, transients, holdees and students
TTP	Tactics, Techniques, and Procedures
TTSP	Training Test Support Package
TUAV	Tactical Unmanned Aerial Vehicle
TWI	Training with Industry
TY	Training Year
UA	Unit of Action
UAV	Unmanned Aerial Vehicle
UE	Unit of Employment
UE	Unit of Engagement
UFD	Users Functional Description
UFL	Ulchi Focus Lens
UFR	Unfinanced Requirement
UHF	Ultra High Frequency
UIT	University of Information Technology
UM	Universal Modem
UMS	Universal Modem System
UMUC	University of Maryland University College
US	United States

USAF	U.S. Air Force
USAR	US Army Reserve
USAREUR	US Army Europe
USASC&FG	United States Army Signal Center and Fort Gordon
USF	Unit Set Fielding
USFWS	US Fish and Wildlife Service
USJFC	United States Joint Forces Command
USM	User's Security Manual
USMA	United States Military Academy
USMC	United States Marine Corps
UTB	Unit Training Branch
VAT	Value Added Training
VECP	Value Engineering Change Proposal
VEE	Virtual End to End
VHF	Very High Frequency
VHF-FM	Very High Frequency – Frequency Modulated
VHSIC	Very High Speed Integrated Circuit
VI	Visual information
VOIP	Voice-Over-Internet-Protocol
VTC	Video Teleconference
VTT	Video TeleTraining
WAMS	Wideband Anti-jam Modem Subsystem
WAN	Wide Area Network
WARSIM	Warfighter Simulation
WFLA	Warfighter Lens Analysis
WGS	World Geodetic System
WGS	Wideband Gapfiller Satellite
WIN	Warfighter Information Network
WIN-T	War-Fighter Information Network-Terrestrial
WIN-T NMS	WIN-T Network Management System
WIN-T	Warfighter Information Network – Tactical
WIPDT	Working-level Integrated Product Development Team
WO	Warrant officer
WOAC	Warrant Officer Advanced Course
WOBC	Warrant Officer Basic Course
WOES	Warrant Officer Education System
WRAP	Warfighter Rapid Acquisition Program
WSOMS	Wideband Satellite Objective Management System
WWW	World Wide Web