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**DEPARTMENT OF THE ARMY**  
**UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND**  
**FREEDOM OF INFORMATION/PRIVACY OFFICE**  
**FORT GEORGE G. MEADE, MARYLAND 20755-5995**

**10 APR 2015**

Freedom of Information/  
Privacy Office

This is in further response to your Freedom of Information Act (FOIA) request of June 10, 2008, requesting the mandatory declassification review of the INSCOM Annual History volumes for FY 1977 through FY 1997 (our case numbers #0578F-08 through #0598F-08) and supplements our response of March 11, 2015.

Coordination has been completed with other government agencies and the records have been returned to this office for our review and direct response to you.

We have completed a mandatory declassification review in accordance with Executive Order (EO) 13526. As a result of our review, information has been sanitized and 53 pages of records are denied in their entirety as the information is currently and properly classified TOP SECRET, SECRET and CONFIDENTIAL according to Sections 1.2(a)(1), 1.2(a)(2), 1.2(a)(3) and 1.4(c) of EO 13526. This information is exempt from the public disclosure provisions of the FOIA pursuant to Title 5 U.S. Code 552(b)(1). It is not possible to reasonably segregate meaningful portions of the withheld pages for release. The records are partially releasable and enclosed for your use. A brief explanation of the applicable sections follows:

Section 1.2(a)(1) of EO 13526, provides that information shall be classified TOP SECRET if its unauthorized disclosure reasonably could be expected to cause exceptionally grave damage to the national security.

Section 1.2(a)(2) of EO 13526, provides that information shall be classified SECRET if its unauthorized disclosure reasonably could be expected to cause serious damage to the national security.

Section 1.2(a)(3) of EO 12958, provides that information shall be classified CONFIDENTIAL if its unauthorized disclosure reasonably could be expected to cause damage to the national security.

Section 1.4(c) of EO 13526, provides that information pertaining to intelligence activities, intelligence sources or methods, and cryptologic information shall be considered for classification protection.

Since the release of some of the information deleted from the record would result in an unwarranted invasion of the privacy rights of the individuals concerned, this information is exempt from the public disclosure provisions of the FOIA per Title 5 U.S. Code 552 (b)(6).

Information has been sanitized from the records as the release of the information would reveal sensitive intelligence methods, techniques and sources. This information is exempt from public disclosure pursuant to Title 5 U.S. Code 552 (b)(7)(E) of the FOIA. The significant and legitimate governmental purpose to be served by withholding is that a viable and effective intelligence investigative capability is dependent upon protection of sensitive investigative methodologies.

The withholding of the information described above is a partial denial of your request. This denial is made on behalf of Major General George J. Franz, III, Commander, U.S. Army Intelligence and Security Command, who is the Initial Denial Authority for Army intelligence investigative and security records under the FOIA. You have the right to appeal this decision to the Secretary of the Army. Your appeal must be postmarked no later than 60 calendar days from the date of this letter. After the 60-day period, the case may be considered closed; however, such closure does not preclude you from filing litigation in the courts. You should state the basis of your disagreement with the response and provide justification for a reconsideration of the denial. An appeal may not serve as a request for additional or new information. An appeal may only address information denied in this response. Your appeal is to be made to this office, for forwarding, as appropriate to the Secretary of the Army, Office of the General Counsel.

Coordination has been completed and we have been informed by the National Security Agency (NSA), that information has been sanitized from the records pursuant to Title 5 U.S. Code 552 (b)(1) and (b)(3).

5 U.S.C. 552 (b)(1), The information is properly classified in accordance with the criteria for classification in Section 1.4 of Executive Order (EO) 13526.

5 U.S. C. 552 (b)(3) – The specific statutes are listed below:

50 U.S.C. 3605 (Public Law 86-36 Section 6)

50 U.S.C. 3024(i)

18 U.S.C. 798

The withholding of the information by the NSA constitutes a partial denial of your request and you have the right to appeal this decision. If you decide to file an appeal, it should be sent to NSA/CSS Freedom of Information Act Appeal Authority. The appeal must be postmarked no later than 60 calendar days of the date of the initial denial. The appeal shall be in writing to the NSA/CSS FOIA Appeal Authority (DJP4), National Security Agency, 9800 Savage Mill Road, STE 6248, Fort George G. Meade, Maryland 20755-6248. The appeal shall reference the initial denial of access and shall contain, in sufficient detail and particularity, the grounds upon which you believe release of the information is required. Please cite FOIA Case #63644 assigned to the case so that it could be easily identified.

Coordination has been completed and we have been informed by the Central Intelligence Agency (CIA) that their information is exempt from public disclosure pursuant to Title 5 U.S. Code 552 (b)(1) and (b)(3) of the FOIA.

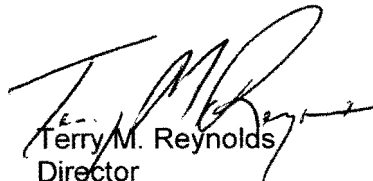
The withholding of the information by the CIA constitutes a partial denial of your request and you have the right to appeal this decision to the Agency Release Panel within 45 days from the date of this letter. If you decide to file an appeal, it should be forwarded to this office and we will coordinate with the CIA on your behalf. Please cite CIA #EOM-2011-00283/Army #578F-08 thru 589F-08 assigned to your request so that it may be easily identified.

During the processing of your request, information was disclosed which is under the purview of other government agencies. This office has no authority to release this information and is being referred, along with your request, for appropriate action under the FOIA, and direct reply to you.

There are no assessable FOIA fees.

If you have any questions regarding this action, feel free to contact this office at 1-866-548-5651, or email the INSCOM FOIA office at: [usarmy.meade.902-mi-grp.mbx.inscom-foia-service-center@mail.mil](mailto:usarmy.meade.902-mi-grp.mbx.inscom-foia-service-center@mail.mil) and refer to case #0581F-08.

Sincerely,



Terry M. Reynolds  
Director  
Freedom of Information/Privacy Office  
Investigative Records Repository

Enclosure

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ANNUAL COMMAND HISTORY  
U.S. ARMY INTELLIGENCE AND SECURITY COMMAND  
FISCAL YEAR 1994

History Office  
Office of the Chief of Staff  
Headquarters, U.S. Army Intelligence and Security Command  
Nolan Building  
8825 Beulah Street  
Fort Belvoir, Virginia 22060-5246

30 September 1995

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Information has been withheld in its entirety in accordance with the following exemption(s):

(b)(1)

It is not reasonable to segregate meaningful portions of the record for release.

Information pertains solely to another individual with no reference to you and/or the subject of your request.

Information originated with another government agency. It has been referred to them for review and direct response to you.

Information originated with one or more government agencies. We are coordinating to determine the releasability of the information under their purview. Upon completion of our coordination, we will advise you of their decision.

Other: \_\_\_\_\_

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**Location.** (U) All elements of Headquarters, U.S. Army Intelligence and Security Command (INSCOM) were located on the North Post of Fort Belvoir, Virginia 22060. The command group and principal staff elements occupied the four floors of the Nolan Building (Building 2444) at 8825 Beulah Street. Headquarters support elements that could not be housed in the Nolan Building occupied reconvered structures elsewhere on North Post (Buildings 1809, 2101C, and 2105C). Unmarried troops assigned to INSCOM were billeted in McCrae Barracks, also on North Post.

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Chapter II

**COMMAND AND STAFF RELATIONSHIPS**

**Command and Staff Relationships.** (U) The CG, INSCOM is under supervision of the Chief of Staff, U.S. Army. Directives, authorities, policy, planning, and programming guidance, approved programs, resource allocations, and other methods of command direction are issued to CG, INSCOM by the Chief of Staff, U.S. Army. INSCOM intelligence operations are conducted in coordination with, and under the staff supervision of, the Deputy Chief of Staff for Intelligence (DCSINT), Department of the Army. The command's Information Warfare activities are under the staff supervision of the Deputy Chief of Staff for Operations (DCSOPS), Department of the Army.

(U) The CG, INSCOM—

1. (U) Commands all assigned units and activities.
2. (U) Is subordinate to the Chief, Central Security Service (CHCSS) for the conduct of signal intelligence (SIGINT) operations.
3. (U) Manages SIGINT resources to accomplish SIGINT operational tasks assigned by Director, National Security Agency/Chief, Central Security Service (DIRNSA/CHCSS).
4. (U) Provides specified military personnel and administrative, logistic, and operational support to the DIRNSA/CHCSS.
5. (U) Deals directly with the Director, DIA for the coordination of human intelligence (HUMINT) operational proposals.
6. (U) Is designated head of the contracting activity.

(U) INSCOM and other major Army commands (MACOM's) are coordinate elements of DA. The CG, INSCOM is authorized to communicate directly with other major Army commanders or with heads of Army Staff agencies on matters of mutual interest.

(U) The CG, INSCOM will maintain liaison as necessary with other MACOM's, field operating agencies, other cryptologic and intelligence activities, and other foreign domestic governmental agencies to maintain an awareness of, to exchange information on, and to ensure coordination of matters of mutual concern.

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(U) The CG, INSCOM acts as executive agent for logistic support, SIGINT technical support, and mission steerage for the DA TROJAN program, an effort to provide units in garrison with live signals for training (and possibly operational) purposes. INSCOM has the responsibility to ensure adequate SIGINT technical support and mission steerage to TROJAN users.

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## Chapter III

### ORGANIZATION

**Key Personnel.** (U) MG Paul E. Menoher served as Commanding General, INSCOM until 20 September 1994, when he was reassigned as Acting Deputy Chief of Staff for Intelligence (DCSINT), Department of the Army. He was replaced by BG Trent Thomas, formerly an Assistant Deputy Chief of Staff for Intelligence on the Army DCSINT staff. On 17 March 1994, BG Michael E. Dunlavey, a member of the Army Reserve, took up the new position of Deputy Commanding General/Individual Mobilization Augmentee. A lawyer in civilian life, BG Dunlavey would serve on a part-time basis. COL (b)(6) was dual-hatted as Chief of Staff and Deputy Commander until his retirement in early 1994. He was replaced as Deputy Commander by COL (b)(6). However, on 7 August 1994, COL (b)(6) was reassigned to the new position of Senior HUMINT Advisor, and COL (b)(6) became Deputy Commander. Mr. (b)(6) the former Deputy Chief of Staff, was appointed INSCOM Chief of Staff on 4 February 1994. Mr. (b)(6) continued to serve as the Senior Cryptologic Advisor. The post of Command Sergeant was held by by CSM (b)(6) throughout the reporting period.

**Headquarters Organization.** (U) Staff organization underwent minor functional realignment during the reporting period. At the end of FY 1993, Headquarters, U.S. Army Intelligence and Security Command was organized to consist of a Command Group, Office of the Chief of Staff, Personal Staff, Special Staff, and Coordinating Staff as shown below.

#### ***Command Group:***

**Commanding General (CG).** (U) The CG, U.S. Army Intelligence and Security Command was responsible to the Chief of Staff, U.S. Army for accomplishing the missions and functions prescribed by AR 10-87, Chapter 8, and was concurrently responsible to the Chief, Central Security Service for conducting all signal intelligence (SIGINT) activities for which the National Security Agency/Central Security Service (NSA/CSS) are responsible.

**Deputy Commanding General/Individual Mobilization Augmentee (DCG/IMA).** As deputy commander for operations, the Army Reserve officer assigned to this new, part-time position assisted the commander with the management of intelligence countermeasure operations.



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Deputy Commander (DC). (U) The deputy commander assisted the commander in the management of all intelligence and support operations of INSCOM to include the review and execution of all tasked and delegated operations and the determination of future requirements.

Senior Cryptologic Advisor. (U) A member of the Command Group Staff, the Senior NSA Cryptologic Advisor was responsible for advising and assisting the CG, INSCOM in the effective development, validation, and execution of national SIGINT requirements of interest or tasked to the U.S. Army for signals intelligence exploitation.

Senior Service HUMINT Representative. (U) A member of the Command Group Staff, the Senior Service HUMINT Representative served as senior Army representative to the Defense Intelligence Agency with the mission of facilitating the forthcoming hand-over of Army HUMINT assets to a consolidated Defense HUMINT Service while preserving Army equities.

Command Sergeant Major (CSM). (U) The Command Sergeant Major as the senior enlisted person in the command provided advice and assistance to the CG on all matters involving enlisted personnel.

**Office of the Chief of Staff:**

Chief of Staff (CofS). (U) The CofS acted as the principal coordinating agent of, and advisor to, the CG and DCG on those matters pertaining to INSCOM; directed and coordinated the staff to achieve efficiency and unity of action; and assisted the CG and DCG in the supervision of the execution of orders. Directly subordinate to the CofS were the Protocol Office, the History Office, the Intelligence Oversight Office, the INSCOM Support Battalion, the Internal Review Office, and the Army Liaison Office.

Deputy Chief of Staff (DCS). (U) The DCS acted for the Chief of Staff during his absence and assisted to coordinate all actions of the HQ INSCOM staff, and supervised the activities of and provided support to the Secretary of the General Staff. The position remained vacant during the reporting period.

Secretary of the General Staff (SGS). (U) The SGS acted as executive officer for the CofS and as office manager for the offices of the CG, DCG, and CofS.

Special Assistant to the Chief of Staff. (U) The Special Assistant to the Chief of Staff acted as special advisor and consultant to the commander, deputy commander, and the Chief of Staff. Duties of the incumbent involved preparation of reports and speechwriting.

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Protocol Officer. The Protocol Officer acted on all matters of protocol within the headquarters and coordinated activities for visitors.

Command Historian. The Command Historian was responsible for carrying out the INSCOM historical program under provision of AR 870-5.

Chief, Internal Review (IR) Office. (U) Served as the principal advisor to the CG, INSCOM on internal review matters. Conducted independent review and examination of command operations and internal controls to provide the commander with an objective evaluation of the effectiveness and efficiency with which his financial and related functions were being performed.

Intelligence Oversight Officer (IOO). (U) This officer exercised supervision over the propriety and conformity to law and regulations of all INSCOM activities.

Chief, Army Liaison Office (ALNO). (U) Served as the U.S. Army representative on cryptologic matters to the National Security Agency/Central Security Service.

Principal Assistant Responsible for Contracting (PARC). (U) The PARC was the senior staff official responsible for oversight and administration of all aspects of contracting. Until 1 July 1994, the PARC was also dual-hatted as Deputy Chief of Staff, Contracting.

Commander, INSCOM Support Battalion (ISB). (U) Commanded a provisional battalion that provided command, control, UCMJ, and administrative support to military personnel and personnel management and administration to civilian personnel assigned or attached to the ISB. In addition to personnel on duty at HQ INSCOM, ISB included personnel on duty at INSCOM MSC's in the Washington area and at the Office of the Deputy Chief of Staff for Intelligence. The battalion's Security Detachment had operational control over HQ INSCOM security.

**Personal Staff:**

Inspector General (IG). (U) The IG, as member of the special staff, inquired into and reported upon matters affecting the performance of mission and state of the economy, efficiency, discipline, and morale of every phase of activity which was within the sphere of responsibility of the commanding general and as prescribed by law. The IG Office consisted of the Inspections and Follow-Up Division, and the Assistance and Investigations Division.

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Staff Judge Advocate (SJA). (U) The SJA served as legal advisor to the CG, DCG, CofS, and all staff elements of HQ INSCOM and, as necessary, to subordinate elements of the command.

**Special Staff:**

Command Chaplain. (U) Served as the chaplain of INSCOM providing advice and assistance to the commander and his staff on religious, moral leadership, morale, and self-development matters.

Public Affairs Officer (PAO). (U) Served as the Public Affairs Officer of INSCOM, advising the commander and staff on all public affairs matters.

**Coordinating Staff:**

(U) At the beginning of the reporting period, INSCOM Headquarters comprised eight major staff elements. These were as follows:

Deputy Chief of Staff, Personnel (DCSPER). (U) The DCSPER served as the principal staff officer for the administration of military and civilian personnel. Acted for the CG, INSCOM in the direction, supervision, and coordination of plans, policies, and procedures for personnel administration, distribution, and management; maintenance of order and discipline; safety; welfare; morale; human affairs; and nonappropriated fund activities. DCSPER elements consisted of the Equal Opportunity Division, Civilian Personnel Division, Plans and Operations Division, Human Resources Division, Military Personnel Division, and Retention Division.

Deputy Chief of Staff, Operations (DCSOPS). (U) The DCSOPS was the principal coordinating staff officer responsible for current intelligence collection, production, electronic warfare, counterintelligence, and security support operations. The DCSOPS performed the following functions: provided operational policy guidance and direction and coordinated and supervised current operations; managed the REDTRAIN program as Army executive agent and coordinated and supervised its current operations; provided operationally oriented INSCOM interfaces between national, departmental, theater (echelon above corps), and tactical (echelon corps and below) intelligence organizations; served as the staff budget director (current and budget year) for allocation and employment of Program 2, 3, and 8 operational resources; coordinated operational matters with Department of the Army, NSA/CSS, DOD, DIA, CIA, FBI, joint/combined commands, other MACOM's, and other governmental agencies; supervised command aviation activities; prepared and coordinated

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command operational plans and managed the command operational planning system. Additionally, he exercised staff proponency over counterintelligence support to several "black" special access programs (SAP's), and the Field Support Center. He was also principal coordinating staff officer responsible for USAINSCOM force management functions, to include threat coordination, force design and doctrine, multidiscipline operations support, training, long- and mid-range planning, low intensity conflict, and force structure management.

(U) At the close of FY 1994, DCSOPS consisted of the following major divisions: Administrative Office, ADCSOPS Human Intelligence /Counterintelligence (HUMINT-CI), ADCSOPS Signal Intelligence and Technical Operations (SIGINT/TO), ADCSOPS Production (PDN), ADCSOPS Force Management (FM), ADCSOPS Force Readiness (FR), and two field operating agencies: the Force Modernization Directorate (FMD) at Fort Belvoir, and the INSCOM Training and Doctrine Support Detachment (ITRADS) at Fort Huachuca, Arizona. Additionally, a small Land Information Warfare (LIWA) cell was created within DCSOPS to conduct planning and coordination actions in this new discipline on behalf of the Army.

Deputy Chief of Staff, Logistics (DCSLOG). (U) DCSLOG was the principal coordinating staff officer for logistics and was responsible for integrated logistics planning policy; procurement/contracts; budgeting; distribution, storage, and maintenance of electronic equipment systems (less telecommunications); engineering; construction; support services; transportation; logistics oversight/compliance; and supply and maintenance management. The DCSLOG also had staff supervision of the Mission Support Activity at Vint Hill Farms Station (MSA-V).

(U) During FY 1994, the organization of the DCSLOG consisted of the following: Supply and Services Division, Maintenance Division, Engineer and Housing Division, Systems Engineering Division, Management and Plans Division, and Administrative Office.

Deputy Chief of Staff, Resource Management (DCSRM). (U) The DCSR was the principal staff officer in matters concerning management, financial management, and manpower management. The DCSR established and maintained administrative control of appropriated funds, exercised responsibility for manpower management and The Army Authorization Document System (TAADS), developed and supervised the implementation of force requirements, administered the structure and strength program, exercised control over the manpower and equipment survey programs, and reviewed and prepared financial and/or manpower annexes for operational and force development plans. During FY 1994, DCSR was organized into the following elements:

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Administrative Office, Integration Division, Program/Budget Division, Finance and Accounting Division, Management Engineering and Analysis Division, and Manpower Division.

Deputy Chief of Staff, Information Management (DCSIM). (U) The DCSIM was the principal staff assistant to the CG, INSCOM for all matters pertaining to information management. The position was dual-hatted since the DCSIM concurrently served as Director, U.S. Army Information Services Command, INSCOM (USAISC-INSCOM). The DCSIM served as Program Area Director for command programs, budgets, and the Army Management System as they relate to telecommunications/ automation. The DCSIM discharged primary staff responsibilities for engineering, installation, and maintenance of INSCOM information systems and also exercised staff supervision over operation of the Defense Special Security Communication System (DSSCS), CRITICOMM, and other telecommunications activities of the command. Additionally, the DCSIM directed development of tactical information systems objectives, concepts, and requirements within INSCOM areas of interest. Finally, the DCSIM exercised operational control over the USAISC Communications Center. The staff element also exercised control over Automated Information Services (AIS), a field operating activity. At the end of FY 1994, DCSIM consisted of an Administrative Branch, ADCSIM Telecommunications, ADCSIM Automation, and ADCSIM Integration Offices.

Deputy Chief of Staff, Security (DCSSEC). (U) The DCSSEC provided major Army command (MACOM) level and HQ-specific security management and support to the CG, INSCOM. The DCSSEC formulated, implemented, and supervised policies and procedures for Sensitive Compartmented Information (SCI) and collateral material in the functional areas of personnel, physical, information, industrial, TEMPEST, communications, automation, and operations security. DCSSEC was organized into a management cell and two divisions: a Facilities/ Personnel Security Division (FP) and an Information Security Division (IS).

Deputy Chief of Staff, Contracting (DCSCON). (U) The DCSCON (who was dual-hatted with the PARC) provided contract support to CG, INSCOM and to DA DCSINT. The DCSCON supervised a field operating agency, the Directorate of Contracting Operations, which conducted purchasing and contracting actions by the command. On 1 July 1994, the Directorate of Contracting Operations was resubordinated to the INSCOM Support Battalion (Provisional) and the position of DCSCON discontinued.

Intelligence Directorate, Reserve Affairs (IDRA). (U) The primary mission of IDRA was to coordinate reserve component support to INSCOM current

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operations and to advise the commanding general on matters relevant to the reserve components. IDRA was simultaneously a staff element of HQ INSCOM and a directorate of the Deputy Chief of Staff for Intelligence, Department of the Army (DA DCSINT). It managed more than 1,500 Individual Mobilization Augmentees (IMA's) for DA DCSINT, the Defense Intelligence Agency (DIA), HQ INSCOM and the command's subordinate elements. Additionally, the element served as interface between INSCOM's major subordinate commands (MSC's) and their reserve component CAPSTONE units in order to assist in training programs and enhance unit readiness.

**Command Organizational Issues.** (U) Numerous changes occurred in the organization of INSCOM's major subordinate units in the field during the reporting period. Much of this activity took place within the Continental United States. On 1 February 1992, INSCOM had organized a Foreign Intelligence Command (FIC) (Provisional) at Fort George G. Meade, Maryland, to provide more centralized direction for the human intelligence (HUMINT) and foreign counterintelligence elements located on that post; this unit was raised from provisional status on 1 January 1993. However, the subsequent decision of the Secretary of Defense to consolidate the HUMINT assets of the armed services into a Defense HUMINT Service under Defense Intelligence Agency (DIA) control necessarily impacted on these organizational arrangements. The FIC was discontinued on 31 January 1994, just thirteen months after it had come into formal existence, and INSCOM resources freed up by this action were used by the command to set up an embedded HUMINT cell within DIA to prepare for the forthcoming realignment of Army HUMINT.

(U) On 1 October 1993, INSCOM organized Company B, 748th MI Battalion, at Field Station San Antonio in Medina, Texas. On 8 July 1994, INSCOM set up a National Ground Intelligence Center (NGIC) (Provisional) at Charlottesville, Virginia. The NGIC was formed using the personnel and resources of the existing Foreign Science and Technology Center as a nucleus. Planning called for the NGIC to ultimately absorb elements of the Intelligence Threat Analysis Center and serve as a consolidated production center for all ground forces-related intelligence. In another major development within CONUS, the 513th MI Brigade and three of its subordinate battalions redeployed to Fort Gordon, Georgia in the summer of 1994 from their previous locations at Fort Monmouth, New Jersey, and Vint Hill Farms Station, Virginia. In preparation for realignment as the 902d MI Group's third counterintelligence battalion, the Special Security Group at Fort George G. Meade transferred all special security functions except contractor support to other agencies or non-INSCOM Army elements.

(U) Finally, action continued on implementing the Intelligence Integration Initiative (I3), which was designed to restructure and realign the staffs of the

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Office of the Deputy Chief of Staff for Intelligence and INSCOM to rationalize functional allocations, eliminate duplication, and economize personnel. In March 1993, 11 functional "tiger teams" had been formed within ODCSINT and INSCOM to review and revalidate functions and manpower requirements and recommend any appropriate mission transfers and manpower reductions. Completed at the beginning of the reporting period, the I3 study recommended that 295 spaces be eliminated from the HQ INSCOM Table of Distribution and Allowances (TDA) and 95 spaces transferred to other Major Army Commands (MACOMs) or to INSCOM subordinate commands. This concept was reviewed and approved by the Vice Chief of Staff of the Army on 5 October 1993.

(U) That month, INSCOM assumed command of two of the DCSINT's field operating agencies, the U.S. Army Intelligence Personnel Management Office (IPMO) and the U.S. Army Intelligence Automation Office. Both elements were located in Falls Church, Virginia. They were realigned under the INSCOM Mission Support Activity at Vint Hill Farms Station. In November 1993, the former Army Intelligence Agency was redesignated as the Intelligence Production Management Activity (IPMA) and assigned to INSCOM. In May 1994, INSCOM submitted a modified concept plan; proposing to eliminate 295 spaces (151 military and 144 civilian) from the Headquarters, the INSCOM Support Battalion, the Mission Support Activity, and IPMA.

(U) Overseas, command of the U.S. Army Russian Institute (USARI) and its subordinate Foreign Language Training Center, Europe (FLTCE) was transferred to European Command (EUCOM) at the beginning of the reporting period. The schools became part of EUCOM's George C. Marshall European Center for Security Studies. On 17 August 1994, INSCOM took command of Bad Aibling Station, Germany, a former Army field station now under Department of Defense control. The site became a joint service activity, with INSCOM as host. The Army component at Bad Aibling was given the new designation as the 718th MI Group (Provisional). In Panama, operational control of the 470th MI Brigade transitioned from U.S. Southern Command to U.S. Army South. The pending drawdown of U.S. forces in country as a result of implementation of the Panama Canal Treaty led to a sharp drawdown in brigade personnel resources (from 1509 to 681) and the inactivation of the 308th MI Battalion's 408th MI Company. The U.S. Army Military Intelligence Battalion (Low Intensity), which was attached to the brigade, discontinued one company and restructured the missions of two other companies.

(U) At the close of FY 1994, there was a total of 65 units (20 TOE and 45 TDA) within INSCOM. The TDA figure does not include Provisional units. All types of units are listed in appendix A. For individual lists of TOE, TDA, and Provisional units at the close of FY 1994, see appendices B, D, and F respectively.

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Changes in the status of TOE, TDA, and Provisional units are listed in appendices C, E, and G.

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## Chapter IV

### RESOURCE MANAGEMENT

**Inspector General Action Requests.** (U) During FY 1994, the Office of the Inspector General closed 202 Inspector Action Requests (IGAR), a decrease of 4 percent from FY 1993. A total of 243 specific issues/allegations were addressed in the IGAR's. Of the 243, 167 were assistance issues, 62 were non-substantiated complaint allegations, and 14 were substantiated allegations.

(U) The top IGAR categories were military personnel management (34 percent), finance and accounting (14 percent), personnel conduct (15 percent), command/management of organizations (12 percent), and civilian personnel management (11 percent). Top categories reflect a continuing problem with handling personnel actions within a geographically dispersed command. Also, the significant increase in finance cases is the result of the ongoing conversion of Joint Uniform Military Pay System (JUMPS) to the Defense Finance and Accounting Service (DFAS).

**Counterintelligence Action Plan.** (U) The U.S. Army Intelligence and Security Command Training and Doctrine Support (ITRADS) Detachment assumed the lead in preparing a Counterintelligence Action Plan for the U.S. Army. Coordinating offices are HQDA, HQ FORSCOM, HQ TRADOC, HQ INSCOM, and various U.S. Army Intelligence Center and Fort Huachuca (USAIC&FH) offices. Once the plan is completed it will be turned over to HQDA (DAMI-CIC) for execution and monitoring.

**Defense Intelligence Threat Data System.** (U) Recognizing the shortfall in Counterintelligence automation, Colonel (b)(6) Commander ITRADS Detachment, asked for and received the mission to acquire the Defense Intelligence Threat Data System (DITDS) for Fort Huachuca with a view to incorporating this capability in CI (MOS 97B) and MDCI (MOS 97G) training. ITRADS action officers researched the project, established liaison with the appropriate DIA contacts, arranged separate funding for the hardware and user fee, and attended two DITDS Program Management Boards. In September 1994, ITRADS successfully petitioned the DITDS community for membership for Fort Huachuca. Additionally, ITRADS acquired two Theater Rapid Response Intelligence Package (TRRIP) systems for the school for training purposes.

**First INSCOM Unit Ministry Team Award.** Nominations were made from across the command for the first ever INSCOM Unit Ministry Team (UMT) Award. The UMT from the 204th Battalion in Augsburg, Germany, was selected. Chaplain (CPT) (b)(6) Battalion Chaplain, and SPC (b)(6)

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Battalion Chaplain Assistant, were presented Army Achievement Medals and a flagnote signed by the INSCOM Commanding General. The presentations were made at the Annual INSCOM UMT Intelligence and Security Update which was held in Denver, Colorado.

**INSCOM Support Battalion Security Initiatives.** (U) The Intelligence Support Battalion (Provisional) (ISB) initiated a badge reciprocity/exchange program with other INSCOM major subordinate commands, the Foreign Science and Technology Center, and the 902d MI Group. In August 1994, the ISB initiated a job certification program to train all incoming soldiers for physical security duties. It developed a cross training program to train all Special Security Office (SSO) personnel in each area of security enabling the office to increase its ability to react to all types of security situations.

**Intelligence Oversight Office Activities.** (U) During FY 1994, the Intelligence Oversight Office conducted 58 oversight inspections. Those inspections included 4 out of 16 major subordinate commands as well as selected elements assigned to major subordinate commands.

(U) Throughout the year, the Intelligence Oversight Office responded to 8 requests for file searches from various Congressional committees and the President of the United States. The searches provided numerous documents to assist HQDA in its response.

(U) During FY 1994, the Intelligence Oversight Office opened and monitored 59 Procedure 15 cases. As of the end of the year, 31 cases were closed and 28 remained open. Nineteen cases were carried over from FY 1993; 16 of these were closed and 3 cases remained open.

**Command Display.** (U) The Public Affairs Office planned, designed, coordinated, and supervised the construction of a command display for the annual Association of the United States Army Symposium in Orlando, Florida. In FY 1994, the Public Affairs Office took on new display requirements. In cooperation with the Fort Huachuca Battle Lab, the Public Affairs Office also constructed a joint display for the AUSA Symposium in San Jose, California. The Public Affairs Office set up a display at Fort Huachuca and at the Army Intelligence Ball in Alexandria, Virginia.

**CRAZY HORSE System Transferred to Army Reserve.** (U) The Active Component began the process to transfer CRAZYHORSE to the 138th MI Company (Aerial Exploitation), U.S. Army Reserve. The 138th MI Company has had a long association with INSCOM to include being deployed during the Gulf War with the 513th MI Brigade. The transfer is due to be completed in early FY

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1995. The transfer will provide the 138th MI Company with a high tech state-of-art IEW system.

**Alignment Structure of the 300th MI Brigade.** (U) The alignment structure for an element of the 300th MI Brigade (Linguist) (Utah National Guard) with the 704th MI Brigade was developed. This initiative marked the first time a specific Reserve Component linguist structure was dedicated to fill echelons above corps (EAC) language shortfalls identified by the ODCSINT (HQDA) language requirements study.

**Intelligence Information Systems.** (U) The Intelligence Directorate Reserve Affairs (IDRA) led the effort to establish intelligence information systems to connect Reserve Component (RC) MI centers and subcenters across the country with intelligence agencies. The RC MI locations at which connectivity was undertaken commenced with the Regional Training Sites -- Intelligence (RTS-I) at Fort Dix, New Jersey; Fort Gillem, Georgia; Fort Sheridan, Illinois; Camp Bullis, Texas; and Hamilton Army Airfield, California. Other RC MI sites where connectivity was initiated included the 1st MI Center at Phoenix, Arizona; the 300th MI Brigade at Draper, Utah; and the 99th Army Reserve Command at Allison Park, Pennsylvania. These locations were surveyed for Department of Defense Intelligence Information System (DODIIS) access through the Defense Secure Network (DSNET) III, and DODIIS-standard hardware and software were procured.

**Budget Adjustments.** (U) FY 1994 was a difficult year because, as part of the appropriation language and internal HQDA adjustments, drastic reductions were applied to INSCOM's funding:

Program Growth	\$13,000K
FCI	\$ 5,100K
ITAC	\$ 4,826K
NGIC (Prov)	\$ 3,000K
DA Withold Not Returned	\$ 3,668K
Civ Pay Understrength	\$ 3,298K
HUMINT	\$ 1,000K
CCP	\$ 1,000K
BASEOPS/RPM	\$ 1,000K
MISC	\$ 2,436K
TOTAL	\$38,328K

**Costs of Contingency Operations.** (U) Operation RESTORE HOPE resulted in \$5.1 million being obligated for Somali linguists and operations. Operation UPHOLD DEMOCRACY resulted in an \$8.9 million contract for Haitian linguists. INSCOM executed \$714,000 of this requirement in FY 1994.

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(C) During FY 1994

(b)(1)

(b)(1)

**FY 1994 Annual Funding Program.** (U) The following table shows direct funding by subprogram at the close of FY 1994 (in thousands):

**BUDGET ACTIVITY 1**

FY94 COB Dollar Guidance	\$ 73,205
SCH 8	\$ 373
CRAZYHORSE	\$ 108
Flying Hour Rate Change	\$ 1,459
Contracts	\$ 125
OPTEMPO	\$ 1,000
ADP	\$ (138)
Travel	\$ (200)
Foreign Currency	\$ (232)
Counter Drug	\$ 2,273
REDTRAIN	\$ 200
Master Plan	\$ 590
RESTORE HOPE	\$ 400
ARL	\$ 1,900
Fuel Repricing	\$ (621)
Somalia	\$ 43
HQDA NFIP Adjustment	\$ (5,550)
RTN To HQDA	\$ (167)
<b>FY94 FINAL AFP</b>	<b>\$ 74,768</b>

**BUDGET ACTIVITY 41**

FY94 COB Dollar Guidance	\$314,945
USARI	\$ (437)
COMSEC	\$ (99)
Civ Pay Transfer	\$ (53)
CAAS	\$ (272)
ADP	\$ (149)
Civilian Pay Understrength	\$ (3,298)
SES	\$ (66)
Travel	\$ (212)
DBOF	\$ (737)

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BASOPS/RPMA	\$ (1,000)
PGM Growth	\$ (13,000)
FN	\$ 240
Foreign Currency	\$ (918)
FCI	\$ (5,100)
CCP	\$ (1,000)
ITAC	\$ (4,826)
FSTC	\$ 3,000
EUCOM/Army Central	\$ (5,000)
HUMINT Personnel	\$ (600)
DODIIS	\$ (642)
JDISS	\$ (60)
SAP	\$ 2,000
MASINT	\$ (85)
HUMINT	\$ (1,000)
EUCOM	\$ (950)
EUCOM ADP Bills	\$ (6,000)
Correct HQDA NFIF	\$ 5,550
CCP Adj	\$ 150
FCI Adj	\$ 131
CADB	\$ 214
Somalia	\$ 5,657
Haitian Linguist Contract	\$ 714
TECRAS	\$ 400
DA Withhold	\$ (3,668)
Miscellaneous DA Adjustments	\$ (626)
<b>FY 94 FINAL AFP</b>	<b>\$277,203</b>

**BUDGET ACTIVITY 31**

FY94 COB Dollar Guidance	\$ 50
Reprogram	\$ (38)
<b>FY94 FINAL AFP</b>	<b>\$ 12</b>

**BUDGET ACTIVITY 42**

FY94 COB Dollar Guidance	\$ 44
<b>FY94 FINAL AFP</b>	<b>\$ 44</b>

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**BUDGET ACTIVITY 32**

FY94 COB Dollar Guidance	\$ 4,067
Realign	\$ (200)
USARI	\$ (2,411)
Reprogram	\$ 2
<b>94 FINAL AFP</b>	<b>\$ 1,458</b>

**BUDGET ACTIVITY 33**

FY 94 COB Dollar Guidance	\$ 0
Interns and Long Term Training	\$ 764
<b>94 FINAL AFP</b>	<b>\$ 764</b>

**BUDGET ACTIVITY 43**

FY94 COB Dollar Guidance	\$ 6,751
ASCP	\$ 6
Excess	\$ (544)
Reprogram	\$ (130)
<b>FY94 FINAL AFP</b>	<b>\$ 6,083</b>

**BUDGET ACTIVITY 45**

FY94 COB Dollar Guidance	\$ 0
<b>FY94 FINAL AFP</b>	<b>\$ 45</b>

**Direct Obligations by Element of Resource (EOR).** (U) The following reflects direct obligations by Element of Resource (EOR) for FY 1994. Obligations of \$360,316,000 and an Annual Funding Program of \$360,377,000 resulted in an obligation rate of 99.98 percent.

<u>EOR</u>	<u>BA1</u>	<u>BA41</u>	<u>BA43</u>	<u>BA42</u>	<u>BA32</u>	<u>BA33</u>	<u>TOTAL</u>
Civ Pay	7,243	136,428	491	0	345	610	145,117
TVL	7,994	17,938	18	6	798	107	26,861
T/T	477	675	0	38	0	0	1,190
Rt/Co/Ut	1,342	6,578	795	0	22	0	8,737
Ctr Svc	40,504	93,872	4,660	0	284	45	139,365
Sup/Eq	17,157	19,339	119	0	9	0	36,624
FNIH	49	2,347	0	0	0	0	2,396
PRINTING	2	24	0	0	0	0	26
<b>TOTAL</b>	<b>74,768</b>	<b>277,201</b>	<b>6,083</b>	<b>44</b>	<b>1,458</b>	<b>762</b>	<b>360,316</b>

**Commander's Plaque for Operational Achievement.** (U) The Commander's Plaque for Operational Achievement was presented to Sergeant (b)(6) 29th MI Battalion, 513th MI Brigade.

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**General Douglas MacArthur Leadership Award.** (U) Captain (b)(6)  
205th MI Battalion, 500th MI Brigade was the 1994 INSCOM recipient of the  
General Douglas MacArthur Leadership Award.

**The 1993 - 1994 Annual Command Award Recipients.** (U) The following awards  
were presented during the INSCOM Day celebrations:

**ALBERT W. SMALL AWARD** -- (b)(6) - 66th MI Brigade

**COL RICHARD F. JUDGE MILITARY/CIVILIAN TEAM IMPROVEMENT AWARD** --  
LTC (b)(6) - 66th MI Brigade and Mr. (b)(6) - HQ INSCOM

**SPECIAL TEAM AWARD** -- CW3 (b)(6) and Mr. (b)(6) - USAFSC

**JACKIE KEITH ACTION OFFICER OF THE YEAR AWARD**  
Mr. (b)(6) and Mr. (b)(6) - HQ INSCOM

**VIRGINIA McDILL AWARD** -- Ms. (b)(6) - 513th MI Brigade

**LOCAL NATIONAL EMPLOYEE OF THE YEAR AWARD**  
Ms. (b)(6) - 501st MI Brigade

**EQUAL EMPLOYMENT OPPORTUNITY AWARD**  
Ms. (b)(6) - NGIC

**VOLUNTEER OF THE YEAR UNIT/INDIVIDUAL AWARD**  
Ms. (b)(6) - 902d MI Group and Mrs. (b)(6) - NGIC  
ODCSLOG

**Officer Strength by Unit.** (U) The Officer personnel strength posture by unit as of  
30 September 1994 was as follows:

<u>UNIT</u>	<u>OFF</u>	<u>WO</u>	<u>TOTAL</u>
66th MI Brigade	103	64	167
470th MI Brigade	75	28	103
500th MI Brigade	52	15	67
501st MI Brigade	118	92	210
513th MI Brigade	160	71	231
702d MI Group	8	5	13
703d MI Brigade	47	14	61

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704th MI Brigade	179	56	235
718th MI Group	7	0	7
902d MI Group	112	78	190
CSG	2	3	5
FCA	6	1	7
FIA	34	8	42
NGIC	58	16	74
MI BN (LI)	32	16	48
Menwith Hill	6	4	10
NSA	44	0	44
SAA	12	3	15
HQ INSCOM	<u>116</u>	<u>27</u>	<u>143</u>
<b>TOTAL</b>	<b>1,171</b>	<b>529</b>	<b>1,700</b>

**Enlisted Strength by MOS.** (U) Enlisted Personnel Posture by mission MOS was as indicated below:

MOS	4th Qtr FY94		% OF Fill	4th Qtr FY94		INSCOM % OF FILL	DA % OF FILL
	AUTH/ASGD			AUTH/ASGD			
33R	140	162	116	71	76	107	122
33T	46	51	111	41	48	117	101
33Y	62	84	135	175	205	117	101
33Z	19	14	74	18	20	111	87
96B	500	438	88	491	486	99	91
96D	329	284	86	390	361	93	95
96H	47	54	115	59	46	78	77
96R	58	28	48	24	7	29	108
97B	688	654	95	757	763	101	94
97E	201	212	105	226	191	85	103
97G	121	143	118	111	132	119	94
98C	1160	1074	93	1302	1143	88	90
98D	168	170	101	207	160	77	86
98G	857	739	86	939	816	87	92
98H	597	588	98	590	473	80	100
98J	326	319	98	363	397	109	101
98K	514	458	89	476	459	96	92
98Z	104	92	88	100	112	112	89

**Enlisted Personnel Strength Posture by Area and Unit.** (U) The enlisted personnel strength posture by area and unit as of 30 September 1994 was as follows:

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**EUROPEAN AREA**

<u>Unit</u>	<u>Authorizations</u>	<u>Assigned</u>
66th MI Brigade	1,458	1,557
USA Cryptologic Support Gp	<u>7</u>	<u>7</u>
<b>Total</b>	<b>1,465</b>	<b>1,564</b>

**PANAMA AREA**

470th MI Brigade/MI BN (LI)	1,270	1,037
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**PACIFIC AREA**

703d MI Brigade	1,051	1,037
500th MI Brigade	310	320
501st MI Brigade	<u>1,178</u>	<u>1,204</u>
<b>Total</b>	<b>2,539</b>	<b>2,561</b>

**CONUS AREA**

Studies & Analysis Act (SAA)	11	18
Fld Sup Ctr (FSC)	171	74
704th MI Brigade	2,080	1,562
513th MI Brigade	1,384	1,158
HQ INSCOM	57	76
Intel Threat & Analysis Ctr (ITAC)	178	165
Foreign Science & Technology Ctr (FSTC)	10	6
902d MI Gp/SP Scty Gp (SSG)	349	343
Foreign Intel Agency (FIA)	98	122
Mission Support Act (MSA)	36	16
Intel Production Mgt Act (IPMA)	7	7
INSCOM Support Bn (ISB)	127	219
Foreign Counterintelligence Agency	<u>32</u>	<u>41</u>
<b>Total</b>	<b>4,540</b>	<b>3,807</b>

**GRAND TOTAL**

**9,814**                      **8,969**

**Voluntary Separation Pay and Early Retirement.** (U) From May to June 1994, INSCOM opened a window to accept applications from HQ INSCOM civilians for voluntary separation pay (VSIP) and early retirement (VERA). Thirty-three

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applicants responded. Fifteen were offered VSIP/VERA and 14 accepted and planned to depart INSCOM NLT 31 December 1994. In addition, HQ civilians were reviewed against Intelligence Production Management Activity (IPMA) and Intelligence Threat and Analysis Center (ITAC) employees whose positions were being abolished. Seven matches were approved to accommodate 3 IPMA and 4 ITAC employees who would be vulnerable to reduction in force (RIF).

(U) In September, HQ INSCOM opened a second window to offer VSIP/VERA through 31 January 1995 with cut-offs every two weeks. This process will be continued, along with other outplacement/placement efforts until all employees vulnerable to RIF are placed. Independently, ITAC, IPMA, Foreign Science & Technology Center (FSTC), Field Support Center (FSC), Foreign Intelligence Activity, and the 902d MI Group have offered VSIP/VERA to their respective employees. ITAC has approved 18, FSTC - 38, FSC - 15, FIA - 2, and the 902d MI Group - 1.

**Freeze on High Grades.** (U) On 13 July 1993, HQDA imposed a freeze on personnel actions which would result in an increase of the 30 September 1992 on-board GS-14/15/SES and equivalent senior civilian strength. This was in response to Executive Order 12839, which called for agencies to reduce total civilian employment from the strength of 30 September 1992 by 4 percent in the period FY 1993-95 with 10 percent of this reduction to come from the senior civilian positions. A total reduction in strength of 22 senior civilian (GS-14/15/SES) employees was to be accomplished by end FY 1995. This target was met prior to the end of FY 1994.

**Intern Management.** (U) HQDA allocated INSCOM a total of 18 Army Civilian Training, Education and Development System (ACTEDS) intern spaces for FY 1994. These spaces were allocated to the Intelligence Career Program (CP) (13 spaces), Automated Data Processing CP (2 spaces), Civilian Personnel Administration CP (1 space), Comptroller CP (1 space) and Manpower Management CP (1 space).

(U) INSCOM allocated the 18 spaces as follows: the Field Support Center (9 spaces), HQ INSCOM (5 spaces), National Ground Intelligence Center (1 space), 902d MI Group (2 spaces) and the 703d MI Brigade (1 space).

**Representation of Women and Minorities.** (U) INSCOM women and minorities representation at mid and senior levels as of 30 September 1993:

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<u>Groups</u>	<u>Grades</u>							<u>Total</u>
	<u>GS-9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	
White Women	80	1	51	155	92	24	4	407
Black Men	10	0	7	23	16	2	0	58
Black Women	26	0	20	16	8	1	0	71
Hispanic Men	2	0	3	7	9	6	0	27
Hispanic Women	1	0	0	5	0	1	0	7
AA/PI Men	3	0	6	15	23	4	0	51
AA/PI Women	0	0	14	4	2	0	0	20
AI/AN Men	1	0	0	4	2	1	0	8
AI/AN Women	1	0	0	0	0	0	0	1

**Civilian Intelligence Personnel Management System.** (U) FY 1994 was a pivotal year for the Civilian Intelligence Personnel Management System (CIPMS). Many actions took place reflective of its growing maturity. The second editions of the CP-35 Army Civilian Training, Education and Development System (ACTEDS) plan and the Army Civilian Intelligence Orientation (ACIO) course were distributed to the field early in the fiscal year. The Intelligence Personnel Management Office (IPMO) participated as part of the survey team with the U.S. Army Civilian Personnel Evaluation Agency (USACPEA) on a major Army-wide survey of CIPMS. OSD established a new senior level program for CIPMS and approved 3 Senior Intelligence Executive Service (SIES) and 5 Senior Intelligence Professional (SIP) positions for Army. Major progress was made on the development of procedures to expand CIPMS classification standards to all GS CIPMS employees. IPMO continued to revise and update DOD manual 1400.34-M on CIPMS. A summary of the Senior Intelligence Officer Narrative Report FY 1993 was completed and results were published in August 1994. In addition, the groundwork for comprehensive change to CIPMS was laid. The offices of the USD (Personnel and Readiness) and the ASD (C3I) jointly directed the review and revision of CIPMS and related personnel management systems. Work began on planning for a new strategic vision/plan for CIPMS that would likely include pay banding. Work was also started on revising the structure and objectives of the Intelligence Career Development Program (ICDP).

(U) The IPMO relocated to Building 1809 at Fort Belvoir in December 1993. The INSCOM DCSPER was added to the rating chain, and IPMO began to participate in selected ODCSPER activities and assist with selected INSCOM-related tasks. On 23 September 1994, the Secretary of the Army realigned the civilian personnel functions at HQDA from PERSCOM to the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). This realignment impacted CIPMS by changing its HQDA partner.

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**Annual Chief of Staff, Army Supply Excellence Award.** (U) The 731st MI Battalion, 703d MI Brigade, was the Department of the Army winner in the TDA/Battalion category of competition. A Company, 368th MI Battalion, Fort DeRussey, Hawaii, reserve MTOE, Capstone to the 500th MI Brigade, was the DA runner-up in the Company/Battery equivalent. The DA evaluators commented that INSCOM was the best CSDP program in the Army and were consistent competitors.

**Proposed 33 Career Management Field (CMF) Transfer.** (U) The proposed transfer of the 33 CMF from Military Intelligence Branch to the Ordnance Branch will have an adverse effect on the MI community. The three major areas of concern were: the nature of INSCOM units; the nature of mission equipment used by INSCOM units; and personnel considerations. The interaction between mission and repair dictated that MI units require organic support. The requirement for security clearances was also a major factor in the need for the 33 CMF to remain with MI. The proposed transfer will not save the Army any money, and if the transfer occurs, it will hinder the MI mission.

**Consolidation of the Cryptologic Depot Activities.** (U) The Services and NSA agreed that the current cryptologic support structure should be streamlined to bring it in line with advances in technology, site closures, and diminishing resources. In conjunction with the SCE's, NSA conducted several studies to determine the optimal support structure. However, the SCE's and NSA were not able to agree. As a result, it was determined that consolidation of the cryptologic depot activities will be accomplished through the standard DOD process, which will include development of specific requirements and competition between the various activities.

**Operations and Maintenance (OMA) Funding.** (U) HQDA reported that the turbulence in the OMA program continued. Instructions were to spend no more additional funds than were available for the previous fiscal year. Funds that might have become available were transferred to other accounts in support of operations in Korea, Somalia, and Haiti. This will have a dramatic impact on the INSCOM Rehabilitation and Upgrading (R&U) program.

**Vint Hill Farms Station to Close.** (U) The Base Realignment and Closure Commission announced the closure of Vint Hill Farms Station in Warrenton, Virginia, by September 1997. INSCOM had three units that will be affected by the decision: the Operational Security and Evaluation Group, the Mission Support Activity, and the Force Modernization Directorate. It is planned that all three units will relocate to Fort Belvoir.

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**Military Construction Army (MCA) Funding.** (U) After much political wrangling on Capitol Hill, two Unspecified Minor Military Construction, Army (UNMCA) Projects were awarded this past year. Both were in support of the consolidation of the 513th MI Brigade and the 470th MI Brigade at Fort Gordon, Georgia. The first project to be awarded was for the construction of a tactical vehicle hard stand at Fort Gordon. The second project to be awarded was for modifications to Luketina Hall, also referred to as the Satcom II Building. The purpose of this project was to do preliminary work to upgrade utilities inside the building prior to the full commencement of operations.

(U) However, the projects submitted to the Army Construction Requirements Review Committee for consideration in the FY 1997 MCA Program were not funded. This was due to the extreme budget cuts endured by the Army. Nearly all discretionary funding went to the Whole Barracks Renewal Program.

**Historical Publication.** (U) Dr. <sup>(b)(6)</sup> of the INSCOM History Office prepared a 155 page picture history entitled The MI Story: A Photo History, which focused on military intelligence milestones from the Vietnam War to the present. The book was the first INSCOM History Office publication to utilize color artwork.

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## Chapter V

### OPERATIONS

#### ***Multidiscipline***

**Top Priorities for 1994.** (U) During the course of the reporting period, the INSCOM CG determined that the following items were to be considered as INSCOM's top priorities for the 1994 Calendar Year.

(U) Ensure entire command is trained and ready to support Army warfighters at the operational and tactical levels through split-based operations and tactically tailored, tiered deployment packages. Focus on warfighters and be prepared to reinforce committed brigades with required capabilities from within the entire command. Place special emphasis on ensuring that 501st MI Brigade in Korea is ready for war and we are prepared to rapidly reinforce with any additional capabilities required.

(U) Complete TOE documentation and operational concepts for Force Projection Brigades (FPB) East and West to be prepared to activate as soon as consolidation of theater brigades is permitted; 513th (TUSA/CENTCOM) and 470th (SOUTHCOM) for FPB East; 500th (USARPAC) and 501st (EUSA/USFK) for FPB West.

(U) Take care of people as we continue to implement the 35 percent reduction of the command by FY 97. Special emphasis on keeping all personnel fully and accurately informed on the drawdown and how it may affect them.

(U) Be responsive to new organizational and policy guidance in Information Warfare/Command and Control Warfare (IW/C2W) from HQDA, DCSOPS. Establish IW/C2W Operations Center to coordinate with NSA, DIA, and other service cryptologic elements (Air Force and Navy Executive Agents for IW/C2W) and to coordinate intelligence, counterintelligence, deception, and EW support to Army IW/C2W operations.

(U) Implement the Intelligence Integration Initiative (I3), including downsizing, transfer of functions, and creation of the Cryptologic Operations Center (COC) at NSA. COC will enable us to better leverage NSA's intelligence and IW capabilities for the Army.

(U) Activate the Fort Gordon Regional SIGINT Operations Center (GRSOC) and achieve early IOC to provide Army warfighters focused support.

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(U) Relocate the 513th MI Brigade from Fort Monmouth, NJ and Vint Hill Farms Station, VA to consolidate it at Fort Gordon, GA. Do AR 5-10 study to obtain permission to relocate MI Battalion (Low Intensity) from Orlando, FL (Naval Training Center, Orlando is on the FY 93 BRAC Closure List).

(U) Work with DIA to activate a provisional Defense HUMINT Service that will properly support Army decision-makers and warfighters and protect Army equities and personnel. Also identify and document residual Army HUMINT requirements.

(U) Merge the Intelligence Threat Analysis Center and Foreign Science and Technology Center to create the National Ground Intelligence Center (NGIC). Ensure NGIC is focused on Army warfighters.

(U) Assume command of Bad Aibling Station, Germany and leverage its capabilities to support Army warfighters. Continue preparations to assume command of Menwith Hill Station, UK, in Oct 95.

(U) Draw down 66th MI Brigade, Germany to its European end strength configuration. Restructure as MI Group to better support force projection operations while staying within available end strength.

(U) Work with MI proponent to complete the Reserve Component (RC) military intelligence force design update and establish technical training relationship with RC MI units to assist them in developing technical proficiency and contingency target familiarization.

**INSCOM Operational Tempo (OPTEMPO).** (U) The end of the Cold War was supposed to have produced a "new world order." In fact, what happened was just about the opposite of the desired goal. The termination of a bi-polar world structure brought an end to the discipline that had previously restrained various regional powers as long as they had been locked into one or another of the two great world camps. Ethnic wars and regional rivalries flared up across the globe. As a result, America found itself confronted by a whole range of "flash-points" that threatened world peace and stability. INSCOM was forced to reconfigure its dispositions to adjust to the new situation. In the course of the reporting period, the command deployed at various times between 170 and 300 soldiers in 29-32 countries, in addition to the ten foreign countries where it had units permanently stationed.

**European Developments.** (U) During the course of the reporting period, significant organizational and operational developments took place in Europe. Restructuring of the 66th MI Brigade continued. Company B, 527th MI Battalion, which manned the USAREUR Imagery Exploitation System, was inactivated in August 1994; its imagery mission passed to the 205th MI Brigade which supported V Corps. Company C of the

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operations battalion, which provided troops to the Joint Military Intelligence Support Element (JMISE) at the Joint Analysis Center, Molesworth, England, was likewise scheduled to stand down at the beginning of Fiscal Year 1995. Company B, 204th MI Battalion, consisting of the Army personnel at Bad Aibling Station, was discontinued in August when INSCOM took command of the site. It was replaced by Headquarters and Operations Company, 718th MI Group (Provisional).

(U) The 66th MI Brigade's 18th MI Battalion (Collection and Exploitation) detailed intelligence/counterintelligence/linguist personnel to support a variety of humanitarian/peacekeeping missions on four continents. Operations supported included PROVIDE COMFORT in Turkey; SUPPORT HOPE in Ruanda, Uganda, and Zaire; PROVIDE PROMISE in Italy; PROVIDE PROMISE FORWARD in Croatia; and ABLE SENTRY in Macedonia. The battalion also supported SOUTHCOM efforts in Surinam (debriefing Haitian refugees) and 7th Medical Command (MEDCOM) in Moscow, Minsk, and Kazakhstan. 18th MI Battalion personnel debriefed refugees in Croatia, Slovenia, Austria, and Hungary. In Germany, however, there was some retrenchment of existing operations, as the Camp Zimndorf refugee/resettler processing camp in Bavaria shut down on 28 February, 1994, and the the Joint Intelligence Center at Stuttgart closed on 31 March 1994.

**Restationing of 513th MI Brigade.** (U) As a result of lessons learned from the Persian Gulf War, INSCOM initiated planning actions to find a more suitable headquarters for its contingency brigade, the 513th MI Brigade. The brigade needed a home station that would permit close coordination with supported commanders, easy access to training areas, and collocation of its major units. The brigade's existing headquarters at Fort Monmouth, New Jersey, was inadequate on all these counts. An assessment revealed that Fort Gordon, Georgia, was the most suitable location. In practice, this action tied in closely with INSCOM's desire to establish a Regional SIGINT Operations Center (formerly Regional Operating Facility (ROF)) at Fort Gordon. Restationing took place in stages during the April 1994-June 1994 timeframe. Brigade headquarters together with the 297th and 202d MI Battalions relocated to Fort Gordon from Fort Monmouth, New Jersey; the 201st MI Battalion moved from Vint Hill Farms Station, Virginia to Fort Gordon. The Foreign Materiel Intelligence Battalion and the headquarters of the U.S. Army Military Intelligence Battalion (Low Intensity) remained in place at Aberdeen Proving Grounds, Maryland, and at Orlando, Florida.

**Adventures in the Sun and Sand: End Game.** (U) In November 1992, President George Bush ordered Central Command (CENTCOM) to execute Operation RESTORE HOPE, an armed humanitarian relief mission designed to alleviate conditions of desperate famine in the African country of Somalia caused by an ongoing civil war. INSCOM's contingency brigade, the 513th MI Brigade, was tasked to provide support for CENTCOM's Army component in this operation, while INSCOM became Department of the Army Executive Agent in contracting for the services of some 78 native Somali

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linguists who worked with U.S. units. In May, 1993, the United States passed overall responsibility for Somalia over to the United Nations, withdrawing most of its troops, but leaving a quick reaction force in place. United Nations, Somalia (UNOSOM II) expanded its own mission to include nation-building as well as humanitarian relief. This brought it into conflict with the Somali "war-lords" who had been quiescent as long as they were confronted by a large but relatively non-confrontational American military presence. The situation rapidly deteriorated. An American attempt to arrest lieutenants of the principal Mogadishu warlord, General Aideed, ended in disaster in October 1993 when a helicopter-borne assault force was trapped and cut to pieces by rampaging Somali militia. The Administration quickly decided that it would be more prudent to give up on attempts at nation-building, abandon the hunt for Aideed, and withdraw American forces as soon as this could be done without losing international credibility.

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**Adventures in Sun and Sewage: The Beginning.** (U) The debacle in Somalia did not deter the incumbent Administration from lurching into further politico-military-humanitarian involvements in the Third World arena. During the course of 1994, continuing American diplomatic efforts to oust a brutal Haitian military junta that had overthrown a democratically elected government in 1992 proved unavailing. A punitive international blockade made the situation in what was already the Western Hemisphere's most desperately poor nation even worse, producing a flood of asylum-seeking refugees. An armada of overloaded sailboats set out for American shores, only to be intercepted by the Coast Guard; refugees were diverted to internment camps at the American naval base in Guantanamo Bay, Cuba. Presently, the camps began to overflow. Having run out of other options, the Clinton Administration decided upon invasion. Militarily, this was an easy task, since the United States had overwhelming

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force, Haiti a ragtag army-cum-police force of 7,000; politically, however, the course presented difficulties. Neither Congress nor the American people appeared to be enthusiastic about having the United States once more place troops in harms way in what seemed to be a volatile and unstable environment. However, the Administration pressed on; after a high-level negotiating team brokered a last-moment political settlement with the junta, thousands of American soldiers and Marines poured ashore to secure the fetid slums and denuded hillsides of sunny Haiti. Operation UPHOLD DEMOCRACY proved to be a successful and bloodless (at least for Americans) victory.

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Corps Military Intelligence Support Elements (CMISE). (U) As originally set up, INSCOM had been designed to conduct intelligence operations at the Echelon Above Corps (EAC). However, the lessons learned from the Persian Gulf War had prompted the Army to develop a seamless intelligence architecture which tended to erase these arbitrary distinctions. In Fiscal Year 1993, INSCOM's theater MI brigades had not only created intelligence support elements (ISE) to augment the intelligence centers of major unified commands, but had begun to provide the same type of support to selected Army corps. In December 1993, DA DCSINT decided that INSCOM would chop command of its theater-level Joint Military Intelligence Support Elements (JMISE) to the supported commanders at the beginning of Fiscal Year 1995. However, INSCOM support to the Army's four corps increased. By 1994, the 66th MI Brigade's operations battalion had a small Corps Military Intelligence Support Element (CMISE) available to support V Corps. The 513th MI Brigade's operations battalion had larger CMISE's augmenting the G-2 staffs of XVIII Airborne Corps at Fort Bragg, North Carolina, and III Corps at Fort Hood, Texas. The 500th MI Brigade's Hawaii-based operations battalion provided similar support to the G-2 staff of I Corps at Fort Lewis, Washington. Additionally, the 66th MI Brigade had an intelligence support element at U.S. Army Europe and the 513th MI Brigade one at Third U.S. Army, Fort McPherson, Georgia.

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**Exercises.** (U) During the course of the reporting period, HQ INSCOM participated in the major exercise Operation DESERT CAPTURE II (ODC II). This was conducted under the Army Intelligence Center's lead at the National Training Center in April 1994 as part of an Advanced Warfighting Experiment. Seven different INSCOM MSC's (brigades and brigade equivalents), plus the INSCOM Training and Doctrine Detachment at Fort Huachuca, Arizona, took part, providing intelligence support to the 3d Brigade, 24th Infantry Division in its NTC rotation. Split-based support was furnished by the Intelligence and Threat Analysis Center, the Foreign Science and Technology Center, and the 704th MI Brigade. The Military Intelligence Battalion (Low Intensity) deployed the GUARDRAIL V system from Orlando. Both the 513th MI Brigade and the 902d MI Group formed tactically tailored, (b)(7)(E) packages to support the exercises. The Foreign Intelligence Activity also furnished personnel and provided special Measurement and Signature Intelligence (MASINT) training.

(U) MG Paul E. Menoher, who served as INSCOM CG at the time the exercise took place, provided the following evaluation. "ODC II was a huge success, not only in demonstrating the viability of our MI operational concept and new systems, e.g., TROJAN SPIRIT, All Source Analysis System (ASAS), and the Enhanced Light JSTARS Ground Station Module (LGSM), but also in demonstrating the capabilities of an INSCOM to provide a full range of intelligence and force protection capabilities through a combination of split-based support and tactically tailored (b)(7)(E) packages. The combination of INSCOM brigades, a Deployable Intelligence Support Element (DISE) from XVIII Airborne Corps reinforced by an Intelligence Support Element (ISE) from the 513th MI Brigade, and the 24th Infantry Division's Analysis and Control Element (ACE), supported by a wide variety of national, theater, and tactical systems, provided the best intelligence support ever received by rotating units at the NTC."

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Unmanned Aerial Vehicles (UAV's). (U) INSCOM found itself involved in the Predator Advanced Concept Technology Demonstration during the reporting period. This was an effort to quickly field the Medium Altitude Endurance Unmanned Aerial

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Vehicle (MAE-UAV). Troops from INSCOM's Military Intelligence Battalion, Low Intensity made up the bulk of service personnel assigned to a new MAE-UAV detachment at Fort Huachuca, Arizona, jointly manned by Army, Navy, Air Force, and Marine servicemembers. The first Predator made its debut at El Mirage, California, on 31 August 1994.

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(U) Initial plans called for fielding ten Predator airframes. These would be controlled by three Ground Control Stations (GCS). Additionally, three TROJAN SPIRIT II units would form part of the total package, allowing intelligence gathered by the MAE-UAV's to be retransmitted to users almost anywhere in the world.

**Consolidation of Counterintelligence and HUMINT Functions within DCSOPS.** (U) In February 1993, the HUMINT and Counterintelligence (CI) elements within DCSOPS were merged. This was followed in May 1993 by the unification of all collection management for both disciplines under a single entity. The process of disciplinary integration continued during the course of the reporting period. The Special Access Programs Branch in the former CI Division was merged with the Evaluations and Compliance Office to become the Special Programs Division. As a result of the discontinuance of the Foreign Intelligence Command at Fort George G. Meade, the Army Central Control Office (ACCO) was brought into the ADCSOPS HUMINT/CI staff.

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(U) In early February 1994, INSCOM hosted a DA DCSOPS Information Warfare/Command and Control Warfare (IW/C2W) 2-Star Symposium at the headquarters building. The conference recommended that the Army create a coordinating center for this new function. INSCOM CG MG Paul E. Menoher then suggested to the Army Staff that an Army C2W Operations Center be set up at INSCOM to leverage the command's special relationship with NSA and the other Service Cryptologic Elements (SCE's), which had already been designated as Executive Agents for IW/C2W in the Air Force and Navy. In June 1994, the Vice Chief of Staff of the Army (VCSA) gave his assent to this initiative and at the end of September 1994, a General Officer Steering Group approved the activation of a Land Information Warfare Activity as a cell within INSCOM DCSOPS and directed that a charter for the organization be drawn up.

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**Collection Management.** (U) During the course of the reporting period, the Department of the Army published a draft AR 381-XX, CI Force Protection Operations (CFPO) and Low Level Source Operations (LLSO). The regulation delineated counterintelligence collection procedures to be used in combat operations, operations other than war, non-combat deployments, and deployments into areas where law and order no longer existed or where troops might encounter terrorist incidents, insurgencies, or combat action. In line with INSCOM recommendations, the AR directed that the Army Case Control Office establish and maintain an Army source registry. This would allow the Army to register any and all low-level sources recruited during the course of military operations in foreign countries, thus creating a data base to cross check its own sources against those already listed in the DIA Source Registry, eliminating duplication and possible inadvertent compromises.

**Badges and Credentials Issues.** (U) Under existing procedures, badges and credentials were periodically turned in to HQ INSCOM when CI agents rotated to new assignments. In FY 1993, INSCOM's Badge and Credentials (B&C) Office issued and reissued over 1150 B&C's and other intelligence identification documents. This bureaucratic formality made for operational delays and made it difficult to support the warfighter's requirements in a fluid and rapidly-changing global security environment. During the course of the reporting period, INSCOM initiated steps to transfer responsibilities for administering B&C's from the Headquarters to the command's Intelligence Training and Doctrine Support (ITRADS) element at Fort Huachuca, Arizona. Collocation of the B&C program with the Intelligence Center and School would allow CI agents to receive their badges and credentials at graduation and retain them until relieved from duty, retired, or given assignments not requiring intelligence identification. Implementation of the transfer was scheduled for 1 November 1994.

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**Counterintelligence Developments in Europe.** (U) Counterintelligence support to U.S. Army Europe/Seventh U.S. Army was provided by Company A of the 66th MI Brigade's 18th MI Battalion. During the course of FY 1994, the company completed the transition from an Echelons-Above-Corps (EAC) strategic unit to an organization trained and equipped to conduct the full range of counterintelligence missions from counter-espionage (CE) investigations to support to real-world deployments and contingency operations (CONOPS). The mission of the company was now balanced between executing peacetime CI missions and supporting CONOPS with trained Force Protection Teams equipped with Theater Rapid Response Intelligence Package (TRRIP) systems. Thirty-one personnel deployed to global "hot spots" in support of contingency missions during the reporting period.

(U) In addition to a headquarters element and a Technical Services Branch at Sheridan Kaserne, Augsburg, Germany, the company had Military Intelligence Detachments at Augsburg, Frankfurt, Kaiserslautern, Heidelberg, Nuernberg, and Stuttgart, Germany, at Chievres, Belgium, and at Vicenza, Italy.

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**902d MI Group Reorganization.** (U) The 902d MI Group, INSCOM's largest counterintelligence element, continued its reorganization in FY 1994. Following the resubordination of the Special Security Group (SSG) to the 902d, the CG INSCOM had directed the group in March 1993 to task organize its assets (including SSG) to form a third battalion. As a result, SSG headquarters was used as a nucleus on which to build a provisional Military Intelligence Battalion (Counterintelligence Support) with the mission of providing dedicated support to Sensitive Compartmented Information activities and Special Access Programs. During the course of the reporting period, the battalion transferred or terminated all remaining SSG SCI-related functions except for that of SCI contractor support. Responsibility for accreditation and inspection of Army Secure Compartmented Information Facilities (SCIF's) was turned over to DIA, NSA, and the Defense Investigative Service (DIS); remaining communications coordination responsibilities for the Defense Special Security Communications System given to the Defense Information Systems Agency; and oversight responsibility for SCI transferred to the DCSINT. Meanwhile, assets of the Intelligence and Threat Analysis Center's Counterintelligence Terrorism Division were integrated with the 902d MI Group's own counterintelligence analysts to establish an Army Counterintelligence Analysis Center (ACAC) within the battalion. ACAC was programmed to come on line on 1 October 1994. Concurrently, the Special Security Group would be formally redesignated as the U.S. Army Counterintelligence Support Battalion.

(U) Additionally, the group's Military Intelligence Battalion (Counterespionage) was internally realigned. At the beginning of FY 1993, the battalion consisted of several detachments: a Headquarters and Headquarters Detachment, a Counter-SIGINT

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Detachment, a Polygraph Detachment, a Technical Support Systems Security Detachment, and an MI Detachment Counterintelligence Support. By the end of the reporting period, the battalion had been reconfigured into three companies: a Headquarters and Headquarters Company, Company A (counterespionage), and Company B (technical services).

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**Personnel Security Investigations (PSI).** (U) Counterintelligence personnel of INSCOM units located outside of the continental United States perform Personnel Security Investigations (PSI's) on behalf of the Defense Investigative Service (DIS). During FY 1994, INSCOM PSI Case Control Offices (CCO's) in Germany, Japan, Korea, and Panama collectively opened 12,089 leads and closed 11,452 leads. Because of a backlog of investigations in Korea, INSCOM augmented the 501st MI Brigade's 524th MI Battalion with ten investigators in September 1994.

(U) In November 1992, a successful attempt was made to expedite the PSI process by electronically transmitting Reports of Investigation (ROI) from the 18th MI Battalion's Case Control Office (CCO) in Germany to the DIS Personnel Investigation Center (DIS-PIC) in Baltimore, Maryland. ROI's were transmitted using PROCOMM communications software over commercial lines using the STU-3. In March 1993, DIS-PIC automated its monthly inventory report, setting up a Defense Investigative Management System (DIMS). The 18th MI Battalion was now able to access the DIMS electronically, reducing inventory reconciliation time from 14 man days to a few hours. Initially, it was planned to extend the system to the other INSCOM CCO's outside of the Continental United States, beginning with Korea. However, in August 1993, DIS began development of its own fully integrated case management and control system, known as the Field Information Management System (FIMS). As a result, in 1994 INSCOM decided to adopt the new system. Fielding of FIMS would begin in Korea.

**Personnel Security Screening Program.** (U) The 902d MI Group was tasked to conduct a Personnel Security Screening Program (PSSP) at selected Army recruit training facilities to detect in advance those individuals whose backgrounds made them ineligible for clearances or enrollment in selected Military Operational Specialties

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(MOS's). During the reporting period, 1,877 PSSP interviews were conducted. Eight soldiers declined participation, 25 were disqualified, 62 interviews were cut short. There were 27 psychological and 142 legal referrals. The program saved the Army time and money by not wasting specialized MOS training on individuals who would later be found to be unsuitable .

Acquisition Systems Protection Program (ASPP). (U) INSCOM continued to provide counterintelligence (CI) and threat assessment support to the Army portion of the Acquisition Systems Protection Program (ASPP). The ASPP was established at the direction of Congress to protect defense systems and technical data from foreign intelligence collection efforts during the acquisition phase of Research, Development, Test and Evaluation Programs. INSCOM concentrated its CI resources on four key acquisition programs: the Corps Surface to Air Missile (CORPS SAM); the Advanced Field Artillery Tactical Data System (AFTADS); the Single Channel Anti-Jam Manportable Terminal (SCAMP); and the Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T).

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**Technical Surveillance Countermeasures (TSCM) and TEMPEST Issues.** (U) Consolidation of the TEMPEST and TSCM programs was first approved by the CG INSCOM in May 1991. However, it took some time for this to be fully implemented in the field. The 500th MI Brigade was finally able to assume a consolidated TEMPEST/TSCM mission in the summer of 1994.

**INSCOM Polygraph Program.** (U) In February 1994, the high-level inter-agency Joint Security Committee criticized the manner in which the polygraph was used in Counterintelligence Scope Polygraph (CSP) Program investigations, citing an absence of standardized rules and a lack of inter-agency reciprocity in accepting the results of examinations. As a result, the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASDC3I) directed a policy review of the DoD CSP program. In response to the Joint Security Committee's concerns about reciprocity, INSCOM revised the scope of the issues raised in its CSP examinations. They now meet standards agreed upon by all elements of the intelligence community. As a result, soldiers, civilians, and contract personnel who have taken an INSCOM CSP will no longer have to be reexamined if they require access to CIA, NSA, or the National Reconnaissance Office (NRO).

(U) In other polygraph program developments, INSCOM disseminated INSCOM Regulation 381-7, INSCOM Polygraph Certification Program, to its Major Subordinate Commands (MSC's) in May 1994. The regulation eliminated the need for certification as an operational polygraph examiner, set new standards for examiners, and delegated certification and training responsibilities from HQ INSCOM to the 902d MI Group. Additionally, the command arranged for the acquisition of 20 additional AXCITON computerized polygraph systems to replace its inventory of aging inked systems. (Twelve AXCITON's—nine of them laptops—are already on hand.)

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IMINT

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**Forward Area Support Terminals (FAST).** (U) Originally, it had been planned to provide the 66th and 513th MI Brigades with Forward Area Support Terminals (FAST) during the reporting period. However, growing tensions on the Korean peninsula forced slippage in the program. At the direction of the Joint Chiefs of Staff (JCS) and DA Deputy Chief of Staff for Operations, the Army Space Program Office (ASPO) instead sent the four available FAST's to the 501 st MI Brigade to be used in support of U.S. Forces, Korea.

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68

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Airborne Reconnaissance Low-IMINT (ARL-I) Issues. (U) During the course of the reporting period, it became clear that the resolution of imagery collected by the ARL-I platform flown by the Military Intelligence Battalion (Low Intensity) was not always acceptable. Improvements were made, but funding constraints impaired the fielding of an optimal system.

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(b)(1)

**New Developmental Systems.** (U) During the course of the reporting period, approved mission needs statements and operational requirements documents for new sensor systems were drafted, coordinated, and issued:

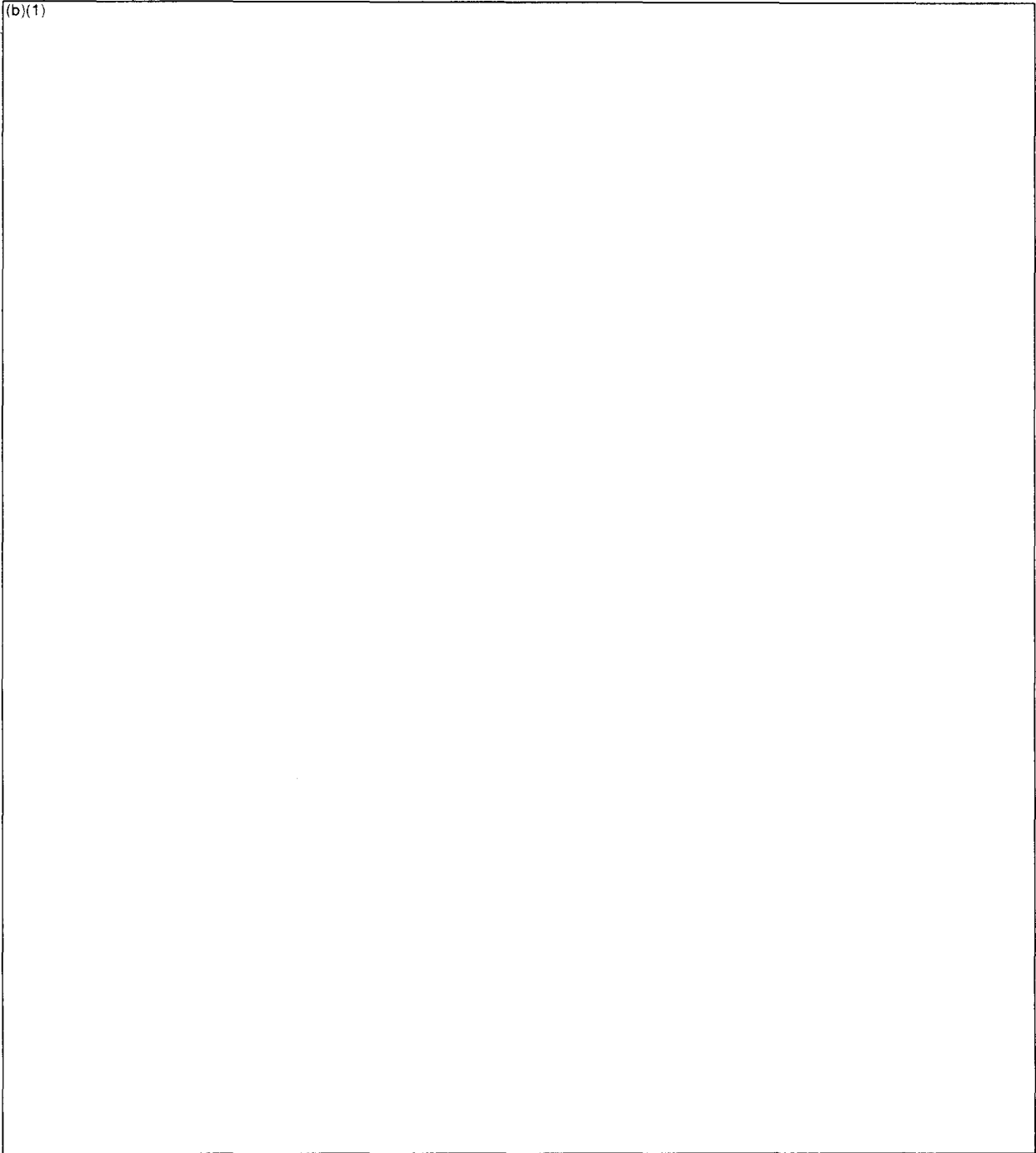
(b)(1)

~~SECRET~~

~~NOFORN~~

**Systems Under Acquisition.** (U) The following MASINT systems were in various stages of the acquisition process by the end of the reporting period:

(b)(1)



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~~NOFORN~~

72

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**DEPARTMENT OF THE ARMY**  
**UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND**  
**FREEDOM OF INFORMATION/PRIVACY OFFICE**  
**FORT GEORGE G. MEADE, MARYLAND 20755-5995**

Freedom of Information/  
Privacy Office

**10 APR 2015**

This is in further response to your Freedom of Information Act (FOIA) request of June 10, 2008, requesting the mandatory declassification review of the INSCOM Annual History volumes for FY 1977 through FY 1997 (our case numbers #0578F-08 through #0598F-08) and supplements our response of March 11, 2015.

Coordination has been completed with other government agencies and the records have been returned to this office for our review and direct response to you.

We have completed a mandatory declassification review in accordance with Executive Order (EO) 13526. As a result of our review, information has been sanitized and 42 pages of records are denied in their entirety as the information is currently and properly classified TOP SECRET, SECRET and CONFIDENTIAL according to Sections 1.2(a)(1), 1.2(a)(2), 1.2(a)(3) and 1.4(c) of EO 13526. This information is exempt from the public disclosure provisions of the FOIA pursuant to Title 5 U.S. Code 552(b)(1). It is not possible to reasonably segregate meaningful portions of the withheld pages for release. The records are partially releasable and enclosed for your use. A brief explanation of the applicable sections follows:

Section 1.2(a)(1) of EO 13526, provides that information shall be classified TOP SECRET if its unauthorized disclosure reasonably could be expected to cause exceptionally grave damage to the national security.

Section 1.2(a)(2) of EO 13526, provides that information shall be classified SECRET if its unauthorized disclosure reasonably could be expected to cause serious damage to the national security.

Section 1.2(a)(3) of EO 12958, as amended, provides that information shall be classified CONFIDENTIAL if its unauthorized disclosure reasonably could be expected to cause damage to the national security.

Section 1.4(c) of EO 13526, provides that information pertaining to intelligence activities, intelligence sources or methods, and cryptologic information shall be considered for classification protection.

Since the release of some of the information deleted from the record would result in an unwarranted invasion of the privacy rights of the individuals concerned, this information is exempt from the public disclosure provisions of the FOIA per Title 5 U.S. Code 552 (b)(6).

Information has been sanitized from the records as the release of the information would reveal sensitive intelligence methods, techniques and sources. This information is exempt from public disclosure pursuant to Title 5 U.S. Code 552 (b)(7)(E) of the FOIA. The significant and legitimate governmental purpose to be served by withholding is that a viable and effective intelligence investigative capability is dependent upon protection of sensitive investigative methodologies.

The withholding of the information described above is a partial denial of your request. This denial is made on behalf of Major General George J. Franz, III, Commander, U.S. Army Intelligence and Security Command, who is the Initial Denial Authority for Army intelligence investigative and security records under the FOIA. You have the right to appeal this decision to the Secretary of the Army. Your appeal must be postmarked no later than 60 calendar days from the date of this letter. After the 60-day period, the case may be considered closed; however, such closure does not preclude you from filing litigation in the courts. You should state the basis of your disagreement with the response and provide justification for a reconsideration of the denial. An appeal may not serve as a request for additional or new information. An appeal may only address information denied in this response. Your appeal is to be made to this office, for forwarding, as appropriate to the Secretary of the Army, Office of the General Counsel.

Coordination has been completed and we have been informed by the National Security Agency (NSA), that information has been sanitized from the records pursuant to Title 5 U.S. Code 552 (b)(1) and (b)(3).

5 U.S.C. 552 (b)(1), The information is properly classified in accordance with the criteria for classification in Section 1.4 of Executive Order (EO) 13526.

5 U.S. C. 552 (b)(3) – The specific statutes are listed below:

50 U.S.C. 3605 (Public Law 86-36 Section 6)

50 U.S.C. 3024(i)

18 U.S.C. 798

The withholding of the information by the NSA constitutes a partial denial of your request and you have the right to appeal this decision. If you decide to file an appeal, it should be sent to NSA/CSS Freedom of Information Act Appeal Authority. The appeal must be postmarked no later than 60 calendar days of the date of the initial denial. The appeal shall be in writing to the NSA/CSS FOIA Appeal Authority (DJP4), National Security Agency, 9800 Savage Mill Road, STE 6248, Fort George G. Meade, Maryland 20755-6248. The appeal shall reference the initial denial of access and shall contain, in sufficient detail and particularity, the grounds upon which you believe release of the information is required. Please cite FOIA Case #63643 assigned to the case so that it could be easily identified.

Coordination has been completed and we have been informed by the Central Intelligence Agency (CIA) that their information is exempt from public disclosure pursuant to Title 5 U.S. Code 552 (b)(1) and (b)(3) of the FOIA.

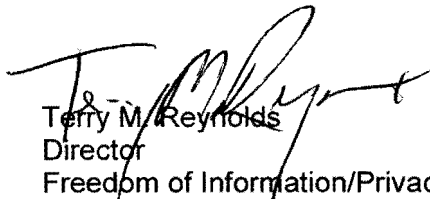
The withholding of the information by the CIA constitutes a partial denial of your request and you have the right to appeal this decision to the Agency Release Panel within 45 days from the date of this letter. If you decide to file an appeal, it should be forwarded to this office and we will coordinate with the CIA on your behalf. Please cite CIA #EOM-2011-00283/Army #578F-08 thru 589F-08 assigned to your request so that it may be easily identified.

During the processing of your request, information was disclosed which is under the purview of other government agencies. This office has no authority to release this information and is being referred, along with your request, for appropriate action under the FOIA, and direct reply to you.

There are no assessable FOIA fees.

If you have any questions regarding this action, feel free to contact this office at 1-866-548-5651, or email the INSCOM FOIA office at: [usarmy.meade.902-mi-grp.mbx.inscom-foia-service-center@mail.mil](mailto:usarmy.meade.902-mi-grp.mbx.inscom-foia-service-center@mail.mil) and refer to case #0580F-08.

Sincerely,



Terry M. Reynolds  
Director  
Freedom of Information/Privacy Office  
Investigative Records Repository

Enclosure

~~TOP SECRET UMBRA~~

ANNUAL COMMAND HISTORY

U.S. ARMY INTELLIGENCE AND SECURITY COMMAND

FISCAL YEAR 1995

History Office  
Office of the Chief of Staff  
Headquarters, U.S. Army Intelligence and Security Command  
Nolan Building  
8825 Beulah Street  
Fort Belvoir, Virginia 22060-5246

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ON 28 January 2015

BY USAINSCOM FOI PA

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30 September 1996

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2101C, and 2105C). Unmarried troops assigned to INSCOM were billeted in McCrae Barracks, also on North Post.

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## Chapter II

### COMMAND AND STAFF RELATIONSHIPS

**Command and Staff Relationships:** (U) The CG, INSCOM is under supervision of the Chief of Staff, U.S. Army. Directives, authorities, policy, planning, and programming guidance, approved programs, resource allocations, and other methods of command direction are issued to CG, INSCOM by the Chief of Staff, U.S. Army. INSCOM intelligence operations are conducted in coordination with, and under the staff supervision of, the Deputy Chief of Staff for Intelligence (DCSINT), Department of the Army. The command's Information Warfare activities are under the staff supervision of the Deputy Chief of Staff for Operations (DCSOPS), Department of the Army.

(U) The CG, INSCOM--

1. (U) Commands all assigned units and activities.
2. (U) Is subordinate to the Chief, Central Security Service (CHCSS) for the conduct of signal intelligence (SIGINT) operations.
3. (U) Manages SIGINT resources to accomplish SIGINT operational tasks assigned by Director, National Security Agency/Chief, Central Security Service (DIRNSA/CHCSS).
4. (U) Provides specified military personnel and administrative, logistic, and operational support to the DIRNSA/CHCSS.
5. (U) Deals directly with the Director, DIA for the coordination of human intelligence (HUMINT) operational proposals.
6. (U) Is designated head of the contracting activity.

(U) INSCOM and other major Army commands (MACOM's) are coordinate elements of DA. The CG, INSCOM is authorized to communicate directly with other major Army commanders or with heads of Army Staff agencies on matters of mutual interest.

(U) The CG, INSCOM will maintain liaison as necessary with other MACOM's, field operating agencies, other cryptologic and intelligence activities, and other foreign domestic governmental agencies to maintain an awareness of, to

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exchange information on, and to ensure coordination of matters of mutual concern.

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Chapter III

ORGANIZATION

**Key Personnel.** (U) BG Trent Thomas served as Commanding General, INSCOM throughout the reporting period. BG Michael E. Dunlavey, a member of the Army Reserve, served as Deputy Commanding General/Individual Mobilization Augmentee on a part-time basis until he was replaced by COL (P) (b)(6) also a member of the Army Reserve. COL (b)(6) became Deputy Commander of INSCOM on 7 October 1994, replacing COL (b)(6) Mr. (b)(6) continued to serve as INSCOM Chief of Staff throughout the reporting period. Mr. (b)(6) remained on as the Senior Cryptologic Advisor. CSM (b)(6) was replaced as Command Sergeant Major by CSM (b)(6) in July 1995.

**Headquarters Organization.** (U) Staff organization underwent minor functional realignment during the reporting period. At the end of FY 1994, Headquarters, U.S. Army Intelligence and Security Command was organized to consist of a Command Group, Office of the Chief of Staff, Personal Staff, Special Staff, and Coordinating Staff as shown below.

**Command Group:**

**Commanding General (CG).** (U) The CG, U.S. Army Intelligence and Security Command was responsible to the Chief of Staff, U.S. Army for accomplishing the missions and functions prescribed by AR 10-87, Chapter 8, and was concurrently responsible to the Chief, Central Security Service for conducting all signals intelligence (SIGINT) activities for which the National Security Agency/Central Security Service (NSA/CSS) are responsible.

**Deputy Commanding General/Individual Mobilization Augmentee (DCG/IMA).** As deputy commander for operations, the Army Reserve officer assigned to this new, part-time position assisted the commander with the management of intelligence countermeasure operations.

**Deputy Commander (DC).** (U) The deputy commander assisted the commander in the management of all intelligence and support operations of INSCOM to include the review and execution of all tasked and delegated operations and the determination of future requirements.

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Senior Cryptologic Advisor. (U) A member of the Command Group Staff, the Senior NSA Cryptologic Advisor was responsible for advising and assisting the CG, INSCOM in the effective development, validation, and execution of national SIGINT requirements of interest or tasked to the U.S. Army for signals intelligence exploitation.

Senior Service HUMINT Representative. (U) A member of the Command Group Staff, the Senior Service HUMINT Representative served as senior Army representative to the Defense Intelligence Agency with the mission of facilitating the forthcoming hand-over of Army HUMINT assets to a consolidated Defense HUMINT Service while preserving Army equities.

Command Sergeant Major (CSM). (U) The Command Sergeant Major as the senior enlisted person in the command provided advice and assistance to the CG on all matters involving enlisted personnel.

***Office of the Chief of Staff:***

Chief of Staff (CofS). (U) The CofS acted as the principal coordinating agent of, and advisor to, the CG and DCG on those matters pertaining to INSCOM; directed and coordinated the staff to achieve efficiency and unity of action; and assisted the CG and DCG in supervising the execution of orders. Directly subordinate to the CofS were the Protocol Office, the History Office, the Intelligence Oversight Office, the INSCOM Support Battalion, the Internal Review Office, and the Army Liaison Office.

Deputy Chief of Staff (DCS). (U) The DCS acted for the Chief of Staff during his absence, helped to coordinate all actions of the HQ INSCOM staff, and supported and supervised the activities of the Secretary of the General Staff. The position remained vacant during the reporting period.

Secretary of the General Staff (SGS). (U) The SGS acted as executive officer for the CofS and as office manager for the offices of the CG, DCG, and CofS.

Special Assistant to the Chief of Staff. (U) The Special Assistant to the Chief of Staff acted as special advisor and consultant to the commander, deputy commander, and the Chief of Staff. Duties of the incumbent involved preparation of reports and speechwriting.

Protocol Officer. The Protocol Officer acted on all matters of protocol within the headquarters and coordinated activities for visitors.

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Command Historian. The Command Historian was responsible for carrying out the INSCOM historical program under provisions of AR 870-5.

Chief, Internal Review (IR) Office. (U) Served as the principal advisor to the CG, INSCOM on internal review matters. Conducted independent review and examination of command operations and internal controls to provide the commander with an objective evaluation of the effectiveness and efficiency with which his financial and related functions were being performed.

Intelligence Oversight Officer (IOO). (U) This officer exercised supervision over the propriety and conformity to law and regulations of all INSCOM activities.

Chief, Army Liaison Office (ALNO). (U) Served as the U.S. Army representative on cryptologic matters to the National Security Agency/Central Security Service.

Principal Assistant Responsible for Contracting (PARC). (U) The PARC was the senior staff official responsible for oversight and administration of all aspects of contracting.

Commander, INSCOM Support Battalion (ISB). (U) Commanded a provisional battalion that provided command, control, UCMJ, and administrative support to military personnel and personnel management and administration to civilian personnel assigned or attached to the ISB. In addition to personnel on duty at HQ INSCOM, ISB included personnel on duty at INSCOM MSC's in the Washington area and at the Office of the Deputy Chief of Staff for Intelligence. The battalion's Security Detachment had operational control over HQ INSCOM security.

**Personal Staff:**

Inspector General (IG). (U) The IG, as member of the CG's personal staff, inquired into and reported upon matters affecting the performance of mission and state of the economy, efficiency, discipline, and morale of every phase of activity which was within the sphere of responsibility of the commanding general and as prescribed by law. The IG Office consisted of the Inspections and Follow-Up Division, and the Assistance and Investigations Division.

Staff Judge Advocate (SJA). (U) The SJA served as legal advisor to the CG, DCG, CofS, and all staff elements of HQ INSCOM and, as necessary, to subordinate elements of the command.

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**Special Staff:**

Command Chaplain. (U) Served as the chaplain of INSCOM providing advice and assistance to the commander and his staff on religious, moral leadership, morale, and self-development matters.

Public Affairs Officer (PAO). (U) Served as the public affairs officer of INSCOM, advising the commander and staff on all public affairs matters.

**Coordinating Staff:**

(U) At the beginning of the reporting period, INSCOM Headquarters comprised seven major staff elements. These were as follows:

Deputy Chief of Staff, Personnel (DCSPER). (U) The DCSPER served as the principal staff officer for the administration of military and civilian personnel. Acted for the CG, INSCOM in the direction, supervision, and coordination of plans, policies, and procedures for personnel administration, distribution, and management; maintenance of order and discipline; safety; welfare; morale; human affairs; and nonappropriated fund activities. DCSPER elements consisted of the Human Resources Division, Military Personnel Division, Civilian Personnel Division, Equal Opportunity Division, Equal Employment Opportunity Division, Retention Division, and Intelligence Personnel Management Office.

Deputy Chief of Staff, Operations (DCSOPS). (U) The DCSOPS was the principal coordinating staff officer responsible for current intelligence collection, production, electronic warfare, counterintelligence, and security support operations. The DCSOPS performed the following functions: provided operational policy guidance and direction and coordinated and supervised current operations; managed the REDTRAIN program as Army executive agent and coordinated and supervised its current operations; provided operationally oriented INSCOM interfaces between national, departmental, theater (echelon above corps), and tactical (echelon corps and below) intelligence organizations; served as the staff budget director (current and budget year) for allocation and employment of Program 2, 3, and 8 operational resources; coordinated operational matters with Department of the Army, NSA/CSS, DOD, DIA, CIA, FBI, joint/combined commands, other MACOM's, and other governmental agencies; supervised command aviation activities; prepared and coordinated command operational plans and managed the command operational planning system. Additionally, the DCSOPS exercised staff proponency over

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counterintelligence support to several "black" special access programs (SAP's), and the Field Support Center. The DCSOPS was also principal coordinating staff officer responsible for USAINSCOM force management functions, to include threat coordination, force design and doctrine, multidiscipline operations support, training, long- and mid-range planning, low intensity conflict, and force structure management.

(U) At the beginning of FY 1995, DCSOPS consisted of the following major divisions: Administrative Office, ADCSOPS Human Intelligence /Counterintelligence (HUMINT-CI), ADCSOPS Signal Intelligence and Technical Operations (SIGINT/TO), ADCSOPS Production (PDN), ADCSOPS Force Management (FM), ADCSOPS Force Readiness (FR), and two field operating agencies: the Force Modernization Directorate (FMD) at Fort Belvoir, and the INSCOM Training and Doctrine Support Detachment (ITRADS) at Fort Huachuca, Arizona. (The latter was under DCSOPS only for purposes of administrative coordination.) Additionally, a Land Information Warfare Activity (LIWA) cell was located within DCSOPS to conduct planning and coordination actions in this new discipline on behalf of the Army. During the course of the reporting period, a drawdown of resource availability at the senior level led to a substantial realignment of DCSOPS elements. An ADCSOPS Programs Integration was established, ADCSOPS SIGINT/TO and HUMINT/CI were eventually merged into a single ADCSOPS, Operations and Readiness Directorate, and a Cryptologic Support Directorate (CSD) was set up with elements split between NSA Main at Fort George G. Meade, Maryland and the INSCOM Headquarters. The CSD absorbed the personnel and mission of the Army Liaison Office. The Administrative Office, ADCSOPS Force Management, and the Force Management Directorate remained in place. Meanwhile, the LIWA became independent of DCSOPS.

Deputy Chief of Staff, Logistics (DCSLOG). (U) DCSLOG was the principal coordinating staff officer for logistics and was responsible for integrated logistics planning policy; procurement/contracts; budgeting; distribution, storage, and maintenance of electronic equipment systems (less telecommunications); engineering; construction; support services; transportation; logistics oversight/compliance; and supply and maintenance management. The DCSLOG also had staff supervision of the Mission Support Activity at Vint Hill Farms Station (MSA-V).

(U) During FY 1995, the organization of the DCSLOG consisted of the following: Management and Plans Division, Supply and Services Division, Maintenance Division, Engineer Division, Systems Engineering Division, and Administrative Office.

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Deputy Chief of Staff, Resource Management (DCSRM). (U) The DCSRМ was the principal staff officer in matters concerning management, financial management, and manpower management. The DCSRМ established and maintained administrative control of appropriated funds, exercised responsibility for manpower management and The Army Authorization Document System (TAADS), developed and supervised the implementation of force requirements, administered the structure and strength program, exercised control over the manpower and equipment survey programs, and reviewed and prepared financial and/or manpower annexes for operational and force development plans. During FY 1995, DCSRМ reorganized into the following elements: Administrative Office, Programs Office, Budget Office, Finance and Accounting Division, and Management-Manpower Division. The command Total Quality Management function was placed directly under the DCSRМ and the position title changed to that of INSCOM Quality Officer.

Deputy Chief of Staff, Information Management (DCSIM). (U) The DCSIM was the principal staff assistant to the CG, INSCOM for all matters pertaining to information management. The position was dual-hatted since the DCSIM concurrently served as Director, U.S. Army Information Services Command, INSCOM (USAISC-INSCOM). The DCSIM served as Program Area Director for command programs, budgets, and the Army Management System as they relate to telecommunications/ automation. The DCSIM discharged primary staff responsibilities for engineering, installation, and maintenance of INSCOM information systems and also exercised staff supervision over operation of the Defense Special Security Communication System (DSSCS), CRITICOMM, and other telecommunications activities of the command. Additionally, the DCSIM directed development of tactical information systems objectives, concepts, and requirements within INSCOM areas of interest. Finally, the DCSIM exercised operational control over the USAISC Communications Center. The staff element also exercised control over Automated Information Services (AIS), a field operating activity. At the end of FY 1995, DCSIM consisted of an Administrative Branch, an ADCSIM Telecommunications, an ADCSIM Automation, and an ADCSIM Integration Office.

Deputy Chief of Staff, Security (DCSSEC). (U) The DCSSEC provided major Army command (MACOM) level and HQ-specific security management and support to the CG, INSCOM. The DCSSEC formulated, implemented, and supervised policies and procedures for Sensitive Compartmented Information (SCI) and collateral material in the functional areas of personnel, physical, information, industrial, TEMPEST, communications, automation, and operations security. DCSSEC was organized into a management cell and two divisions: a Facilities/ Personnel Security Division (FP) and an Information Security Division (IS).

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Intelligence Directorate, Reserve Affairs (IDRA). (U) The primary mission of IDRA was to coordinate reserve component support to INSCOM current operations and to advise the commanding general on matters relevant to the reserve components. IDRA was simultaneously a staff element of HQ INSCOM and a directorate of the Deputy Chief of Staff for Intelligence, Department of the Army (DA DCSINT). It managed more than 1,500 Individual Mobilization Augmentees (IMA's) for DA DCSINT, the Defense Intelligence Agency (DIA), HQ INSCOM and the command's subordinate elements. Additionally, the element served as interface between INSCOM's major subordinate commands (MSC's) and their reserve component CAPSTONE units in order to assist in training programs and enhance unit readiness.

Command Organizational Issues. (U) Numerous changes occurred in the organization of INSCOM's major subordinate units in the field during the reporting period. As a result of the steady drawdown of the Army in Europe, the 66th MI Brigade and two of its subordinate battalions were inactivated; their functions assumed by a provisional MI group and two provisional battalions. Following the transfer of Menwith Hill Station in the United Kingdom from DoD to Army control, INSCOM organized a provisional 713th MI Group to serve as host for joint site operations. Faced with an imminent U.S. withdrawal from Panama, the 470th MI Brigade inactivated its two Table of Organization and Equipment (TOE) battalions and discontinued the battalion that had manned Field Station Panama. The brigade's attached MI Battalion (Low Intensity) reverted to the command of the 513th MI Brigade. Provisional units were organized to carry out the remaining intelligence mission in Central America.

(U) In the Continental United States (CONUS), the Intelligence Threat Analysis Center (ITAC) was discontinued and its assets transferred to the new provisional National Ground Intelligence Center (NGIC). As a result of the transfer of the Army's strategic HUMINT mission to DIA, the Foreign Intelligence Activity was discontinued, and the Field Support Center programmed for resubordination to DIA. In the SIGINT arena, INSCOM organized the 702d MI Group (Provisional) and a subordinate provisional battalion to man the new Regional SIGINT Operations Center (RSOC) at Fort Gordon, Georgia. Additionally, the three battalions of the 902d MI Group were redesignated, and the 513th MI Brigade's Foreign Materiel Intelligence Battalion converted into a provisional 203d MI Battalion.

(U) At the close of FY 1995, there was a total of 52 units (16 TOE and 36 TDA) within INSCOM. The TDA figure does not include augmentations or Provisional units. All types of units are listed in appendix A. For individual lists of TOE, TDA, and Provisional units at the close of FY 1995, see appendices B, D, and F

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respectively. Changes in the status of TOE, TDA, and Provisional units are listed in appendices C, E, and G.

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## Chapter IV

### RESOURCE MANAGEMENT

**Inspector General Action Requests.** (U) During FY 1995, the Office of the Inspector General closed 221 Inspector Action Requests (IGAR), an increase of 8 percent from FY 1994. A total of 250 specific issues/allegations were addressed in the IGAR's. Of the 250, 80 percent were assistance issues, and the remaining 20 percent concerned complaints of improper actions. Of the complaints processed, 80 percent were non-substantiated complaint allegations, and 20 were substantiated allegations.

(U) The top IGAR categories were military personnel management, finance and accounting, personnel conduct, command/management of organizations, and civilian personnel management. Many of the complaints resulted from a continuing problem with handling personnel actions within a geographically dispersed command and the drawdown of the Army.

**Counterintelligence Badges and Credentials.** (U) The U.S. Army Intelligence and Security Command Training and Doctrine Support (ITRADS) Detachment assumed the responsibility in September 1994 for managing the counterintelligence badges and credentials program from HQ INSCOM. This will expedite the issuing of B&C's to students graduating from the USA Intelligence Center's counterintelligence courses. As part of the transfer, the first 100 percent inventory since 1988 was conducted.

**Defense Intelligence Threat Data System.** (U) Recognizing the shortfall in Counterintelligence automation, the ITRADS Detachment asked for and received the mission to acquire the Defense Intelligence Threat Data System (DITDS) for Fort Huachuca with a view to incorporating this capability in counterintelligence training. The DITDS was installed in March 1995.

**Intelligence Oversight Office Activities.** (U) During FY 1995, the Intelligence Oversight Office conducted 58 oversight inspections. Those inspections included 12 out of 18 major subordinate commands as well as selected elements assigned to major subordinate commands.

(U) During FY 1994, the Intelligence Oversight Office opened and monitored 51 Procedure 15 cases. As of the end of the year, 231 cases were closed and 28 remained open. Thirty cases were carried over from FY 1994; 18 of these were closed and 12 cases remained open.

(U) Throughout the year, the Intelligence Oversight Office responded to 8 requests for file searches from various Congressional committees and the President of the United States. The file searches caused a considerable amount of overtime as numerous hours were required to compile and consolidate the enormous volume of data provided by our major subordinate commands to meet the short-fuse suspense. The responses by INSCOM's major subordinate commands were required to be suitable for transmission to Congress, thus causing considerable rewriting to ensure uniformity.

**Reevaluation of the INSCOM Journal.** (U) The Public Affairs Office undertook a reevaluation of INSCOM Journal. Beginning in January 1995, the focus of the Journal was changed to more mission-oriented subjects and the format was redesigned to be more visually appealing. Emphasis was placed on initiating a proactive "field friendly" plan to include visiting field training exercise sites, writing field-related articles, and photographing exercises for publication.

**INSCOM Investment Strategy.** (U) The CG INSCOM directed the development and implementation of an Investment Strategy process, where scarce resources could be applied to the most critical requirements thereby ensuring maximum utilization of decreasing resources. The Investment Strategy broke down a mission program into quantifiable strategies, for which a resource allocation was determined. The strategies also identified the benefit to the warfighter. The strategies were then prioritized to ensure the most critical requirements were being researched. The Investment Strategy was used as the basis for the development of INSCOM program submissions. A key result of this process was the determination of impacts for potential funding reductions or increases.

**Costs of Contingency Operations.** (U) Operation RESTORE HOPE resulted in \$411,000 being obligated; the largest portion being for (b)(7)(E) linguists and translators. Operation UPHOLD DEMOCRACY resulted in \$5.8 million being obligated, again mostly for (b)(7)(E) linguists. (b)(7)(E)  
(b)(7)(E)

(U) During FY 1995 INSCOM received continued tasking from (b)(7)(E)  
(b)(7)(E)

**Direct Obligations by Element of Resource (EOR).** (U) The following table (\$ in 000) reflects direct obligations by Element of Resource (EOR) for FY 1995. Obligations of \$380,679,000 out of an Annual Funding Program of \$380,679,000 reflected an obligation rate of 99.97 percent.

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<u>EOB</u>	<u>BA1</u>	<u>BA32</u>	<u>BA33</u>	<u>BA41</u>	<u>BA42</u>	<u>BA43</u>	<u>BA45</u>	<u>TOTAL</u>
USDH/ FNDH	11,526	367	547	140,065	0	291	0	152,796
Travel	7,849	810	64	19,336	14	0	0	28,073
Transp	171	0	0	1,965	26	0	0	2,162
Rt/Co/Ut	1,694	24	0	4,218	0	603	0	6,539
Contracts	45,463	209	54	97,439	0	210	50	143,425
Sup/Eq	22,237	17	2	23,313	0	178	0	45,747
FNIH	153	0	0	1,632	0	0	0	1,785
Printing	0	0	0	40	0	0	0	40
<b>TOTAL</b>	<b>89,093</b>	<b>1,427</b>	<b>667</b>	<b>288,008</b>	<b>40</b>	<b>1,282</b>	<b>50</b>	<b>380,567</b>

Commander's Plaque for Operational Achievement. (U) The Commander's Plaque for Operational Achievement was presented to CW2 (b)(6) 202d MI Battalion, 513th MI Brigade.

General Douglas MacArthur Leadership Award. (U) Captain (b)(6) (b)(6) 201st MI Battalion, 513th MI Brigade was the 1995 INSCOM recipient of the General Douglas MacArthur Leadership Award.

The 1994 - 1995 Annual Command Award Recipients. (U) The following awards were presented during the INSCOM Day celebrations:

**ALBERT W. SMALL AWARD**

Mr. (b)(6) - NGIC (Prov) and Mr. (b)(6) - 702d MI Group (Prov)

**COL RICHARD F. JUDGE MILITARY/CIVILIAN TEAM IMPROVEMENT AWARD**

Mr. (b)(6) - HQ INSCOM and SGM (b)(6) HQ INSCOM

**SPECIAL TEAM AWARD**

Ms. (b)(6) - 500th MI Brigade and MAJ (b)(6) 500th MI Brigade

**JACKIE KEITH ACTION OFFICER OF THE YEAR AWARD**

Mr. (b)(6) HQ INSCOM

**VIRGINIA McDILL AWARD**

Ms. (b)(6) HQ INSCOM

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**LOCAL NATIONAL EMPLOYEE OF THE YEAR AWARD**

Mr. (b)(6) - 500th MI Brigade

**EQUAL EMPLOYMENT OPPORTUNITY AWARD**

Mrs. (b)(6) - USAITAC

**VOLUNTEER OF THE YEAR UNIT/INDIVIDUAL AWARD**

SGC (b)(6) - USAFSC

**ANNUAL WAGE GRADE AWARD**

Mr. (b)(6) - Mission Support Activity

**Officer Strength by Unit.** (U) The Officer personnel strength posture by unit as of 30 September 1995 was as follows:

<u>UNIT</u>	<u>OFF</u>	<u>WO</u>	<u>TOTAL</u>
66th MI Brigade	73	55	128
718th MI Gp	9	4	13
713th MI Gp	11	7	18
470th MI Brigade	69	19	88
500th MI Brigade	55	18	73
501st MI Brigade	129	84	213
513th MI Brigade	176	98	274
702d MI Group	16	7	23
703d MI Brigade	52	20	72
704th MI Brigade	198	61	259
902d MI Group	104	69	173
CSG	3	4	7
FCA	6	1	7
FIA	25	8	33
NGIC	42	12	54
MI BN (LI)	30	35	65
FSC	0	0	0
SAA	12	3	15
HQ INSCOM	<u>97</u>	<u>25</u>	<u>122</u>
<b>TOTAL</b>	<b>1,107</b>	<b>530</b>	<b>1,637</b>

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**Enlisted Personnel Strength by MOS.** (U) Enlisted Personnel Posture by mission MOS was as shown below:

<u>MOS</u>	<u>4th Qtr FY94</u>		<u>INSCOM</u>	<u>4th Qtr FY95</u>		<u>INSCOM</u>	<u>DA</u>
	<u>AUTH/ASGD</u>		<u>% OF Fill</u>	<u>AUTH/ASGD</u>		<u>% OF FILL</u>	<u>% OF FILL</u>
33R	71	76	107	53	53	100	104
33T	41	48	117	34	33	97	78
33Y	175	205	117	137	169	123	102
33Z	18	20	111	15	21	140	120
96B	491	486	99	402	365	91	86
96D	390	361	93	305	314	103	101
96H	59	46	78	55	40	73	75
96R	24	7	29	0	0	0	104
97B	757	763	95	559	637	114	113
97E	226	191	85	143	191	134	110
97G	111	132	119	89	99	111	100
98C	1302	1143	88	1210	1126	93	90
98D	207	160	77	194	173	89	81
98G	939	816	87	844	765	91	78
98H	590	473	80	555	417	75	84
98J	363	397	109	438	363	83	85
98K	476	459	96	482	469	97	97
98Z	100	112	112	113	130	115	107

**Enlisted Personnel Strength Posture by Area and Unit.** (U) The enlisted personnel strength posture by area and unit as of 30 September 1995 was as follows:

## EUROPEAN AREA

<u>Unit</u>	<u>Authorizations</u>	<u>Assigned</u>
66th MI Brigade	688	830
718th MI Gp	151	146
713th MI Gp	163	137
USA Cryptologic Support Gp	18	6
<b>Total</b>	<b>1,020</b>	<b>1,119</b>

## PANAMA AREA

470th MI Brigade/MI BN (LI)	431	445
<b>Total</b>	<b>431</b>	<b>445</b>

PACIFIC AREA

703d MI Brigade	545	887
500th MI Brigade	251	242
501st MI Brigade	1,156	1,065
<b>Total</b>	<b>1,952</b>	<b>2,194</b>

CONUS AREA

Studies & Analysis Act (SAA)	11	11
Fld Sup Ctr (FSC)	0	0
704th MI Brigade	1,983	1,665
513th MI Brigade	1,289	1,197
HQ INSCOM	122	221
702d MI Group	315	156
National Ground Intelligence Center	10	6
902d MI Gp/SP Scty Gp (SSG)	296	303
Foreign Intel Activity (FIA)	62	83
Intel Production Mgt Act (IPMA)	7	7
Foreign Counterintelligence Activity	38	43
<b>Total</b>	<b>4,294</b>	<b>4,029</b>

**GRAND TOTAL** 7,686 7,776

Voluntary Separation Pay and Early Retirement. (U) From 10 April to 30 September 1995, INSCOM opened a window to accept applications from HQ INSCOM civilians for voluntary separation pay (VSIP) and early retirement (VERA). There were 115 applicants. Of these, 113 were offered VSIP/VERA and 96 civilians accepted.

CIPMS Civilian Personnel Advisory Center (CPAC). (U) Plans were underway to establish a dedicated CIPMS CPAC at Fort Belvoir, VA for all of the Army. This CPAC would initially service CIPMS employees in the MDW area, eventually picking up the servicing of CIPMS employees in CONUS and ultimately OCONUS. Initial plans were to have it operational in the February/March 1996 timeframe.

INSCOM Streamlining Plan. (U) An INSCOM Streamlining Plan Update to HQDA was developed and submitted to HQDA on 1 February 1995. The plan outlines how, by 30 September 1999, INSCOM intends to improve the ratio of civilian supervisors to civilians supervised to achieve at least 13 subordinate civilians to each civilian supervisor; reduce the number of employees at grades

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GS-14 and GS-15 to meet the current HQDA imposed end strength of 191; and reduce by 22 percent the number of civilians in a number of targeted occupations (i.e., finance and budget, civilian and military personnel, procurement, and various other administrative fields).

**CIPMS Primary Grading Standard (PGS).** (U) On 31 January 1995, joint approval was granted by the HQDA, Director of Civilian Personnel (DCP) and the DCSINT for direct application of the CIPMS Primary Grading Standard (PGS) Part 2, for non-supervisory positions to all CIPMS positions not already covered by a specific Army Occupational Guide (AOG). An INSCOM implementation plan was required before direct application could begin. A plan was developed which required each of the HQ INSCOM staff elements and major subordinate commands (MSC's) to review the INSCOM Streamlining Plan Update and the CIPMS Guide for Grade-Band Classification Within Career Paths for series not otherwise covered by a specific AOG with a view toward modifying their organizational structures in order to begin the streamlining process before applying the PGS, Part 2 to existing positions. At the end of FY 1995, it was projected that the PGS, Part 2, would be applied to all CIPMS positions within INSCOM by 6 March 1996.

**Intern Management.** (U) For the first time, two Presidential Management Interns were recruited for the intelligence career program. HQDA allotted a total of 15 Army Civilian Training, Education and Development System (ACTEDS) intern spaces to INSCOM for FY 1995. These spaces were allocated to the Intelligence career program (10 spaces); to ADP (2 spaces); Civilian Personnel Administration (1 space); Comptroller (1 space); and Manpower Management (1 space). During the past year, the command successfully placed all intern graduates in permanent command positions. While five ACTEDS spaces supported the MICECP program in FY 1995, all ACTEDS spaces were pulled back at the close of the fiscal year due to the establishment of the Defense HUMINT Service within DIA. The spaces formerly utilized to support MICECP will be reallocated to the 902d MI Group, Foreign Counterintelligence Activity, Land Information Warfare Activity, and the 704th MI Brigade.

**Safety Program.** (U) The safety program for INSCOM took on a new dimension during FY 1995 when the CG INSCOM established the goal of world class excellence for safety within INSCOM. General Trent N. Thomas tasked the INSCOM Safety and Occupational Health Office to assess each major subordinate command's safety program during FY 1995 and to assist each commander by providing feed-back and recommendations. Given this direction, the INSCOM Safety Manager established a performance measurement system for evaluating each safety program rather than relying on the traditional compliance-oriented assessments. The Safety Manager also provided

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resources to correct deficiencies, such as creating generic SOP's to address major safety elements and to brief new personnel. General Thomas also approved the consolidation of ground, aviation, and environmental safety responsibilities under the Safety Manager. This initiative created a Force Protection Safety Team which met quarterly to establish opportunities for improvement and to ensure regulatory requirements are met. The Commanding General also established the first INSCOM Safety and Occupational Health Advisory Council to encourage and promote command awareness and participation in safety and occupational health programs. Finally, two awards for safety excellence were presented by General Thomas; the first such awards in over 2 years.

**Representation of Women and Minorities.** (U) INSCOM women and minorities representation at mid and senior levels as of 30 September 1995:

<u>Groups</u>	<u>Grades</u>							<u>Total</u>
	<u>GS-9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	
White Women	71	2	63	129	100	20	6	391
Black Men	9	0	8	26	15	4	0	62
Black Women	25	0	18	20	10	1	0	74
Hispanic Men	0	0	1	10	9	6	1	27
Hispanic Women	2	0	0	4	1	0	0	7
AA/PI Men	2	0	7	10	21	4	0	44
AA/PI Women	0	0	9	7	2	0	0	18
AI/AI Men	1	0	0	3	2	1	0	7
AI/AI Women	0	0	1	2	0	0	0	3

**Civilian Intelligence Personnel Management System Senior Programs.** (U) The first positions in the Senior Intelligence Executive Service (SIES) and Senior Intelligence Professional (SIP) programs were filled by conversion or competitive selection in FY 1995. Three Army Senior Executive Service (SES) positions were converted to the SIES in November. The following month, the Secretary of Army approved SIP recruitment methodology, and subsequently, four of the five SIP announcements were published worldwide. A fifth SIP announcement was issued in April after OSD approved re-allocation of the position from TRADOC to ODCSINT (HQDA).

(U) OSD policy for the CIPMS Executive Rotational Assignment (CERA) Program was published in February. After coordination from the Office of the General Counsel and Assistant Secretary of the Army (Manpower & Reserve Affairs), the DCSINT requested and received OSD approval to establish an Army



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CERA position (SIES) in the Defense HUMINT Service. OSD also approved the noncompetitive reassignment of a current SIP to the SIES position.

**Army Award for Maintenance Excellence.** (U) The 751st MI Battalion and the 731st MI Battalion were selected as semifinalists for the FY 1994 Army Award for Maintenance Excellence. The 751st MI Battalion was chosen as runner-up in the TDA Intermediate category and the 731st MI Battalion was selected as winner in the TDA Heavy class.

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**Transfer of Property/Vehicles to Defense HUMINT Service.** (U) In order to comply with a DOD directive that consolidated most armed services HUMINT activities under the Defense Intelligence Agency/Defense HUMINT Service (DHS), INSCOM completed the lateral transfer of equipment to DIA elements by the 30 September 1995 deadline. INSCOM also lost the capability to account for Army owned vehicles assigned to support foreign area officers (FAO) dispersed worldwide once the Field Support Center (FSC) was reorganized under the DHS. In July 1995, HQDA provided INSCOM authority to laterally transfer FAO vehicles to DIA. However, in September 1995, DIA formally declined to accept responsibility for the vehicles. This resulted in INSCOM receiving authority from HQDA to establish temporary accountability of FAO vehicles on the INSCOM Mission Support Activity property book for a 90-day period. This was an interim measure pending Army designation of a permanent property book office activity to provide long-term vehicle support to the Army's FAO program.

**Transfer of the Technical Contract Management Office.** (U) Effective 1 October 1994, the Technical Contract Management Office was transferred from Army Acquisition Executive Support Agency (AAESA) to the Office of the Principal Assistant Responsible for Contracting, HQ INSCOM. The transfer came about as a result of the closing of Vint Hill Farms Station.

**Transfer of Contracting Officers to the Defense HUMINT Services.** (U) Effective 1 October 1994, responsibility for some INSCOM secure environment ordering and contracting officers were transferred to the Defense HUMINT Service.

**Pacific and European Installation Teams Deactivation.** (U) During FY 1995, the Mission Support Activity's Pacific (Kunua) and European (Augsburg) Installation Teams and the CONUS Antenna Team were deactivated due to the

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 Auth para 4-102, DOD 5200-1R

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continuing DOD drawdown. A smaller CONUS-based Installation Team was established within the Mission Support Activity at Vint Hill Farms Station.

**AN/FLR-9 Reconfiguration and Upgrade.** (U) Due to long term exposure of the AN/FLR-9 antenna at Augsburg to the outside environment, its physical structure was in various stages of deterioration. In particular, the A, B, and C-band concrete foundations had deterioration that ranged from minor to severe cracking with chunks of concrete flaking away. Previous maintenance performed on these foundations were not effective. Wood structures of A/B Reflector Tower and C-band had weathered extensively and were covered with moss in many areas and excess preservative (creosote) in other areas. Refurbishment of the physical structure excluding the C-band wood was begun in July 1995 and was expected to be complete by the end of October. C-band was expected to be accomplished during the summer of 1996 under a TROUBLE SHOOTER V Delivery Order.

**Fort Gordon Initiatives** (U) During FY 1995, Back Hall was identified as the facility to house the Fort Gordon Regional SIGINT Operational Center (RSOC) mission systems, mission support, and administrative support. (Originally, planning and construction had been completed to put the RSOC into Luketina Hall. However, with the arrival of the 513th MI Brigade, the Fort Gordon Commander made the decision that the RSOC should go to Back Hall and the 513th to Luketina Hall. The decision resulted in a good fit for both units.) The concept of the GRSOC was to operate a high speed interconnect backbone structure between five RSOC locations to include Fort Gordon, NSA, Denver, Medina, and Kunia.

(U) To facilitate the transfer into Back Hall, INSCOM agreed to assist the current tenant, The Regional Officer Academy, in relocating to Greely Hall. Also, Back Hall had to be reconstructed to meet NSA requirements for signal intelligence communications and distribution systems. INSCOM had the responsibility to install the Black phone distribution system, the Red tray system, GPS antennas, and equipment racks along with a signal distribution system in the radio room. In addition, INSCOM had the responsibility to assist NSA with the communications center preparation, and with installation of the fiber and copper for the Red distribution system.

(U) In excess of \$42 million of engineering projects and activities were involved in the Fort Gordon projects. The work was complicated by the 513th MI Brigade's lack of engineering resources, uncertainty regarding GRSOC requirements, split responsibilities within INSCOM staff on overall project responsibility, funding uncertainties, and the critical lack of engineering resources. Due to the construction surge relating to the Olympics in Atlantic, all

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of the Military Construction Army (MCA) projects to support INSCOM initiatives at Fort Gordon exceeded their programmed amount, and reprogramming actions had to be undertaken. In spite of these problems, the RSOC mission equipment was installed in the rehabilitated facility on schedule.

**Declassification Review of Permanent Records.** (U) Executive Order 12958, Declassification Review of Permanent Records, was to be implemented in three phases. Phase One tasking required HQ INSCOM to convene a working group, review the National Archives and Washington Records Center accession master lists, and provide a complete listing, by accession numbers, of records for which INSCOM accepted review responsibility. In addition, the Command was asked to provide exemption lists and comments on a proposed plan for conducting an annual 15 percent review of records. Phase I of the E.O. declassification program was completed, and the requested information submitted to HQDA. Phase II will involve the actual 5-year program of declassifying Army's permanent, historically valuable records dated 1975 and older. Phase III will implement a sustained program for the years 2001 and out to systematically declassify records as they become 25 years old.

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## Chapter V

### OPERATIONS

#### **Multidiscipline**

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**INSCOM Operational Tempo (OPTEMPO)**. (U) The end of the Cold War was supposed to have produced a "new world order." In fact, what happened was just about the opposite of the desired goal. The termination of a bi-polar world structure brought an end to the discipline that had previously restrained various regional powers as long as they had been locked into one or another of the two great world camps. Ethnic wars and regional rivalries flared up across the globe. As DIA Director LTG James R. Clapper put it, "we have seen ample evidence over the last several years that much of the Third World rests on a bed of kindling wood with unpredictable flash points. Dealing with these..threats is a challenge that we in military intelligence have just begun to confront systematically." INSCOM was forced to reconfigure its dispositions to adjust to the new situation. In June 1995, to use a reasonably representative month, the command had 277 soldiers deployed in 27 countries, in addition to the ten foreign countries where it had units permanently stationed, thus demonstrating its capacity to "lift and shift" assets. However, during the course of the reporting period, the strains of supporting increasing requirements with a shrinking force

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structure began to tell. At the INSCOM Commander's Conference, it was noted that "we are running soldiers up and down, up and down." In response to INSCOM tasking of the 500th MI Brigade to provide six individuals to support the 66th MI Group, U.S. Army Pacific noted that "the tasking severely impact's the 500th's ability to provide this command with sustained intelligence support....while we will adjust to the personnel shortfall, our daily operations will clearly be degraded. As an economy of force theater, we are used to receiving taskings; however, we are currently stretched to the limit."

**Force Projection Brigades.** (U) During the course of the reporting period, significant organizational and operational developments took place within the command. In particular, INSCOM began to modify its internal structure to conform to the requirements of an Army that would no longer be primarily forward-based, but would rely on force projection to meet America's security needs. As part of this process, INSCOM's existing five theater brigades would be cut back to two force projection brigades; one oriented to support operations in Europe, Latin America, and the Central Command Area of Operations; the other focused on support to military operations throughout the Pacific Rim. (This fit in nicely with the Department of Defense's assumption that the American military had to be prepared to deal simultaneously with two Major Regional Contingencies (MRCs), most probably involving Iraq or Iran and North Korea.) Implementation of the concept began in Fiscal Year 1995. Because of treaty commitments imposing a sharp drawdown of European troop strength and the near-term complete elimination of U.S. military presence in Panama, INSCOM concentrated its efforts on planning for the 513th MI Brigade to assume the role of Force Projection Brigade East. The 66th MI Brigade in Europe was inactivated along with two of its three subordinate battalions (the 18th and 204th MI Battalions); it was replaced by a provisional 66th MI Group task-organized into two provisional battalions, one for operations and one for collection. Similarly, the 470th MI Brigade in Panama, steadily drawing down in preparation for complete U.S. withdrawal from the isthmus in 1999, inactivated its 308th and 310th MI Battalions. Preparations for implementation of a Force Projection Brigade West were delayed by the continuing threat from North Korea and by the reluctance of both Eighth U.S. Army and U.S. Army Pacific to give up intelligence assets until the situation in the Pacific stabilized.

**Bosnian Bloodbath.** (U) During the course of the reporting period, fighting continued to rage throughout the former Yugoslav province of Bosnia-Herzegovina. What had been a three-sided ethnic and religious war among Bosnian Serbs, Bosnian Croats, and Bosnian Muslims assumed new configurations as Croats and Muslims agreed on a truce, but the bloodshed went on as Serbs killed and were killed by the other two rival groups. A beleaguered United Nations Protection Force (UNPROFOR) attempted to provide

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humanitarian relief, but was helpless to stop the fighting and appeared increasingly impotent as Serb fighters overran U.N. "safe havens" and massacred the hapless inhabitants. American armed forces assisted the United Nations in attempting to keep the war more or less contained; additionally, as a result of Administration commitments, they had to stand ready to rescue UNPROFOR if the situation broke down completely, or act as peacekeepers if peace ever did break out. By the end of the reporting period, U.S. and North Atlantic Treaty Organization (NATO) fighter-bombers had gone into action to stop Serb depredations. As a result, just as had been the case during the previous reporting period, [Bosnia remained a topic of intense intelligence] interest to the 66th MI Group's Analysis and Control Element (ACE) that had replaced the USAREUR Combat Intelligence Readiness Facility (CIRF) at Augsburg, Germany. In May 1995, an INSCOM warrant officer was awarded the Department of Defense HUMINT individual service award by the Defense Intelligence Agency for his support to operations in what had once been Yugoslavia. By the end of the fiscal year, INSCOM was monitoring the situation with SIGINT, Unmanned Aerial Vehicle (UAV) and human assets.

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**Exercises.** (U) For a two-week period in April-May 1995, INSCOM's 513th MI Brigade deployed a 69-soldier intelligence package out of Fort Gordon, Georgia, in support of the Central Command's exercise ROVING SANDS. The brigade provided an Analysis and Control Element (ACE) and a Forward Area Support System (FAST) terminal to U.S. Army Central (USARCENT) exercise command post at Fort Bliss, Texas, while the brigade's subordinate Military Intelligence Battalion (Low Intensity) supported the exercise with the PREDATOR UAV. Other elements of the brigade supported the exercise through split-based operations, including the South-west Asia Technical Control and Analysis Element (SWA-TCAE) at Fort Gordon and the Joint Captured Materiel Exploitation Center (JCMEC) at Aberdeen Proving Ground, Maryland. Civilian

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analysts from INSCOM's National Ground Intelligence Center (NGIC) supported the JCMEC effort.

**Linguist Issues.** (U) During the course of the reporting period, a number of issues surfaced in the command regarding Army linguists. In response to guidance from HQDA, the CG INSCOM requested all MSC commanders to review TOEs and TDAs and reduce the number of language coded positions in Military Occupational Specialties (MOS) 97B (counterintelligence agent) and 98C (EW/SIGINT analyst) by twenty percent. The CG saw the advantage of "retaining some language ability in these skills but I believe we can reduce their number without adversely affecting mission accomplishment or readiness." He noted that unit language training funds were not sufficient to sustain language proficiency in non-language dependent MOS. The retention rate for first term soldiers in these MOS was just 23 percent, too low to justify an investment of time and funds. Meanwhile, the commander, 501st MI Brigade expressed his concerns as to the way Army linguists were currently managed. He noted that the skill level of 2/2 Defense Language Institute (DLI) graduates atrophied when they attended advanced individual training. Thirteen out of fifteen Korean linguists assigned to the brigade on their first tour of duty had arrived with sub-par language skills, compelling the unit training program to upgrade the basic language skills of these soldiers rather than preparing them for a wartime mission. Additionally, the 501st's commander felt that the 2/2 language standard set by DLI did not truly contribute to unit readiness, since it placed too much emphasis on linguists maintaining "global skills" in schoolbook Korean rather than acquiring "go-to-war" skills against the North Korean military target entity.

**Reserve Component Support.** (U) During the course of the reporting period, INSCOM developed a draft Reserve Component Support and Integration Plan (RCSIP) to ensure that Reserve Component (RC) MI personnel and units were fully integrated into INSCOM operations. This was made necessary by the projected decline of the force structure throughout the Active Army. The RCSIP was built on the principles of maximum leveraging of RC capabilities and resources whenever possible to accomplish on-going peacetime requirements, bringing real-world mission to the reservists, establishing habitual Active Component/Reserve Component (AC/RC) relationships for both peacetime and crisis/contingency operations, and establishing full automation and communications connectivity between AC and RC Echelon Above Corps MI units. It was estimated that the current RC EAC force consisted of some 1,700 Reservists in a number of troop units, 650 Reserve Individual Mobilization Augmentees assigned directly to INSCOM MSCs, and 1,500 National Guard soldiers, most of them assigned to linguist units. The plan envisaged the formation of RC MI Groups East and West, containing a mix of Reservists and National Guardsmen, and aligned under the INSCOM Force Projection Brigades

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East and West. Units would be formed into MI battalions for theater support, corps support, and linguist support. In turn, the battalions would be composed of companies organized into cellular teams to meet the specific requirements of the warfighter.

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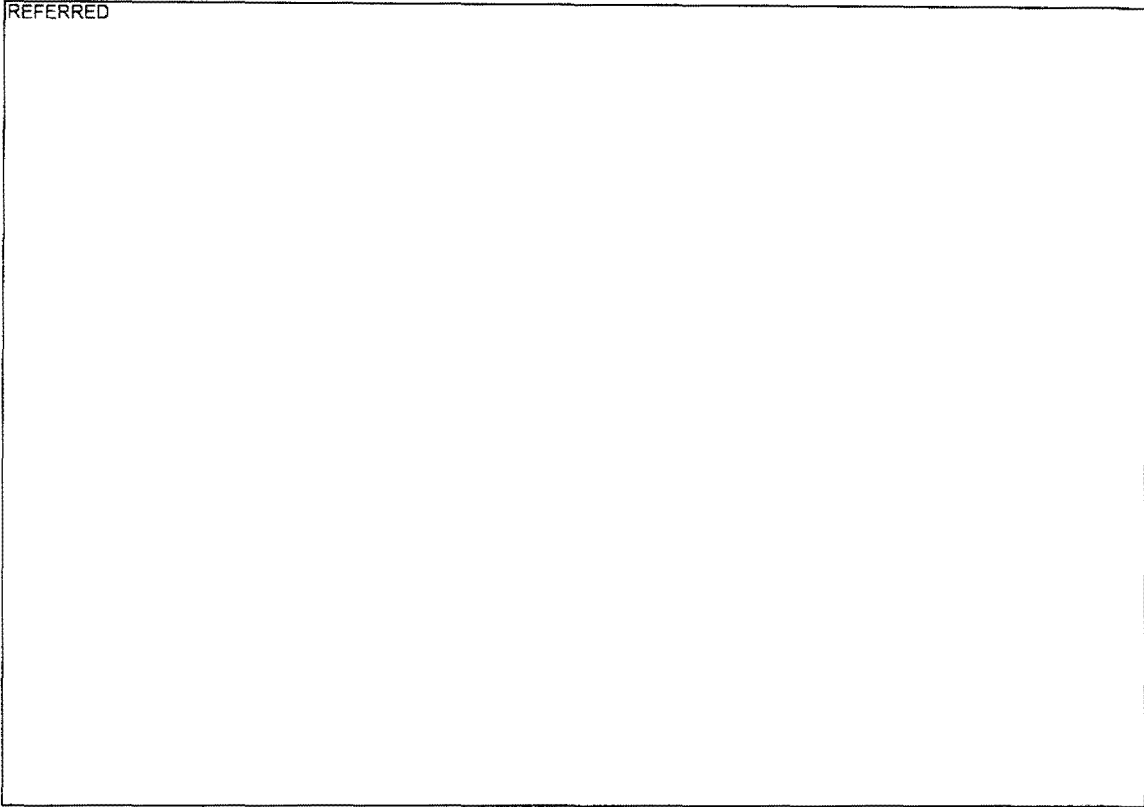
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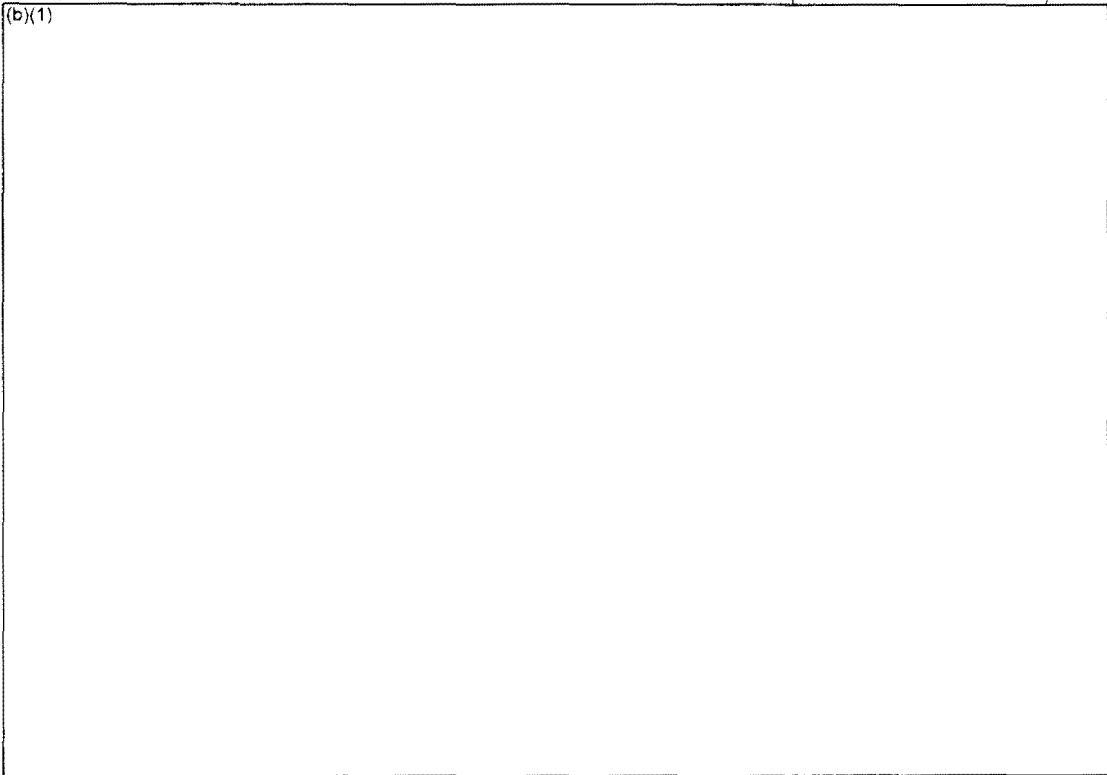
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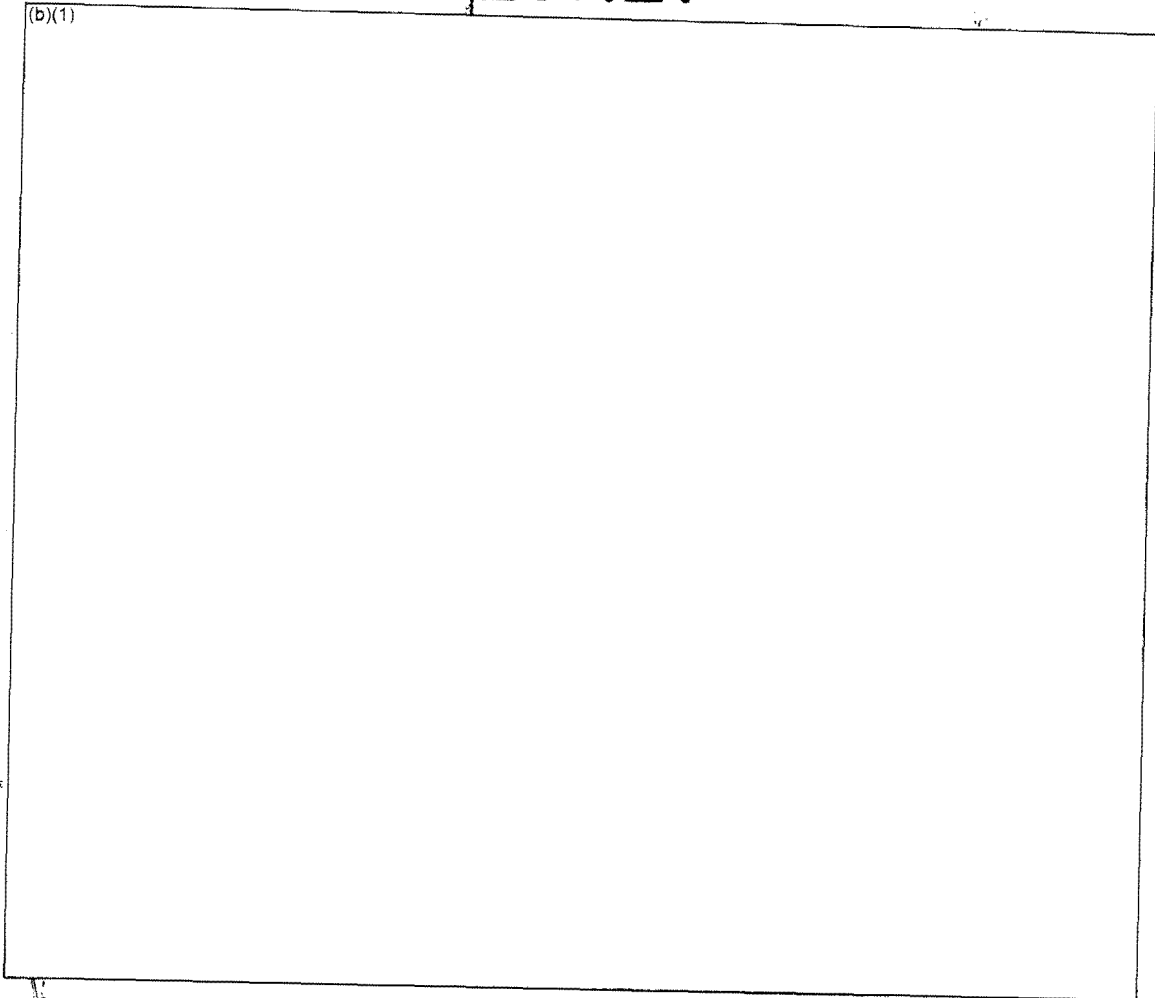


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(U) In 1994, INSCOM CG MG Paul E. Menoher suggested to the Army Staff that an Army C2W Operations Center be set up at INSCOM to leverage the command's special relationship with NSA and the other Service Cryptologic Elements (SCE's), which had already been designated as Executive Agents for C2W in the Air Force and Navy. Given the new designation of the Land Information Warfare Activity, this center was set up as a cell within INSCOM DCSOPS and a charter for the organization drawn up. On 24 March 1995, the Formal Memorandum of Understanding (MOU) signed by DA DCSOPS, DA CSINT, CG INSCOM, and the Director of Information Systems for Command, Control, Communications, and Computers that established LIWA became effective. The U.S. Marine Corps also affiliated itself with the Army LIWA, because of its similar land-based requirements. The organization consisted of a director supervising an Operations Division, a Studies and Analysis Division, an Information Systems Division, and a Plans and Programs Division. Unlike the other armed services, which formed a traditional stovepipe organization with all

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the required functions under one command, the Army's LIWA is centrally located with a small operational section that flows out horizontally to tap the strengths of various organizations within the Army. This precludes the heavy expense of maintaining a separate organization, and allows LIWA to tailor a response to a specific need using these same assets. As COL <sup>(b)(6)</sup> LIWA's first commander, put it, "The Army's expertise is scattered around in small pockets. This allows us to pull the expertise together in a packet and push it forward." INSCOM assets available to the LIWA include the 902d MI Group (security experts); the 704th MI Brigade (SIGINT); and the NGIC (exploitation). The LIWA can also call upon the expertise contained in the Army's 4th Psychological Operations Group. Upon a commander's request, LIWA will deploy field support teams to work under G-3 control at various echelons of command.

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**Counterintelligence Developments in Europe and Japan.** (U) In Europe, the 66th MI Brigade's counterintelligence element transitioned to become Company A of a new task-organized Collection Battalion when the brigade was inactivated. In Japan, the 500th MI Brigade also reorganized, creating a Military Intelligence Battalion (Provisional). On 29 September, 1995, the Counter Intelligence Detachment-Japan was reorganized and redesignated as the battalion's Bravo Company. The company's headquarters remained at Camp Zama. Field Offices were located at South Camp Zama, Kure, Yokohama, and Torii Station, Okinawa. Company personnel and equipment were still carried on the documentation of the TDA augmentation of the 501st MI Brigade's 524th MI Battalion in Korea.

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**902d MI Group Reorganization.** (U) The 902d MI Group, INSCOM's largest counterintelligence element, continued its reorganization in FY 1995. The Army Counterintelligence Analysis Center (ACAC) came on line on 1 October 1994. Concurrently, the Special Security Group was redesignated as the U.S. Army Counterintelligence Support Battalion; the USAINSCOM MI Battalion (CI) (Sec) as the U.S. Army Counterintelligence Battalion (Security), and the USAINSCOM MI Battalion (CI) (Tech) as the U.S. Army Counterintelligence Battalion (Counterespionage). Effective 1 February 1995, the Military Intelligence Detachment, Defense Nuclear Agency was resubordinated to Company B of the 902d's Support Battalion. On 15 May 1995, Company D of the 902d MI Group's Security Battalion was discontinued as a result of the closure of the Presidio of San Francisco and the company's subordinate Military Intelligence Detachments (MIDs) resubordinated to Company C at Fort Leavenworth, Kansas.

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**Personnel Security Investigations (PSI).** (U) Counterintelligence personnel of INSCOM units located outside of the continental United States perform Personnel Security Investigations (PSI's) on behalf of the Defense Investigative Service (DIS). During FY 1994, INSCOM PSI Case Control Offices (CCO's) in Germany, Japan, Korea, and Panama collectively opened 9,731 leads and closed 11,452 leads. Department of Defense downsizing and increased use of automation contributed to these improved statistics. During the reporting period, INSCOM worked closely with the Defense Investigative Service (DIS) to field DIS's Field Information Management System (FIMS) to the command's overseas elements. FIMS provides the Case Control Offices with electronic connectivity and gives them a tool to manage lead accountability. The first FIMS was provided to the 524th MI Battalion in Korea on 28 September 1995.

**Personnel Security Screening Program.** (U) The 902d MI Group was tasked to conduct a Personnel Security Screening Program (PSSP) at selected Army recruit training facilities to detect in advance those individuals whose backgrounds made them ineligible for clearances or enrollment in sensitive Military Operational Specialties (MOS's). During the reporting period, over 3,300 PSSP interviews were conducted resulting in some 90 disqualifications. The program conserved Army time and money by not wasting specialized MOS training on individuals who would later be found to be unsuitable. Each timely disqualification saved the government \$40,000 in investigative dollars and \$60,000 in Advanced Individual Training funds.

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**Badges and Credentials Issues.** (U) Under previous arrangements, badges and credentials were periodically turned in to HQ INSCOM when CI agents

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rotated to new assignments. This bureaucratic formality made for operational delays and made it difficult to support the warfighter's requirements in a fluid and rapidly-changing global security environment. On 1 November 1994, INSCOM transferred responsibilities for administering B&C's from the Headquarters to the command's Intelligence Training and Doctrine Support (ITRADS) element at Fort Huachuca, Arizona. Collocation of the B&C program with the Intelligence Center and School will allow CI agents to receive their badges and credentials at graduation and retain them until relieved from duty, retired, or given assignments not requiring intelligence identification.

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(U) In CONUS, the technical services company of the 902d MI Group's Counterespionage Battalion received expanded legal authority in the area of telecommunications security monitoring. The unit was now allowed to monitor fax transmissions, cellular telephone transmissions, and modem to modem transmissions. At the same time, the company was tasked to train 60 97B Special Agents of the group's other battalions to perform telephone COMSEC monitoring.

**Multidiscipline Counterintelligence Analysis.** (U) MOS 97G had been originally assigned to Counter-SIGINT analysts. Later, partially as a result of the encryption of Army tactical communications, it had been redefined as Multi-Discipline Counterintelligence Analyst. Most recently, the Army had indicated that it was giving some thought to eliminating this MOS altogether. The commander of the 902d MI Group vigorously protested this idea. As a professional career counterintelligence officer, he noted that "there is an abiding need for dedicated analysis focused on the threat posed to the friendly force. Dedicated CI analysis, however, has not been recognized for [the] powerful contribution it can make to the Army's force protection effort. For several years, our force protection analytical doctrine has been a mixture of battlefield deception concepts combined with an ill-defined 'sense' that someone ought to be looking at intel derived from all the disciplines and applying it against the

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analysis of the Red Force." Pointing out that his unit had deployed 97G teams in every contingency and operation other than war since DESERT STORM, the commander of the 902d concluded that retention of the capability for Multi-Discipline CI analysis was imperative to support not only joint operations and Army forces in the field, but to parry the Foreign Intelligence Service threat to the sustaining base and to the nation's command-and-control architecture.

**INSCOM Polygraph Program.** (U) Due to reductions in the Army polygraph mission, primarily in the conduct of counterintelligence scope examinations, the INSCOM polygraph force structure was reduced by twelve civilians and nine warrant officers during the course of the reporting period. At the end of FY 1995, the INSCOM polygraph force included 15 NCO's, 18 civilians, and 8 officers assigned to the 902d MI Group. Thirty two AXCITON computerized polygraph systems were on hand when the fiscal year came to a close.

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**IMINT/TENCAP**

**Modernized Imagery Exploitation System (MIES).** (U) In FY 1994, the Imagery Processing and Dissemination System (IPDS) previously assigned to the 205th MI Brigade was defielded and retrograded to CONUS for reconfiguration into a Modernized Imagery Exploitation System (MIES). The full system, which consisted of a (b)(7)(E)

(b)(7)(E) was fielded to the 513th MI Brigade in the fall of 1995. However, the Joint Chiefs of Staff declined to allow operational use of a satellite communications (SATCOM) link in CONUS, forcing INSCOM to arrange for the use of a terrestrial high-rate data circuit instead.

**Enhanced Tactical Users Terminal-Retrofit (ETUT-R).** (U) During the course of the reporting period, the INSCOM Tactical Exploitation of National Capabilities (TENCAP) staff coordinated with ASPO and its MI brigades on the retrofitting and redeployment of Enhanced Tactical Users Terminals-Retrofit (ETUT-Rs). ETUT-Rs were fielded to the 501st MI Brigade and 513th MI Brigade. In anticipation of the future consolidation of the 66th and 470th MI Brigades with the 513th, the ETUTs of these units were withdrawn and not replaced. However, as an interim measure, it was agreed that certain ETUT subcomponents would be left in Europe and Panama to allow the brigades continued access to the Tactical Data Distribution System (TDDS) and to UHF SATCOM for secondary imagery dissemination capability.

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Ongoing Projects. (U) During the course of the reporting period, the following systems were in various phases of the acquisition process:

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**DEPARTMENT OF THE ARMY**  
**UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND**  
**FREEDOM OF INFORMATION/PRIVACY OFFICE**  
**FORT GEORGE G. MEADE, MARYLAND 20755-5995**

Freedom of Information/  
Privacy Office

**10 APR 2015**

This is in further response to your Freedom of Information Act (FOIA) request of June 10, 2008, requesting the mandatory declassification review of the INSCOM Annual History volumes for FY 1977 through FY 1997 (our case numbers #0578F-08 through #0598F-08) and supplements our response of March 11, 2015.

Coordination has been completed with other government agencies and the records have been returned to this office for our review and direct response to you.

We have completed a mandatory declassification review in accordance with Executive Order (EO) 13526. As a result of our review, information has been sanitized and 49 pages of records are denied in their entirety as the information is currently and properly classified TOP SECRET, SECRET and CONFIDENTIAL according to Sections 1.2(a)(1), 1.2(a)(2), 1.2(a)(3) and 1.4(c) of EO 13526. This information is exempt from the public disclosure provisions of the FOIA pursuant to Title 5 U.S. Code 552(b)(1). It is not possible to reasonably segregate meaning portions of the withheld pages for release. The records are partially releasable and enclosed for your use. A brief explanation of the applicable sections follows:

Section 1.2(a)(1) of EO 13526, provides that information shall be classified TOP SECRET if its unauthorized disclosure reasonably could be expected to cause exceptionally grave damage to the national security.

Section 1.2(a)(2) of EO 13526, provides that information shall be classified SECRET if its unauthorized disclosure reasonably could be expected to cause serious damage to the national security.

Section 1.2(a)(3) of EO 12958, as amended, provides that information shall be classified CONFIDENTIAL if its unauthorized disclosure reasonably could be expected to cause damage to the national security.

Section 1.4(c) of EO 13526, provides that information pertaining to intelligence activities, intelligence sources or methods, and cryptologic information shall be considered for classification protection.

Since the release of some of the information deleted from the record would result in an unwarranted invasion of the privacy rights of the individuals concerned, this information is exempt from the public disclosure provisions of the FOIA per Title 5 U.S. Code 552 (b)(6).

Information has been sanitized from the records as the release of the information would reveal sensitive intelligence methods, techniques and sources. This information is exempt from public disclosure pursuant to Title 5 U.S. Code 552 (b)(7)(E) of the FOIA. The significant and legitimate governmental purpose to be served by withholding is that a viable and effective intelligence investigative capability is dependent upon protection of sensitive investigative methodologies.

The withholding of the information described above is a partial denial of your request. This denial is made on behalf of Major General George J. Franz, III, Commander, U.S. Army Intelligence and Security Command, who is the Initial Denial Authority for Army intelligence investigative and security records under the FOIA. You have the right to appeal this decision to the Secretary of the Army. Your appeal must be postmarked no later than 60 calendar days from the date of this letter. After the 60-day period, the case may be considered closed; however, such closure does not preclude you from filing litigation in the courts. You should state the basis of your disagreement with the response and provide justification for a reconsideration of the denial. An appeal may not serve as a request for additional or new information. An appeal may only address information denied in this response. Your appeal is to be made to this office, for forwarding, as appropriate to the Secretary of the Army, Office of the General Counsel.

Coordination has been completed and we have been informed by the National Security Agency (NSA), that information has been sanitized from the records pursuant to Title 5 U.S. Code 552 (b)(1) and (b)(3).

5 U.S.C. 552 (b)(1), The information is properly classified in accordance with the criteria for classification in Section 1.4 of Executive Order (EO) 13526.

5 U.S. C. 552 (b)(3) – The specific statutes are listed below:

50 U.S.C. 3605 (Public Law 86-36 Section 6)

50 U.S.C. 3024(i)

18 U.S.C. 798

The withholding of the information by the NSA constitutes a partial denial of your request and you have the right to appeal this decision. If you decide to file an appeal, it should be sent to NSA/CSS Freedom of Information Act Appeal Authority. The appeal must be postmarked no later than 60 calendar days of the date of the initial denial. The appeal shall be in writing to the NSA/CSS FOIA Appeal Authority (DJP4), National Security Agency, 9800 Savage Mill Road, STE 6248, Fort George G. Meade, Maryland 20755-6248. The appeal shall reference the initial denial of access and shall contain, in sufficient detail and particularity, the grounds upon which you believe release of the information is required. Please cite FOIA Case #63642 assigned to the case so that it could be easily identified.

Coordination has been completed and we have been informed by the Central Intelligence Agency (CIA) that their information is exempt from public disclosure pursuant to Title 5 U.S. Code 552 (b)(1) and (b)(3) of the FOIA.

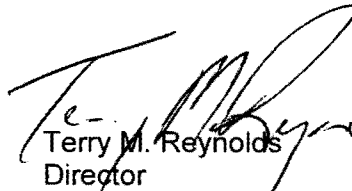
The withholding of the information by the CIA constitutes a partial denial of your request and you have the right to appeal this decision to the Agency Release Panel within 45 days from the date of this letter. If you decide to file an appeal, it should be forwarded to this office and we will coordinate with the CIA on your behalf. Please cite CIA #EOM-2011-00283/Army #578F-08 thru 589F-08 assigned to your request so that it may be easily identified.

During the processing of your request, information was disclosed which is under the purview of other government agencies. This office has no authority to release this information and is being referred, along with your request, for appropriate action under the FOIA, and direct reply to you.

There are no assessable FOIA fees.

If you have any questions regarding this action, feel free to contact this office at 1-866-548-5651, or email the INSCOM FOIA office at: [usarmy.meade.902-mi-grp.mbx.inscom-foia-service-center@mail.mil](mailto:usarmy.meade.902-mi-grp.mbx.inscom-foia-service-center@mail.mil) and refer to case #0579F-08.

Sincerely,



Terry M. Reynolds  
Director  
Freedom of Information/Privacy Office  
Investigative Records Repository

Enclosure

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CHANNELS ONLY.

ANNUAL COMMAND HISTORY  
U.S. ARMY INTELLIGENCE AND SECURITY COMMAND  
FISCAL YEAR 1996

History Office  
Office of the Chief of Staff  
Headquarters, U.S. Army Intelligence and Security Command  
Nolan Building  
8825 Beulah Street  
Fort Belvoir, Virginia 22060-5246

30 September 1997

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(b)(1)

**Location.** (U) Headquarters, U.S. Army Intelligence and Security Command (INSCOM), was located on the North Post of Fort Belvoir, Virginia 22060. The command group and principal staff elements occupied the four floors of the Nolan Building (Building 2444) at 8825 Beulah Street. One element of the Office of the Deputy Chief of Staff for Operations (ODCSOPS) was collocated with the National Security Agency, 9800 Savage Road, Fort George G. Meade, Maryland 27055. Headquarters support elements that could not be housed in the Nolan

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Building occupied reconverted structures elsewhere on North Post (Buildings 1809, and 2101C). Unmarried troops assigned to INSCOM were billeted in McCrae Barracks, also on North Post.

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## Chapter II

### COMMAND AND STAFF RELATIONSHIPS

**Command and Staff Relationships.** (U) The CG, INSCOM is under supervision of the Chief of Staff, U.S. Army. Directives, authorities, policy, planning, and programming guidance, approved programs, resource allocations, and other methods of command direction are issued to CG, INSCOM by the Chief of Staff, U.S. Army. INSCOM intelligence operations are conducted in coordination with, and under the staff supervision of, the Deputy Chief of Staff for Intelligence (DCSINT), Department of the Army. The command's Information Warfare activities are under the staff supervision of the Deputy Chief of Staff for Operations (DCSOPS), Department of the Army.

(U) The CG, INSCOM—

1. (U) Commands all assigned units and activities.
2. (U) Is subordinate to the Chief, Central Security Service (CHCSS) for the conduct of signal intelligence (SIGINT) operations.
3. (U) Manages SIGINT resources to accomplish SIGINT operational tasks assigned by Director, National Security Agency/Chief, Central Security Service (DIRNSA/CHCSS).
4. (U) Provides specified military personnel and administrative, logistic, and operational support to the DIRNSA/CHCSS.
5. (U) Deals directly with the Director, DIA for the coordination of human intelligence (HUMINT) operational proposals.
6. (U) Is designated head of the contracting activity.

(U) INSCOM and other major Army commands (MACOM's) are coordinate elements of DA. The CG, INSCOM is authorized to communicate directly with other major Army commanders or with heads of Army Staff agencies on matters of mutual interest.

(U) The CG, INSCOM will maintain liaison as necessary with other MACOM's, field operating agencies, other cryptologic and intelligence activities, and other foreign domestic governmental agencies to maintain an awareness of, to

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exchange information on, and to ensure coordination of matters of mutual concern.

(U) The CG, INSCOM acts as executive agent for logistic support, SIGINT technical support, and mission steering for the DA TROJAN program, an effort to provide units in garrison with live signals for training (and possibly operational) purposes. INSCOM has the responsibility to ensure adequate SIGINT technical support and mission steering to TROJAN users.

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Chapter III

ORGANIZATION

**Key Personnel.** (U) During the course of the reporting period, there was a considerable turnover of the INSCOM senior leadership. BG Trent Thomas served as Commanding General, INSCOM until 23 August 1996, when he was succeeded by BG John D. Thomas, Jr. BG Michael E. Dunlavey, a member of the Army Reserve, served as Deputy Commanding General/Individual Mobilization Augmentee on a part-time basis until he was replaced by COL (P) (b)(6) also a member of the Army Reserve. The position of Deputy Commander of INSCOM, formerly held by COL (b)(6) was assumed by COL (b)(6) in March 1996. Mr. (b)(6) continued to serve as INSCOM Chief of Staff throughout the reporting period. Mr. (b)(6) remained on as the Senior Cryptologic Advisor. The Command Sergeant Major's slot was held by CSM (b)(6)

**Headquarters Organization.** (U) Staff organization underwent minor functional realignment during the reporting period. At the end of FY 1996, Headquarters, U.S. Army Intelligence and Security Command was organized to consist of a Command Group, Office of the Chief of Staff, Personal Staff, Special Staff, and Coordinating Staff as shown below.

**Command Group:**

**Commanding General (CG).** (U) The CG, U.S. Army Intelligence and Security Command was responsible to the Chief of Staff, U.S. Army for accomplishing the missions and functions prescribed by AR 10-87, Chapter 8, and was concurrently responsible to the Chief, Central Security Service for conducting all signals intelligence (SIGINT) activities for which the National Security Agency/Central Security Service (NSA/CSS) are responsible.

**Deputy Commanding General/Individual Mobilization Augmentee (DCG/IMA).** (U) As deputy commander for operations, the Army Reserve officer assigned to this part-time position assisted the commander with the management of intelligence countermeasure operations.

**Deputy Commander (DC).** (U) The deputy commander assisted the commander in the management of all intelligence and support operations of INSCOM to include the review and execution of all tasked and delegated operations and the determination of future requirements.

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Senior Cryptologic Advisor. (U) A member of the Command Group Staff, the Senior NSA Cryptologic Advisor was responsible for advising and assisting the CG, INSCOM in the effective development, validation, and execution of national SIGINT requirements of interest or tasked to the U.S. Army for signals intelligence exploitation.

Command Sergeant Major (CSM). (U) The Command Sergeant Major as the senior enlisted person in the command provided advice and assistance to the CG on all matters involving enlisted personnel.

***Office of the Chief of Staff:***

Chief of Staff (CofS). (U) The CofS acted as the principal coordinating agent of, and advisor to, the CG and DCG on those matters pertaining to INSCOM; directed and coordinated the staff to achieve efficiency and unity of action; and assisted the CG and DCG in supervising the execution of orders. Directly subordinate to the CofS were the Protocol Office, the History Office, the Intelligence Oversight Office, the INSCOM Support Battalion, the Internal Review Office, and the Army Liaison Office.

Deputy Chief of Staff (DCS). (U) The DCS acted for the Chief of Staff during his absence, helped to coordinate all actions of the HQ INSCOM staff, and supported and supervised the activities of the Secretary of the General Staff. The position remained vacant during the reporting period.

Secretary of the General Staff (SGS). (U) The SGS acted as executive officer for the CofS and as office manager for the offices of the CG, DCG, and CofS.

Special Assistant to the Chief of Staff. (U) The Special Assistant to the Chief of Staff acted as special advisor and consultant to the commander, deputy commander, and the Chief of Staff. Duties of the incumbent involved preparation of reports and speechwriting.

Protocol Officer. (U) The Protocol Officer acted on all matters of protocol within the headquarters and coordinated activities for visitors.

Command Historian. (U) The Command Historian was responsible for carrying out the INSCOM historical program under provisions of AR 870-5.

Chief, Internal Review (IR) Office. (U) Served as the principal advisor to the CG, INSCOM on internal review matters. Conducted independent review and examination of command operations and internal controls to provide the

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commander with an objective evaluation of the effectiveness and efficiency with which his financial and related functions were being performed.

Intelligence Oversight Officer (IOO). (U) This officer exercised supervision over the propriety and conformity to law and regulations of all INSCOM activities.

Chief, Army Liaison Office (ALNO). (U) Served as the U.S. Army representative on cryptologic matters to the National Security Agency/Central Security Service.

Principal Assistant Responsible for Contracting (PARC). (U) The PARC was the senior staff official responsible for oversight and administration of all aspects of contracting.

Commander, INSCOM Support Battalion (ISB). (U) Commanded a provisional battalion that provided command, control, UCMJ, and administrative support to military personnel and personnel management and administration to civilian personnel assigned or attached to the ISB. In addition to personnel on duty at HQ INSCOM, ISB included personnel on duty at INSCOM MSC's in the Washington area and at the Office of the Deputy Chief of Staff for Intelligence. The battalion's Security Detachment had operational control over HQ INSCOM security.

**Personal Staff:**

Inspector General (IG). (U) The IG, as member of the CG's personal staff, inquired into and reported upon matters affecting the performance of mission and state of the economy, efficiency, discipline, and morale of every phase of activity which was within the sphere of responsibility of the commanding general and as prescribed by law. The IG Office consisted of the Inspections and Follow-Up Division, and the Assistance and Investigations Division.

Staff Judge Advocate (SJA). (U) The SJA served as legal advisor to the CG, DCG, CofS, and all staff elements of HQ INSCOM and, as necessary, to subordinate elements of the command.

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**Special Staff:**

Command Chaplain. (U) Served as the chaplain of INSCOM providing advice and assistance to the commander and his staff on religious, moral leadership, morale, and self-development matters.

Public Affairs Officer (PAO). (U) Served as the public affairs officer of INSCOM, advising the commander and staff on all public affairs matters.

**Coordinating Staff:**

(U) At the beginning of the reporting period, INSCOM Headquarters comprised seven major staff elements. These were as follows:

Deputy Chief of Staff, Personnel (DCSPER). (U) The DCSPER served as the principal staff officer for the administration of military and civilian personnel. Acted for the CG, INSCOM in the direction, supervision, and coordination of plans, policies, and procedures for personnel administration, distribution, and management; maintenance of order and discipline; safety; welfare; morale; human affairs; and nonappropriated fund activities. DCSPER elements consisted of the Human Resources Division, Military Personnel Division, Civilian Personnel Division, Equal Opportunity Division, Equal Employment Opportunity Division, Retention Division, and Intelligence Personnel Management Office.

Deputy Chief of Staff, Operations (DCSOPS). (U) The DCSOPS was the principal coordinating staff officer responsible for current intelligence collection, production, electronic warfare, counterintelligence, and security support operations. The DCSOPS performed the following functions: provided operational policy guidance and direction and coordinated and supervised current operations; managed the REDTRAIN program as Army executive agent and coordinated and supervised its current operations; provided operationally oriented INSCOM interfaces between national, departmental, theater (echelon above corps), and tactical (echelon corps and below) intelligence organizations; served as the staff budget director (current and budget year) for allocation and employment of Program 2, 3, and 8 operational resources; coordinated operational matters with Department of the Army, NSA/CSS, DOD, DIA, CIA, FBI, joint/combined commands, other MACOM's, and other governmental agencies; supervised command aviation activities; prepared and coordinated command operational plans and managed the command operational planning system. Additionally, the DCSOPS exercised staff proponentcy over counterintelligence support to several "black" special access programs (SAP's), and the Field Support Center. The DCSOPS was also principal coordinating staff officer responsible for USAINSCOM force management functions, to include

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threat coordination, force design and doctrine, multidiscipline operations support, training, long- and mid-range planning, low intensity conflict, and force structure management.

(U) At the beginning of FY 1996, DCSOPS consisted of the following major divisions: Administrative Office; ADCSOPS Operational Readiness (OR), ADCSOPS Force Management (FM), the Cryptologic Support Directorate (CSD), and two field operating agencies: the Force Modernization Directorate (FMD) at Fort Belvoir, and the INSCOM Training and Doctrine Support Detachment (ITRADS) at Fort Huachuca, Arizona. (The latter was under DCSOPS only for purposes of administrative coordination.) Additionally, a Land Information Warfare Activity (LIWA) cell was located within DCSOPS to conduct planning and coordination actions in this discipline on behalf of the Army. Numerous changes took place during the course of the reporting period. On 1 October 1995, ADCSOPS-OR absorbed the remaining personnel and functions of the former Intelligence Production Management Activity, the last legatee of the old Army Intelligence Agency. On 11 December 1995, LIWA was realigned from the functional responsibility of DCSOPS and directly resubordinated to the INSCOM Chief of Staff. On 29 August 1996, the INSCOM Force Management Directorate was redesignated as the Systems Modernization Directorate and resubordinated to the newly formed staff element, the Deputy Chief of Staff for Force Modernization. In consequence, ADCSOPS-FM, which had lost numerous functions, was redesignated as the ADCSOPS Force Development (FD) in September 1996.

Deputy Chief of Staff, Logistics (DCSLOG). (U) DCSLOG was the principal coordinating staff officer for logistics and was responsible for integrated logistics planning policy; procurement/contracts; budgeting; distribution, storage, and maintenance of electronic equipment systems (less telecommunications); engineering; construction; support services; transportation; logistics oversight/compliance; and supply and maintenance management. The DCSLOG also had staff supervision of the Mission Support Activity at Vint Hill Farms Station (MSA-V). As a result of the pending closure of the historic Army post at Vint Hill Farms Station, most elements of MSA-V relocated to Fort Belvoir in March 1996.

(U) During FY 1996, the organization of the DCSLOG consisted of the following: Plans and Programs Division, Supply and Services Division, Maintenance Division, Engineer Division, Systems Engineering Division, and Administrative Office.

Deputy Chief of Staff, Resource Management (DCSRM). (U) The DCSR was the principal staff officer in matters concerning management, financial

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management, and manpower management. The DCSRSM directs and coordinates the development of the five USAINSCOM program submissions as well as the formulation of the command's operating budget. The DCSRSM exercises staff responsibility for finance and accounting activities within the command and is responsible for administrative fund control procedures. The incumbent administers the Commanding General's Management Control Process, Total Army Quality, and National Performance Review Programs, and the Major Command (MACOM) Comptroller Civilian Career Program. During FY 1996, DCSRSM was organized into the following elements: Administrative Office, Program and Budget Division, Finance and Accounting Division, and Management Division. The command Total Quality Management Officer was directly subordinate to the DCSRSM.

Deputy Chief of Staff, Information Management (DCSIM). (U) The DCSIM was the principal staff assistant to the CG, INSCOM for all matters pertaining to information management. The position was dual-hatted since the DCSIM concurrently served as Director, U.S. Army Information Services Command, INSCOM (USAISC-INSCOM). The DCSIM served as Program Area Director for command programs, budgets, and the Army Management System as they relate to telecommunications/ automation. The DCSIM discharged primary staff responsibilities for engineering, installation, and maintenance of INSCOM information systems and also exercised staff supervision over operation of the Defense Special Security Communication System (DSSCS), CRITICOMM, and other telecommunications activities of the command. Additionally, the DCSIM directed development of tactical information systems objectives, concepts, and requirements within INSCOM areas of interest. Finally, the DCSIM exercised operational control over the USAISC Communications Center. The staff element also exercised control over Automated Information Services (AIS), a field operating activity. At the end of FY 1996, DCSIM consisted of an Administrative Branch, an ADCSIM Telecommunications, an ADCSIM Automation, and an ADCSIM Integration Office.

Deputy Chief of Staff, Security (DCSSEC). (U) The DCSSEC provided major Army command (MACOM) level and HQ-specific security management and support to the CG, INSCOM. The DCSSEC formulated, implemented, and supervised policies and procedures for Sensitive Compartmented Information (SCI) and collateral material in the functional areas of personnel, physical, information, industrial, TEMPEST, communications, automation, and operations security. DCSSEC was organized into a management cell and two divisions: a Facilities/ Personnel Security Division (FP) and an Information Security Division (IS).

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INSCOM Directorate of Reserve Affairs (IDRA). (U) The primary mission of IDRA was to coordinate reserve component support to INSCOM current operations and to advise the commanding general on matters relevant to the reserve components. At the beginning of the reporting period, the Intelligence Directorate of Reserve Affairs (IDRA) was simultaneously a staff element of HQ INSCOM and a directorate of the Deputy Chief of Staff for Intelligence, Department of the Army (DA DCSINT), managing more than 1,500 Individual Mobilization Augmentees (IMA's) for DA DCSINT, the Defense Intelligence Agency (DIA), HQ INSCOM and the command's subordinate elements. Additionally, the element served as interface between INSCOM's major subordinate commands (MSC's) and their reserve component CAPSTONE units in order to assist in training programs and enhance unit readiness. In February 1996, these arrangements were modified. The DCSINT and INSCOM elements reassumed their separate identities; IDRA was redesignated as the INSCOM Directorate of Reserve Affairs; and IDRA's mission was redefined as one of providing support solely to INSCOM and its subordinate units. At the end of FY 1996, IDRA was organized into four Activities: General Support, Theater Support, Cryptologic Support, and IMA Management.

Deputy Chief of Staff, Force Management (DCSFM). (U) The newly formed DCSFM was both a staff element of HQ INSCOM and a directorate of the Deputy Chief for Intelligence, Department of the Army (DA DCSINT). The mission was one of supporting the design, development, sustainment, and management of Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems to satisfy the warfighters intelligence requirements. The DCSFM supported the development and fielding of all C4ISR systems to INSCOM units except MASINT systems, which remained under the INSCOM DCSOPS. Additionally, DCSFM represented both DA DCSINT and CG, INSCOM as the Army's representative to the Department of Defense Intelligence Information Systems (DoDIIS) community. Establishment of the DCSFM was designed to meet the challenges posed by such factors as the limited interoperability between service and DoD C4ISR systems, and the inability of the DoD acquisition cycle to keep pace with the evolution of system technologies. At the end of FY 1996, DCSFM was internally organized into Technical Development, Intelligence Communications, and Information Systems Security Offices, together with Divisions for Program Management, Systems Integration, Systems Development, Data Administration, and Architecture Synchronization.

Command Organizational Issues. (U)

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(U) Overseas, the steady drawdown of the 470th MI Brigade in Panama resulted in the discontinuance of its provisional Military Intelligence Collection and Exploitation Battalion. In CONUS, the National Ground Intelligence Center was upgraded from its previous provisional status, and the 513th MI Brigade and 902d MI Group witnessed substantial structural changes. The 513th MI Brigade's Foreign Materiel Intelligence Battalion was discontinued at the end of the reporting period and its mission assumed by a provisional 203d MI Battalion that was already in place. Similarly, a provisional 204th MI Battalion was organized in June 1996 to carry out the mission previously performed by the brigade's U.S. Army Military Intelligence Battalion (Low Intensity) (MIBLI). All three battalions of the 902d MI Group received new designations, and the group assumed command of the Foreign Counterintelligence Activity, formerly a Major Subordinate Command (MSC) of HQ INSCOM. As a result of the transfer of the Army's strategic HUMINT mission to DIA on 1 October 1995, most Field Support Center assets transitioned to the Defense HUMINT Service; however, a residual U.S. Army Field Support Center remained in place to manage Army-specific personnel programs. Finally, the U.S. Army Studies and Analysis Activity was resubordinated to the Land Information Warfare Activity.

(U) At the close of FY 1996, there was a total of 52 units (16 TOE and 36 TDA) within INSCOM. The TDA figure does not include augmentations or Provisional units. All types of units are listed in appendix A. For individual lists of TOE, TDA, and Provisional units at the close of FY 1996, see appendices B, D, and F respectively. Changes in the status of TOE, TDA, and Provisional units are listed in appendices C, E, and G.

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Chapter IV

RESOURCE MANAGEMENT

**Inspector General Action Requests.** (U) During FY 1996, the Office of the Inspector General closed 236 Inspector Action Requests (IGAR), an increase of 5 percent from FY 1995. A total of 250 specific issues/allegations were addressed in the IGAR's. Of these, 80 percent were issues related to assistance, and the remaining 20 percent concerned complaints of improper actions. Of the complaints processed, 80 percent were non-substantiated complaint allegations, and 20 percent were substantiated allegations.

(U) The top IGAR categories were military personnel management, finance and accounting, personnel conduct, command/management of organizations, and civilian personnel management. Many of the complaints resulted from a continuing problem of trying to manage personnel actions of a worldwide command and the personnel problems caused by the Army's drawdown.

**Organizational Inspection Program.** (U) Major subordinate commanders expressed a desire to minimize disruptions to their units resulting from frequent inspections/visits while at the same time to maximize the effectiveness of such visits. The Office of the Inspector General proposed the implementation of the "INSCOM Consolidated Staff Inspection Program." All INSCOM staff inspections would be consolidated and a time-line established for conducting inspections within each geographical area. Isolated inspection visits would become the exception.

**Engineering Upgrades.** (U) The TS-9A towers and elevator systems at Detachments J, K, and L of the 751<sup>st</sup> MI Battalion were evaluated for upgrade and repairs. The towers supported the log periodic antennas. (b)(7)(E)

(b)(7)(E)

(b)(7)(E) Meanwhile, the antennas had been maintained by TROUBLE SHOOTER V personnel who were certified for climbing. To preclude further damage, a repair and up-grade for the towers and elevators are being proposed.

(S) (U) (b)(1)

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(b)(1)(b)(3) Per NSA

**Relocation of the USAINSCOM Mission Support Activity.** (U) Because of the upcoming closure of Vint Hill Farms Station, Virginia, the Mission Support Activity (MSA) was relocated to the Nolan Building at Fort Belvoir on 29 March 1996. However, the 14 employees of MSA's Mission Stock Record Account remained at Vint Hill Farms awaiting the renovation of Building 712 at Fort Belvoir. All MSA organizational property was either moved to the Nolan Building, held for future use by the Mission Stock Record Account, transferred to

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the VHFS Directorate of Public Works for disposal, or transferred to MSA contractors for use as Government Furnished Equipment. Less the Mission Stock Record Account personnel and one employee who opted for severance pay, the remaining 23 MSA employees transferred to Fort Belvoir.

**Interservice Support Agreements.** (U) In FY 1996, the G-4, HQ INSCOM had a record of 170 Interservice Support Agreements; involving 85 installations, 61 of which are in CONUS.

**Initiatives at Fort Gordon.** (U) The effects of relocating and consolidating the 513<sup>th</sup> MI Brigade along with missions of the 470<sup>th</sup> MI Brigade at Fort Gordon, Georgia and establishing the Ft Gordon Regional SIGINT Operational Center (GRSOC) continued to be felt throughout FY 1996. In excess of \$42 million worth of projects were underway. The principal projects being the construction of a new \$21 million barracks complex for 600 soldiers and a \$8.6 million brigade vehicle maintenance facility. Ground was broken for both construction projects in early 1996. However, work on all the Fort Gordon projects was complicated by the 513<sup>th</sup> MI Brigade's lack of engineering resources, uncertainty regarding GRSOC requirements, split project responsibilities among the INSCOM staff, funding uncertainties, and the lack of critical engineering resources.

**Funding.** (U) Although the Army fared relatively well in Congressional Committees, several Congressional reductions were applied to all commands reducing the Army's resource flexibility. Because of funding constraints HQDA paid for a limited number of unfinanced requirements by decrementing major Army commands as they did in FY 1995. INSCOM's start point based on the President's budget level was \$356 million, a net reduction of \$26 million. The INSCOM's OMA funding program at the close of FY 1996 consisted of: (\$000)

Direct Funds	336,392
Automatic Reimbursements	<u>44,300</u>
Total	380,692

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(U) The following table provides direct funding by subprogram at the close of FY 1996: (\$000)

BA1 General Purpose Forces	89,703
BA41 Intelligence Activities	243,355
BA42 Supply Activities	41
BA32 Military Training	800
BA33 Civilian Training/Interns	553
BA43 Admin (incl GSA Lease/commo)	1,901
BA45 Prior Year Obligations	<u>39</u>
<b>Total</b>	<b>336,392</b>

(U) The following table (\$000) reflects direct obligations by Element of Resource (EOR) for FY 1996. Obligations of \$336,382,000 out of an Annual Funding Program of \$336,392,000 reflected an obligation rate of 99.997 percent.

<u>EOR</u>	<u>BA1</u>	<u>BA32</u>	<u>BA33</u>	<u>BA41</u>	<u>BA42</u>	<u>BA43</u>	<u>BA45</u>	<u>TOTAL</u>
USDH/ FNDH	14,222	0	444	102,481	0	624	0	117,751
Travel	7,770	596	41	14,696	27	0	0	23,130
Transp	120	1	0	662	13	0	0	796
Rt/Co/Ut	2,720	0	0	5,670	1	1,224	0	9,615
Contracts	50,155	190	66	97,654	0	0	39	148,104
Sup/Eq	14,290	13	0	21,276	0	53	0	35,632
FNIH	328	0	0	837	0	0	0	1,165
Printing	<u>87</u>	<u>0</u>	<u>0</u>	<u>102</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>189</u>
<b>TOTAL</b>	<b>89,692</b>	<b>800</b>	<b>551</b>	<b>243,358</b>	<b>41</b>	<b>1,901</b>	<b>39</b>	<b>336,382</b>

Intelligence Contingency Fund (ICF). (U) The US Army Audit Agency issued a report on the INSCOM ICF. They recommended that funding flow directly to commanders from the Budget Division rather than through the ICF Branch. They also recommended that Internal Review start making internal audits of the major subordinate commands' ICF accounts. As a result, three options were identified for ICF financial management support: centralize funding and processing of vouchers (current method), centralize funding and decentralize processing of vouchers (would meet the funding recommendation but would create transfers by owner/transfers from owner), and decentralize funding and processing (would require 6 Defense Finance and Accounting System offices to support 10 disbursing agents). At the end of FY 1996, INSCOM was awaiting HQDA approval of the last option.

Transfer of Finance and Accounting Support. (U) In November 1995, the finance and accounting support to HQ INSCOM was transferred from the Fort Belvoir Defense Accounting Office to the Defense Finance and Accounting System (DFAS) at Rome, New York. Although Rome was a long distance from

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Washington, D.C. area, the transfer brought improved support. In July 1996, the support to the INSCOM activities at Fort George G. Meade, Maryland was transferred to the same place. Support for the remainder of INSCOM units in CONUS was to be completed in FY 1997.

(S)

**Transfer of Special Mission Funds (CASABA HOUND).** (U) In February 1996, the final Special Mission Funds action (CASABA HOUND) was transferred (b)(1) Per CIA. Action was then taken to close out the Special Finance and Accounting Officer account, including closing out civilian bank accounts and monitoring the processing of loss of funds. In September 1996, relief was granted for the funds loss in the "Day" case involving misappropriations of funds.

(U) The DOD Inspector General alleged that the transfer of CASABA HOUND did not occur in a timely manner. Consequently, this was a violation of the Antideficiency Act. However, the Office of the Judge Advocate General and the Deputy General Counsel supported INSCOM's contention that this was not a violation, and a letter from the Assistant Secretary of Army (FM&C) closed the case.

**Commander's Plaque for Operational Achievement.** (U) The Commander's Plaque for Operational Achievement was presented to SFC (b)(6) (b)(6) 704<sup>th</sup> MI Brigade.

**General Douglas MacArthur Leadership Award.** (U) Captain (b)(6) (b)(6) 703d MI Brigade was the 1996 INSCOM recipient of the General Douglas MacArthur Leadership Award.

**The 1994 - 1995 Annual Command Award Recipients.** (U) The following awards were presented during the INSCOM Day celebrations:

**ALBERT W. SMALL AWARD**  
Mr. (b)(6) 66<sup>th</sup> MI Group.

**COL RICHARD F. JUDGE MILITARY/CIVILIAN TEAM IMPROVEMENT AWARD**  
SGM (b)(6) DCSLOG, HQ INSCOM, and Mr. (b)(6) 718<sup>th</sup> MI Group.

**JACKIE KEITH ACTION OFFICER OF THE YEAR AWARD**  
Ms. (b)(6) 703d MI Brigade.

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**VIRGINIA McDILL AWARD**

Ms. (b)(6) 721<sup>st</sup> MI Battalion.

**LOCAL NATIONAL EMPLOYEE OF THE YEAR AWARD**

Mr. (b)(6) 751<sup>st</sup> MI Battalion.

**EQUAL EMPLOYMENT OPPORTUNITY AWARD**

Ms. (b)(6) DCSIM, HQ INSCOM.

**VOLUNTEER OF THE YEAR UNIT/INDIVIDUAL AWARD**

Ms. (b)(6) 66<sup>th</sup> MI Group and Ms. (b)(6) 702d MI Group.  
Volunteer Unit of the Year was the 902d MI Group.

**ANNUAL WAGE GRADE AWARD**

Mr. (b)(6) NGIC

**NONAPPROPRIATED FUND EMPLOYEE OF THE YEAR**

Ms. (b)(6) 718<sup>th</sup> MI Group

**INSCOM Family Action Plan Program.** (U) Major accomplishments of the INSCOM Family Action Plan Program (IFAP) included its implementation at the major subordinate command level, the hosting of a IFAP Planning Conference at HQ INSCOM, the distribution of over 2,000 New Parenting Support Program Packages, participation in training opportunities offered by DA, and the completion of the Army Family Action Plan reporting requirements.

**BOSS Program Impemented.** (U) Better Opportunities for Single Soldiers (BOSS) Program is a DA program directed at improving the quality of life of the single soldier. Highlights included the naming of coordinators at Bad Aibling Station and Menwith Hill Station. The program at Bad Aibling experienced a number of successes. Recreational and social activities were planned on a weekly basis, and soldiers at the station undertook fund raising efforts to support the activities.

**Safety Program.** (U) For the first time in a number of years, an inspection of all major subordinate commands and selected battalions was undertaken. The focus of the inspections was on what steps the units had taken to set up their own safety programs. Actual compliance assessments remained the responsibility of the host installations.

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**Safety Award.** (U) The 1995 Safety Excellence Award for a large unit went to the 704<sup>th</sup> MI Brigade and its small unit equivalent to the 748<sup>th</sup> MI Battalion.

**Strength by Unit.** (U) The assigned military strength by unit as of 30 September 1996 was as follows:

<u>UNIT</u>	<u>OFF</u>	<u>WO</u>	<u>Enl</u>	<u>TOTAL</u>
66th MI Brigade	62	48	673	783
718th MI Gp	16	5	152	173
713th MI Gp	19	7	161	187
CSG	3	5	16	24
Europe SubTotal	100	65	1002	1167
470th MI Brigade	15	1	239	255
SOUTHCOM Sub Total	15	1	239	255
500th MI Brigade	58	16	230	304
501st MI Brigade	133	96	1004	1233
703d MI Brigade	34	14	557	605
Pacific Sub Total	225	126	1791	2142
513th MI Brigade	203	102	1170	1475
702d MI Group	33	14	745	792
704th MI Brigade	203	57	1296	1556
902d MI Group/FCA	106	80	272	458
NGIC	36	10	86	132
MI BN (LI)	26	53	273	352
AFSC	0	0	0	0
SAA	5	2	11	18
HQ INSCOM	94	22	168	284
CONUS Sub Total	706	340	4021	5067
TOTAL	1,046	532	7053	8631

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**Enlisted Strength by MOS.** (U) Enlisted Personnel Posture by mission MOS was as shown below:

MOS	4th Qtr FY96		INSCOM DA % OF %OF		4th Qtr FY95		INSCOM DA % OF %OF	
	AUTH/ASGD		FILL	FILL	AUTH/ASGD		FILL	FILL
33R	28	30	103	101	53	53	100	104
33T	37	48	81	90	34	33	97	78
33Y	134	98	73	108	137	169	123	102
33Z	12	17	142	98	15	21	140	120
96B	409	322	79	92	402	365	91	86
96D	353	293	83	96	305	314	103	101
96H	43	33	77	77	55	40	73	75
96R	11	2	18	63	0	0	0	104
97B	604	520	86	98	559	637	114	113
97E	131	134	102	98	143	191	134	110
97G	109	105	96	100	89	99	111	100
98C	1186	832	70	100	1210	1126	93	90
98D	164	174	106	99	194	173	89	81
98G	937	718	77	91	844	765	91	78
98H	492	451	92	100	555	417	75	84
98J	453	400	88	94	438	363	83	85
98K	448	496	111	98	482	469	97	97
98Z	85	97	114	96	113	130	115	107

**Voluntary Separation Pay and Early Retirement.** (U) INSCOM opened two command-wide voluntary separation incentive pay (VSIP) and early retirement (VERA) windows for its civilian employees. The first window, opened from 31 December 1995 through 15 March 1996, was restricted to grades GS-12 and above. This enabled INSCOM to achieve high grade and supervisory reductions imposed by HQDA. Twenty-eight applications were received, and 26 civilians accepted the opportunity. During the second window from 1 May to 20 September 1996, 56 applicants were received and 52 civilians accepted the opportunity, bringing the total number for FY 1996 to 78 personnel.

**CIPMS Civilian Personnel Advisory Center (CPAC).** (U) Decreasing budgets and Army streamlining initiatives will result in a realigned and downsized civilian personnel servicing structure for Army civilian employees in the next few years. Across Army, traditional civilian personnel offices will be replaced by regional Civilian Personnel Operations Centers (CPOC) and local Civilian Personnel Advisory Centers (CPAC). CPOC's will perform functions not requiring direct contact with the serviced population. CPAC's will perform all functions where direct contact with managers and/or employees is needed. By the end of FY

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1999, there will be 10 regional CPOC's to perform in depth personnel processing and research support. CPAC's will be strategically located at installations within the regions serviced by the regional CPOC's and will be much smaller than the traditional civilian personnel offices. Each CPAC will be staffed with personnel generalists who can provide immediate, situationally oriented advice to managers and employees. Direct automation and communication links will be maintained between CPOC's and CPAC's to assure expeditious support to managers and employees.

(U) Because of essential differences in civilian personnel services provided to managers and employees in the Civilian Intelligence Personnel Management System (CIPMS), the Deputy Chief of Staff for Intelligence and the Assistant Secretary of the Army (Manpower and Reserve Affairs) have designated the Army National Capital Region (ANCR) CPOC and the Personnel and Employment Services - Washington (P&ES-W) CPAC to centrally service the worldwide CIPMS population of major Army commands/organizations opting for centralized CIPMS servicing. INSCOM has chosen to participate in centralized servicing, except that servicing employees of certain units and employees in the Military Intelligence Civilian Excepted Career Program will continue to be provided by the Joint Field Support Center, Civilian Personnel Branch, Fort George G. Meade, Maryland.

(U) In June 1996, the INSCOM CIPMS Civilian Personnel Servicing changed from the CPAC at Fort Belvoir, Virginia to the CIPMS CPAC at the P&ES-W in the Pentagon. Subsequently, INSCOM units at Fort Meade, Maryland, and Charlottesville, Virginia were moved under the CIPMS CPAC in September 1996. An exception was made to have the servicing of the 703d MI Brigade civilians moved to the CIPMS CPAC in September. Because of the civilian personnel regionalization that was going on in the Pacific, this exception was made to minimize the disruption.

**CIPMS Primary Grading Standard (PGS).** (U) On 31 January 1995, joint approval was granted by the HQDA, Director of Civilian Personnel (DCP) and the DCSINT for direct application of the CIPMS Primary Grading Standard (PGS), Part 2, for non-supervisory positions to all CIPMS positions not already covered by a specific Army Occupational Guide (AOG). By 30 September 1996, the PGS, Part 2 was required to be applied to all CIPMS positions within INSCOM.

**Intern Management.** (U) In FY 1996, INSCOM recruited two Presidential Management Interns (PMI), both for the intelligence career program (CP-35). One FY 1994 PMI graduated in September 1996. One FY 1995 PMI entered on duty, and the other is not expected until January 1997.

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(U) The Army allotted 14 Army Civilian Training, Education and Development System (ACTEDS) intern spaces to INSCOM for FY 1996. The spaces were further allotted to the Intelligence Career Program (9 spaces), the Automated Data Processing program (1 space), Civilian Personnel Administration (1 space), Comptroller (1 space), Manpower Management (1 space), and Acquisition Management career program (1 space). All ACTEDS spaces supporting the MICECP were withdrawn during FY 1996 due to the establishment of the Defense HUMINT Service and the spaces allocated to the 704<sup>th</sup> MI Brigade; the spaces would be the first in support of a SIGINT related mission.

Representation of Women and Minorities. (U) INSCOM women and minorities representation at mid and senior levels as of 30 September 1996:

<u>Groups</u>	<u>Grades</u>							<u>Total</u>
	<u>GS-9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	
White Women	45	2	51	115	85	22	5	325
Black Men	11	0	9	24	15	7	0	66
Black Women	20	1	19	22	15	1	1	79
Hispanic Men	0	0	1	3	6	2	1	13
Hispanic Women	3	0	1	3	2	1	0	10
AA/PI Men	4	0	2	8	6	2	0	22
AA/PI Women	1	0	6	5	1	0	0	13
AI/AN Men	1	0	1	2	1	1	0	6
AI/AN Women	0	0	1	1	0	0	0	2

<u>Groups</u>	<u>Years</u>		
	<u>FY 1988</u>	<u>FY 1992</u>	<u>FY 1995</u>
White Male	46.5	52.1	53.8
White Female	31.2	30.9	27.5
Black Male	5.7	4	4.8
Black Female	9.2	6.9	7.9
Hispanic Male	1.2	1.5	1.3
Hispanic Female	0.8	0.7	0.6
AA/PI Male	3.5	2.3	2.1
AA/PI Female	1.4	1.3	1.2
AI/AN Male	0.2	0.2	0.4
AI/AN Female	0.1	0.2	0.3

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**Military Intelligence Civilian Excepted Career Program (MICECP).** (U) With the activation of the Defense HUMINT Service (DHS on 1 October 1995), all MICECP personnel occupying General Defense Intelligence Program (GDIP) slots were transferred to DHS. Except for four spaces reserved for an Army Special Access Program (SAP), the MICECP no longer services any GDIP positions. The MICECP went from 261 actual spaces to 128 during the year.

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**US Army Attaché Management.** (U) The USA Field Support Center was responsible for the recruiting and managing Warrant Officers (Attaché Technician, 350L) and NCO's for the Defense Attaché System (DAS). Expanded recruitment efforts include announcements in all military publications and spot announcements on Armed Forces Television Networks. Applications by warrant officers have averaged from 10 to 15 per year. Since 1993, the average has been 6 accessions.

**Army Award for Maintenance Excellence.** (U) The 751st MI Battalion; 527<sup>th</sup> MI Battalion; Echo Company, 201<sup>st</sup> MI Battalion; and the 201st MI Battalion itself were nominated for the FY 1995 Army Award for Maintenance Excellence. The 751st MI Battalion was chosen as a winner in the TDA Intermediate category, and the 201st MI Battalion was selected as a semifinalist in the MTOE Heavy class.

**INSCOM Streamlining Plan and Update.** (U) The FY 1996 INSCOM Streamlining Plan and Update was submitted to HQDA on 7 March 1996. The plan outlines how, by 30 September 1999, INSCOM intends to improve the ratio of civilian supervisors to civilians supervised to achieve at least 14 subordinate civilians to each civilian supervisor; reduce the number of employees at grades GS-14 and GS-15 to meet the current the current HQDA imposed end strength of 191; and reduce by 22 percent the number of civilians in each of specifically targeted occupations (i.e. finance and budget and a variety of other administrative fields).

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Chapter V

OPERATIONS

***Multidiscipline***

**The Command and Control of INSCOM.** (U) The ongoing shrinkage of the Army raised questions at the highest levels of the Army staff as to whether INSCOM could survive as a viable Major Army Command (MACOM). On 31 January 1996, during an Army Intelligence Reengineering briefing, the Vice Chief of Staff of the Army (VCSA) requested an overview of proposed options for the command and control of INSCOM should INSCOM lose MACOM status. There were four suggested alternatives. One option was for INSCOM to become a Major Subordinate Command (MSC) of Forces Command (FORSCOM). A second was for the command to be given the status of a Field Operating Activity (FOA) under the Deputy Chief of Staff for Intelligence (DCSINT). As a variant on this, INSCOM'S force projection brigades could be resubordinated to the appropriate Army Component Commanders in the theaters and the command's residual assets placed under DCSINT. (This might satisfy the theater Commanders in Chief (CINCs), but would deprive the Army of the capacity to lift and shift MI assets to wherever they were most needed.) Finally, INSCOM could become a new type of functional command under Headquarters, Department of the Army (HQDA), losing the trappings of a MACOM but retaining existing command and control arrangements. This was the solution preferred by the VCSA. At the end of the reporting period, no firm decision on INSCOM'S future had yet been reached,

**Force Projection Brigades.** (U) During the course of the reporting period, INSCOM made continued progress in modifying its internal structure to conform to the requirements of an Army that would no longer be primarily forward-based, but would rely on force projection to meet America's security needs. As part of this process, INSCOM's existing five theater brigades would be cut back to two force projection brigades; one oriented to support operations in Europe, Latin America, and the Central Command Area of Operations; the other focused on support to military operations throughout the Pacific Rim. (This fit in nicely with the Department of Defense's assumption that the American military had to be prepared to deal simultaneously with two Major Regional Contingencies (MRCs), most probably involving Iraq or Iran and North Korea.) As the CG, INSCOM, commented during the reporting period, force projection brigades were the "key to our future," a way to "transform the organization without breaking it."

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(U) Implementation of the concept had begun in Fiscal Year 1995. Because of treaty commitments imposing a sharp drawdown of European troop strength and the near-term complete elimination of U.S. military presence in Panama, INSCOM concentrated its efforts on devising an appropriate structure for what would become Force Projection Brigade East (FPB-E). It was projected that in its final configuration, FPB-E would be built on the foundations of an expanded 513<sup>th</sup> MI Brigade. The brigade would be allotted 3,161 spaces, 877 in Europe and 50 in Panama. Overseas elements would be embedded in the existing stateside battalions. By the end of the reporting period, the Army Chief of Staff had approved a date of 1 October 1998 for final implementation. Preparations for implementation of a Force Projection Brigade West were delayed by the continuing threat from North Korea and by the reluctance of both

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**The Long Goodbye: the 470<sup>th</sup> MI Brigade and Panama.** (U) Under the terms of the 1977 Torrijos-Carter agreements, the American troop presence in the Republic of Panama was scheduled to end in 1999. The end stage of this long-drawn-out process was now at hand. During the course of the reporting period, INSCOM's 470<sup>th</sup> MI Brigade continued to conduct a phased drawdown in conformity with the Treaty Implementation Plan. In April 1996, the brigade inactivated its provisional operations battalion and collection and exploitation battalion. The battalions were replaced by separate companies. At the end of FY 1996, brigade strength had fallen below 300. Planning now called for the brigade to be inactivated in 1997, leaving behind a temporary residual force that would provide force protection to U.S. forces in-country until the last troops departed. Once the brigade went away, remaining MI assets in Panama would be reassigned to INSCOM's Force Projection Brigade-East, the 513<sup>th</sup> MI Brigade.

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(U) In other developments, the commander of the 501<sup>st</sup> found himself struggling to keep his unit's head above water in a time of increasing financial stringency. Annual funding for the brigade had been reduced by 20 percent while the OPTEMPO was increasing. Although the brigade had just set up its ACE and hoped to make it the "premier fusion center on the Peninsula," there were now problems in just sustaining the Center. To do this, the commander needed unprogrammed funds. To his great consternation, the ACE, his number one priority, was ranked as #84 on INSCOM's unfunded requirements list. Similarly, the brigade's operations battalion, the 532d MI Battalion, was drastically overstretched, since it was now providing intelligence support elements to ROK as well as U.S. forces. The 524<sup>th</sup> MI Battalion, the brigade's collection and exploitation unit, needed another counterintelligence company added to its Modification Table of Organization (MTOE); one company could not exercise command and control over teams scattered over 100,000 square kilometers of territory. It also needed more vehicles. Finally, the brigade commander was under pressure from DIA and DA DCSINT to transform some (or all) of the Intelligence Support Detachment's PASS-K dissemination system billets into joint billets. He objected, since "the umbrella organizations under which PASS-K is administered are Army organizations and will remain so due to the nature of the Korean theater."

Pacific Rim Issues. (U) Piecing together an acceptable MI Force Projection Brigade-East proved to be relatively simple. Constructing the brigade's Western twin presented more daunting problems. The Pacific was a huge theater of operations, and the challenges presented by the wide variety of politico-military actors to be found along the Pacific rim were particularly complex. In its final form, the brigade would have to satisfy the often divergent requirements of CINCPAC in Hawaii; U.S. Forces, Korea; and U.S. Army, Japan. The fact that our two closest allies along the Pacific Rim, the Republic of Korea and Japan, were themselves traditional antagonists did not simplify the situation. During the course of the reporting period, the proposed structure of the Force Projection Brigade-West (FPB-W) became the subject of a lively debate.

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(U) INSCOM originally proposed that FPB-W be built around the forward-deployed 501<sup>st</sup> MI Brigade in Korea, which was under Operational Control (OPCON) of the Eighth U.S. Army. Under this concept, the 500<sup>th</sup> MI Brigade in Japan (under USARPAC OPCON) would be inactivated, leaving behind a residual collection and exploitation company in Japan and a residual operations company in Hawaii. As a first step to possibly standing down the brigade, the 500<sup>th</sup> set up a provisional MI battalion in August 1995 to exercise command and control of whatever assets might remain in Japan. Essentially, these would be reduced to the Asian Studies Detachment and a counterintelligence element, along with the 750th MI Company at Misawa.

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(U) In the event, the INSCOM position won out. HQDA DCSOPS informally notified CINCPAC in March 1996 that it had been decided to inactivate the 500<sup>th</sup> MI Brigade. Although CINCPAC protested, HQDA DCSOPS reconfirmed the decision in an August 1996 message coordinated with HQDA DCSINT. However, steps were taken to make the decision more palatable. CINCPAC was reassured that the FPB-W would be subject to his operational control and that it could be reinforced if necessary. (b)(7)(E)

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Meanwhile, in August 1996, the 500<sup>th</sup> MI Brigade protested to HQ INSCOM that "the absence of a decision on FPB-W paralyzes our ability to plan for the future and make decisions." At the end of the reporting period, the CG INSCOM had agreed to revise the command's original plans. To make everybody happy, a provisional MI group would be organized in Japan and a provisional battalion set up in Hawaii. Among other benefits, this would retain an O-6 (colonel)-level command in Japan, a step that

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the USARPAC commander felt was essential in demonstrating "continued commitment to the US-Japan strategic partnership."

**Reserve Component Support.** (U) During the course of the reporting period, the Intelligence Directorate for Reserve Affairs, formerly a Joint DCSINT-INSCOM element, was substantially restructured. In February 1996, a new Memorandum of Agreement split up the organization, allowing INSCOM and DCSINT elements to resume their separate identities. In May 1996, INSCOM issued its Reserve Component Support and Integration Plan. As a result of these developments, substantial changes occurred in INSCOM's Reserve Component structure. The number of Individual Mobilization Augmentees was sharply reduced, as management of IMA's assigned to DCSINT and DIA reverted to those organizations. During the course of FY 1996, INSCOM maintained 484 IMA positions.

(U) However, large reserve formations were formally aligned with INSCOM under the WARTRACE concept. The most important of these was the 300<sup>th</sup> MI Brigade (Linguist) of the Utah National Guard, which became an INSCOM Major Subordinate Command under WARTRACE. Additionally, two reserve MI groups were slated for subsequent activation to support the planned Force Projection Brigades. The 505<sup>th</sup> MI Group at Fort Gillem, Georgia, would be aligned under WARTRACE to the 513<sup>th</sup> MI Brigade; the 259<sup>th</sup> MI Group, with headquarters at Phoenix, Arizona, would support the Force Projection Brigade-West. Two U.S. Army Reserve technical intelligence units, the 372d and 383d MI Companies, were WARTRACED to the 203d MI Battalion. Additionally, the 16 TOE reserve Strategic Military Intelligence Detachments (STRATMIDs) units that supported NGIC were converted to TDA formations. At the end of FY 1996, no less than 3,000 Army Reservists and National Guardsmen were in a WARTRACE status to INSCOM.

(U) Under post-Cold War conditions, the Reserve Component of Military Intelligence was more important than ever before. Previously, INSCOM, like the rest of the Army, had relied on large forward deployed Active Component organizations to carry out its mission. Now, the command had to rely on a strategy of projecting power from bases in the continental United States with a smaller Active Component Force. Meanwhile, "the Cold War concept that Reserve Component forces must be dedicated solely to training in peacetime in order to mobilize in large unit formations for a major war" was also changing. As the Active Component declined in numbers, the Reserve Component would now have to step forward and participate in the daily real-world missions of the total force. During FY 1996, INSCOM reservists supported Operation JOINT ENDEAVOR with two mobilization deployments: 114 reservists deployed to

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Europe in January 1996 for 270 days, followed by another similar increment in July.

(U) However, the future health of both the MI Active and Reserve Components was threatened by the Standards of Grade Authorizations (SGA) arrived at by the Department of the Army. Under the new standards, intelligence organizations were to be treated like infantry squads, regardless of the implications. What this meant was that "a squad with five soldiers would be graded with one staff sergeant, one sergeant, two specialists, and one private first class regardless of the unit to which they are assigned. This does not preclude including exceptions in the grading tables, however, exceptions must be fully justified and cannot be allowed to overstructure the force directed by the VCSA." This decision impacted with particular severity upon the Reserve Component. As the DA DCSINT's Reserve Affairs Office noted, what this meant for the reserves was that "over 60 percent of the enlisted force remains E5 and below. ...without a revised SGA for RC MI, the force is mal-structured for recruiting and retention of prior service soldiers and defeats the non-mirror image approach pivotal to the new design."

INSCOM Training and Doctrine Support Detachment (ITRADS). (U) INSCOM's link with the MI schoolhouse at Fort Huachuca, Arizona, was ITRADS, the INSCOM Training and Doctrine Support Detachment. The detachment owed its origins to a small force integration office set up by INSCOM at the U.S. Army Intelligence Center at Fort Huachuca in the early 1980's to ensure that EAC interests were represented. In the fall of 1990, the CG INSCOM determined that coordination between his command and the MI proponent element should be further improved. ITRADS was provisionally set up in 1991 and formally activated on 1 October 1992. The detachment focused on four functional areas: Training, Doctrine, Materiel Development, and Proponency. In addition to conducting liaison with the schoolhouse, ITRADS also maintained close working relationships with other organizations on post, including the Intelligence and Electronic Warfare Test Directorate, the Joint Interoperability Test Center, the Battle Command Battle Laboratory, and the Information Systems Command. The mission most recently assumed by ITRADS was that of managing the Army Counterintelligence Badge and Credential (B&C) Program, which it picked up in November 1994. During the course of the reporting period, ITRADS Program Manager ensured accountability for over 15,000 CI B&C's worldwide. Five hundred B&C's were fabricated, and another 500 re-issued.

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Unmanned Aerial Vehicles (UAV's). (U) INSCOM continued to be involved in the PREDATOR Advanced Concept Technology Demonstration for most of the reporting period. This was an effort to quickly field the PREDATOR Medium Altitude Endurance Unmanned Aerial Vehicle (MAE-UAV), (b)(7)(E)

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Although all services contributed personnel to the ACTD, troops from Company C of INSCOM's Military Intelligence Battalion, Low Intensity provided most of the manpower for the PREDATOR detachment..

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(U) In 1994, INSCOM CG MG Paul E. Menoher suggested to the Army Staff that an Army C2W Operations Center be set up at INSCOM to leverage the command's special relationship with NSA and the other Service Cryptologic Elements (SCE's), which had already been designated as Executive Agents for IW/C2W in the Air Force and Navy. Given the new designation of the Land Information Warfare Activity, this center was set up as a cell within INSCOM DCSOPS and a charter for the organization drawn up. On 24 March 1995, the formal Memorandum of Understanding (MOU) signed by DA DCSOPS, DA DCSINT, CG INSCOM, and the Director of Information Systems for Command, Control, Communications, and Computers that established LIWA became effective. The U.S. Marine Corps also affiliated itself with the Army LIWA, because of its similar land-based requirements. The organization consisted of a

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Director supervising an Operations Division, a Studies and Analysis Division, an Information Systems Division, and a Plans and Programs Division.

(U) Unlike the other armed services, which formed a traditional stovepipe organization with all the required functions under one command, the Army's LIWA is centrally located with a small operational section that flows out horizontally to tap the strengths of various organizations within the Army. This precludes the heavy expense of maintaining a separate organization, and allows LIWA to tailor a response to a specific need using these same assets. Upon a commander's request, LIWA will deploy field support teams to work under G-3 control at various echelons of command.

(U) The increased intensity of Information Operations (IO) actions within the Army indicated a need to relook at the current IO structures and functions. An ad-hoc IO architecture made it difficult for the Army to speak with one voice on pertinent issues and requirements. On 12 April 1996, the ODCSOPS established an Information Warfare study group to analyze consolidation options. Based on this study, the INSCOM Studies and Analysis Agency was absorbed by the Land Information Warfare Activity on 1 July 1996.

(U) A particularly important area of Information Operations was its Command and Control Protect (C2P) subdivision. The problems in this area were made manifest by Senate Permanent Subcommittee on Investigations hearings that took place in the 3d Quarter of FY 1996. According to expert testimony, 250,000 attacks were carried out against DoD automation systems each year utilizing tools and techniques available to millions of Internet users worldwide. Some 65 percent of these attacks succeeded. Even more troubling was the fact that DoD lacked uniform policies for protecting its network, responding to incidents, and making appropriate risk/damage assessments of the results.

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**Intelligence Production.** (U) INSCOM had reentered the field of intelligence production in 1991, following the reassignment of the Army Intelligence Agency from DCSINT to INSCOM. This was later followed by a number of realignments, including the discontinuance of AIA and the consolidation of the former Intelligence and Threat Analysis Center (ITAC) and the Foreign Science and Technology Center into a single production element, the National Ground Intelligence Center (NGIC). A Major Subordinate Command of INSCOM, NGIC was under the operational control of the Department of The Army Deputy Chief of Staff for Intelligence.

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referred to by its acronym, TAC-D), an Information Management Directorate, and an Information Technologies Directorate. NGIC headquarters and all the various directorates were based at Charlottesville, Virginia, except for TAC-D, which occupied quarters at the Washington Navy Yard.

(U) Among other functions, the NGIC was tasked with

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(U) FY 1996 marked the first full year of NGIC operations. Like other INSCOM elements, the Center found itself under pressure to do more with less. By the end of the reporting period, NGIC's manpower had been reduced by a little over one third. Most of the reduction was absorbed by intelligence processing, staff, and product support activities, but analytical strength also suffered: ten percent of analysts were eliminated. On the other hand, operational tempo (OPTEMPO) actually increased. Since things could not go on indefinitely in this fashion, NGIC embarked on a two year Strategic Planning Process. As the Center somewhat glumly noted, "NGIC will have to change the tires while the car is racing down the road at 60 M.P.H."

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**Counterintelligence**

**902d MI Group Reorganization.** (U) During the course of the reporting period, INSCOM's 902d MI Group underwent an extensive restructuring. As part of a general tendency within Army Intelligence to move towards TOE formations, two of the group's TDA battalions (the U.S. Army Counterintelligence (Security) Battalion and the U. S. Army Counterintelligence (Counterespionage) Battalion were respectively reorganized and redesignated as the provisional 308<sup>th</sup> and 310<sup>th</sup> MI Battalions on 15 October 1995. The U.S. Army Counterintelligence (Support) Battalion was thus left as "the only unnumbered unit in the 902d MI Group." As the INSCOM DCSOPS pointed out, "although the unit is designed to support warfighters, its current name stigmatizes (sic) a unit that is not affiliated with a tactical unit or mission." Moreover, "a number designation is a minimal operations security (OPSEC) risk." To achieve the desired conformity, the unit was redesignated as the 716<sup>th</sup> MI Battalion on 1 December 1995. The battalion's Military Intelligence Detachment, Redstone Arsenal, became the unit's Company A on 1 June 1996. REFERRED

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On 1 July 1996, the INSCOM Foreign Counterintelligence Activity was resubordinated to the 902d MI Group, achieving another one of the command's goals in the 1990's: reducing the number of Major Subordinate Commands.

(b)(1)

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(b)(1)

**Project ATHENA.** (U) Project ATHENA was the Foreign Counterintelligence Activity's "Automated Technology Hub for Espionage Neutralization-Advanced," a term that demonstrated how far some people would go to create a catchy acronym. In actuality, this was an attempt to provide FCA with a new Local Area Network/Wide Area Network (LAN/WAN), which would ultimately bring together a variety of sub-networks operating at different levels of classification and established secure worldwide connectivity with FCA elements, INSCOM Headquarters, Unified and Specified Commands, other national counterintelligence elements, and the various Army Case Offices. The first phase (setting up a SECRET LAN at FCA's headquarters) of what eventually would be a global integrated system achieved initial operating capability in May 1996.

(b)(1)

**Collection Management.**

(b)(1)

(b)(1)

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(b)(1)

**INSCOM Polygraph Program.** (U) During the course of the reporting period, the INSCOM polygraph program in CONUS experienced significant reductions in manpower at both the support and operational level. Losses were on the order of 45-50 percent, and included key managers and all of the 902d MI Group's enlisted examiners. This spurred the command to launch a new initiative to determine the ultimate scope and nature of the polygraph program. Alternatives included maintaining the status quo; transferring the function to the Army Criminal Investigations Division Command; contracting the function out to private providers, or possibly splitting up the mission: retaining control over the operational intelligence portion of the program and hiving off the counterintelligence screening function to another Army or DoD agency. The problem was still under consideration at the end of the fiscal year.

(b)(1)

**Joint COMSEC Monitoring Activity Data Call.** (U) Since 1994, INSCOM had participated in a Joint COMSEC Monitoring Activity (JCMA) sponsored by the National Security Agency/Central Security Service (NSA/CSS) in collaboration with the Service Cryptologic Elements (SCEs). The JCMA operated either cooperatively with the SCE's or provided direct support in cases where the

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customer lacked organic resources. A portion of the services available from JCMA consisted of telephone monitoring (TELMON) operations; in these cases, the services provided collection, transcription, first-instance reporting, and maintenance. However, over the past decade, the services extensively modernized their world wide telephone architectures through the installation of computer-driven digital switches and "feature-rich" multi-function telephone instruments. Recent TELMON operations showed that the present generation of analog monitoring equipment was unable to efficiently exploit the new digital switch architecture. As a consequence, NSA initiated a data call requesting all the services to describe their world wide military telephone architecture. This would allow JCMA to request funding to pursue research and development actions that would solve the problem.

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**SIGINT/EW**

(b)(1)

(b)(1),(b)(1)(b)(3) Per NSA

(U) During the reporting period, DIRNSA also addressed some longer-range concerns. In an off-site meeting attended by National Security Agency/Central Security Service (NSA/CSS) leadership at a West Virginia resort in July 1996, DIRNSA reviewed the results of a study that looked at the role the Service Cryptologic Elements might play in the year 2010. The study found that four percent of SCE cryptologic billets were vacant at any given time and that the SCEs were not providing their personnel with training in the skills needed in the

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HANDLE VIA COMINT  
CHANNELS ONLY.

21<sup>st</sup> century. As a result, the services were not getting the good jobs within the NSA/CSS structure. DIRNSA felt that the study indicated a "We versus They" mentality. These perceptions needed to be changed. The SCEs made up half of the cryptologic workforce, and comprised its least expensive part. DIRNSA indicated he wished for greater integration of the SCEs into the United States SIGINT System; he would like "to be able to pick up the phone and tell the component to do something (something the Chief, CSS can't do today.)"

(b)(7)(E)

(b)(1)

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It is not reasonable to segregate meaningful portions of the record for release.

Information pertains solely to another individual with no reference to you and/or the subject of your request.

Information originated with another government agency. It has been referred to them for review and direct response to you.

Information originated with one or more government agencies. We are coordinating to determine the releasability of the information under their purview. Upon completion of our coordination, we will advise you of their decision.

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## IMINT/TENCAP

**Modernized Imagery Exploitation System (MIES).** (U) The Modernized Imagery Exploitation System (MIES) consists of a

(b)(7)(E)

(b)(7)(E)

It was fielded to the 513th MI Brigade's 297<sup>th</sup> MI Battalion in the fall of 1995. However, during the course of the reporting period, the CENTCOM J6 persisted in his refusal to allow operational use of a satellite communications (SATCOM) link in CONUS, forcing INSCOM to arrange for the use of a terrestrial high-rate data circuit instead.

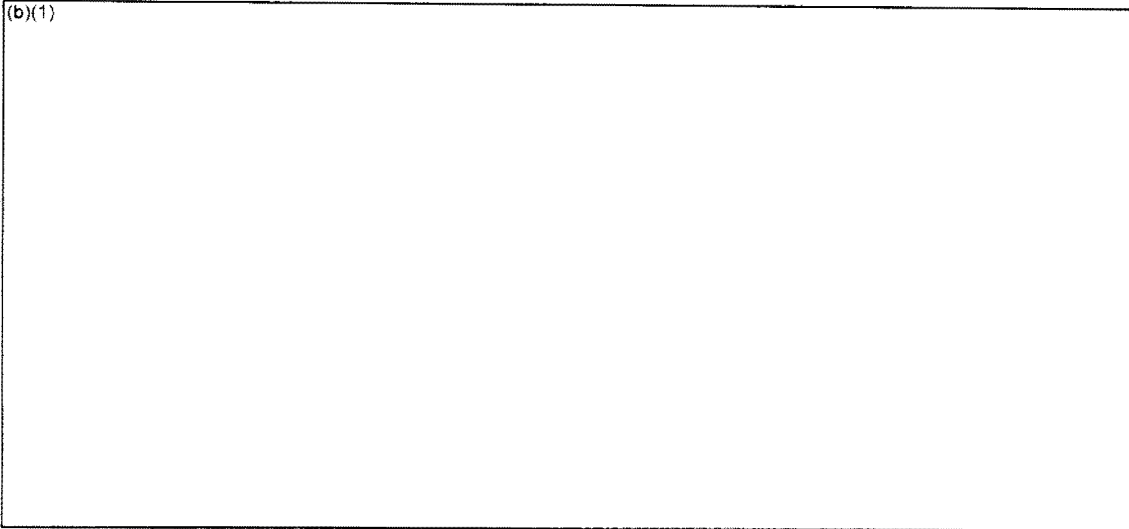
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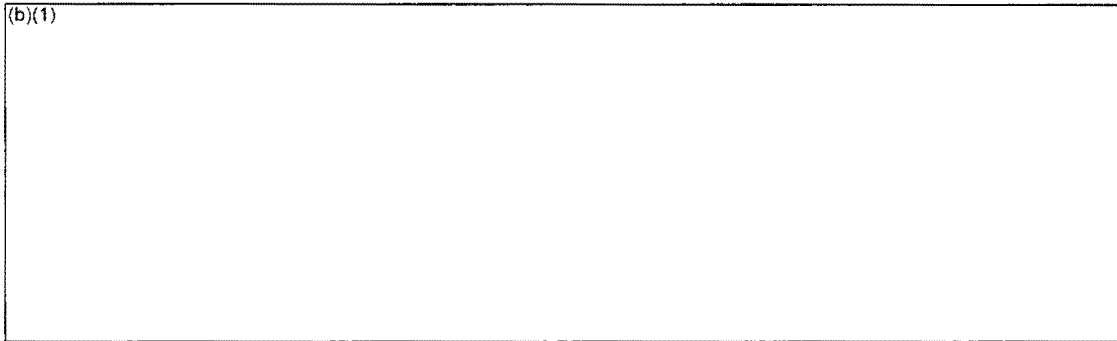
**MASINT**

(b)(1)



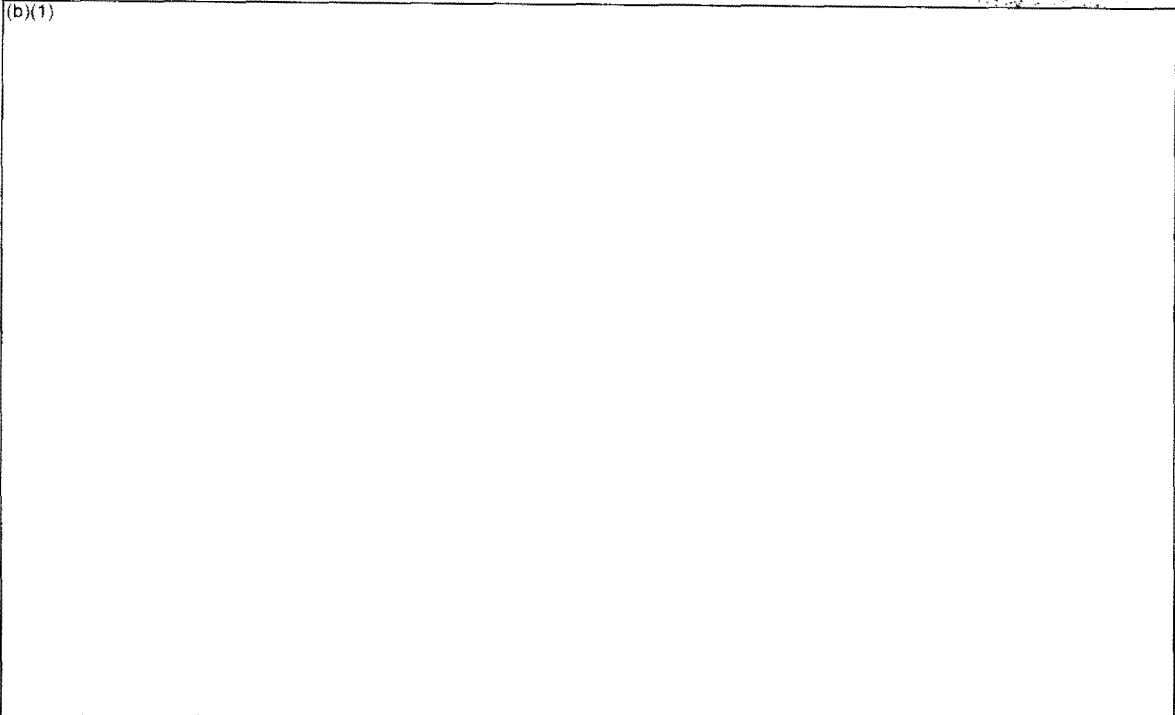
(U) Because of its complexity, even in 1997 many policymakers and members of the intelligence community were still "confused as to what MASINT really is." It seemed not just a discipline in its own right, but also involved the application of highly refined analytical techniques to more traditional disciplines. Although the antecedents of MASINT can be traced back to an Electro-Optics program instituted by the Army Security Agency in the 1970's, the Intelligence Community did not formally recognize MASINT as an intelligence discipline until 1986, and it was not until 1993 that the Defense Intelligence Agency set up a Central MASINT Office with responsibilities detailed by the Director of Central Intelligence and DoD directives. A 1997 staff study of the House Permanent Select Committee on Intelligence offered one explanation: "MASINT can be considered analogous to the individual who relies on all senses to gain information about his or her environment. Where SIGINT is akin to sound, and IMINT to sight, MASINT is akin to touch, taste, and smell." At any rate, the study found, "despite these grey lines of demarcation, MASINT may be the 'intelligence discipline of the future'."

(b)(1)



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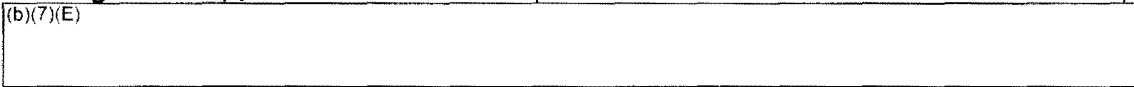
(b)(1)



**5. ISLAND THUNDER.** (U) ISLAND THUNDER 96 was an exercise carried out by Company B of the 66<sup>th</sup> MI Group's Collection Battalion in April 1996. The company deployed to Vicenza, Italy, to provide intelligence information to Southern European Task Force (SETAF) commanders. The MASINT focus was to provide near real time data from a forward deployed element on the battlefield to a Service Production Center at the NGIC in Charlottesville, Virginia. This was accomplished through a MASINT Deployable Data Reduction and Transfer System (MDRTS) located in the Deployable Intelligence Support Element (DISE).

(b)(7)(E)

(b)(7)(E)



**System Acquisitions.** (S/NF) INSCOM

(b)(1)

(b)(1)



**Ongoing Projects.** (U) During the course of the reporting period, the following systems were in various phases of the acquisition process:

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**DEPARTMENT OF THE ARMY**  
**UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND**  
**FREEDOM OF INFORMATION/PRIVACY OFFICE**  
**FORT GEORGE G. MEADE, MARYLAND 20755-5995**

Freedom of Information/  
Privacy Office

**10 APR 2015**

This is in further response to your Freedom of Information Act (FOIA) request of June 10, 2008, requesting the mandatory declassification review of the INSCOM Annual History volumes for FY 1977 through FY 1997 (our case numbers #0578F-08 through #0598F-08) and supplements our response of March 11, 2015.

Coordination has been completed with other government agencies and the records have been returned to this office for our review and direct response to you.

We have completed a mandatory declassification review in accordance with Executive Order (EO) 13526. As a result of our review, information has been sanitized and 53 pages of records are denied in their entirety as the information is currently and properly classified TOP SECRET, SECRET and CONFIDENTIAL according to Sections 1.2(a)(1), 1.2(a)(2), 1.2(a)(3) and 1.4(c) of EO 13526. This information is exempt from the public disclosure provisions of the FOIA pursuant to Title 5 U.S. Code 552(b)(1). It is not possible to reasonably segregate meaningful portions of the withheld pages for release. The records are partially releasable and enclosed for your use. A brief explanation of the applicable sections follows:

Section 1.2(a)(1) of EO 13526, provides that information shall be classified TOP SECRET if its unauthorized disclosure reasonably could be expected to cause exceptionally grave damage to the national security.

Section 1.2(a)(2) of EO 13526, provides that information shall be classified SECRET if its unauthorized disclosure reasonably could be expected to cause serious damage to the national security.

Section 1.2(a)(3) of EO 12958, provides that information shall be classified CONFIDENTIAL if its unauthorized disclosure reasonably could be expected to cause damage to the national security.

Section 1.4(c) of EO 13526, provides that information pertaining to intelligence activities, intelligence sources or methods, and cryptologic information shall be considered for classification protection.



Since the release of some of the information deleted from the record would result in an unwarranted invasion of the privacy rights of the individuals concerned, this information is exempt from the public disclosure provisions of the FOIA per Title 5 U.S. Code 552 (b)(6).

Information has been sanitized from the records as the release of the information would reveal sensitive intelligence methods, techniques and sources. This information is exempt from public disclosure pursuant to Title 5 U.S. Code 552 (b)(7)(E) of the FOIA. The significant and legitimate governmental purpose to be served by withholding is that a viable and effective intelligence investigative capability is dependent upon protection of sensitive investigative methodologies.

The withholding of the information described above is a partial denial of your request. This denial is made on behalf of Major General George J. Franz, III, Commander, U.S. Army Intelligence and Security Command, who is the Initial Denial Authority for Army intelligence investigative and security records under the FOIA. You have the right to appeal this decision to the Secretary of the Army. Your appeal must be postmarked no later than 60 calendar days from the date of this letter. After the 60-day period, the case may be considered closed; however, such closure does not preclude you from filing litigation in the courts. You should state the basis of your disagreement with the response and provide justification for a reconsideration of the denial. An appeal may not serve as a request for additional or new information. An appeal may only address information denied in this response. Your appeal is to be made to this office, for forwarding, as appropriate to the Secretary of the Army, Office of the General Counsel.

Coordination has been completed and we have been informed by the National Security Agency (NSA), that information has been sanitized from the records pursuant to Title 5 U.S. Code 552 (b)(1) and (b)(3).

5 U.S.C. 552 (b)(1), The information is properly classified in accordance with the criteria for classification in Section 1.4 of Executive Order (EO) 13526.

5 U.S. C. 552 (b)(3) – The specific statutes are listed below:

50 U.S.C. 3605 (Public Law 86-36 Section 6)

50 U.S.C. 3024(i)

18 U.S.C. 798

The withholding of the information by the NSA constitutes a partial denial of your request and you have the right to appeal this decision. If you decide to file an appeal, it should be sent to NSA/CSS Freedom of Information Act Appeal Authority. The appeal must be postmarked no later than 60 calendar days of the date of the initial denial. The appeal shall be in writing to the NSA/CSS FOIA Appeal Authority (DJP4), National Security Agency, 9800 Savage Mill Road, STE 6248, Fort George G. Meade, Maryland 20755-6248. The appeal shall reference the initial denial of access and shall contain, in sufficient detail and particularity, the grounds upon which you believe release of the information is required. Please cite FOIA Case #63641 assigned to the case so that it could be easily identified.

Coordination has been completed and we have been informed by the Central Intelligence Agency (CIA) that their information is exempt from public disclosure pursuant to Title 5 U.S. Code 552 (b)(1) and (b)(3) of the FOIA.

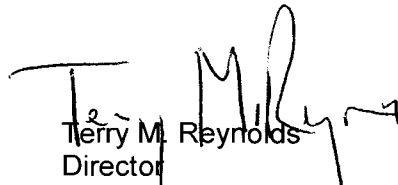
The withholding of the information by the CIA constitutes a partial denial of your request and you have the right to appeal this decision to the Agency Release Panel within 45 days from the date of this letter. If you decide to file an appeal, it should be forwarded to this office and we will coordinate with the CIA on your behalf. Please cite CIA #EOM-2011-00283/Army #578F-08 thru 589F-08 assigned to your request so that it may be easily identified.

During the processing of your request, information was disclosed which is under the purview of other government agencies. This office has no authority to release this information and is being referred, along with your request, for appropriate action under the FOIA, and direct reply to you.

There are no assessable FOIA fees.

If you have any questions regarding this action, feel free to contact this office at 1-866-548-5651, or email the INSCOM FOIA office at: [usarmy.meade.902-mi-grp.mbx.inscom-foia-service-center@mail.mil](mailto:usarmy.meade.902-mi-grp.mbx.inscom-foia-service-center@mail.mil) and refer to case #0578F-08.

Sincerely,

A handwritten signature in black ink, appearing to read "Terry M. Reynolds", with a stylized flourish at the end.

Terry M. Reynolds  
Director  
Freedom of Information/Privacy Office  
Investigative Records Repository

Enclosure

~~TOP SECRET UMBRA~~

ANNUAL COMMAND HISTORY

U.S. ARMY INTELLIGENCE AND SECURITY COMMAND

FISCAL YEAR 1997

History Office  
Office of the Chief of Staff  
Headquarters, U.S. Army Intelligence and Security Command  
Nolan Building  
8825 Beulah Street  
Fort Belvoir, Virginia 22060-5246

30 September 1997

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ON 31 December 2014  
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THIS DOCUMENT MUST BE KEPT IN COMINT CHANNELS AT ALL TIMES: IT IS TO BE SEEN ONLY BY U.S. PERSONNEL ESPECIALLY INDOCTRINATED AND AUTHORIZED TO RECEIVE COMINT INFORMATION ON A STRICTLY NEED-TO-KNOW BASIS. REPRODUCTION AND/OR FURTHER DISSEMINATION OF THIS DOCUMENT OUTSIDE THE U.S. ARMY INTELLIGENCE AND SECURITY COMMAND IS PROHIBITED WITHOUT PRIOR HQ INSCOM APPROVAL.

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TAB: FY 1997 USAINSCOM Organization Chart

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(b)(1)

**Location.** (U) Headquarters, U.S. Army Intelligence and Security Command (INSCOM), was located on the North Post of Fort Belvoir, Virginia 22060. The command group and principal staff elements occupied the four floors of the Nolan Building (Building 2444) at 8825 Beulah Street. One element of the Office of the Deputy Chief of Staff for Operations (ODCSOPS) was collocated with the National Security Agency, 9800 Savage Road, Fort George G. Meade, Maryland 27055. Headquarters support elements that could not be housed in the Nolan Building occupied reconverted structures elsewhere on North Post (Buildings

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1809, and 2101C). Unmarried troops assigned to INSCOM were billeted in McCrae Barracks, also on North Post.

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Chapter II

**COMMAND AND STAFF RELATIONSHIPS**

**Command and Staff Relationships.** (U) The CG, INSCOM is under supervision of the Chief of Staff, U.S. Army. Directives, authorities, policy, planning, and programming guidance, approved programs, resource allocations, and other methods of command direction are issued to CG, INSCOM by the Chief of Staff, U.S. Army. INSCOM intelligence operations are conducted in coordination with, and under the staff supervision of, the Deputy Chief of Staff for Intelligence (DCSINT), Department of the Army. The command's Information Warfare activities are under the staff supervision of the Deputy Chief of Staff for Operations (DCSOPS), Department of the Army.

(U) The CG, INSCOM--

1. (U) Commands all assigned units and activities.
2. (U) Is subordinate to the Chief, Central Security Service (CHCSS) for the conduct of signal intelligence (SIGINT) operations.
3. (U) Manages SIGINT resources to accomplish SIGINT operational tasks assigned by Director, National Security Agency/Chief, Central Security Service (DIRNSA/CHCSS).
4. (U) Provides specified military personnel and administrative, logistic, and operational support to the DIRNSA/CHCSS.
5. (U) Deals directly with the Director, DIA for the coordination of human intelligence (HUMINT) operational proposals.
6. (U) Is designated head of the contracting activity.

(U) INSCOM and other major Army commands (MACOM's) are coordinate elements of DA. The CG, INSCOM is authorized to communicate directly with other major Army commanders or with heads of Army Staff agencies on matters of mutual interest.

(U) The CG, INSCOM will maintain liaison as necessary with other MACOM's, field operating agencies, other cryptologic and intelligence activities, and other foreign domestic governmental agencies. It will maintain an awareness of, to

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exchange information on, and to ensure coordination of matters of mutual concern.

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## Chapter III

### ORGANIZATION

**Key Personnel.** (U) During the course of the reporting period, BG John D. Thomas, Jr. served as Commanding General, INSCOM. BG Alfonso Gilley, a member of the Army Reserve, served as Deputy Commanding General/Individual Mobilization Augmentee on a part-time basis. The position of Deputy Commander of INSCOM was held by (b)(6) (b)(6) served as INSCOM's civilian Chief of Staff until his retirement from government service on 30 May 1997. He was replaced by (b)(6) in August 1997. (b)(6) remained on as the Senior Cryptologic Advisor until July 1997; he was succeeded by (b)(6) (b)(6) on 21 July 1997. The Command Sergeant Major's slot was held by CSM (b)(6) throughout the reporting period.

**Headquarters Organization.** (U) In response to guidance from the Vice Chief of Staff of the Army that INSCOM should be reconfigured to "look more like a tactical division than a major command," the heads of the command's Coordinating Staff received new designations in February 1997. The Deputy Chiefs of Staff for Personnel, Security, Operations, Logistics, and Information Management were respectively redesignated Assistant Chiefs of Staff, G-1, G-2, G-3, G-4, and G-6. The Deputy Chiefs of Staff for Resource Management and Force Modernization became Assistant Chiefs of Staff, and the Director of Reserve Affairs became Assistant Chief of Staff for Reserve Affairs. These steps were designed to facilitate INSCOM's transformation from a Major Army Command (MACOM) to a new type of entity known as a "specialized command." However, nothing further was done to implement this change of status during the reporting period. At the end of FY 1997, Headquarters, U.S. Army Intelligence and Security Command was organized to consist of a Command Group, Office of the Chief of Staff, Personal Staff, Special Staff, and Coordinating Staff as shown below.

#### ***Command Group:***

**Commanding General (CG).** (U) The CG, U.S. Army Intelligence and Security Command was responsible to the Chief of Staff, U.S. Army for accomplishing the missions and functions prescribed by AR 10-87, Chapter 8, and was concurrently responsible to the Chief, Central Security Service for conducting all

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signals intelligence (SIGINT) activities for which the National Security Agency/Central Security Service (NSA/CSS) are responsible.

Deputy Commanding General/Individual Mobilization Augmentee (DCG/IMA).

(U) As deputy commander for operations, the Army Reserve officer assigned to this part-time position assisted the commander with the management of intelligence countermeasure operations.

Deputy Commander (DC). (U) The deputy commander assisted the commander in the management of all intelligence and support operations of INSCOM to include the review and execution of all tasked and delegated operations and the determination of future requirements.

Senior Cryptologic Advisor. (U) A member of the Command Group Staff, the Senior NSA Cryptologic Advisor was responsible for advising and assisting the CG, INSCOM in the effective development, validation, and execution of national SIGINT requirements of interest or tasked to the U.S. Army for signals intelligence exploitation.

Command Sergeant Major (CSM). (U) The Command Sergeant Major as the senior enlisted person in the command provided advice and assistance to the CG on all matters involving enlisted personnel.

**Office of the Chief of Staff:**

Chief of Staff (CofS). (U) The CofS acted as the principal coordinating agent of, and advisor to, the CG and DCG on those matters pertaining to INSCOM; directed and coordinated the staff to achieve efficiency and unity of action; and assisted the CG and DCG in supervising the execution of orders. Directly subordinate to the CofS were the Protocol Office, the History Office, the Intelligence Oversight Office, the INSCOM Support Battalion, the Internal Review Office, and the Army Liaison Office.

Deputy Chief of Staff (DCS). (U) The DCS acted for the Chief of Staff during his absence, helped to coordinate all actions of the HQ INSCOM staff, and supported and supervised the activities of the Secretary of the General Staff. The position remained vacant during the reporting period.

Secretary of the General Staff (SGS). (U) The SGS acted as executive officer for the CofS and as office manager for the offices of the CG, DCG, and CofS.

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Special Assistant to the Chief of Staff. (U) The Special Assistant to the Chief of Staff acted as special advisor and consultant to the commander, deputy commander, and the Chief of Staff. Duties of the incumbent involved preparation of reports and speechwriting.

Protocol Officer. (U) The Protocol Officer acted on all matters of protocol within the headquarters and coordinated activities for visitors.

Command Historian. (U) The Command Historian was responsible for carrying out the INSCOM historical program under provisions of AR 870-5.

Chief, Internal Review (IR) Office. (U) The incumbent served as the principal advisor to the CG, INSCOM on internal review matters. Conducted independent review and examination of command operations and internal controls to provide the commander with an objective evaluation of the effectiveness and efficiency with which his financial and related functions were being performed.

Intelligence Oversight Officer (IOO). (U) This officer exercised supervision over the propriety and conformity to law and regulations of all INSCOM activities.

Chief, Army Liaison Office (ALNO). (U) Served as the U.S. Army representative on cryptologic matters to the National Security Agency/Central Security Service. On 15 August 1997, this was merged into the Cryptologic Support Division of G-3 to form the Army Cryptologic Office.

Principal Assistant Responsible for Contracting (PARC). (U) The PARC was the senior staff official responsible for oversight and administration of all aspects of contracting.

Commander, INSCOM Support Battalion (ISB). (U) Commanded a provisional battalion that provided command, control, UCMJ, and administrative support to military personnel and personnel management and administration to civilian personnel assigned or attached to the ISB. In addition to personnel on duty at HQ INSCOM, ISB included personnel on duty at INSCOM MSC's in the Washington area and at the Office of the Deputy Chief of Staff for Intelligence. The battalion's Security Detachment had operational control over HQ INSCOM security.

## **Personal Staff:**

Inspector General (IG). (U) The IG, as member of the CG's personal staff, inquired into and reported upon matters affecting the performance of mission

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and state of the economy, efficiency, discipline, and morale of every phase of activity which was within the sphere of responsibility of the commanding general and as prescribed by law. The IG Office consisted of the Inspections and Follow-Up Division, and the Assistance and Investigations Division.

Staff Judge Advocate (SJA). (U) The SJA served as legal advisor to the CG, DCG, CofS, and all staff elements of HQ INSCOM and, as necessary, to subordinate elements of the command.

**Special Staff:**

Command Chaplain. (U) Served as the chaplain of INSCOM providing advice and assistance to the commander and his staff on religious, moral leadership, morale, and self-development matters.

Public Affairs Officer (PAO). (U) Served as the public affairs officer of INSCOM, advising the commander and staff on all public affairs matters.

**Coordinating Staff:**

(U) INSCOM Headquarters was comprised of eight major staff elements. These were as follows:

Assistant Chief of Staff, G-1. (U) The Deputy Chief of Staff for Personnel (DCSPER) served as the principal staff officer for the administration of military and civilian personnel. The incumbent acted for the CG, INSCOM in the direction, supervision, and coordination of plans, policies, and procedures for personnel administration, distribution, and management; maintenance of order and discipline; safety; welfare; morale; human affairs; and nonappropriated fund activities. In February 1997, the DCSPER became the AcofS, G-1. G-1 elements consisted of the Human Resources Division, Military Personnel Division, Civilian Personnel Division, Equal Opportunity Division, Equal Employment Opportunity Division, Retention Division, and Intelligence Personnel Management Office

Assistant Chief of Staff, G-2. (U) At the start of the reporting period, the Deputy Chief of Staff, Security (DCSSEC) provided major Army command (MACOM) level and HQ-specific security management and support to the CG, INSCOM. The DCSSEC formulated, implemented, and supervised policies and procedures for Sensitive Compartmented Information (SCI) and collateral material in the functional areas of personnel, physical, information, industrial, TEMPEST,

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communications, automation, and operations security. In February 1997, the DCSSEC became the AcofS, G-2. G-2 was organized into a management cell and two divisions: a Facilities/ Personnel Security Division (FP) and an Information Security Division (IS).

Assistant Chief of Staff, G-3. (U) At the beginning of FY 1997, The Deputy Chief of Staff, Operations (DCSOPS) was the principal coordinating staff officer responsible for current intelligence collection, production, electronic warfare, counterintelligence, and security support operations. The DCSOPS performed the following functions: provided operational policy guidance and direction and coordinated and supervised current operations; managed the REDTRAIN program as Army executive agent and coordinated and supervised its current operations; provided operationally oriented INSCOM interfaces between national, departmental, theater (echelon above corps), and tactical (echelon corps and below) intelligence organizations; served as the staff budget director (current and budget year) for allocation and employment of Program 2, 3, and 8 operational resources; coordinated operational matters with Department of the Army, NSA/CSS, DOD, DIA, CIA, FBI, joint/combined commands, other MACOM's, and other governmental agencies; supervised command aviation activities; prepared and coordinated command operational plans and managed the command operational planning system. Additionally, the DCSOPS exercised staff proponency over counterintelligence support to several "black" special access programs (SAP's), and the Army Field Support Center. The DCSOPS was also principal coordinating staff officer responsible for USAINSCOM force management functions, to include threat coordination, force design and doctrine, multidiscipline operations support, training, long- and mid-range planning, low intensity conflict, and force structure management. Additionally, he provided advice on personnel assignment priorities for the development of the officer distribution plan.

(U) At the beginning of FY 1997, DCSOPS consisted of the following major divisions: Administrative Office; ADCSOPS Operational Readiness (OR), ADCSOPS Force Development (FD), the Cryptologic Support Directorate (CSD), and a field operating agency, the INSCOM Training and Doctrine Support Detachment (ITRADS) at Fort Huachuca, Arizona. (The latter was under DCSOPS only for purposes of administrative coordination).

(U) In February 1997, DCSOPS was redesignated as AcofS, G-3, and his subordinates became Deputy Assistant Chiefs of Staff. During the course of the reporting period, the Cryptologic Support Directorate moved to Fort George G. Meade, Maryland and evolved into the Army Cryptologic Office.

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Assistant Chief of Staff, G-4. (U) The Deputy Chief of Staff, Logistics (DCSLOG) was the principal coordinating staff officer for logistics and was responsible for integrated logistics planning policy; procurement/contracts; budgeting; distribution, storage, and maintenance of electronic equipment systems (less telecommunications); engineering; construction; support services; transportation; logistics oversight/compliance; and supply and maintenance management. The DCSLOG also had staff supervision of a field operating activity, the Mission Support Activity (MSA), which for many years was located at Vint Hill Farms Station. As a result of the pending closure of the historic Army post at Vint Hill Farms Station, the last remaining elements of MSA relocated to Fort Belvoir in September 1997.

(U) During FY 1997, the organization of the DCSLOG consisted of the following: Plans and Programs Division, Supply and Services Division, Maintenance Division, Engineering Division, and Administrative Office. In February 1997, DCSLOG was redesignated as Assistant Chief of Staff, G-4.

Assistant Chief of Staff, Information Management, G-6. (U) The Deputy Chief of Staff for Information Management (DCSIM), as the position was originally termed, was the principal staff assistant to the CG, INSCOM for all matters pertaining to information management. The position was dual-hatted since the DCSIM concurrently served as Director of what was now known as U.S. Army Signal Activity-INSCOM (USASA-INSCOM). He was under the command of the U.S. Army Signal Command and under the operational control of INSCOM. At the beginning of the reporting period, DCSIM consisted of an Administrative Branch, an ADCSIM Telecommunications, an ADCSIM Automation, and an ADCSIM Integration Office. The DCSIM served as Program Area Director for command programs, budgets, and the Army Management System as they relate to telecommunications/automation. The DCSIM discharged primary staff responsibilities for engineering, installation, and maintenance of INSCOM information systems and also exercised staff supervision over operation of the Defense Special Security Communication System (DSSCS), CRITICOMM, and other telecommunications activities of the command. Additionally, the DCSIM directed development of tactical information systems objectives, concepts, and requirements within INSCOM areas of interest. Finally, the DCSIM exercised operational control over the USAISC Communications Center. The staff element also exercised control over Automated Information Services (AIS), a field operating activity. In February 1997, DCSIM was redesignated as Assistant Chief of Staff, G-6. Meanwhile, as a result of the establishment of the Deputy Chief of Staff, Force Modernization, G-6 was realigned into a front office and five divisions: Plans, Operations, and Resources; Mission Support; Networks; Visual Information; and Records and Publishing.

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Assistant Chief of Staff, Resource Management (ACSRM). (U) The Deputy Chief of Staff, Resource Management (DCSRM), as the office was known at the beginning of the reporting period, was the principal staff officer in matters concerning management, financial management, and manpower management, directing and coordinating the development of the five USAINSCOM program submissions as well as the formulation of the command's operating budget. The DCSRМ exercised staff responsibility for finance and accounting activities within the command and was responsible for administrative fund control procedures. The incumbent administered the Commanding General's Management Control Process, Total Army Quality, and National Performance Review Programs, and the Major Command (MACOM) Comptroller Civilian Career Program. During FY 1997, DCSRМ was organized into the following elements: Administrative Office, Program and Budget Division, Finance and Accounting Division, and Management Division. The command Total Quality Management Officer was directly subordinate to the DCSRМ. In February 1997, DCSRМ became the AcofS, Resource Management.

Assistant Chief of Staff, Force Management (ACSFМ). (U) At the beginning of the reporting period, what was then known as the Office of the Deputy Chief of Staff, Force Management (DCSFМ) was both a staff element of HQ INSCOM and a directorate of the Deputy Chief of Staff for Intelligence, Department of the Army (DA DCSINT). The mission was one of supporting the design, development, sustainment, and management of Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems to satisfy the warfighters intelligence requirements. The DCSFM supported the development and fielding of all C4ISR systems to INSCOM units except MASINT systems, which remained under the INSCOM DCSOPS. Additionally, DCSFM represented both DA DCSINT and CG, INSCOM as the Army's representative to the Department of Defense Intelligence Information Systems (DoDIIS) community. Establishment of the DCSFM was designed to meet the challenges posed by such factors as the limited interoperability between service and DoD C4ISR systems, and the inability of the DoD acquisition cycle to keep pace with the evolution of system technologies. In February 1997, DCSFM was redesignated as AcofSFM. At the end of FY 1997, AcofSFM was internally organized into Technical Development and Intelligence Communications Systems Offices, together with Divisions for Program Management, Systems Integration, Systems Development, Data Administration, and Architecture Synchronization.

Assistant Chief of Staff for Reserve Affairs (IARA). (U) At the beginning of the reporting period, the primary mission of what was then the Directorate of Reserve Affairs (IDRA) was to coordinate reserve component support to INSCOM current operations and to advise the commanding general on matters

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relevant to the reserve components. The element served as interface between INSCOM's major subordinate commands (MSC's) and their reserve component CAPSTONE units in order to assist in training programs and enhance unit readiness. At the beginning of FY 1997, it was organized into four Activities: General Support, Theater Support, Cryptologic Support, and IMA Management. In February 1997, the Directorate was redesignated as the Assistant Chief of Staff for Reserve Affairs. On 1 April 1997, the AcofS for Reserve Affairs was internally reorganized into a Resource Management Branch and a Unit Readiness Branch.

**Command Organizational Issues.** (U) Substantial reorganization of a number of INSCOM's major subordinate units took place during the reporting period. In Europe, the 713th MI Group at Menwith Hill Station, United Kingdom was formally organized on 1 October 1996. In CONUS, following the discontinuance of the 513th MI Brigade's TDA Foreign Military Intelligence Battalion, the battalion's subordinate 11th Military Intelligence Company was inactivated on 15 October 1996. The personnel and assets of these two units were incorporated into a new TOE formation, the 203d MI Battalion. In May, the brigade absorbed the residual assets of the Panama-based 470th MI Group, which was inactivated in-country. In September 1997, the bulk of the 513th's MI Battalion (Low Intensity) redeployed from Orlando, Florida, to Fort Bliss, Texas. (Some forward elements remained in place at Howard Air Force Base, Panama.)

(U) The 902d MI Group at Fort George G. Meade, Maryland, was especially affected by organizational changes. Its Counterintelligence Security and Counterintelligence Counterespionage Battalions were discontinued on 16 October 1996, along with two MI Detachments. The discontinued units provided the fill for two new TOE Battalions, the 308th and 310th MI Battalions. As a result of the closure of Vint Hill Farms Station, INSCOM's remaining two units on post--the Maintenance Support Activity and the compartmented Operational Security Evaluation Group--moved to Fort Belvoir by the end of the reporting period. Finally, a Direct Support Element (Provisional) was organized and assigned to the U.S. Army Field Support Center on 25 July 1997 to support an INSCOM Special Access Program (SAP). Meanwhile, in compliance with the Vice Chief of Staff of the Army's guidance, work began to transition most of INSCOM's TDA units to TOE status.

(U) At the close of FY 1997, there was a total of 50 units (18 TOE and 32 TDA) within INSCOM. Organic companies of TOE battalions are not included on the list. The TDA figure does not include augmentations or Provisional units. All types of units are listed in appendix A. For individual lists of TOE, TDA, and Provisional units at the close of FY 1996, see appendices B, D, and F

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respectively. Changes in the status of TOE, TDA, and Provisional units are listed in appendices C, E, and G.

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## Chapter IV

### RESOURCE MANAGEMENT

**Inspector General Action Requests.** (U) During FY 1997, the Office of the Inspector General closed 182 Inspector General Action Requests (IGAR). A total of 201 specific issues/allegations were addressed in the IGAR's. Of these, 84 percent were issues related to assistance and the remaining 16 percent concerned complaints of improper actions. Of the complaints processed, 78 percent were non-substantiated complaint allegations, and 16 percent were substantiated allegations.

(U) The top IGAR categories were commander's actions/decisions, cancellation of debt, nonsupport of family, enlisted promotion, travel pay, enlisted evaluation reports, personnel separations and pay and leave--civilian. Many of the complaints resulted from a continuing problem of trying to manage personnel actions of a worldwide command and the personnel problems caused by the Army's drawdown. In response to complaints and requests for assistance, Acting Inspectors General were operational in 13 subordinate commands.

**Annual Funding.** (U) Overall funding increased only slightly for FY 1997. Congressional and HQDA reductions were prorated across all funding programs while increases were specific to identifiable items. INSCOM closed out FY 1997 with an obligation rate of 99.9 percent on a budget of \$355.3 million. The following table provides the final OMA funding by sub-program level: (\$000)

BA1 General Purpose Forces	91,225
BA41 Intelligence Activities	260,850
CCP	71,605
GDIP	121,245
FCIP	24,666
S&IA	43,334
BA42 Supply Activities	145
BA32 Military Training	971
BA33 Civilian Training/Interns	315
BA43 Admin (incl GSA Lease/commo	1,753
BA45 Prior Year Obligations	<u>19</u>
<b>Total</b>	<b>355,278</b>

(U) Appendix contains a copy of the FY 97 O&M DA Funding Allowance Document audit trails from the President's Budget (Oct 96 PBG), used for basis of the FY 96 CBE, to final FY 97 Annual Funding Program (AFP).

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**Transfer of Finance and Accounting Support.** (U) In November 1995, the finance and accounting support to HQ INSCOM was transferred from the Fort Belvoir Defense Accounting Office to the Defense Finance and Accounting System (DFAS) at Rome, New York. Although Rome was a long distance from Washington, D.C. area, the transfer brought improved support. During FY 1997, the last of the finance and accounting support to INSCOM units in CONUS was transferred. The next step was to address support to overseas units.

**Commander's Plaque for Operational Achievement.** (U) The Commander's Plaque for Operational Achievement was presented to Special Agent (b)(6) (b)(6) USA Foreign Counterintelligence Activity.

**LTC Arthur D. Nicholson Award.** (U) (b)(6) 704<sup>th</sup> MI Brigade, was one of the winners.

**The 1996 - 1997 Annual Command Award Recipients.** (U) The following awards were presented during the INSCOM Day celebrations:

## **ALBERT W. SMALL AWARD**

Roy Blazemore, HQ INSCOM. (Posthumous Award.)

## **COL RICHARD F. JUDGE MILITARY/CIVILIAN TEAM IMPROVEMENT AWARD**

(b)(6) HQ INSCOM, and (b)(6) HQ INSCOM.

## **JACKIE KEITH ACTION OFFICER OF THE YEAR AWARD**

(b)(6) HQ INSCOM.

## **VIRGINIA McDILL AWARD**

(b)(6) ITRAD.

## **LOCAL NATIONAL EMPLOYEE OF THE YEAR AWARD**

(b)(6) 66<sup>th</sup> MI Group.

## **EQUAL EMPLOYMENT OPPORTUNITY AWARD**

(b)(6) HQ INSCOM.

## **VOLUNTEER OF THE YEAR UNIT/INDIVIDUAL AWARD**

(b)(6) HQ INSCOM.

Volunteer Unit of the Year was HQ Company, NGIC.

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**Enlisted Strength by MOS.** (U) Enlisted Personnel Posture by mission MOS was as shown below:

<u>MOS</u>	<u>4th Qtr FY96 AUTH/ASGD</u>		<u>INSCOM</u>	<u>DA</u>	<u>4th Qtr FY97 AUTH/ASGD</u>	
			<u>% OF FIII</u>	<u>%OF FILL</u>		
33R	28	30	103	101	46	49
33T	37	48	81	90	44	33
33Y	134	98	73	108	110	106
33Z	12	17	142	98	12	13
96B	409	322	79	92	383	350
96D	353	293	83	96	397	236
96H	43	33	77	77	57	23
96R	11	2	18	63	0	0
97B	604	520	86	98	573	491
97E	131	134	102	98	136	133
97G	109	105	96	100	87	86
98C	1186	832	70	100	1271	1082
98D	164	174	106	99	143	151
98G	937	718	77	91	927	760
98H	492	451	92	100	489	381
98J	453	400	88	94	437	401
98K	448	496	111	98	484	435
98Z	85	97	114	96	76	92

**Voluntary Separation Pay and Early Retirement.** (U) INSCOM opened a command-wide voluntary separation incentive pay (VSIP) and early retirement (VERA) window from February to August 1997. The window was restricted to GS-14 and GS-15. Sixteen of the 22 applicants accepted the offer.

**FY 1997 Retention Statistics.** (U) The following table is a summary of the FY 1997 INSCOM Retention Statistics:

<u>Initial Term</u>	<u>Mid-Career</u>	<u>Reserve</u>	<u>FY97 ETS</u>
OBJ/ACC	OBJ/ACC	Component	OBJ/ACC
414/427	472/561	162/219	170/177

**Increase in Freedom of Information Act Requests.** (U) INSCOM experienced a sharp increase in FOIA requests due to President Clinton's declassification of documents order. In the second quarter, 42 requests were received. By the

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third quarter, the numbers had risen to 1,313 and by the fourth to 1,149. During the year the total reached 2,511.

**Civilian Strength.** (U) The following table contains the civilian strength as of 30 September 1997:

	DHFN		Total DH		Indirect Hire FN	
	Auth	Asg	Auth	Asg	Auth	Asg
CONUS	0	0	1745	1614	0	0
Europe	1	0	123	120	14	12
Pacific	85	80	180	159	69	101
SOUTHCOM	<u>0</u>	<u>0</u>	<u>10</u>	<u>9</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	86	80	2058	1902	83	113

**Representation of Women and Minorities.** (U) INSCOM women and minorities representation at mid and senior levels as of 30 September 1997:

<u>Groups</u>	<u>Grades</u>							Total
	GS-9	10	11	12	13	14	15	
White Women	49	2	51	120	104	23	6	355
Black Men	12	0	8	18	18	4	0	60
Black Women	18	1	22	19	17	1	0	78
Hispanic Men	1	0	2	5	10	2	1	21
Hispanic Women	3	0	1	1	2	1	0	8
AA/PI Men	2	0	3	5	7	1	0	18
AA/PI Women	1	0	5	6	4	0	0	16
AI/AN Men	0	0	3	2	1	1	0	7
AI/AN Women	2	0	1	1	0	0	0	4

<u>Groups</u>	<u>Years</u>			
	FY 1988	FY 1992	FY 1995	FY 1996
White Male	46.5	52.1	53.8	<del>73.22</del> 53.1
White Female	31.2	30.9	27.5	<del>15.87</del> 27.0
Black Male	5.7	4.0	4.8	<del>3.83</del> 5.6
Black Female	9.2	6.9	7.9	<del>2.38</del> 9.6
Hispanic Male	1.2	1.5	1.3	<del>1.02</del> 1.0
Hispanic Female	0.8	0.7	0.6	<del>.87</del> 0.7

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AA/PI Male	3.5	2.3	2.1	<del>1.46</del> 1.3
AA/PI Female	1.4	1.3	1.2	<del>1.73</del> 1.0
AI/AN Male	0.2	0.2	0.4	<del>1.14</del> 0.4
AI/AN Female	0.1	0.2	0.3	<del>1.22</del> 0.3

The numbers of minorities and women at the professional level remained approximately the same. However, at the administrative level, the dramatic decrease of white females, Hispanic males, AA/PI and AA/PI females was due to the transfer of HUMINT employees to the Defense HUMINT Service. At the technical level, there was also a significant loss of white females. Of the 387 personnel transferred, 158 were minorities and women. In the intelligence series, the command lost 78 (27.5 percent) of its minorities and women.

**Equal Opportunity Complaints.** (U) During FY 1997, there were 19 formal complaints, 13 fell under sexual harassment and six were alleged to be discriminatory in nature. Of these, nine sexual and one racial were substantiated.

(b)(1)

**Army Award for Maintenance Excellence.** (U) The 751st MI Battalion won the TDA Heavy class of the FY 96 Army Award for Maintenance Excellence.

**"SIGINT Warehouse".** (U) The concept is being developed that provides for a selection of rapidly deployable packages of equipment to meet the immediate needs of the war fighter, regardless of target. At the end of the fiscal year, it was being advocated that TMRRS, TATERS, TTMS, STEAMROLLER, CLASSIC EAGLE, T-SPRING and WOODSTOCK systems initially form the nucleus of the effort.

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**NGIC Subinstallation.** (U) A memorandum of agreement is pending between INSCOM and MDW to make the proposed NGIC site in Charlottesville as a

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subinstallation of Fort Belvoir. Normally, Fort Lee, a TRADOC post, would be given the support responsibilities since it is closer. However, Fort Belvoir's support was viewed as a better provider of the type of assistance needed and already has a close relationship with HQ INSCOM.

**INSCOM Streamlining Plan and Update.** (U) In order to manage INSCOM high grade (GS-14 and above) positions in compliance with DOD and DA mandated targets, the CG INSCOM issued revised policy concerning civilian high grades and accessions. The policy included the abolishing of the INSCOM Position Review Board. As a result, the Civilian Personnel Division, G-1 was given the task of reviewing and rendering position management and classification advisories for the proposed fill of new or existing vacant high grade positions throughout the Command. The advisories are then submitted in the form of a recommendation to the Chief of Staff to approve or deny the fill of high-grade positions. If approved, an additional requirement mandated by DA for affirmative action review is completed.

**INSCOM Twentieth Anniversary.** (U) The year 1997 marked the twentieth anniversary of INSCOM's existence. The occasion was celebrated on three separate days. June 27<sup>th</sup> looked to the past. The highlight was a ceremony dedicating a Mohawk aircraft, a SIGINT antenna from former Field Station Berlin, and a permanent CI/HUMINT display unveiled inside the Nolan Building. Former INSCOM commanding generals were in attendance. The second day of celebration centered on the annual INSCOM Team Day Awards and Picnic. This time the emphasis was on the present. Extra effort went into the day's activities and decorations making it a memorable event. Finally, in the fall, a "Futures Day" was held with speakers and discussion groups addressing the issue of information in the 21<sup>st</sup> Century.

**INSCOM Partners in Education Program.** (U) Over the last 5 years, HQ INSCOM has been in partnership with the Markham Elementary School and the Markham Parent-Teacher Association. The school had been identified as a "special needs" school. Many of the students' parents were single and out of necessity worked two jobs. This meant that the children had less than normal interaction with adults. Since HQ INSCOM military and civilian personnel began to donate their talents, over 16,000 hours of service have been contributed to making a difference in the lives of Markham students.

**Worldwide Language Olympics.** (U) The 1997 Worldwide Language Olympics were held in June at the Defense Language Institute. Competition was held in 6 different languages. INSCOM units captured a total of 26 awards including eight gold medals. INSCOM's 501<sup>st</sup> MI and 704<sup>th</sup> MI Brigades were particularly outstanding in the Korean competition, virtually sweeping the field.

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INSCOM's 3d MI Battalion captured the DOD Best Overall Unit Award and second place went to the 741<sup>st</sup> MI Battalion.

**Consideration of Others Training.** (U) Consideration of Others originated at the U.S. Military Academy. The purpose of the program was to create an organizational environment where leaders, soldiers, and civilians learn and practice respect and compassion for each other. MG John D. Thomas adopted the program for INSCOM. After facilitators were trained, small groups of co-workers were formed and began to meet on a scheduled basis.

**Reduction in Strength.** INSCOM was informed that as part of a reduction in 16,000 Army spaces, the command would have to eliminate 194 TDA spaces in FY 1998 and 170 in FY 1999.

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Chapter V

OPERATIONS

***Multidiscipline***

**Reshaping INSCOM.** (U) On 12 December 1996, a Functional Area Assessment (FAA) of Military Intelligence was presented to the Vice Chief of Staff of the Army. Insofar as INSCOM was concerned, the VCSA accepted the proposal to convert the command from a MACOM into a specialized command. INSCOM should be made to "look more like a tactical division than a major command." Additionally, he directed that INSCOM convert its Table of Distribution and Allowances (TDA) units to Table of Organization and Equipment (TOE) units. This should be done by documenting only that equipment absolutely mission essential for each TOE unit, rather than seeking to obtain exceptions to policy in the equipment area. The VCSA went on to comment helpfully: "My mission in life is not to take INSCOM down."

(U) These apparently major decisions were not quickly implemented. INSCOM did make itself look more like a division by quickly establishing a G-type staff, but this was essentially a cosmetic change, since all functions remained in place under different titles. Additionally, planning began to transform the command's TDA units into TOE organizations; with a little stretching it appeared that all but three TDA organizations could be placed under some kind of TOE. However, nothing more was done during the course of the reporting period about terminating INSCOM's MACOM status.

(U) Meanwhile, the command was confronted by the necessity of dealing with the fact that its military personnel strength was scheduled to be cut by 11 percent in Fiscal Year 1998 as a result of a cumulative set of decrements. Among other effects, this would force the discontinuance of a brigade and four battalion headquarters, eliminate electronic warfare capabilities, eliminate the Active Component's technical intelligence capability and skeletonize INSCOM's Corps Military Intelligence Support Elements. The commander of Forces Command expressed his concerns that the pending emasculation of the CMISE's would strike at the credibility of Echelon Above Corps (EAC) MI support. Tactical commanders already questioned the practical usefulness of EAC MI, and CMISE "is one of the few relevant links they see. We do not believe that MI wants to cut one of its most visible bridges to the tactical force."

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**Force Projection Brigades.** (U) During the course of the reporting period, INSCOM made continued progress in modifying its internal structure to conform to the requirements of an Army that would no longer be primarily forward-based, but would rely on force projection to meet America's security needs. Originally it had been envisaged that INSCOM's existing five theater brigades would be cut back to two force projection brigades; Force Projection Brigade East (FPB-E), oriented to support operations in Europe, Latin America, and the Central Command Area of Operations; and Force Projection Brigade West (FPB-W), with the mission of providing support to military operations throughout the Pacific Rim. FPB-E would be built around the nucleus of the existing 513th MI Brigade; its western twin around the structure of the 501st MI Brigade that was currently assigned to Korea. Under the original concept, overseas elements (other than those now in Korea) would be embedded in existing force projection brigade battalions. Implementation of the Force Projection Brigade East portion of the plan had begun in Fiscal Year 1995.

(U) Inevitably, developments on the ground forced certain modifications on paper plans. When the Panama-based 470th MI Brigade stood down in May 1997, the 75 INSCOM personnel remaining in country were reassigned to the 513th MI Brigade. However, the Army had decided that even after the existing provisional 66th MI Group in Europe had been discontinued in 1998, 513th MI Brigade troops on the European continent would continue to be assigned to a new provisional MI group that would continue on as an INSCOM Major Subordinate Command. Plans for standing up a Force Projection Brigade West were complicated by the continuing threat from North Korea and by the reluctance of both Eighth U.S. Army and U.S. Army Pacific to give up intelligence assets until the situation in the Pacific stabilized. It proved politically impracticable to meld the 500th MI Brigade into the 501st. During the course of the reporting period, it was agreed that INSCOM would continue to maintain a group headquarters in Japan to exercise command and control over its assets in that country, and that a provisional battalion headquarters would remain in Hawaii to satisfy USARPAC's requirements. Even so, Army commanders in the Pacific were not completely satisfied: the USARPAC Deputy Commander stated that he was a "Doubting Thomas" on the feasibility of substituting a group for a brigade in Japan, and pointedly noted that he was "watching very closely and intends to raise the flag if he suspects that INSCOM will break faith with USARPAC or damage relations with the Japanese."

**Restructuring MI.** (U) Within the Military Intelligence Branch, a number of developments took place during the course of the reporting period that would have some impact on INSCOM. In June 1996, the Army had initiated a Change in NCO Structure designed to bring about a better allocation of military



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occupational specialties and grades and maintain a healthy career progression pattern. In response, the U.S. Army Intelligence Center at Fort Huachuca, the proponent for MI, set up a task force to determine an appropriate allocation of grades. In July 1997, the Chief of Staff of the Army approved CINCOS proposals for all Army branches except the Infantry and directed that implementation be accomplished by 1 October 1998. Army-wide, CINCOS reduced "NCO overstructure" by a little less than 2 percent. Within MI, however, the results were more dramatic: MI NCO content dropped from 68 percent to 51 percent. (Army leadership did express the hope that this could be done without "breaking the MI NCO Corps.")

(U) Additionally, certain MI career management fields (CMF's) were modified or eliminated. Several separate sub-specialties within CMF 33 (electronic warfare/intelligence systems maintenance) were consolidated, due to diminishing strategic system requirements and a greater commonality of equipment and skills. MOS 97G (Multi-discipline counterintelligence analyst) was to be deleted from the inventory effective 1 October 1997, on grounds that it had become too small to provide viable career progression opportunities. Positions and functions formerly contained within the MOS (battlefield deception, counter-SIGINT, counterintelligence and analysis) migrated to other MOS. INSCOM succeeded in its desire to have counter-SIGINT assigned to MOS 98K rather than 98H (Morse Code Interceptor). Finally, MOS 98D was to be merged into MOS 98H, creating a "communications interceptor/locator" specialty.

(U) While the MI NCO Corps was undergoing restructuring, the MI warrant officer situation in several MOS's seemed to take a turn for the worse. In 1997, too few qualified applicants for these MOS's appeared before the accession boards. The Chief of Military Intelligence noted that "difficulties with recruiting and retention of warrant officers have increased over the past 12-18 months. It has now reached a critical stage. By all accounts it will get worse without immediate action. Warrant officer retirements and resignations have overtaken our ability to maintain the force."

**Bosnia: Stabilizing the Situation.** (U) INSCOM'S most immediate preoccupation in Europe during the course of the reporting period continued to be the Bosnian situation. In the First Quarter of FY 1996, the United States had helped broker a deal among all three warring parties (Serbs, Croats, Muslims) that brought an end to the fighting in that troubled piece of Balkan terrain. Under the terms of the so-called Dayton Accords, the shooting would stop and the three ethnic enclaves would at least nominally be brought into a common Bosnian state. A multi-lateral international force--Implementation Force, or IFOR--was set up to enforce the military portions of the agreement. The North

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Atlantic Treaty Organization (NATO) provided most of the troops for Operation JOINT ENDEAVOR, with the American 1<sup>st</sup> Armored Division forming the single most powerful national contingent.

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**Reserve Component Support.** (U) During the course of the reporting period, INSCOM maintained 322 Individual Mobilization Augmentees (IMA) positions. However, large reserve formations were formally aligned with INSCOM under the WARTRACE concept. The most important of these was the 300<sup>th</sup> MI Brigade (Linguist) of the Utah National Guard, which became an INSCOM Major Subordinate Command under WARTRACE. On 17 September 1997, two reserve MI groups previously in carrier status were activated to support the planned Force Projection Brigades. The 505<sup>th</sup> MI Group at Fort Gillem, Georgia, was aligned under WARTRACE to the 513<sup>th</sup> MI Brigade; the 259<sup>th</sup> MI Group, with headquarters at Phoenix, Arizona, was in support of the proposed Force Projection Brigade-West. At the end of FY 1997, no less than 3,400 Army Reservists (including IMA's) and 1750 National Guardsmen were affiliated with INSCOM.

(U) Under post-Cold War conditions, the Reserve Component of Military Intelligence was more important than ever before. Previously, INSCOM, like the rest of the Army, had relied on large forward-deployed Active Component organizations to carry out its mission. Now, the command had to rely on a strategy of projecting power from bases in the continental United States with a smaller Active Component Force. As the Active Component declined in numbers, the Reserve Component would now have to step forward and participate in the daily real-world missions of the total force. During the third Presidential Select Reserve Call-Up, which took place in FY 1997, 150 MI reservists operated in support of Operation JOINT GUARD. Reservists provided 30 percent of the

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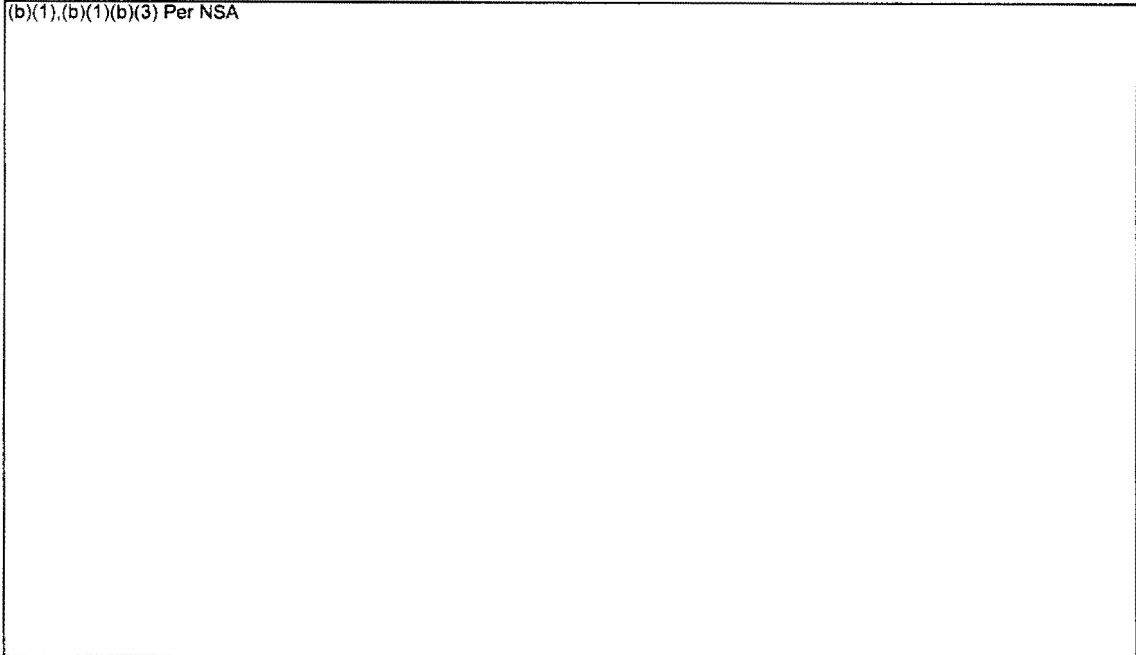
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strength of the 66th MI Group's Tactical Control and Analysis Element and furnished 60 percent of the group's Balkan cell. The USAREUR DCSINT commented that "they have been great troops."

(U) Despite these successes, the MI Reserve Component (RC) faced major challenges at the end of the reporting period. The Office of the Chief, Army Reserve (OCAR) proposed that the MI force be cut by a third. If implemented, such a massive decrement would eliminate the command and control elements of the newly activated EAC MI groups, eliminate five linguist battalions and 1100 linguists, remove reservists from the Joint Surveillance and Target Acquisition Radar program, and cause the inactivation of the headquarters of the 24th MI Battalion, the principal RC IMINT unit in support of INSCOM. Instead, OCAR proposed the creation of multi-component units, in which RC elements would be embedded in Active Component units. USAREUR had its own perspective on some of the proposed changes. Creation of new MI units integrating RC with Active Component personnel at the suggested 35 percent - 65 percent ratio would be impracticable. RC MI units and personnel "should do MI things that are not driven by processors or systems. Our systems are far too complex for the average RC MI soldier to understand or use" without regular and extensive access and training, and since the reserves were underfunded, this was not in sight. USAREUR suggested that no more than 20 percent of an MI unit be made up of reservists, and that these should be integrated as individuals, teams, or cells, rather than as entire organic elements.

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**Information Warfare.** (S)

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(U) On 24 March 1995, the formal Memorandum of Understanding (MOU) signed by DA DCSOPS, DA DCSINT, CG INSCOM, and the Director of Information Systems for Command, Control, Communications, and Computers that established LIWA became effective. The U.S. Marine Corps also affiliated itself with the Army LIWA, because of its similar land-based requirements. The organization consisted of a Director supervising an Operations Division, a Studies and Analysis Division, an Information Systems Division, and a Plans and Programs Division. Unlike the other armed services, which formed a traditional stovepipe organization with all the required functions under one command, the Army's LIWA was centrally located with a small operational section that flows out horizontally to tap the strengths of various organizations within the Army. This precludes the heavy expense of maintaining a separate organization, and

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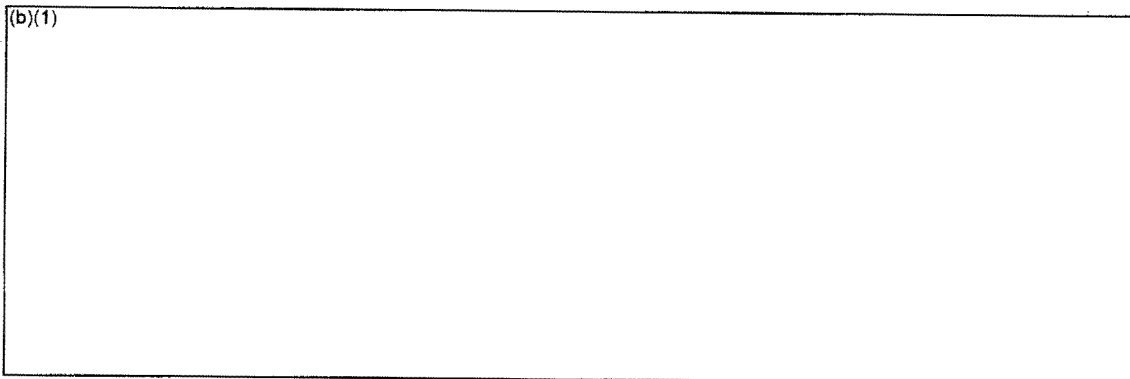
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allowed LIWA to tailor a response to a specific need using these same assets. Upon a commander's request, LIWA would deploy field support teams to work under G-3 control at various echelons of command.

(U) A particularly important area of Information Operations was its Command and Control Protect (C2P) subdivision. In September 1996, the Chief of Staff of the Army stated that "with threats to our information systems increasing daily, priority of effort in the near term will be on implementing the Army's C2 Protect Management, Training, and Implementation Plan. Our initial approach will be to augment capabilities in the field with centralized assets." In response, what the Chief of Staff referred to as the "Army IO triad" (DCSOPS, DCSINT, DISC4) directed LIWA to establish an Army computer emergency response team (ACERT). Activation of the ACERT Coordination Center was announced on 20 September 1996. On 17 March 1997, a formal ribbon-cutting ceremony marked ACERT's full implementation.

(U) Meanwhile, as a result of an In-Progress Review presented in January 1997, the CG INSCOM had asked "Why can't we make the LIWA an INSCOM MSC (Major Subordinate Command) today?" Further study indicated that resources were too constrained to permit full implementation of this concept. However, on 2 April 1997, LIWA was organized as an "MSC-like" unit, differing from a normal MSC by virtue of the fact that it was headed by a director, not a commander, operated without a staff of its own (it relied on the INSCOM staff), and lacked Uniform Code of Military Justice (UCMJ) authority. The unit continued to grow from a strength of slightly over 100 at the beginning of calendar year 1997 towards its target strength of 180 at the end of the fiscal year.



Intelligence Production. (U) INSCOM had reentered the field of intelligence production in 1991, following the reassignment of the Army Intelligence Agency from DCSINT to INSCOM. This was later followed by a number of realignments,

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Auth para 4-102, DOD 5200-1R

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including the discontinuance of AIA and the consolidation of the former Intelligence and Threat Analysis Center (ITAC) and the Foreign Science and Technology Center into a single production element, the National Ground Intelligence Center (NGIC). A Major Subordinate Command of INSCOM, NGIC was under the operational control of the Department of The Army Deputy Chief of Staff for Intelligence. (b)(7)(E)

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a Training and Contingencies Directorate (usually referred to by its acronym, TAC-D), an Information Management Directorate, and an Information Technologies Directorate. NGIC headquarters and all the various directorates were based at Charlottesville, Virginia, except for TAC-D, which occupied quarters at the Washington Navy Yard.

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**Counterintelligence**

**902d MI Group Reorganization.** (U) During the course of the reporting period, INSCOM's 902d MI Group continued the process of realignment. The group's 308th and 310th Military Intelligence Battalions were formally activated on 16 October 1996 with the respective missions of carrying out baseline security operations and performing counterespionage/ counterintelligence investigations. Concurrently, the 310th MI Battalion absorbed the personnel and assets of the discontinued Military Intelligence Detachment Support. The 310th Military Intelligence Battalion also served as the focal point for Information Warfare/Command and Control (IW/C2) Protect functions. The 716th Military Intelligence Battalion continued to support various Special Access Programs, and Special Operations Forces. Additionally, it took over the personnel and assets of the discontinued Military Intelligence Detachment, Defense Nuclear Agency, when it was given the new mission of supporting what was now designated as the Defense Special Weapons Agency. On 1 July 1997, the 716th MI Battalion also absorbed the former Central Security Facility (CSF). The separate headquarters element of the CSF was discontinued, and its two main components, the Intelligence Records Repository and the Freedom of Information/Privacy Act Office, assigned directly to battalion headquarters.

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(U) The FCA's Advanced Counterintelligence Training Center moved to new facilities at 6855 Deerpath Road, Dorsey, Maryland, during the course of the reporting period. Despite the turbulence caused by its relocation, the Center was able to conduct two iterations of its Advanced Foreign Counterintelligence Training Course, graduating 28 personnel. To date, 332 personnel have graduated from the course.

**Collection Management. (C/NF)**

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**INSCOM Polygraph Program.** (U) On 1 March 1997, the CG INSCOM assumed direct control of the command's troubled polygraph program. He appointed the INSCOM Assistant Chief of Staff, G-2, as acting Polygraph Program manager and directed him to prepare two In Progress Reports listing observations and recommending action to bring the INSCOM polygraph program to full potential. During the course of the reporting period, the G-2 accomplished the completion of INSCOM Regulation 381-6, decided to stovepipe the program under the INSCOM G-3, initiated action to acquire a permanent polygraph program manager and deputy, relooked at the use of the polygraph as a tool to

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protect Army SAP's, and initiated action to include personnel at the Fort Gordon Regional SIGINT Operations Center (GRSOC) as part of the command's testable population.

**COMSEC Issues.** (U) In February 1997, the Chief, Military Intelligence decided to delete Military Occupational Specialty 97G, Multidiscipline Counterintelligence Analyst (MDCI) from the Army inventory. The Counter-SIGINT functions heretofore performed by some MDCI personnel were transferred to the SIGINT-related MOS 98K. As a result, the Counter-Sigint/COMSEC function would no longer reside in counterintelligence units. Counterintelligence personnel, however, would carry out the analytical functions previously performed by the discontinued MOS.

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**SIGINT/EW**

**Realigning INSCOM SIGINT: The Army Cryptologic Operations Office (ACO)**. (U) On 31 July 1997, most elements of G-3's Cryptologic Support Division (CSD) moved from INSCOM Headquarters at Fort Belvoir, Virginia to new quarters at the National Security Agency headquarters, Fort George G. Meade, Maryland. The Army Cryptologic Operations Office, as the element was now designated, absorbed the personnel and mission of the Army Liaison Office at Fort Meade. Consolidation of INSCOM's SIGINT staff at NSA was designed to improve coordination between Army SIGINT and national level authorities. The TROJAN Technical Management Office temporarily remained behind at Fort Belvoir, but was scheduled to close on the rest of the ACO on 1 October 1997. Only a small (3-person) liaison office would stay in place as a link between ACO and the INSCOM G-3.

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Page(s) 52-55

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(b)(1),(b)(1)(b)(3) Per NSA

(FOUO) Saboteurs were not the only problem faced by the 713th MI Group. In conformity with guidance from the Vice Chief of Staff of the Army, INSCOM was in the process of reconfiguring its Table of Distribution and Allowances (TDA) units into units organized under Tables of Organization and Equipment (TOE). As the commander of the 713th MI Group pointed out, "many of the base support issues we have been attempting to resolve over the past 18 months appear to be exacerbated by this transition to a TOE organization. Although a TOE structure may save some INSCOM and Army positions overall, TOE units do not run garrisons and installations...." Unless the issue was properly handled, the end result of moving to a TOE structure might be to "effectively cause INSCOM to be unable to continue to manage MHS as executive agent."

(b)(1),(b)(1)(b)(3) Per NSA

50 ~~HANDLE VIA COMINT CHANNELS ONLY~~

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Page(s) 60-61

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IMINT/TENCAP

**INSCOM IMINT.** (U) From 1992 on, INSCOM had worked to upgrade the imagery exploitation capabilities of its theater MI brigades by purchasing state-of-the-art, softcopy imagery workstations. The command's intention was to "transition imagery exploitation from a predominantly hardcopy exploitation environment to a predominantly digital softcopy exploitation environment." To the extent that funding permitted, these efforts continued during the course of the reporting period. However, in a message to the field, the command pointed out that hardcopy exploitation would continue to be a necessary capability to maintain, even though it would be reduced in scope.

**Medium Ground Station Module (MGSM).** (U) The MGSM is capable of displaying battlefield situations in near real time, depicting target location, direction of movement, and speed. The plotted data is received from various types of airborne sensors such as JSTARS, SLAR, and UAV. Two MGSM's were fielded to the 513th MI Brigade during the course of the reporting period.

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Page(s) 63

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