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CHAPTER I

MISSION, FUNCTIONS, AND LOCATION

Mission and Functions. (U) The mission of the CG, INSCOM is to conduct and coordinate electronic warfare (EW); intelligence collection processing, analysis, and reporting; counterintelligence (CI) activities; operations security (OPSEC) support; and related operations in support of the U.S. Army.

1. (U) Commands military intelligence organizations tailored to provide supported force requirements for:

a. (U) Intelligence within the corps commander's area of interest and to supplement the corps intelligence and electronic warfare (IEW) system for certain intelligence within the corps area of influence.

b. (U) Intelligence with the echelon above corps (EAC) commander's area of influence and coordination of the provision of intelligence within the EAC commander's area of interest.

c. (U) Counterintelligence support beyond the organic capabilities of all supported commanders.

d. (U) Specialized intelligence, EW, and security support.

2. (C) [redacted]

3. (C) [redacted]

4. (C) [redacted]

5. (C) [redacted]

[redacted]

6.(c) [redacted]

7.(c) Acts as the Service Cryptologic Element (SCE) executive agent for target exploitation (TAREX), [redacted]

8.(u) Conducts and coordinates counterintelligence support to U.S. Army programs.

9.(u) Conducts electronic surveillance support operations.

10.(u) Conducts special operations.

11.(u) Conducts and coordinates EW operations.

12.(u) Operates the DA Special Security System.

13.(u) Administers functions relating to management, organization, equipment, training, administration, logistics, and automated data processing.[1]

Transfer of the Army Biographic Repository. (U) On 27 August 1985, the CG, INSCOM informed ACSI, DA that in FY 1986 INSCOM would discontinue functions involving maintenance of the Army Biographic Repository and that resources involved in that activity would be transferred to higher priority HUMINT tasks. On 27 September 1985, ACSI, DA concurred with the decision and directed that INSCOM coordinate with DIA on disposition of the Army biographic files and give ample notification to the analytical community of the repository's closure. Accordingly, INSCOM operation of the element terminated in 1st Quarter, FY 1986. The files were taken over by DIA.[2]

Location. (U) All elements of Headquarters, U.S. Army Intelligence and Security Command are located at Arlington Hall Station, 4000 Arlington Boulevard, Arlington, Virginia 22212. Staff elements previously located at Fort George G. Meade were restationed at Arlington Hall during 2d Quarter, FY 1986.[3]

FOOTNOTES: CHAPTER I. MISSION, FUNCTIONS, AND LOCATION

1. DF, DCSRM, subj: AR 10-53, Organization and Functions, U.S. Army Intelligence and Security Command (U) (Undtd) (C).
2. FY 1986, DCSOPS AHR (S[redacted]NOFORN), p. 6.
3. Ibid., pp. 1-2.

CHAPTER II

COMMAND AND STAFF RELATIONSHIPS

Command and Staff Relationships. (U) The CG, INSCOM is under supervision of the Chief of Staff, United States 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, United States Army.

(U) The CG, INSCOM--

1. Commands all assigned units and activities.

[redacted]

(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.

(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. In the area of SIGINT technical support/mission steerage, INSCOM has the responsibility to ensure adequate SIGINT technical support and mission steerage to TROJAN users. This responsibility is met by INSCOM's Army Technical Control and Analysis Element (ATCAE) and

Primary Control and Analysis Centers (PCAC's). The 66th MI Group, OPCON to USAREUR, operates the PCAC for USAREUR TROJAN's. CONUS MI Group operates a PCAC, OPCON to FORSCOM, for all CONUS based TROJAN's. The ATCAE provides support to the PCAC's and to TROJAN users not currently supported by a PCAC (such as SOUTHCOM, WESTCOM, and the 8th U.S. Army). Technical support and mission steerage provided by the ATCAE and the PCAC's consists primarily of target environment data base management and tipoffs to impending or occuring target activity.

(U) INSCOM does not have a responsibility in the areas of developing, fielding, and testing the TROJAN systems nor for any product improvement plans (PIP); these are the responsibilities of the Army Materiel Command's (USA Electronics Research and Development Command) project manager, USA Signals Warfare Laboratories. USA Information Systems Command (USAISC) has full responsibility for communications support to include: cryptonet establishment, Defense Special Security Communications System (DSSCS) requirements, commercial communications contracts, and overall communications requirements monitoring.[1]

INSCOM-TRADOC MOU. (U) On 13 May 1986 a revised Memorandum of Understanding (MOU) between INSCOM and the U.S. Army Training and Doctrine Command (TRADOC) was implemented. The MOU was designed to provide for the integration of certain INSCOM Intelligence and Electronic Warfare (IEW) Echelon Above Corps (EAC) Life Cycle System Management Model (LCSMM) activities into TRADOC; establish relationships and responsibilities between TRADOC and INSCOM for training and development IEW EAC activities; and promote complete expeditious coordination and processing of doctrinal IEW EAC activities between the two commands. It did not impact upon IEW activities exclusive to INSCOM's fixed SIGINT stations and strategic agent or Offensive Counterintelligence (OFCO) activities. Implementation was to be carried out by a specific set of procedures jointly developed by the Chief of Staff, INSCOM and the Deputy Commander of the U.S. Army Intelligence Center and School (USAICS), the TRADOC proponent in the IEW field. [2]

Staff Turnover. (U) One of the principal strengths of the command has been the reservoir of functional expertise embodied in its senior civilian management. Department of the Army civilians have provided the command and its predecessor organization with the continuity and experience needed for organizational effectiveness. During the course of FY 1986, this pool of talent suffered significant losses. On 22 December 1985, Mr. Albert Harvey, Deputy Chief of Staff for Systems, was forced to go on extended sick leave. Mr. Jim Davis, Deputy Chief of Staff for Plans, Programs,

and Modernization, went to the Pentagon on 13 January 1986 to accept a post in the Senior Executive Service (SES) as special assistant to the Assistant Chief of Staff for Intelligence (ACSI). Finally, Dr. Edwin A. Speakman, Scientific and Cryptologic Advisor to the command since 1968, retired from Federal Service on 30 June 1986.[3]

High Technology/Low Intensity Conflict. (U) In a letter dated 6 August 1984, the Vice Chief of Staff Army assigned INSCOM the task of addressing the intelligence requirements of low intensity conflicts. Low intensity conflicts were defined as those military operations involving U.S. Forces in a support role to friendly and allied nations which are being militarily threatened or attached by internal and/or external military and/or para-military forces. Under these conditions, it was assumed that no major U.S. ground forces were employed in defense of the friendly and/or allied governments. Under such situations as this, the U.S. Army and other service and departmental intelligence resources would be brought to bear against the opposing military and/or para-military forces as a major means to execute U.S. policy in the affected region.

(S) In response, CG, INSCOM embarked on a program to develop, test, and field high-technology intelligence collection systems. [redacted] The first two projects implemented were the successful deployment of the [redacted] These were followed by field testing of [redacted] To manage these assets, INSCOM developed a concept plan for a new organizational structure: the Military Intelligence Battalion (Low Intensity). [redacted] (See Chapter V for further operational details.)[4]

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FOOTNOTES: CHAPTER II. COMMAND AND STAFF RELATIONSHIPS

1. DF, DCSRM, subj: AR 10-53, Organization and Functions, U.S. Army Intelligence and Security Command (Undtd) (C); Msg., CDR INSCOM, subj: INSCOM as Executive Authority for TROJAN-Defined (271929Z Sep 85) (U).
2. DF, IAOPS-SA, subj: TRADOC-INSCOM/MOU Echelon Above Corps Combat/Training Development Training and Doctrine Activities (Encl), dtd 20 Jun 86 (U).
3. Msg., IACS, subj: HQUSAINSCOM Primary Staff Changes (272100Z Dec 85) (U); History Office, DCSOPS, Log: USASA Key Personnel 1945 - Present.
4. Ltr., CDR INSCOM to VCSA, subj: Military Intelligence Battalion (Low Intensity) (U), dtd 28 Jan 86 (S).

CHAPTER III

ORGANIZATION

INSCOM Organization. (U) At the close of FY 1986, there was a total of 74 units (34 TOE and 40 TDA) within INSCOM. The TDA figure does not include Augmentation 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 1986, see appendices B, D, and G respectively. Changes in the status of TOE, TDA, and Provisional are listed in appendices C, E, and H.

(U) Throughout FY 1986, MG Harry E. Soyster served as Commander, INSCOM. BG Charles F. Scanlon served as Deputy Commanding General until 10 May 1986 when he was replaced by BG George J. Walker, the former Chief of Staff. In turn, BG Ira C. Owens replaced BG Walker as Chief of Staff. The position of INSCOM Command Sergeant Major continued to be occupied by CSM Sammy W. Wise throughout the course of FY 1986.

(U) At the end of FY 1986, Headquarters, U.S. Army Intelligence and Security Command was organized to consist of a Command Group, Office of the Chief of Staff, Special Staff, Personal Staff, and Coordinating Staff as shown below:[1]

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 accomplishment of the missions and functions prescribed by AR 10-53 and was concurrently responsible to the Chief, Central Security Service for all SIGINT activities [redacted]

Deputy Commander (DCG). (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.

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 unit of action; and assisted the CG and DCG in the supervision of the execution of orders. Directly subordinate to the CofS were the Liaison Officers, the Office of Public Affairs, Organizational Effectiveness Office, and Internal Review Office.

Command Group Executive Office. (U) The command group executive officer coordinated the activities and communications of the CG and DCG offices with the Chief of Staff. The position was discontinued 8 January 1986 when the incumbent was assigned to a special project.

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 or provided support to the Command Chaplain, Organizational Effectiveness Office, Secretary of the General Staff, Staff Psychologist, Scientific Advisor, Public Affairs Office, and INSCOM Liaison Officers.

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's, and CofS.

Special Assistant to Chief of Staff. (U) The Special Assistant to Chief of Staff acted as special advisor and consultant to the commander, deputy commanders, and the Chief of Staff.

Protocol Office. (U) The Protocol Officer served to advise the command group on matters related to protocol.

Liaison Officers. (U) The liaison officers provided liaison representation to NSACSS, FORSCOM, TRADOC, USAREUR, and other commands as required. On 1 August 1986, the INSCOM liaison office at NSA was made an organic part of the CONUS MI Group and initially redesignated as the Office of the Senior INSCOM Representative to NSA (SIRO). This was later changed to INSCOM Representative (INSR) because the first acronymn was also used by another element of DOD.

Special Staff:

Chief, Leadership Assistance Office. (U) The Leadership Assistance Office (formerly the Organizational Effectiveness Office) aided INSCOM's senior leaders in leading the human element of their organizations through complex organizational change. The office also provided assistance to INSCOM's leaders in management and leadership training programs. Finally, the office managed INSCOM's Organizational Effectiveness (OE) Program. Effective 22 September 1986, the Leadership Assistance Office was reassigned to the Office of the Deputy Chief of Staff, Resource Management.

Chief, Internal Review (IR) Office. (U) Served as the principal advisor to the CDR, 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.

Scientific and Cryptologic Affairs Advisor. (U) Served as the principal advisor to the CDR, INSCOM and his staff on scientific and cryptologic matters. The office became vacant on 30 May 1986 when Dr. Edwin A. Speakman, the long-time incumbent, retired. In September 1986, the scientific and technical position was converted to Senior Executive Service (SES) status and retitled as Deputy Director for Policy and Development.

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

Command Psychologist. (U) Served as the psychologist of INSCOM, advising the commander on matters pertaining to mental health and providing guidance on psychological factors pertaining to intelligence operations.

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

Personal Staff:

Inspector General (IG). (U) The IG, as member of the 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 Plans and Analysis Division, the Inspections Division, and the Assistance and Investigations Divison.

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.

General Staff:

Deputy Chief of Staff, Force Integration (DCSFI). (U) The DCSFI was the newest member of the INSCOM general staff. The office was created in June 1986 as a result of the MERCURY GRAIL Study commissioned by the the Chief of Staff on 7 January 1986. Motivation for the study came from the increasing unease felt by the command group and staff throughout 1985 that INSCOM was executing responsibilities in combat and materiel developments that did not belong to the command and that, conversely, INSCOM efforts to acquire needed IEW materiel and systems were fragmented both in authority and process. The study found significant disconnects in INSCOM's processes for material acquisition. DCSFI was formed by merging elements of the former DCSSYS and DCSPPM to form a new staff element.

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 CDR, 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. Throughout FY 1986, DCSPER remained divided between the ADCSPER Military and the ADCSPER Civilian. The ADCSPER Military oversaw the Military Personnel Division and Plans and Proponency Division. The ADCSPER Civilian oversaw Human Resources Division, Equal Opportunity Program Division, and Civilian Personnel Division.

Deputy Chief of Staff, Operations (DCSOPS). (U) The DCSOPS was the principal coordinating staff officer responsible for current intelligence collection, production, electronic warfare, and counterintelligence, and security support operations. Provided operational policy guidance and direction, coordinated, and supervised current operations. Managed REDTRAIN direction; coordinated and supervised current operations. Managed REDTRAIN program as Army executive agent. Provided operationally oriented INSCOM interfaces between national, departmental, theater (echelon above corps), and tactical (echelon below corps); 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, Department of Defense, 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 command operational planning system; was command focal point for reserve affairs. Supervised command historical program. Exercised staff proponency over the Intelligence Exchange Support Center, the ROYAL CAPE SAP, and Administrative Survey Detachment. The office of the Intelligence Counterpart Fund (ICF) Management Officer remained within DCSOPS. The ICF Management Officer advised on all aspects of the control, administration, supervision, and utilization of ICF. The officer was accountable to and received technical financial guidance from the Special Finance and Accounting Officer.

(U) During FY 1986, a number of significant restructurings took place within DCSOPS. On 1 October 1985, the ADCSOPS-IS (Intelligence Support) was dissolved and a new office, ADCSOPS-OR, created. The new office consisted of a Current Operations Division (the old Intelligence Operations Center), a Geographic Division, and the Readiness Training (REDTRAIN) Division. The Geographic Division was designed to provide a focal point for handling all multidiscipline intelligence operational matters involving INSCOM headquarters and field units. However, implementation of the concept was dependent upon a level of resourcing that never materialized. Accordingly, ADCSOPS-OR was disestablished on 12 May 1986 and a restructured ADCSOPS-IS established. Concurrently, REDTRAIN was resubordinated to ADCSOPS, Plans and Training (P&T).

(U) On 2 January 1986, ADCSOPS-SIGINT/EW assumed responsibility for operating the Special Projects Office [redacted], previously assigned to DCSSYS. The office was integrated into the existing staff aviation office to form a Staff Aviation/Special Projects Division.

(U) In February 1986, the ADCSOPS-IMINT/E-O was redesignated as ADCSOPS IMINT/MASINT as a result of a decision within the intelligence community to substitute the new term Measurement and Signature Intelligence (MASINT) for the old Electro-Optics designation. On 15 August 1986, the ADCSOP IMINT/MASINT Office was resubordinated to ADCSOPS-SIGINT-EW which became the ADCSOPS-Technical Operations (TO).

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(U) Finally, on 15 April 1986, an Office of the Special Assistant was created. The development was necessitated by the fact that the position of DDCSOPS had become militarized, forcing the creation of a new civilian position within DCSOPS to provide for the needed continuity of operations.

(U) At the close of FY 1986, DCSOPS consisted of the following major divisions: Office of the Special Assistant, Project Coordination Office, Administrative Office, History Office, Reserve Affairs Office, ADCSOPS Plans/Training, ADCSOPS Counterintelligence (CI), ADCSOPS HUMINT, ADCSOPS SIGINT/TO, and ADCSOPS Intelligence Support.

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 Materiel Support Activity at Vint Hill Farms Station and the Maintenance Assistance and Instruction Team Activity based at Arlington Hall Station.

(U) During FY 1986, the organization of the DCSLOG consisted of the following: Supply and Services Division, Maintenance Division, Engineer and Housing Division, Fixed Station Engineering Division, Management and Plans Division, Contracts Support Office, and Administrative Office.

Deputy Chief of Staff, Systems (DCSSYS). (U) DCSSYS was the principal coordinating staff officer responsible for INSCOM materiel/systems development. DCSSYS represented INSCOM as the Army's materiel developer of fixed strategic signal intelligence systems and INSCOM operated fixed automated systems. DCSSYS also represented INSCOM in the materiel development process for systems to be used by INSCOM. The DCSSYS was divided into the Requirement Validations Division, Systems Division, and Budgets and Contracts Office. The position was discontinued in June 1986, and elements formerly assigned were resubordinated to DCSFI. (See Deputy Chief of Staff, Force Integration.)

Deputy Chief of Staff, Resource Management (DCSRM). (U) The DCSRM was the principal staff officer in matters concerning management, financial management, and manpower management. The DCSRM 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. In addition, the DCSRM exercised staff supervision over the Finance and Accounting Activity. The Special Finance Accounting Officer was established within DCSRM on 1 October 1984. The office provides disbursing services to activities utilizing Special Mission Funds (SMF) and Intelligence Contingency Funds (ICF). During FY 1986, DCSRM was composed of the following elements: Administrative Office, Budget Division, Finance and Accounting Division, Management and Analysis Division, and Manpower Division.

Deputy Chief of Staff, Plans, Programs, and Modernization (DCSPPM). (U) DCSPPM was the principal coordinating staff officer responsible for INSCOM long-range and mid-range planning; force design and operational concepts; and resource program development, submission, defense, and evaluation. DCSPPM represented INSCOM in the conceptual and doctrinal aspects of the combat development process. Served as staff point of contact with other Army/DOD activities for force planning, combat developments, TENCAP planning, program submission, and force integration. At the beginning of FY 1986, DCSPPM consisted of the Concepts and Studies Division, Force Design and Integration Division, Programs Division, and Program Plans Division. In June 1986, DCSPPM was discontinued and its elements phased into DCSFI. (See Deputy Chief of Staff, Force Integration.)

Deputy Chief of Staff for Information Management (DCSIM). (U) The DCSIM was the principal staff assistant to the Commander, 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). DCSIM served as Program Area Director for command programs, budgets, and the Army Management System as it relates to telecommunications/automation. Discharged primary staff responsibilities for engineering, installation, and maintenance of INSCOM information systems. Exercised staff supervision over operation of the Defense Special Security Communication System (DSSCS), CRITICOMM, and other telecommunications activities of the command. Directed development of tactical information systems objectives concepts and requirements of the command. 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 supporting USAINSCOM, Arlington Hall Station. The staff element also exercised control over the Automated Systems Activity and the Administrative/Visual Information Support Activity (A/VISA). A/VISA, formerly the Administrative/Audiovisual Support Activity, was redesignated on 1 January 1986 in compliance with DOD's redefinition of the term "audiovisual."

Command Security Office (CSO). (U) The Chief, CSO formulated, implemented, and supervised policies and procedures for personnel, physical, automation, and information security and acted as command and headquarters security manager, internal OPSEC manager, TEMPEST Coordinating Officer (TCO), and chief law enforcement official for INSCOM. Due to consolidation of headquarters elements at Arlington Hall, the small satellite CSO formerly maintained at Fort George G. Meade, MD, was closed in January 1986.

Oversight Matters. (U) On 30 June 1986, INSCOM Regulation 15-5, USAINSCOM Intelligence Oversight Board, was published. The regulation established a new mechanism for providing oversight to three functional intelligence areas (intelligence activities, fiscal management, and acquisition contracting actions) from three different role perspectives (policy, advisory, and compliance). The oversight board established by the regulation to advise the Commanding General, INSCOM on these matters consisted of DCSOPS, DCSRM, DCSLOG, the Staff Judge Advocate, and the INSCOM Inspector General.[2]

MI Brigades. (U) During the course of FY 1986, planning continued to convert INSCOM's theater-level MI groups into brigades. This was part of a move to standardize theater-level support units, provide for wartime fill by reserve-component (RC) elements, and give intelligence units designations more readily intelligible to the rest of the Army. The first INSCOM group to be so converted was the 501st MI Group, which became the 501st MI Brigade (Provisional) on 15 April 1986. It was anticipated that the change would be formalized early in FY 1987. The 66th and 513th MI Groups were also scheduled for conversion to brigade status during 1st Quarter, FY 1987. INSCOM's two other theater support units, the 470th and 500th MI Groups, would be upgraded the following year. In addition, plans were underway to relocate the 500th MI Group from Japan to Hawaii. To facilitate this transition, the INSCOM Theater Intelligence Center-Pacific (ITIC-PAC) would be reassigned to the 500th MI Group as its Echelon Above Corps Intelligence Center (EACIC) on 1 October 1986.[3]

Korean Developments. (U) Under the Army of Excellence (AOE) concept, Tables of Organization and Equipment (TOE's) of MI brigades in support of echelons above corps (EAC) are to be standardized. However, the 501st MI Brigade, when formally organized, would function in a unique environment. No U.S. Army corps-level intelligence assets were available in Korea, although intelligence support is available from other service elements and from Republic of Korea (ROK) sources. As a result, the 501st MI Brigade was allowed to operate under a theater-specific Modification TOE (MTOE), even though, under Army reporting requirements, this might present an appearance of "instant unreadiness."

(U) As a step to flush-out the ultimate brigade, the 532d MI Battalion (Provisional) was organized on 3 September 1986. The unit consisted of a Headquarters, Headquarters and Service Company and Company A, the operations company. Company A functioned as a scaled-down Echelon Above Corps Intelligence Center (EACIC), providing a [redacted] person intelligence center to the Eighth U.S. Army, an [redacted] person cell to the All Source Intelligence Center, Combined Forces Army (ASIC-CFA), and manning for the ELINT Processing Data System (EPDS) which serviced Tactical User Terminals (TUT 2. CFA, and the Third ROK Army (TROKA). The company was under the operational control of Field Station Korea. Additionally, two other companies were attached to the provisional battalion: the Headquarters and Headquarters Company of the provisonal brigade, and the 332d MI Company, a tactical EW unit.[4]

CENTAM. (S) In November 1985, the Echelon Above Corps Aviation Company was attached to the 470th MI Group. On 2 April 1986, the unit, [redacted] became a provisional MI Battalion (Low Intensity). In June 1986, the 29th MI Battalion (CEWI) of the 193d Infantry Brigade was placed in a reinforcing role to the 470th MI Group, coming under the group's operational control. The move strengthened the overall management of Army intelligence assets in the theater. However, problems still remained. [redacted] 470th MI Group was now assigned the innovative MI Battalion (LI) [redacted]

CONUS Initiatives. (U) A number of organizational changes took place in INSCOM's CONUS-based subordinate elements during FY 1986. On 1 July 1986, the U.S. Army Administrative Survey Detachment was redesignated as the U.S. Army Field Support Center [redacted] being resolved. Another structural change involving the CONUS MI Group came about on 1 February 1986 when Field Station Key West, a small company-size element, was resubordinated from CONUS MI Group headquarters to the group's 1st Battalion.

(U) The 513th MI Group also underwent structural change. The Echelon Above Corps Aviation Intelligence Company (EACAIC) of the group's 202d MI Battalion was redesignated as the MI Battalion (Low Intensity) (Provisional) on 2 April 1986 and concurrently resubordinated to group headquarters. (The unit had already been attached to the 470th MI Group and deployed to CENTAM.) In June 1986, as the result of an IPR, the 641st MI Company, the group's clandestine collection element, was resubordinated from the 202d MI Battalion to group headquarters. Subsequently, a Service Support Activity was created within the headquarters to manage both clandestine and overt collection operations. In another action, it was found that the 203d MI Battalion had not been resourced under Army of Excellence (AOE). Initial planning was that only the 11th MI Company (Technical Intelligence) and its augmentation would continue to be active. However, DA approved the concept for a Foreign Material Intelligence Group in April 1986 which would assign the Army's technical intelligence and Opposing Forces [redacted] to a TDA unit, eliminating the need for a technical intelligence battalion. It was decided to place the Headquarters and Headquarters Company, 203d MI Battalion, minimally filled and with a new counterintelligence mission, under the operational control of the Commander, 202d MI Battalion.

(U) INSCOM's CONUS-headquartered Special Security Group was reconfigured to meet changing Army requirements for access to Sensitive Compartmented Information (SCI). During FY 1986, Special Security Detachments (SSD) previously assigned to Watertown, N.Y.; Fort Lee, Virginia; Fort Lewis, Washington; Yuma, Arizona; Automated Switching Centers Coltano and Hancock; and Okinawa were phased out. Functionally tailored detachments were opened in Los Angeles, California (for contractor Support), and at the following Combined Training Facilities (CTF): Fort Dix, New Jersey; CTF Hamilton, California; CTF Austin, Texas; and CTF St. Paul, Minnesota. In addition, Combat Support Coordination Teams (CSCT)

One and Three were fielded in Korea. Control over the CSCT's had been a long-standing issue between Eight U.S. Army and INSCOM. The latter was resolved to INSCOM's satisfaction; it was decided that although these units were performing a tactical function, they still operated at echelon above corps (EAC). One Special Security Command, USAREUR, was eliminated by consolidating SSG assets in Europe under an O-6 at SSC EUCOM.

(U) Finally, INSCOM's 902d MI Group was drastically restructured. At the beginning of FY 1986, the group consisted of two geographic battalions (located respectively on the east and west coasts); one functional battalion involved in technical support services and two independent detachments. These elements were realigned to form a counterintelligence/counterespionage battalion, with headquarters at the Presidio of San Francisco, California; a counterintelligence/security battalion at Fort Meade, Maryland, which operated in support of Army Special Access Programs (SAP); and a counterintelligence technical services support battalion, also at Fort Meade. However, the new structure was found less than adequate to meet the Army's needs. Agents assigned to the SAP-oriented battalion found that their offices were involved in counterespionage cases and vice-versa. Moreover, approximately half of the personnel of the west coast-based counterespionage battalion were located on the east coast and no less than three quarters of them were east of San Antonio, Texas. The conclusion of DCSOPS was that "simply from the viewpoint of location, the CI Battalion is in the wrong place; there is no justification for it being in San Francisco...." By the end of FY 1986, a concept plan to combine the CI/CE Battalion and the CI SAP Battalion at a Fort Meade location was under study.[6]

Headquarters Consolidation. (U) Headquarters, INSCOM was successfully consolidated at Arlington Hall Station during 2d Quarter, FY 1986. The action involved the movement of approximately [redacted] spaces formerly assigned to INSCOM headquarters and support elements at Fort George G. Meade, Maryland. In actuality, however, faces did not automatically accompany the shifted spaces: clerical employees generally preferred to find new positions in the Fort Meade area, and a number of military personnel chose reassignment. As a result, the Counterintelligence and HUMINT sections of DCSOPS suffered a temporary loss of up to half of their authorized personnel strength when they made the transition from Fort Meade to Arlington Hall. The fact that Fort Meade elements moved into facilities in Building 1, forcing long-established offices to relocate into new offices in a refurbished Building "A", caused further disruptions. Turbulence caused by the reshuffling of people from building to building and the lack of available telephone lines did not stop until August 1986.[7]

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FOOTNOTES: CHAPTER III. ORGANIZATION

1. History Office, DCSOPS, Log: USASA Key Personnel, 1945 - Present; Ltr., IAOPS-SE-O, subj: New Office of the Senior INSCOM Representative to NSA/CSS (SIRO), dtd 16 Jul 86 (U); FY 1986, CONUS MI Group AHR, vol. I, pt. 3 (S), p. 5; DF, IARM-M, subj: Reassignment of the Leadership Assistance Office, dtd 23 Sep 86 (U); Paper, subj: HQ INSCOM Force Integration Research Study: MERCURY GRAIL (MAJ Charles H. Hill, III) (Undtd) (U); DF, IAFI,, subj: Establishment of DCSFI, dtd 9 Jun 86 (U); DF, IAFI, subj: Establishment of Interim Office Symbols, dtd 10 Jun 86 (U); FY 1986, DCSOPS AHR (S[redacted]/NOFORN), pp. 4-5; Msg., IAOPS-SE-AS, subj: Consolidation of ADSCSOP SIGINT/EW Staff Aviation Office (IAOPS-SE-A) and DCSSYS Special Projects Office (IASYS-SP/IASYS-SPO) (171200Z Jan 86) (U); FY 1986, DCSOPS AHR (S[redacted]NOFORN), pp. 5-6; Msg., IASA-A, subj: Redesignation of Administrative/Audiovisual Support Activity (200600Z Dec 85) (U).
2. USAINSCOM Regulation 15-5, dtd 30 June 1986 (U).
3. 373 Card, 501st MI Brigade (Provisional); FY 1986, 501st MI Bde AHR (SCW/NOFORN), p. 3; Msg., IAOPS-PL, subj: ITIC-PAC Resubordination, Pacific Implementation (132020Z Jun 86) (U); Memo for Cmdr, INSCOM, IAOPS, subj: 500th MI Group and ITIC-PAC, Restationing Feasability Analysis and Resubordination, dtd 2 Sep 86 (S).
4. FY 1986, 501st MI Bde AHR (S[redacted]NOFORN), p.4, section V, pp. 8-10; Msg., IAOPS, subj: Readiness Condition and Activation of 501st as a Brigade (092300Z Sep 86) (U).
5. FY 1986, 470th MI Gp AHR (S/NOFORN), p. 5; DF, IAOPS-IS-GS, subj: 470th MI GP IPR, After Action Report w/encl, dtd 25 Aug 86 (S).
6. 373 Card, U.S. Army Field Support Center; FY 1986, AHR, CONUS MI Gp AHR (S), vol I, pt. 3, pp. 3-5; FY 1986, 513th MI Gp AHR (S/NOFORN), pp. 21-22; 373 Card, Echelon Above Corps Aviation Intelligence Company; Interview with Ms. Hull, DCSOPS, 18 Aug 87; FY 1986, SSG AHR (S), p. 5; Msg., IASSG-ZA, subj: Command and Control of Army SSO Assets (U) (5 Dec 85) (S); FY 1986, 902d MI Gp AHR (S/NOFORN/), p. 8; Memo for Cmd Gp, IAOPS, subj: Summary Trip Report - Colonel Bowe, 1-11 August 1986, dtd 8 Sep 86 (S); Ltr., IAOPS-CI, subj: 902d MI Group Realignment--MI Bn (CI) West Coast, dtd 22 Sep 86 (C).
7. MFR, IALOG-MP, subj: Briefing on HQ INSCOM Consolidation for Mrs. Smiley, dtd 7 Jun 83 (U); FY 1986, DCSOPS AHR (S[redacted] NOFORN), pp. 2, 24; Interview with MSG Glidden, DCSOPS, 19 Aug 87.

Chapter IV

RESOURCES AND MANAGEMENT

Operations and Maintenance, Army (OMA) Funds. (U) FY 1986 was an extraordinary year due to the Gramm-Rudman-Hollings (G-R-H) legislation which resulted in a $9,892 million reducton to INSCOM's funding profile. Overall budget execution was much improved from FY 1985 with yearend turn-ins totaling $3.3 million of which $1.4 million was INSCOM funds. Recapped below are yearend returns to include G-R-H.[1]

P2	
1,534	ELT
162	Flying Hours
1,696	TOTAL
P3I	
65	GDIP Turn-in
8,841	G-R-H Reductions
148	LANCE PERRY
13	Flying Hours
9,067	TOTAL
P3C	
0	
P7	
31	Second Destination Transportation Turn-in
P8T	
24	Military Training Turn-in
P8J	
15	ACES/EDG/Interns Turn-in
P9	
3	QRIP Turn-in
BASEOPS	
1,051	G-R-H Reductions
1,252	VHFS RPMA Turn-in
2,303	TOTAL

(U) The U.S. Army Intelligence and Security Command's OMA funding program at the close of FY 1986 consisted of $199,195,000 of Direct Funds and $35,000 of Funded Reimbursements for a total of $199,230,000. The table below shows a breakout of direct funding by subprogram at the close of FY 1986.[2]

Table 1. - Direct Funding by Subprogram.
(As of 30 September 1986)

Subprogram	FY 1986
P2 (General Purpose Forces)	$ 39,518,000
P3I (Intelligence Activities)	135,389,000
P3C (Communications Security)	3,071,000
P7 (Troop Issue)	91,000
P80 (Education Services)	1,482,000
P8T (Training)	1,016,000
P9 (Administration and Associated Activities)	190,000
Base Operations (AHS & VHFS)	18,438,000
TOTAL	$199,195,000

(U) The following is an audit trail ($ in thousands) from DA dollar guidance use for preparation of the FY 1986 Command Operating Budget (COB) to final FY 1986 Annual Funding Program (AFP):[3]

Program 2	
Dollar Guidance - FY 1986 COB	$ 40,694
Pay Restoral	85
[redacted]	1,475
Foreign Currency Reval	(91)
RG-8A	1,797
Congressional Adj	(1,067)
TROJAN	567
FY 1986 Initial AFP	$ 43,460
TROJAN	1,600
Foreign Currency Reval	(1)
JCS	20
Joint Tactical Fusion	(365)
P2 Mission	100
Flying Hours	(162)
[redacted]	(3,600)
ELT	(1,534)
Final FY 1986 AFP	$ 39,518

Program 3I

Dollar Guidance - FY 1986 COB	$147,202
GDIP Adjustments	(896)
Pay Restoral	1,700
Expense Invest Criteria	(155)
FMA	32
Misc	(32)
[redacted]	132
CRA	13,896
FY 1986 Initial AFP	$134,087
GDIP Adj	706
Foreign Currency	(2,084)
OPSEC	(2,340)
FMA	569
Space Transfer	(94)
Misc	32
[redacted]	835
CRA Restoral	13,896
G-R-H Reductions	(8,841)
ACSI Withdrawal	(5,000)
ACSI Restoral	2,000
Trans to Other MACOM's	(902)
FCI-MPDI Adj	71
TEMC	404
FS Berlin Design	75
Flying Hours	(13)
[redacted]	(146)
CCP Initiatives	170
Sinop SAF	500
641st Operations	660
ACSI Adj	7
Transfer from Base Opns	175
Polygraph/TSCM	624
Final FY 1986 AFP	$135,389

Program 3C	
Dollar Guidance - FY 1986 COB	$ 3,281
Pay Restoral	48
CRA Withhold	(161)
FY 1986 Initial AFP	$ 3,168
CRA Withhold Restored	161
Foreign Currency Reval	(6)
Transferred to BASEOPS	(252)
Final FY 1986 AFP	$ 3,071
Program 7	
Dollar Guidance - FY 1986 COB	$ 155
Pay Restoral	2
CRA Withhold	(27)
FY 1986 Initial AFP	$ 130
CRA Restoral	27
DA Withdrawal	(66)
Final FY 1986 AFP	$ 91
Program 8T	
Dollar Guidance - FY 1986 COB	$ 1,550
AIA Transfer	(39)
Erroneous Issue	934
FY 1986 Initial AFP	$ 2,445
Erroneous Issue	(934)
QM Nutrition Course	2
Foreign Currency Reval	(7)
Funds Returned	(24)
Final FY 1986 AFP	$ 1,482
Program 8O	
Dollar Guidance - FY 1986 COB	$ 533
Pay Restoral	3
CTED	550

FY 1986 Initial AFP	$ 1,086
Pay Reduction	(3)
Program Reduction	(69)
ACES Program Increase	17
Funds Returned	(15)
Final FY 1986 AFP	$ 1,016

Program 9

Dollar Guidance - FY 1986 COB	$ 1,856
OMA/OPA Transfer	(1,856)
FY 1986 Initial AFP	0
CRIP/PECIP OMA Funds	193
Funds Returned	(3)
Final FY 1986 AFP	$ 190

BASEOPS

Dollar Guidance - FY 1986 COB	$19,301
Pay Restoral	20
CRA Withhold	(3,135)
Congressional Adj	327
FY 1986 Initial AFP	$16,513
CRA Release	3,135
DA Adj	10
Audit Reports	6
Force Protection	416
DA Withdraw	(11)
Family Action Plan	(20)
Congressional Cut	(19)
Civilian Workyears Reduction	(50)
G-R-H Reduction	(1,051)
Pay Restoral	8
RPMA Withhold	621 Family
Services Program	100 VHFS RPMA
Returned	(1,252) DA
Decrease	(45) Transfer
to P3I	(175) Transfer
from P3C	252
Final FY 1986 AFP	$18,438

(U) The following table reflects direct obligations by elements of expense for FY 1986 ($ in thousands): Obligations of $199,068,000 and an Annual Funding Program of $199,195,000 resulted in an obligation rate of 99.9 percent.[4]

Table 2. - Direct Obligations for FY 1986.

Element of Expense	P2	P3I	P3I	P7	P8T	P80	P9	BO	Total	Percent
Civ Pay	1,773	45,843	1,486	44	-	611	-	5,313	55,070	28
Travel	4,626	8,788	529	39	1,145	67	19	81	15,294	8
T/T	564	1,051	35	1	-	2	-	119	1,772	1
Rnt/Comm/Ut	1,035	4,691	50	-	-	-	-	294	6,070	3
Cont Svcs	24,726	51,117	884	6	328	333	89	11,844	89,327	45
Sup/Equip	6,495	20,284	80	-	-	2	81	744	27,716	13
FNIH	241	3,578	-	-	-	-	-	-	3,819	2
TOTAL	39,460	135,352	3,064	90	1,473	1,015	189	18,425	199,068	100

Family Housing Units. (U) The U.S. Army Intelligence and Security Command operated and maintained family housing units at Arlington Hall Station and Vint Hill Farms Station. Funds received from Department of the Army for these units for FY 1986 were $1,440 of which $1,440 was obligated (99.8 percent).[5]

INSCOM Program and Budget Guidance, FY 1986 (Authorized Strength). (U) Based on DA Program and Budget Guidance, October 1986, the manpower data shown in the following table represents the authorized strength for end of FY 1986:[6]

Table 3. - INSCOM Program and Budget Guidance, FY 1986.

Program	Authorized Strength OFF	WO	ENL	MIL	US CIV	FN CIV	TOTAL
P2 Gen Purpose Forces	[redacted]						
P3 Intel & Comm							
P7 Supply							
P8 Training							
MFH							
P3 Support to NSA							
TOTAL							

[redacted]

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Civilian Strength by Program. (U) The following table reflects authorized and assigned civilian strength by program/subprogram. It includes foreign nationals, temporaries, and permanent overhires.[7]

Table 4. - Civilian Strength by Program.

Program	Authorized	Actual
2 Gen Purpose Forces	[redacted]	[redacted]
3 CCP	[redacted]	[redacted]
Cryptologic Actv		
Base Opns/RPMA		
AMHA		
GDIP	[redacted]	[redacted]
HUMINT		
DSSS		
ADP		
TECRAS		
AMHA		
Other		
CRP	[redacted]	[redacted]
COMSEC		
Base Opns/RPMA		
AMHA		
CI&IA	[redacted]	[redacted]
FCI		
S&TA		
AMHA		
7 TISA		
6 ACES		
MPH		
TOTAL		

Army Organizational Efficiency Review/Manpower Staffing Standards System (OER/MS-3). (U) The separate programs at the DA level have been combined at INSCOM into one program. The purpose of OER/MS-3 is to conduct functional organizational efficiency reviews for the purpose of determining appropriate organizational structure, staffing, and operating procedures.[8]

Memorandum of Understanding/Agreement (MOU/MOA) Program. (U) FY 1986, all MOU/MOA's maintained in the repository were reviewed, and DCSRM personnel were able to eliminate 39 documents and determine the status of the remaining documents. At the end of the fiscal year, the repository contained 120 MOU/MOA's of which 110 were current and 10 were awaiting final signatures of the parties involved. During the reporting period, 18 new or revised MOU/MOA's were processed.[9]

Personnel Security. (U) INSCOM achieved 100 percent execution of Non-Disclosure Agreements (SF189) by July 1986. This satisfied the OACSI DA requirement of July 1985 that all Army personnel (military and civilian) who have access to classified information will complete the form.[10]

Information Security. (U) In November 1985, a report was published which had a profound impact on the information security program within Department of Defense. The report was entitled, "Keeping the Nation's Secrets: A Report to the Secretary of Defense by the Commission to Review DOD Security Policies and Practices." Out of 63 recommendations by the "Stilwell Commission" to improve the information security program, two had been implemented by CSO by the end of FY 1986. The first was to implement a one-time top-to-bottom security inspection of all activities that handled or stored classified information; the second was to implement a "two person" rule in all areas where TOP SECRET and Special Access Program materials are processed or stored.

(U) In January 1986, the one-time top-to-bottom security inspection was conducted and the results were reported by 1 October 1986. Inspections of all elements directly subordinate to HQ INSCOM were conducted and formal reports were consolidated and forwarded to OACSI DA, noting that most security programs were operating within acceptable boundaries. Problems were highlighted in automation security, and it was noted that the INSCOM Operations Security Program and the INSCOM Terrorism Counteraction Program were being administered inconsistently in the field. The need for additional security resources and the need to perpetuate the security inspection process were also mentioned.

(U) The "two person" rule was established between INSCOM Special Security Detachment and Arlington Hall Station Garrison to require non-duty hour sign-in and sign-out of all personnel. MP's were then to conduct random patrols and to thereby serve as the second person in areas where people may be working alone.[11]

AUTOVON Funding Cut. (U) The Gramm-Rudman-Hollings fair share budget cut for INSCOM was $29,590 from AUTOVON service. This was met by eliminating circuit UUBBKK24 from INSCOM AUTOVON service. This netted a savings of $50,076, a $20,486 savings over the amount requested by U.S. Army Commercial Communications Office (USARCCO.)[12]

HQ INSCOM STU-II Access. (U) The telephone access for AHS STU-II terminals was expanded to include AUTOVON. The incoming AUTOVON prefix 222 services the CG, CofS, DCSOPS, and DCSIM terminals while AUTOVON 286 accesses DCSSYS, DCSLOG, and Cdr, USASSG.[13]

USAISC-INSCOM Operations and Maintenance, Army (OMA) Funds. (U) a. PE 381055: FY 1986 funds in the amount of $1,631K were allocated for supplies, TDY, and various support services. A further $717K was provided in the program element for civilian compensation.[14]

b. PE 393111: Civilian compensation was $126K and an additional $9.5K was provided for TDY.

c. PE 814771: $5K was allocated for military TDY for training.

USAISC-INSCOM Other Procurement, Army (OPA). (U) During FY 1986 all PE 381055 OPA funds were apportioned to NSA for budgetary management. Expenditure of primary interest to DCSIM was the communications equipment (ST2D-PC) for $225K.[15]

Secure Voice. (U) INSCOM participation in DOD/DA STU-II and STU-III program is expected to provide the command with extensive secure voice capability to meet command requirements into the next decade. A total of 38 STU-II terminals have been installed command-wide, with another 45 scheduled for installation prior to the conclusion of the program. During FY 1986, the command identified secure voice requirements for 4966 STU-III terminals, the projected DOD-standard secure voice systems.[16]

Automation Budget. (U) The automation budget was cut $548K in FY 1986 due to Gramm-Rudman-Hollings. The obligation rate for FY 1986 ADPE funds was 99.98 percent.[17]

Arlington Hall Station Office Automation. (U) During FY 1986, Life Cycle Management Division (LCMD) acquired responsibility for contractual support and inventory of office automation associated with Arlington Hall Station (AHS). All TELEX (Lexitron) equipment became government owned on 30 September 1986. This was due to the completion of the original Lease to Ownership Plan (LTOP) contract. All leased word processing equipment at AHS was brought out or

scheduled for return to vendor. Peripherals for the four WANG alliance systems were purchased and will be used with the new VS65 systems due to arrive 1st Quarter, FY 1987.[18]

HQ Office Automation. (U) The Headquarters Office Automation (OA) Plan was approved by CofS INSCOM on 7 August 1986. The implementation of the HQ OA plan marks the beginning of HQ wide compatibility in data exchange through the eventual phase-out and conversion from diverse word processing systems. Additionally, HQ will have data exchange compatibility with the field, through acquisition of WANG OA equipment. As written, the plan initially implements the Intelligence Support, Information System (ISIS) architecture as provided in the ISIS Functional Description, a deliverable provided through GSA contract by the American Management Systems (AMS) Incorporated. Implementation at AHS will entail the acquisition of approximately 150 WANG PC's, 7 WANG VS mini computers, and associated printers and communications hardware and software. The new 160 workstations supplement the 50 already onsite connected to present WANG alliance systems. The WANG alliance central processing units currently in use will be replaced with VS minicomputers.

(U) A concurrent action with the acquisition of new WANG office automation equipment is the planned buyout of on-site leased WANG alliance peripheral devices. Since the architecture of the alliance does not readily fit the needs of INSCOM when compared to the cost per connection and power of the Vital Storage - Central Processing Unit (VS CPU), the leased alliances CPU's will not be retained. The associated peripherals, however, as serial devices can be readily used with the more powerful CPU. A further benefit of shifting from alliance to VS technology is the favorable effect of the hardware on the environment. Actual requirement for electricity will decrease since the new modular mass storage units associated with the VS require only 25 percent of the power needed for previous generation disk drive assemblies.

(U) Initial implementation of the system with phased training and conversion from the diverse word processors is delayed due to the inability of WANG to supply letter quality printers. Projected delivery date for the printers is 2d Quarter, FY 1987.

(U) Office automation took a big leap forward in FY 1986. Sixty-nine systems consisting of 447 workstations were approved for INSCOM units worldwide. Total cost of systems approved was $4,227,048 with a 5-year cost savings estimated to be $9,245,912. Productivity Enhancing Capital Investment Program/Quick Return On Investment Program (PECIP/QRIP) and Productivity Improvement Funds (PIF) funding programs have proven an effective means of obtaining unprogrammed funds for OA during FY 1986.[19]

Arlington Hall Station Intelligence Data Handling Systems (IDHS) Node. (U) Because of the loss of the Army Threat Intelligence Production System's (ATIP) computer and no other requirements for IDHS computer support within the HQ INSCOM staff, the AHS IDHS Node was disconnected and declared excess. The AHS IDHS Node had consisted of a PDP/11/145 Mini-Computer System. With its demise, the components of the AHS IDHS Node were transferred to the Pentagon branch and the Fort Bragg branch.[20]

Commanders' Conference. (U) The 1985 INSCOM Commanders' Conference was held at Fort Monroe, VA, during 29 October-2 November 1985. Billeting was at the Chamberlin Hotel. The theme of the conference was "leadership."[21]

IG Inspections. (U) Eleven major units encompassing 118 different subordinate elements at 77 different locations were inspected by the IG Office during FY 1986. Fifteen inspection reports were published, totaling 77 findings, 17 commendables, and 59 minor irregularities and deficiencies for internal correction.[22]

IGAR's. (U) There was a slight increase in IGAR's processed by HQ INSCOM detailed IG's during FY 1986, to include those evolving from complaint periods conducted as an integral part of inspections. Ninety-one such IGAR's were completed in FY 1986 compared to 84 in FY 1985. Acting inspectors general at major subordinate units processed 65 additional IGAR's, representing 34 percent of the total IGAR cases as compared to 57 percent in FY 1985. Of the total 156 IGAR's processed by INSCOM IG/AIG's in FY 1986, 19 percent were substantiated, 41 percent were nonsubstantiated, and 40 percent were assistance cases.[23]

IGAR Category. (U) The IGAR category "Conditions in Unit" was the leading INSCOM category with 22 cases (11 percent of the total). This also is the leading category in the Army as a whole. The next most common categories in FY 1986 were: "Assignment/Reassignment" (19 cases/9 percent); "Civilian Personnel Program" (14 cases/7 percent); "Travel and Transportation" (14 cases/7 percent); and "Pay and Allowances" (13 cases/6 percent).[24]

Congressional Inquiries. (U) During FY 1986, 36 Congressional Inquiries were responded to, an increase of two over FY 1985. Of the 36 total inquiries, 11 were defined as assistance cases, 18 as nonsubstantiated, and 7 were substantiated.[25]

IG Inquiries and Investigations. (U) There were seven inquiries and zero investigations completed during FY 1986. There was one inquiry at the close of the period.[26]

Department of the Army Inspector General (DAIG) Special Inspection of Procurement. (U) On 11 April 1986, INSCOM's special inspection of procurement was completed and resolved all but one finding. However, the DAIG-IO inspected selected INSCOM units during the period April-June 1986 and developed 14 findings. General officer bi-monthly DAIG Fix-It-Task Force meetings, chaired by the Vice Chief of Staff, were held to monitor the resolution of findings developed by DAIG-IO as a result of their inspection.[27]

Army Award for Maintenance Excellence. (U) Two INSCOM units were recognized in the FY 1985 Chief of Staff, Army award for Maintenance Excellence Award Competition. Field Station Augsburg received the first place award in the heavy TDA unit category and Detachment Wobeck was the runner up in the light TDA unit category. The nominees for the next FY 1986 awards are: HHC 513th MI Brigade, light TOE unit; HHC 3d MI Battalion, medium TOE units; Detachment Wobeck, light TDA unit; and Field Station Berlin, heavy TDA unit.[28]

RPMA Funding. (U) The FY 1986 RPMA programs for AHS and VHFS were funded as follows: AHS - $5,229,751 and VHFS - $7,236,000. Expenditures to reduce the backlog of maintenance and repair (BMAR) workload, all at VHFS, amounted to $204,000. The proposed RPMA for FY 1987 will be as follows: AHS - $6,177,000 and VHFS - $7,236,000.[29]

CG's Plaque and the First Annual Chief of Staff, Army Supply Excellence Award. (U) The Command Supply Inspections (CSI) team is responsible for the administrative requirements for preparation of the Annual Chief of Staff Army Supply Excellence Award and the Commanding General's Plaque for Supply Excellence. The CG's Plaque is presented to INSCOM units that score 98 percent or higher on their inspection. The 902d MI Group is the only unit that received the CG's Plaque during FY 1986.

(U) The purpose of the Annual Chief of Staff Army Supply Excellence Award is to provide an incentive at the organizational level to improve the effectiveness and efficiency of supply operations within the total Army force structure, while providing a management tool to ensure standardization of supply support functions and procedures. The program is designed to improve operations within the supply arena and the ability to support and sustain our forces while providing a means for recognizing exceptional performance and standards. INSCOM's Field Station Korea, which is part of the 501st MI Brigade, Seoul, Korea, achieved the runner-up position in the active TDA company category. The Joint Security Area Command Security Force, Korea, took first place.[30]

Leased Vehicles. (U) Effective 1 October 1986, with transition to begin 1 January 1987, HQDA approved conversion of all CONUS, to include Hawaii and Puerto Rico, non-tactical vehicles over to GSA leased vehicles.[31]

Special Mission Funds. (U) INSCOM processed and coordinated 19 operational projects dealing with issues concerning accountability for property and services purchased with Special Mission Funds. Eighteen operational projects were finalized which established property accountability for approximately $2,284,000 for equipment procured with Special Mission Funds.[32]

Phillip A. Connelly Award. (U) The dining facility at Field Station Berlin, Andrews Barracks, was nominated to represent INSCOM in the small category of the Phillip A. Connelly Awards Program for Excellence in Army Food Service. This category applies to dining facilities serving 200 persons or less per meal. The dining facility at Field Station Augsburg, Gablingen Kaserne, was nominated to represent the command in the large category, serving more than 200 persons per meal.[33]

Command Personnel Situation. (C) Actual total command strength for FY 1985, and the authorized and actual total command strength for FY 1986 are shown below.[34]

30 September 1985

	OFF	WO	ENL	TOT MIL	CIV	GRAND TOTAL
Actual	[redacted]					

30 September 1986

	OFF	WO	ENL	TOT MIL	CIV	GRAND TOTAL
Authorized	[redacted]					
Actual						

(U) FY 1986 command personnel strength by unit, see appendix F.

Travis Trophy. (U) The Travis Trophy recognizes the most significant contribution in the field of operations, management, and administration by fixed field stations. NSACSS presented the 1985 award to the U.S. Army Field Station Berlin. See appendix J for a complete list of previous winners.[35]

Director's Trophy. (U) During FY 1980, Vice Admiral B.R. Inman, DIRNSA, established a new award which would recognize the mobile SIGINT element making the most signficant contribution to the cryptologic community durig the calendar year. For 1985, DIRNSA chose the Army's 525th Military Intelligence Brigade, as the winner of the Director's Trophy. See appendix K for a complete list of the year's winner.[36]

Public Affairs Activities. (U) The office of Public Affairs began a periodic critique of all INSCOM subordinate unit newspapers as part of a detailed review of unit Command Information during FY 1986. However, due to the departure of the Public Affairs Specialist who held the responsibility for the action, the review process was discontinued with the understanding that it would resume with the arrival of a new Public Affairs Specialist in FY 1987. The following is a list of INSCOM publications as of 30 September 1986.[37]

Publication	Unit Publisher
Alamo Wrangle	USAFS San Antonio*
Augsburg Profile	USAFS Augsburg
Red Dragon	501st MI Group
The Dagger	66th MI Group
Torii Typhoon	USAFS Okinawa**
Vanguard	Vint Hill Farms Station
Write On	CONUS MI Group***
Kunia Underground News	USAFS Kunia
Caribbean Sentinel	USAFS Key West
Voice	USAFS Berlin****
Diogenese Review	USAFS Sinop

*The USAFS San Antonio newspaper which was a monthly publication in FY 1985 went to semiannual and then to quarterly publication.
**Discontinued when USAFS Okinawa closed.
***Name changed in mid-year to Tiger Tales.
****Discontinued early in year when editor of USAFS Berlin departed.

INSCOM Today. (U) The command overview briefing underwent its most major revision in more than 10 years during FY 1986. Under the guidance of the DCSOPS, COL Robert M. Bowe, the INSCOM Today Briefings were rewrote to affect more than 75 percent of the text and half of the visual aids. In the process of making the improvements, the briefing was reduced from 55 minutes to 25 minutes, without loss of meaningful content or understanding.[38]

Transfer-In-Status Program. (U) This program, implemented and tested in FY 1986, allows the in-status transfer of all SCI-cleared soldiers, regardless of rank, from one assignment/billet to another assignment/billet without having to wait for the clearance once the soldier is at his new assignment. A local security indoctrination is built-in: paperwork is reduced, and soldiers can work their SCI-related jobs upon arrival. This program directly impacts on improved support to INSCOM field stations, communication centers, and high-level staff assignments. There are some bugs to be worked out--changes of assignments enroute; lack of pinpoint assignments; total coordination within SSG--but the program is off to an excellent start. In billet management, there was a 6 percent increase [redacted] to [redacted] after annual reviews) of SCI billets in FY 1986 and the automation of the area is about one-quarter complete.[39]

Request for Service (RFS). (U) The DCSIM prepared and processed 102 RFS actions during FY 1986. RFS actions are used to request circuit start up, circuit cancellation, and circuit changes.[40]

Communications Service for INSCOM's New Building at Fort Belvoir. (U) IAW DOD Directive 4640.7 and DOD Instruction 5335.1, administrative telephone service for INSCOM at Fort Belvoir will be provided by Defense Telecommunications Service-Washington (DTS-W). All communications services provided will comply with DIAM PAAM 5-3 requirements.[41]

Army of Excellence (AOE) Reorganization. (U) This Army-wide action was accomplished to standardize unit organization within the Army. AOE changed MI groups to brigades within INSCOM. DCSIM provided tactical communications assistance during the formation of the MI battalion (imagery interpretation), which will be assigned to each theater MI brigade. The conversion of MI groups to brigades also involved the introduction of force modernization packages to improve the communication capability for the brigades. This action was initiated in 1984, and essentially replaced outdated equipment with new equipment.[42]

Mobile Tactical Communications Center (MTCC). (U) The U.S. Army Signal Center announced significant changes to the fielding of the MTCC in 1980-90. Previously, INSCOM was to receive six units, each going to the groups/brigades. This policy was changed; all MTCC's would now be issued only to signal units. INSCOM will not own or operate the MTCC, a move that reflects the U.S. Army Signal Center's desire to keep the communication mission within signal units.[43]

Introduction of the KL-43. (U) DCSIM received the first MACOM level issue of the KL-43, an off-line crypto device used on dial-up telephones. The KL-43's were used during Exercise PRESENT ARMS 86 by exercise participants. DCSIM also conducted training sessions in the DCSOPS exercise cell, and to the U.S. Army Field Station Kunia operations section. The KL-43 will be issued to all MACOM's for off-line secure telephone use.[44]

Combined Cryptologic Program. (U) Congressional cuts and budget constraints imposed in an effort to balance the budget have begun to affect INSCOM's programmed growth for the outyears. No new initiatives were added to the FY 1988 program within DU41B.

[redacted]

(U) Directly related to congressional cuts was the loss of funds for the HQ office automation project. All that remains of a 5-year programmed effort are the funds for FY 1988.[45]

The Headquarters Information Center (HQIC). (U) The HQIC formally opened its door on 24 February 1986, at a ceremony presided over by MG Harry E. Soyster, Commanding General, USAINSCOM. A contract with American Management Systems (AMS) to operate the HQIC began in March 1986, at which time the HQIC became fully operational, providing technical support, consultations, educational assistance, and advice on personal computer software products, standards, and acquisition. The HQIC assists approximately 20 individuals per week. It is also involved in assisting specific HQ INSCOM staff elements which have complex, one-time requirements for either technical assistance or consultation. The HQIC's major undertaking is the in-house training of the HQ INSCOM staff in the use of the standard office automation equipment--WANG. A training plan was developed for the use of the OA equipment and training began on 30 August 1986.[46]

INSCOM Journalist of the Year. (U) U.S. Army Field Station San Antonio was named "INSCOM Journalist of the Year" in October 1985.[47]

CIVPER Classification Surveys. (U) The following position management and classification surveys were completed in FY 1986: ASA, Detachment O, DCSPPM/SAA, Officers' Club and NCO Club, DCSRM, DCSLOG, USAISC-AHS, and major portions of DCSOPS, AVISA, and ITAC. Four hundred and eighty-six positions were reviewed during the conduct of these 10 surveys. The FY 1987 survey schedule has been published and distributed to all activities.[48]

New OPM Classifications. (U) Several new OPM classification standards were received during FY 1986. Those few that were applicable to the HS serviced population included the Personnel Clerical and Assistance Series (GS-203) and Paralegal Specialist Series (GS-950). Both standards were implemented well within the prescribed time frame of 180 days for application. A test application of the draft EMSGEG (Executive, Managerial, and Supervisory Grade Evaluation Guide) was conducted in July. This standard has not yet been published in final form by OPM.[49]

Performance Appraisal System. (U) The Department of the Army revised the performance appraisal system and on 23 May issued the Performance Management System to all MACOM's. This system set forth several major changes including employee coverage, rating forms, and summary rating levels. Training on the new system was provided by the Management and Employee Relations (MER) Branch to approximately 140 supervisors.

(U) There was a noted improvement in the timeliness and quality of performance appraisal: 65 percent of the Performance Management Recognition System (PMRS) ratings and 70 percent of the GS ratings were received within 60 days of the end of the rating period. The rate of delinquent appraisals decreased from 14 percent to 7 percent.[50]

DA Permanent Part-Time Employment Program. (U) The DA goals for the Permanent Part-Time Employment Program (one position for every 80 permanent positions) were not met during FY 1986. However, at the time of submission of this report, the DCSRM, had agreed to allocate two permanent part-time positions to the AHS Garrison. With the allocation and subsequent fill of these positions in FY 1987, some progress is expected next year.[51]

DA Intern Training. (U) Ten DA interns graduated from the Intern Training Program during the fiscal year. Graduation from the program is based upon satisfactory completion of on-the-job training and formal training courses as outlined in their respective training program plans. The intern graduates were placed into permanent positions within the command.

(U) Nine DA interns were employed during the year to participate in a 2-year training program. The entry grade was GS-05 with promotion potential to GS-09 with the exception of two civilian personnel administrative interns. The total interns on board at the end of the fiscal year equals 18.[52]

EO (Equal Opportunity) and EEO (Equal Employment Opportunity) Complaints. (U) In FY 1986, two EO complaints and twelve EEO complaints and inquiries were processed. Of these, one EO complaint was resolved through the chain of command and two EEO complaints became formal and were sustained. One EEO complaint was resolved at the command level. The other was resolved after a U.S. Army Civilian Appellate Review Agency fact finding conference on 11 August 1986, was pending resolution at the end of the fiscal year. At the end of FY 1986, there were two active formal complaints of discrimination within the command.[53]

Purple Heart Recepient. (U) SGT Jeffrey Sutton of the 766th MI Detachment was awarded the Purple Heart Medal in a ceremony held on 23 July 1986 for wound received during a terrorist attack on the La Belle Discotheque in Berlin-Steglitz during the early morning hours of 5 April 1986.[54]

Contract Support Activity. (U) The activity came into existence on 21 May 1985 to perform a new mission acquired by HQ INSCOM, supporting the DCSLOG. The activity provides the required supervisory, technical review, staff guidance, and contract oversight necessary to act as Head, Contract Activity (HCA) for procuring supplies and services in support of classified intelligence operations; establishes and operates an activity to support CONUS requirements for secure intelligence procurement in accordance with appropriate guidelines stated in the Federal Acquisition Regulation (FAR), Defense and Army FAR supplements; establishes and operates sufficient activities to support INSCOM worldwide (OCONUS) requirements for secure intelligence procurements in accordance with appropriate guidelines stated in the Federal Acquisition Regulations and Defense and Army FAR supplements.[55]

Safety Program. (U) The command goal in FY 1986 was to reduce accidents in all categories at least 10 percent over the FY 1985 rate. The emphasis on safety at all echelons of command resulted in reaching the overall 10 percent reduction despite a increase in Army military vehicle accidents. The command remained under the Armywide rate in all categories of accidents by a considerable margin.[56]

Alcohol and Drug Prevention Program. (U) The Alcohol and Drug Counselling Officer (ADCO) position which had been vacant since April 1985 was filled in April 1986. During FY 1986, the Army instituted the Tobacco Cessation Program of which a major part was an antismoking campaign starting in July 1986. Smoking became prohibited in Army-controlled buildings, except where specifically authorized. Also in FY 1986, the Army and INSCOM started 100 percent testing for the virus that causes AIDS. Testing was almost complete by the end of the fiscal year.[57]

Implementation of the Enlisted Distribution Target Model (EDTM) and the Enlisted Distribution Plan (EDP). (U) The ODCSPER EDTM and EDP were enacted during the 1st Qtr of FY 1986 as a method of distributing the available force to the various MACOM's.

(U) MOS and grade imbalances, averages, and shortages will be distributed among the various MACOM's on a "fair share" basis. Each command's "fair share" will be determined based on DAMPL priorities, missions, and other factors. Assets will be distributed based on projected authorizations contained in the Personnel Management Authorization Document (PMAD), and should achieve a Minimum Acceptable Level of Fill (MALOF) at least to the MACOM level. Provisions have been made to selectively manage certain MOS's as required.[58]

Enlisted Retirements. (U) Thirty-two requests for voluntary retirement were approved by this headquarters in FY 1986. This figure does not encompass all enlisted retirements within INSCOM in that an unknown number were approved by other approving authorities as authorized by paragraph 12-2, AR 635-200. Other cases were processed by this headquarters, and approved by HQDA.[59]

Enlisted Personnel Strength Posture. (U) Enlisted personnel posture by MOS (EW/Crypto and HUMINT MOS's) is shown in the table below.[60]

Table 5. - Enlisted Personnel Posture for FY's 1985-1986.

MOS	4th Qtr FY 1985 Auth/Asg	Percent Of Fill	4th Qtr FY 1986 Auth/Asg	INSCOM Percent Of Fill	DA Percent Of Fill
05D	[redacted]	124	[redacted]	121	140
05H		141		117	120
05K		135		97	106
33W		104		93	80
33P		97		96	103
33Q		104		105	102
33R		117		67	53
33T		80		100	87
96B		86		110	96
96D		68		91	89
97B		80		99	97
97C		39		46	100
97G		85		106	127
97E		90		108	114
98C		130		97	94

MOS	4th Qtr FY 1985 Auth/Asg	Percent Of Fill	4th Qtr FY 1986 Auth/Asg	INSCOM Percent Of Fill	DA Percent Of Fill
98G	[redacted]	99	[redacted]	89	81
98J		124		102	97
98Z		95		94	81

Notes: 1. MOS 05G converted to MOS 97G.
2. MOS 33S converted to MOS 33M, 33P, 33Q, 33R, 33T
3. MOS 96C converted to MOS 97E.

Table 6. - Enlisted Personnel Strength Posture by Area and Unit.
(As of 30 September 1986)

Unit	Authorizations	Assigned
European Area	[redacted]	[redacted]
Field Station Augsburg		
Field Station Berlin		
Field Station Sinop		
USA Cryptologic Support Group		
66th MI Group		
USA Russian Institute		
USA Foreign Lang Trng Ctr Europe		
TOTAL		
Panama Area	[redacted]	[redacted]
470th MI Group		
MI Battalion (LI)		
Field Station Panama		
TOTAL		
MAIT Team	[redacted]	[redacted]
USA MAIT Team		
USA Mission Support Activity		
TOTAL		
Pacific Area	[redacted]	[redacted]
Field Station Kunia		
JIIC-PAC		
500th MI Group		
501st MI Group		
TOTAL		

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Unit	Authorizations	Assigned
CONUS Area		
Admin/AV Support Activity		
Automated Survey Det		
Admin Survey Det		
Central Security Facility		
CONUS MI Group		
Finance Accounting Activity		
513th MI Group		
Foreign Material Intelligence Group		
USA Garrison, AHS		
HQ INSCOM		
HQ Support Activity		
Intel Exchange and Support Ctr		
Field Station Key West		
902d MI Group		
Operational Group		
Field Station San Antonio		
Foreign CI Activity		
Special Security Group		
USA Garrison, VHFS		
TOTAL		
INSCOM Consolidated		
European Area		
Panama Area		
MAIT Team		
Pacific Area		
CONUS Area		
TOTAL		

Retention Conference. (U) INSCOM Retention Office hosted the FY 1987 HQDA CONUS Retention Conference at San Antonio, Texas, during the period 6 October through 10 October 1986. It was the largest such conference ever held, with over 260 attendees. The conference included speakers from the Soldier Support Center, Fort Benjamin Harrison, Indiana, and briefings by members of the Department of the Army Staff and U.S. Army Military Personnel Center in addition to items of specific interest. Attendees included all senior retention NCO's and principal reenlistment NCO's from INSCOM as well as representatives from FORSCOM, TRADOC, USAREUR, Health Services Command (HSC), and Information Systems Command (ISC) commands.[61]

Retention NCO of the Year. (U) SFC James Taylor, U.S. Army Field Station Kunia, Wahiawa, Hawaii, was selected as the INSCOM Retention NCO of the Year for FY 1985. SFC Taylor appeared before the HQDA Retention NCO Of the Year Board in January 1985, but was not selected as the HQDA Retention NCO Of the Year.[62]

HQDA Retention Award. (U) USAINSCOM was presented the HQDA Reenlistment Award for FY 1985 at the meeting of the DA Reenlistment Steering Group in February 1986.[63]

FY 1986 Retention Statistics. (U) a. The retention goals established by HQDA for FY 1986 were 426 Initial Term, 254 Mid Career, and 244 Career. Minimum acceptable achievement is 100 percent in each reenlistment category.

b. Actual INSCOM achievements:

	Initial Term	Mid Term	Career
Total FY 1986 per DCSPER 398	537	364	290
Percent achieved	126%	143%	119%

c. For FY 1986, INSCOM has an initial term quality point average of 79.6 compared to the Army goal of 66, and the Army-wide average of 69.9. INSCOM is the leading MACOM in retaining quality initial term soldiers.[64]

Retention Rates of CMF 98 and 33 (SIGINT) MOS for FY 1985. (U) In CMF 33 and 98, the Total Army retention rates for FY 1986 were down significantly from FY 1985. A breakdown is shown in the following table.[65]

	Eligible	Reenlisted	Percentage
INITIAL TERM			
USAINSCOM	[redacted]	[redacted]	43
Army Minus INSCOM			33
Total Army			38
MID TERM			
USAINSCOM	[redacted]	[redacted]	68
Army Minus INSCOM			64
Total Army			66
CAREER			
USAINSCOM	[redacted]	[redacted]	86
Army Minus INSCOM			81
Total Army			83

Ninth Annual USAINSCOM Organization Day. (U) On 26 September 1986, Major General Harry E. Soyster, INSCOM Commander, officially recognized recipients chosen for their outstanding performance and meritorious service during FY 1986. Eight awards were presented, to include a new addition--the Commander's Plaque for Operational Achievement. Three of the eight awards went to OCONUS command, U.S. Army Field Station Kunia.

(U) The presentation included awarding Russell J. Heinen, Chief of Internal Review in the Office of the Chief of Staff, with the Albert W. Small Award; Captain Albert S. Chastain, Jr., Field Station Kunia, with the Colonel Richard F. Judge Military/Civilian Team Improvement Award for military recipient and Mr. Dana A. Spaulding, INSCOM Liaison Detchment NSA, as the civilian recipient; Mr. Wayne S. Smith, U.S. Army Field Station Kunia, was presented the Jackie Keith Award; Ms. Gilda L. Brown, DCSLOG, with the Virginia McDill Award; Mr. Arthur G. Lieb, DCSLOG, with the Equal Employment Opportunity Award; Mr. Robert A. Baptiste, U.S. Army Field Station Kunia, with the Annual Wage Grade Award; Ms. Sherlean Wayland, DPCA, USAG VHFS, the nonappropriated Fund Employee of the Year Award; and Staff Sergeant Debora J. Carpenter, U.S. Army Field Station Kunia, with the new Commander's Plaque for Operational Achievement.

(U) The DCSOPS History Office, Public Affairs Office, and the Audiovisual Information Services Activity contributed significantly to the ceremony with an excellent 10-minute slide/audio presentation on Army Intelligence history and INSCOM.[66]

INSCOM Grade Rollback Program. (U) During FY 1986, INSCOM continued its policy of directing that all nonsupervisory GS-11 and GS-12 positions be filled at the GS-09 level or lower in an effort to comply with the OMB/OPM directed 1.5 percent reduction in GS/GM 11-15 strength program. During FY 1986, INSCOM increased its GS/GM 11-15 population by just 5 positions, an increase of 0.63 percent. This slight growth occurred in spite of many new civilian authorizations, to include military to civilian conversions. INSCOM's GS-01 through GS-10 population increased by nine positions (a 1.10 percent increase). This balanced growth was due mainly to this innovative Position Management Program.[67]

Management Employee Relations. (U) An average number of grievances, appeals, and IG complaints were processed in DCSPER during the year as follows:

- 4 - PMRS rating grievances
- 1 - PMRS informal rating grievance
- 1 - Management reclama on PMRS rating
- 1 - Congressional complaint
- 3 - IG complaints
- 1 - MSPB appeal
- 4 - Grievances
- 1 - Legal suit

(U) A somewhat larger than average number of awards were processed.

- 1 - National Intelligence Medal of Achievement (Central Intelligence Agency)
- 3 - Decorations for Exceptional Civilian Service
- 12 - Meritorious Civilian Service Awards
- 7 - Commander's Awards for Civilian Service
- 4 - Large monetary awards to include a Suggestion Award

(U) Several command letters were also published--one on "Delegation of Authority to Exigencies of the Service" and one on "Disciplinary Action for Civilians Following Violation of Administrative Security Regulations or Procedures." In addition to these letters, seven newsletters for supervisors were published on a variety of civilian personnel management topics to include a summary of the new Federal Employee Retirement System.[68]

INSCOM Average Grade. (U) The DA average grade ceiling assigned to INSCOM is 9.17. The FY 1985 average grade was 9.11. During FY 1986, the average grade increased 9.12.[69]

New OPM Classification Guide for Managers and Supervisors Proposed. (U) OPM proposed a tentative new classification standard by which supervisors and managers will be graded. INSCOM test applied the new standards to 20 positions. The results were as follows: 12 positions (60 percent) maintained their current grade; 6 positions (30 percent) were downgraded; and 2 positions (10 percent) were upgraded. It remains to be seen if this standard will ever be adopted federal-wide.[70]

Development of a SES Position. (U) The only scientific and technical position at INSCOM was converted to the first SES position in September 1986. It is titled: Deputy for Policy and Development, ES-301. The position will report directly to the CG, INSCOM.[71]

ARS Task Force to Coordinate Relocation of INSCOM to Fort Belvoir. (U) In June 1986, Arlington Hall Station established a task force to oversee the details from physical relocation to personnel relocation to Fort Belvoir in May, 1988. Civilian Personnel Training Division (CPTD) is the DCSPER representative on the task force. Civilian Personnel Division (CPD) responsibilities include informing employees of their rights regarding the move and attempting to resolve potential problems before the move actually occurs.[72]

ISA/FGGM Realignment. (U) In July 1986 the decision was made to close the INSCOM Support Activity at FGGM. DCSPER was an administrative liaision for the activities at Fort George G. Meade. This action was accomplished in order to consolidate resources. Seven positions were abolished but all employees were placed in other positions with no loss of personnel.[73]

Upward Mobility Program. (U) The Upward Mobility Program (UMP) has been a reporting item for the INSCOM Review and Analysis Program (IRAP) for the past 2 years. The FY 1985 represented a growth year in which the number of participants increased 100 percent (6 positions to 12 positions). Command emphasis continued to promote a significant increase in INSCOM participation in the UMP. During FY 86, the INSCOM goal of 13 positions filled was achieved for the first time. The goal subsequently was exceeded by two positions as a result of 4th Quarter, FY 1986 accomplishments. The program is an important element of the INSCOM affirmative action effort. The number of UMP participants has increased by 250 percent in the past two fiscal years.[74]

Intern Program. (U) The FY 1986 average quarterly fill rate for interns was 95-plus percent. This was the result of prior planning accomplished within each training activity and advance recruitment. A perfect record (100 percent) for the placement of intern graduates into permanent spaces was again achieved in FY 1986. For the sixth consecutive year, it was not necessary to request HQDA assistance to place any command intern graduates. Twelve interns graduated from the program during FY 1986. A major and continuing program initiative is the shifting of intern spaces from the command headquarters to field training sites. The reason for this initiative is that technical skills are best developed in the field rather than in MACOM headquarters staff activities. The headquarters to field ratio of spaces in June 1985 was 13:12 or 52 percent to 48 percent whereas in June 1986 the headquarters to field ratio was 10:16 or 38 percent to 62 percent.[75]

Equal Employment Opportunity Program. (U) The following is a brief command overview of USAINSCOM's efforts in eliminating underrepresentation of women and minorities in mid and senior level positions in the workforce:[76]

	As of 30 September 1985							
	GS-9	GS-10	GS-11	GS-12	GS-13	GS-14	GS-15	Total
White Female	43	2	54	46	8	1	0	154
Black Male	4	2	4	14	4	1	0	29
Black Female	6	0	9	8	1	0	0	24
Hispanics Male	3	0	0	6	3	0	1	12
Hispanics Female	1	0	1	2	0	0	0	4
AA/PI Male	3	1	9	27	8	1	1	50
AA/PI Female	0	0	1	1	0	0	0	2
AI/AN Male	0	0	0	1	0	1	0	2
AI/AN Female	0	0	0	0	0	0	0	0

As of 1 October 1986

	GS-9	GS-10	GS-11	GS-12	GS-13	GS-14	GS-15	Total
White Female	39	2	56	55	5	0	0	157
Black Male	5	1	10	17	1	1	0	35
Black Female	12	0	10	7	0	0	0	29
Hispanics Male	2	0	3	3	2	0	0	10
Hispanics Female	1	0	1	2	0	0	0	4
AA/PI Male	4	1	8	25	8	0	0	46
AA/PI Female	1	0	1	2	0	0	0	4
AI/AN Male	0	0	0	1	3	0	0	4
AI/AN Female	0	0	0	0	0	0	0	0

Morale and Welfare. (U) The Installation Morale, Welfare, and Recreation Fund (IMWRF) concept was approved in FY 1986 for implementation in FY 1987. The IMWRF consolidates all nonappropriated funds (NAF) and business operations on an installation incorporated into a single fiscal entity. This restructuring of both the financial and business principals allows the installation commander to apply all available NAF resources to Morale, Welfare, and Recreation (MWR) programs and facility requirements. It also provides the means to ensure the efficient use of resources in support of MWR Programs and to maximize the amount of NAF available for Capital Purchases/Minor Construction (CPMC) and NAF major construction. Each installation is required to submit a plan through channels to OSD for approval. The IMWRF is scheduled for implementation at AHS and VHFS on 1 October 1986.

(U) HQDA was successful in obtaining funds to support many of family programs. Vint Hill Farms Station and Arlington Hall Station received support through Programs Development Increment Package (PDIP). These funds supported many areas within Army Community Services (CS) and Child Development Services (CDS). Funds which were passed to the DPCA at VHFS were executed in an outstanding manner. Funds allocated to AHS were diverted to other requirements since they do not provide family support services. These funds will be diverted to VHFS in future years. Although $122K was allocated to VHFS, only $72K was actually obligated for the intended purpose. The installation used $50K of these funds to help offset Gramm-Rudman-Hollings cuts in BASEOPS. Distribution of funds allocated by HQDA is as indicated.

FOIP Number	Purpose	VHFS	AHS
1S6H	Army Family Child Care	$ 60K	--
1S6F	Financial Planning	$ 17K	$ 7K
1S6G	Army Family Services	$ 45K	$15K
--	Family Advocacy	$ 10K	--
TOTAL		$132K	$22K

(U) Construction on the community center at VHFS proceeded at a less than desirable pace. Although originally scheduled for completion in April 1986, the finishing touches were still being applied at years end. Occupancy is now planned for November 1986. A part-day preschool, which will ultimately be housed in this new facility, will open the 1986-87 term in the post chapel. Vint Hill Farms is a proactive installation and has implemented many new programs within the family support arena.[77]

Command Officer Personnel Strength. (U) The command strength as of 30 September 1985 was [redacted] officers and [redacted] warrant officers. This was an increase of [redacted] officers and [redacted] warrant officers compared to the end of FY 1984 strength. As of 30 September 1986, the strength had increased to [redacted] officers and [redacted] warrant officers.[78]

[redacted]

Badge System at 174th MI Company. (U) The 174th MI Company implemented a badge system in April 1986 to enhance security.[79]

New Attorney Advisor Position. (U) During FY 1985, the CG USAINSCOM was designated a Head of Contracting Activity (HCA) by HCDA. This designation was in response to a need to form a dedicated element within the Army for secure environment contracting. The formation of this element was completed in FY 1986. The office of the SJA played a major role in its successful operation. The TDA for this HCA contains a space for a GM-13 attorney-advisor, the incumbent of which is under the technical supervison of the SJA. As of the close of FY 1986, the position was filled by Mr. Robert M. Echols.[80]

Military Justice. (U) By General Order No. 6, signed by John O. Marsh, Jr., Secretary of the Army, dated 1 May 1985, the CG USAINSCOM was designated, pursuant to Uniform Code of Military Justice Article 22(a)(6), to convene general courts-martial. A breakdown of the military justice reports revealed the following statistics.[81]

ARTICLE 15's

FY 1985: 605
FY 1986: 127 Summarized
476 Formal
603 TOTAL

COURTS-MARTIAL

FY 1985		FY 1986	
Summary	9	Summary	2
Special	7	Special	6
General	8	General	13
TOTAL	24	TOTAL	21

DRUG OFFENSES

FY 1985: 109 FY 1986: 105

FY 1985 ADMINISTRATIVE ELIMINATIONS

(AR 635-200)

Chapter 5 (Sep for Convenience of Govt)	17
Chapter 9 (Alcohol or Drug Abuse)	4
Chapter 10 (Discharged for Good of Service)	6
Chapter 13 (Separated for Unsuitability)	21
Chapter 14 (Separated for Misconduct)	27
Chapter 15 (Separated for Homosexuality)	2
All others:	30

FY 1986 ADMINISTRATIVE ELIMINATIONS

Chapter 5 (Sep for Convenience of Govt)	32
Chapter 9 (Alcohol or Drug Abuse)	9
Chapter 10 (Discharged for Good of Service)	7
Chapter 13 (Separated for Unsuitability)	2
Chapter 14 (Separated for Misconduct)	34
Chapter 15 (Separated for Homosexuality)	2
All others:	58

INSCOM Worldwide Training Conference. (U) The annual INSCOM Worldwide Training Conference took place the week of 3 September 1985 at the Hyatt Regency Hotel, Crystal City, Virginia. The conference was designed around the theme "Values in Training." During the course of the conference, BG Walker expressed concern over the high turnover of trainers in INSCOM units. He noted that of the 34 personnel from INSCOM units in attendance, only six had been present at the previous conference. He was further disappointed that only one unit had elected to send its S-3. BG Walker messaged INSCOM units that "I believe we are putting good people in our training jobs. We just are not keeping them there long enough. Training is one of our highest priorities in INSCOM; we can't do our job without excellent training. We cannot fill these vital positions with someone who will only be in that job a short time while awaiting another job, or who is there for an orientation or OJT program." The general suggested that trainers be kept in their jobs for at least 18 months, or for the entire tour of duty in a short tour area.[82]

Collection Management. (S-NOFORN) During FY 1986, requests for TAREX support [redacted] increased substantially. [redacted] This was an even more impressive figure in view of the fact that a good number of individual requirements could never be totally satisfied because of their very nature.[83]

Automation. (S-NOFORN) Efforts to automate TAREX operational and administrative records-keeping continued during FY 1986. [redacted] The primary software packages adopted were DB-III, LOTUS 1-2-3, and WORDSTAR. In October 1985, a TAREX representative was appointed Computer Officer/Office Automation Officer. During the course of FY 1986, an effort was initiated to involve INSCOM's Automated Systems Activity in TAREX applications software maintenance.[84]

Collector of the Year Award. (S-NOFORN) The Chief of TAREX Detachment Korea (TAREX Det-K), Mr. John E. Conrad, received the Collector of the Year Award [redacted] for his contributions to U.S. intelligence during 1985-6. The award recognized outstanding contributions made [redacted] to the national effort. [redacted] The award indicated the increasing acceptance of the TAREX program and its cross-disciplinary concept of operations by the national community.[85]

REDTRAIN Training Program. (U) Although REDTRAIN has proved to be one of the most valuable training programs available to the unit commanders, both the Active Component (AC) and Reserve Component (RC) report problems in purchasing off-the-shelf equipment using REDTRAIN funds. This report is based on approximately 90 percent of the AC second half semi-annual REDTRAIN reports and 60 percent of RC second half reports. Several procurement officers indicate although AR 350-3 authorizes such purchases, it is not a recognized authority. Suggestions have been made to update AR 350-3 and logistics regulations to reflect correct procedures and references for procurement of off-the-shelf items using REDTRAIN funds.

(U) RC organizations continue to reflect major problems in the identification and tracking of REDTRAIN funds. AC units express a concern that REDTRAIN funds will decrease as TROJAN facilities come on line, pointing to the fact that most TROJAN facilities will have only four positions and will be available on a limited basis. AC units also expressed the concern that some organizations and personnel tend to forget that TROJAN is a COMINT facility and provides no training for either CMF 96 or non-intelligence personnel working in intelligence positions.

(U) At the same time, the RC reports indicate that Combined Training Facilities (CTF) continues to be both a blessing and a curse. Commanders acknowledge that the CF program offers invaluable skill refresher training for their personnel, but they are concerned that 12 days dedicated to CTF activities out of the available 39 training days seriously hampers their ability to conduct integrated unit and team training and poses potential major disruption as units start transitioning from current to RC CEWI structures.[86]

Technical Intelligence. (U) In December 1985, the results of an ODCSPPM staff study was briefed to a headquarters Executive Committee (EXCOM) regarding a 513th MI Group proposal to modify the Tactical Technical Intelligence (TAC TECHINT) structure developed under ACE and the present TDA organization that supports the Army's Worldwide Opposing Forces (OPFOR) Foreign Materiel for Training (FMT) Program. The EXCOM approved forwarding to HQDA a proposed structure that has a Foreign Materiel Intelligence Group (FMIG) directly subordinate to HQ INSCOM with the mission to provide centralized management and support for Army TAC TECHINT training, ensure operational readiness of active and reserve TAC TECHINT training, and manage the Army's OPFOR FMT Program. A concept plan requesting permission to reorganize will be submitted in January 1986 to HQDA IAW AR 310-49. The proposed activation date for the new structure is 4th Quarter, FY 1986.[87]

Technical Languages Systems Incorporated (TLSI) Proposal. (U) INSCOM launched a MACOM-wide Command Language Program (CLP) effective 1 October 1985. In accordance with Regulation 350-3 (chapter 1, para 1-7d) responsibilities of subordinate commanders are formally established. Commanders have been tasked with language enhancement without additional technical or manpower resources. INSCOM headquarters has always regarded diagnostic testing as a key factor in units CLP methodology. INSCOM is considering a language training proposal to contract TLSI to provide diagnostic testing and remedial training to a controlled group of Russian linguists so that INSCOM can evaluate the potential of such a contracted program for command-wide applicability.[88]

Army Biographic Repository. (U) On 27 September 1985 ACSI, DA approved a decision of CG, INSCOM to discontinue maintenance of the Army Biographic Repository at Fort Meade in FY 1986. On 29 October 1985, ADCSOPS-HUMINT forwarded a letter to DIA alerting them to this decision and seeking DIA comments/recommendations on ultimate disposition of the biographic files. On 10 December 1985, DIA/Directorate of Research (DR) notified INSCOM that they were interested in taking all the files. DIA is presently negotiating to reorient several Reserve programs to utilize the manpower necessary to integrate/utilize the material now in the Army biographic files. DIA biographic analysts will work closely with the reservists to ensure proper integration of the material. ADCSOPS-HUMINT anticipates transfer of the files to DIA to be completed by 31 March 1986. As soon as details and dates are worked out with DIA, all units that provide information to or use the biographic repository will be advised of new procedures to follow.[89]

Military Construction Army (MCA) Program. (U) The Authorization Bill for FY 1986 MCA projects was signed into law on 3 December 1985 and the Appropriation Bill on 10 December 1985. Budget cuts will have a big impact on the INSCOM FY 1987 MCA Program, and as in FY 1986, we won't have FY 1987 MCA projects until Congress approves and appropriates the projects. The FY 1987 MCA Program is not final at DA yet, but it is anticipated that five INSCOM funded projects will be in the program totaling $20,000,010. The MCA construction lists forwarded with the FY 1988-92 PARR submission will follow programming guidance from DA, limiting the INSCOM program as follows:

FY	GUIDANCE ($000)
1988	$13,809
1989	$10,504
1990	$13,936
1991	$34,098
1992	$34,098

(U) The trend is toward increased fiscal restraint through the programming years. Greater emphasis on describing, validating, documenting, and justifying requirements will ensure INSCOM retains its share of construction funds to support the mission.[90]

HQ INSCOM Facility at Fort Belvoir. (U) Congress has approved and funded the project, and design of the FY 1986 MCA project for a new headquarters at Fort Belvoir is nearly complete. The design firm has provided the Baltimore Division, Corps of Engineers, a final design package, and once review comments are incorporated, the design effort will be complete. Construction of the new facility should be complete in the Spring of 1988, with occupancy of the new facility anticipated in the Summer of 1988. The specific time schedule may change, but ont fact remains--INSCOM HQ will move to Fort Belvoir.[91]

Non-Tactical Vehicles (NTV) Update. (U) HQ USAINSCOM received an initial allocation of 289 vehicles for procurement from FY 1986 funds based on a projected requirement of 446 vehicles. In order to obtain other critically needed vehicles not allocated to the command (i.e., fire trucks and ambulances), it was necessary to trade off 39 sedans and 1 bus to stay within the budgetary constraints imposed by Congress. This action reduced the HQ FY 1986 vehicle allocation from 289 vehicles to 248. Subsequent to the passing of the Gramm-Rudman-Hollings legislation requiring a balanced budget by 1991, the command received an additional reduction of 33 sedans and 3 buses from the FY 1986 allocation. This action reduced the command's FY 1986 vehicle allocation to a total of 208 vehicles for distribution command-wide. While this additional reduction may not have a severe impact on vehicle assets throughout the command, it will require an additional expenditure of funds to maintain selected overage/overmileage vehicles beyond their normal life expectancy. Consequently, the latest reduction will alter the initial planned distribution of vehicles to subordinate units and require organizations to become more dependent on leased vehicles.[92]

Dissolution of INSCOMBA. (U) The Board of Governors voted to dissolve INSCOMBA effective 1 September 1986. The association discontinued the paying of Death Grants and registering dependents for tuition assistance unless the member was eligible for the benefits on or before 31 August 1986. A trust was established to satisfy all tuition assistance requests from those dependents who were or became eligible on or before 31 August 1986. All INSCOMBA funds raised were discontinued immediately.[93]

HQIC Newsletter. (U) The HQIC opened its door on February 21, 1986, at a ceremony presided over by MG Harry E. Soyster, Commander, INSCOM. Since the opening, HQIC personnel have produced a monthly newsletter that covers areas of interest to end-users and ADP personnel at HQ INSCOM, the field stations, and MI groups. Pertinent areas considered in the newsletter are mainframe software, personal computer software, hardware, educational advice, special articles, and security issues.[94]

FOOTNOTES: CHAPTER IV. RESOURCES AND MANAGEMENT

1. FY 1986, DCSRM AHR (C), pp. 6-7.
2. Ibid., pp. 7-8.
3. Ibid., pp. 8-13.
4. Ibid., p. 13.
5. Ibid., p. 14.
6. Ibid., p. 22.
7. Ibid., pp. 22-23.
8. Ibid., p. 27.
9. Ibid., p. 30.
10. FY 1986, CSO AHR (U), p.4.
11. Ibid., pp. 4-6.
12. FY 1986, DCSIM AHR (C), p. 11.
13. Ibid., p. 12.
14. Ibid., p. 16.
15. Ibid., p. 16.
16. Ibid., p. 20.
17. Ibid., p. 27.
18. Ibid., pp. 27-28.
19. Ibid., pp. 29 & 32.
20. FY 1986, ASA AHR (U), p. 26.
21. FY 1986, IG AHR (U), p. 13; Ltr, IAOPS-PL, subj: HQ USAINSCOM Letter of Instructions (LOI) for 1985 INSCOM Comanders' Conference, dtd 7 Oct 85 (U).
22. Ibid., p. 14.
23. Ibid., p. 14.
24. Ibid., pp.14-15.
25. Ibid., p. 15.
26. Ibid., p. 15.
27. Ibid., p. 17.
28. FY 1986, DCSLOG AHR (C), p. 26.
29. Ibid., pp. 32-33.
30. Ibid., pp. 16-17.
31. Ibid., p. 18.
32. Ibid., p. 19.
33. Ibid., p. 12.
34. INSCOM Command Strength Report from DCSPER, as of 30 September 1986, published 17 October 1986 (C).
35. FY 1986, USAFS Berlin AHR (TS), Overview.
36. Travis Trophy and Director's Trophy Awards Brochure, dtd 7 May 1986 (U).
37. FY 1986, PAO AHR (U), p. 7.
38. Ibid., p. 8.
39. FY 1986, SSG AHR (S), p. 18.
40. FY 1986, DCSIM AHR (C), p. 11.
41. Ibid., p. 19.
42. Ibid., p. 19.

43. Ibid., p. 19.
44. Ibid., p. 20.
45. Ibid., p. 34.
46. Ibid., p. 36.
47. FY 1986, USAFS San Antonio AHR (U), p. 10.
48. FY 1986, USAG AHS AHR (U), p. 26.
49. Ibid., p. 27.
50. Ibid., p. 28.
51. Ibid., p. 32.
52. Ibid., p. 33.
53. Ibid., p. 71; FY 1986 DCSPER AHR (U), P. 46.
54. FY 1986, 766th MI Det AHR (S), p. 25.
55. FY 1986, DCSLOG AHR (U), p. 40.
56. FY 1986, DCSPER AHR (U), p. 6.
57. Ibid., p. 6.
58. Ibid., pp. 15-16.
59. Ibid., p. 19.
60. Ibid., pp. 12-15.
61. Ibid., p. 20.
62. Ibid., p. 20.
62. Ibid., p. 20.
63. Ibid., p. 20.
64. Ibid., pp. 21-22.
65. Ibid., p. 21.
66. INSCOM Journal, December 1986 Issue, pp. 12-17; FY 1986 DCSPER AHR (U), pp. 26-27.
67. FY 1986, DCSPER AHR (U), p. 33.
68. Ibid., pp. 31-32.
69. Ibid., p. 34.
70. Ibid., pp. 34-35.
71. Ibid., p. 35.
72. Ibid., p. 36.
73. Ibid., p. 36.
74. Ibid., p. 40.
75. Ibid., p. 40.
76. Ibid., p. 47.
77. Ibid., pp. 7-8.
78. INSCOM Command Strength Report from DCSPER, as of 30 September 1986, published 17 October 1986.
79. FY 1986, 174th MI Company AHR (SNF), p. III-5.
80. FY 1986, SJA AHR (U), p. 6.
81. Idid., pp. 7-8.
82. Msg., IADCG, subj: The Importance of Personal Continuity in Unit Training Sections (241420Z Sep 86) (U); Msg., IAOPS-TNG, subj: 1986 INSCOM Worldwide Training Conference (230130OZ Aug 86) (U).
83. FY 1986, DCSOPS AHR (S[redacted]/NOFORN), p. 54.

84. FY 1986, DCSOPS AHR (S[redacted]NOFORN), p. 63.
85. FY 1986, DCSOPS AHR (S[redacted]NOFORN), p. 55.
86. Ltr, IAIESC-T, subj: Interim Second Half Fiscal Year (FY) 85 Semi-Annual REDTRAIN Report, dtd 13 Dec 85 (U).
87. Ltr., IAOPS-OR-GE, subj: Quarterly Activities Report (U), dtd 3 Feb 86 (S), p. 1.
88. Ibid., p. 4.
89. Ibid., p. 4.
90. Ibid., p. 9.
91. Ibid., pp. 9-10.
92. Ibid., p. 10.
93. Ltr from INSCOMBA, dtd 16 May 86, to all commanders and staff heads.
94. HQIC Newsletter, Vol. 1, No. 1, dtd May 1986, p.1.

Chapter V

OPERATIONAL ACTIVITIES

Multidiscipline

MI Battalion (Low Intensity). (S) On 6 August 1984, a memorandum from the Vice Chief of Staff of the Army to the CG INSCOM tasked INSCOM to deploy intelligence systems [redacted] In response, INSCOM developed the [redacted] To integrate management of these assets and other new technologies, the Chief of Staff of the Army approved the concept of fielding a Military Intelligence Battalion (Low Intensity) (formerly the Aviation Intelligence Battalion) on 10 October 1985. The unit was activated at Lakehurst, New Jersey, on 2 April 1986 out of assets formerly assigned to the Echelon Above Corps Intelligence Company (EACIC) [redacted]

(S) [redacted]

[redacted] At the end of FY 1986, it was decided to propose to HQ INSCOM that Company A be redeployed to Fort Huachuca, Arizona, to carry out shakedown, testing, and integration of a new mix of systems prior to rejoining its parent unit in January 1988.[1]

500th MI Group Issues. (S) During FY 1986, INSCOM planners continued to perfect the concept of converting the Japan-based 500th MI Group into an MI Brigade Pacific (- Korea) with a better capability of supporting the Army's needs in the Pacific theater. The initial operational concept called for this to be accomplished by resubordinating ITIC-PAC to the 500th MI Group on 1 October 1986 and subsequently relocating the collection management, intelligence analysis, production, and dissemination functions currently being carried on in the group headquarters and headquarters company to Hawaii. [redacted] Relocation of the 500th MI Group's headquarters from Japan to Hawaii was expected to bring a number of operational benefits. It would facilitate the envisaged future establishment of a brigade with a predominantly Reserve Component force structure of CONUS-based units. [redacted] Finally, a Hawaiian base for the 500th MI Group would enhance INSCOM's direct support to WESTCOM and offer a rich language/cultural environment for recruiting U.S. citizens to replace the rapidly declining non-U.S. personnel base of the Asian Studies Detachment in Japan.[2]

519th MI Group OPLANS. (S) [redacted]

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066

5USC 552 (b) (1)

PAGE(S) 67-81

WITHHELD

HUMINT/TAREX

HC Personnel Constraints. (U) Management of the HUMINT discipline within INSCOM was adversely affected during FY 1986 by the consolidation of all elements at DCSOPS at Arlington Hall Station. Although the move greatly aided the functioning of DCSOPS as a whole, the impact on the elements previously stationed at Fort Meade was severe. Over 50 percent of the HUMINT staff declined to make the move. All clerical personnel resigned and opted to seek other employment at Fort Meade, and only 7 of the 22 military personnel assigned to ADCSOPS-HUMINT at the beginning of 1986 were still with the HUMINT staff when it became operational at Arlington Hall on 18 February. The situation was further aggravated by a lack of telephone lines in the new office spaces; a number of offices were without working telephones. This situation had been largely rectified by August. By the end of FY 1986, the HUMINT staff had edged back to a 75 percent fill rate of authorized strength.

(C) Shortages of HUMINT personnel at headquarters led to operational constraints. In August, a functional review undertaken at the request of DCSOPS found that "although we were executing a majority of our tasks, we were doing only a mediocre job in many areas primarily due to personnel shortage." It was concluded that ADCSOPS-HUMINT was spreading itself too thinly. As a result, DCSOPS decided to drop certain functions and tasks and concentrate limited resources upon command priorities. Specific actions taken included the following:

a. [redacted]

b. [redacted]

c. [redacted]

d. [redacted]

e. [redacted]

P.L. 86-36/50 USC 3605 (1)

[redacted]

Case Officer Personnel. (S/NOFORN) A study of case officer personnel undertaken by INSCOM in FY 1986 indicated that the command required a minimum of [redacted] case officers on hand to carry out its mission. However, available case officers within INSCOM were estimated at [redacted] reflecting only [redacted] percent fill rate. [redacted]

(S/NOFORN) [redacted] In FY 1986, the Department of the Army initiated action to phase out MOS 97C, enlisted case officer. All positions currently encumbered by 97C personnel would be converted to the Military Intelligence Civilian Excepted Career Program or to a new Operational Support Specialist MOS. However, conversion would not be completed until FY 1992. By that time, it was anticipated that less than 20 enlisted case officers would still be on active duty, and most of these would be near retirement. Individual 97C's would be "grandfathered," and could hold their MOS until retirement, warrant officer accession, or voluntary reclassification.[2]

NOT RELEASABLE [redacted] NATIONAL

[redacted]

PAGE(S) 84-88

WITHHELD

Chief, TAREX Management Division (TMD), Retirement. [redacted] On 31 May 1986, Mr. Evan Triandafilou, longtime Chief, TMD, retired from active Federal Service after a 34-year government career. Triandafilou had been identified with TAREX operations since the inception of the program. He was the recipient of numerous awards throughout his long and productive career. Most notably, he was given the Meritorious Civilian Service Award [redacted] Because of his unique and irreplaceable skills and experience, Triandafilou continues to serve as Chief, TMD, in an annuitant status.[18]

Personnel Initiatives. (C/NOFORN) During FY 1986, TAREX Management Division (TMD) faced increasing difficulty in retaining experienced TAREX representatives within the program. Over a 2-year period, TAREX had lost the services of several very experienced representatives due to MILPERCEN's statutory inability to place these personnel in other TAREX slots because of the primacy of their non-TAREX assignments. [redacted] It became increasingly clear that "to continue managing TAREX personnel through an 'old boy network' at MILPERCEN not only risks the mission and OPSEC of TAREX, but jeopardized the career development of those exceptional soldiers who drive this effort." In March 1986, discussions were initiated by TMD with USAICS, MILPERCEN, and INSCOM DCSPER to resolve the issue. [redacted] This initiative continued to be actively pursued at the end of FY 1986.[19]

[redacted]

NOT RELEASABLE TO FOREIGN NATIONALS

(U)

PAGE 90

WITHHELD

5USC552 (b) (1)

Counterintelligence/Operations Security

Counterespionage. (S)

[redacted]

766th MI Detachment Success. (S)

[redacted]

SAEDA Investigations. (U) During FY 1986, INSCOM elements conducted 498 investigations of Subversion and Espionage Directed Against (SAEDA) the U.S. Army incidents. SAEDA investigations made up about 75 percent of the counterintelligence caseload.

[redacted]

[redacted] revised draft of AR 381-20, dated 24 September 1985, proposed to give CG INSCOM authority to designate the CCO for all CI investigations.[3]

INSCOM Polygraph Program. (S) In January 1985 the Deputy Under Secretary of Defense for Policy (DUSD(P)) approved implementation of the DOD Polygraph Test Program which required CI-scope examinations of persons for interim sensitive compartmented information (SCI) access, critical positions at DIA, and designated positions for special access programs. This forced a significant expansion of INSCOM's limited and overcommitted polygraph resources. INSCOM submitted a plan to increase the number of its examiners over a 10-year period. The INSCOM plan was generally approved by the Chief of Staff, Army (CSA) on 27 February 1986, with the stipulation that it be accomplished within 5 years. [redacted] to INSCOM committed the command to realign existing resources to provide [redacted] polygraph spaces by FY 1988. Army manpower resources would be used for the subsequent expansion of the program.[4]

Personnel Security Investigation (PSI) Support in Europe. (S) INSCOM's OCONUS MI units are tasked with performing Personnel Security Investigations (PSI) in support of the Defense Investigative Service (DIS). [redacted]

[redacted]

[redacted]

BUSG 552 (b)(1)

Counter-SIGINT Concept. (U) In 1985, the counter-SIGINT concept became the basis for INSCOM security support in the communications-electronics arena. The approach emphasized analysis of the potential SIGINT threat, assessment of existing vulnerabilities, creation of countermeasures, and evaluation of the success of the countermeasures. It deemphasized traditional COMSEC monitoring. However, this approach was not fully comprehended by other Army elements which INSCOM was tasked with supporting. The situation was exacerbated by the fact that under the Army of Excellence (AOE) concept, Army COMSEC personnel were reduced by 48 percent. Echelons-below-corps were essentially stripped of organic COMSEC monitoring capabilities: all COMSEC assessment people were removed from the division, and only a two-man team left at corps. As a result, INSCOM was deluged with requests for COMSEC monitoring that could not be supported. Nonetheless, the command group was convinced that the counter-SIGINT concept was the only viable way to approach the problem of securing Army communications. Efforts by subordinate elements in the field to develop or acquire new COMSEC monitoring equipment were disapproved as not being cost-effective. It was felt that the fact that all Army communications would be secured within a 5-to7-year period would create a situation in which the need for COMSEC monitoring would no longer exist.[7]

COMSEC Issues. (U) AR 380-40, Policy for Safeguarding and Controlling COMSEC Information, is the Army Regulation which provides physical security standards for the use, storage, transfer, transport, and destruction of COMSEC material. ACSI, DA is the proponent for the AR, but INSCOM and its predecessor have written and revised the document for over 25 years. Since 1982, when the regulation was last revised, COMSEC developments and national policy changes such as electronic keying, over-the-air rekeying (OTAR), the appearance of unclassified equipment designated as Controlled Cryptographic Items (CCI), and the COMSEC Endorsement Program made revision of AR 380-40 imperative. Action to update the document was initiated in April 1984. By the end of FY 1986, a coordinating draft of the revised AR had been distributed to HQDA, Army MACOM's, and INSCOM units and staff elements.[8]

COMSEC Insecurities. (U) The INSCOM COMSEC Insecurity Program for the purpose of monitoring, reviewing, and when required, evaluating COMSEC insecurity reports initiated within DA was implemented in February 1981. The program serves primarily to ensure that all detected insecurities to COMSEC material are reported promptly to the officials responsible for evaluating the incidents and initiating action to minimize their security impact. These reports also help in identifying trends in insecurity occurrences, and in developing measures to prevent recurrences. Evaluations of insecurities are rendered by the cryptonet controlling authority (CONAUTH) in the case of key at the user level; by INSCOM, when the key is in distribution channels, when multiple Army CONAUTH's are involved, or when there is a personnel insecurity; by DIRNSA, for cryptographic insecurities, physical insecurities (COMSEC equipment and documents); and cases involving CONAUTH's from more than one service. Insecurities which involve a mix of NATO and U.S. short titles will be evaluated by the Security and Evaluation Committee of Allied Nations (SECAN).

(U) Total reported COMSEC insecurities, by MACOM, for CY 1984 and 1985 are as follows:

Table 7. - COMSEC Insecurities.

Command	CY 1985	CY 1986
USAISC	99	47
AMC	7	5
USAREUR	317	264
FORSCOM	122	109
EUDA	1	3
INSCOM	11	10
Joint	5	2
USAR	15	10
NGB	27	20
[illegible]	1	2
WESTCOM	9	6
SOUTHCOM	0	3
Other	13	11
Total	627	498

(U) As of 1 October 1985, 10 cases were yet to be opened, bringing the total CY 1986 cases to 508.9

[redacted]

NOT RELEASABLE TO FOREIGN NATIONALS

[redacted]

[redacted]

- Mobile TEMPEST Test System (MTTS). (U) This project, an initiative to upgrade nine FETTS-160 TEMPEST systems and to fabricate a tenth system for deployment to the field, was first undertaken in 1979. Since that time, the scope of the project was expanded to include replacing all 10 overloaded vehicles mounting the system as well as upgrading mission equipment. However, this project has had a troubled history, and neither a vehicle nor a satisfactorily working system had been delivered to the command by the end of FY 1986.[11]

[redacted]

NOT RELEASABLE TO FOREIGN NATIONALS

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WITHHELD

5USC552 (b) (1)

FOOTNOTES: CHAPTER V. OPERATIONAL ACTIVITIES

Multidiscipline

1. FY 1986, MI Bn (LI) AHR (S), passim; Ltr., ADCSOPS-OR-DK, subj: Concept of Operation and Organization for an Aviation Intelligence Battalion (Encl), dtd 8 Jan 86 (S/NOFORN).
2. Enclosure to DF, IAOPS-SA, subj: Proposed Move of Headquarters, 500th MI Bde and Asian Studies Detachment (ASD) from Japan to Hawaii, FY 88, dtd 19 Jul 86 (U).
3. FY 1986, 513th MI Bde AHR (S), pp. 22-3; Fact Sheet, IAOPS-PL, subj: 513th MIGP Support for CINUSAREUR OPLAN 4102 (S), dtd 31 Jul 86 (S).
4. FY 1986, DCSOPS AHR (S[redacted]NOFORN), pp. 200-206.
5. Msg., [redacted] (211300Z Apr 86) (U).
6. DF, [redacted] dtd 13 Jan 1986 (S[redacted].
7. Fact Sheet, [redacted] (undtd) (U).

SIGINT/TO

1. FY 1986, DCSOPS AHR (S[redacted]NOFORN), p. 68.
2. Ibid., pp. 68-9.
3. Ibid., p. 71.
4. [redacted] passim.
5. DF, IAOPS-PL, subj: [redacted] (U), dtd 24 Mar 86 (S[redacted]; Fact Sheet, IAOPS-PL, subj: [redacted] (U), dtd 26 Mar 86 (S[redacted]
6. Msg., IAOPS-SE-SMO, subj: [redacted] (041945Z Sep 86) (S[redacted]; Msg., IAOPS-SE-SMO, subj: [redacted] C[redacted] (041945Z Sep 86) (S[redacted]
7. FY 1986, FS Kunia AHR (S[redacted]; Msg., IAHK-B, subj: Travis Trophy FY 86 (U) (040400Z Oct 86) (C[redacted], annex to S-3 Report; DF, IAOPS-OR-GE, subj: Quarterly Activities Report, 1st Qtr FY 86, dtd 3 Jan 86 (C[redacted]
8. DF, IAOPS-OR-GE, op. cit.
9. FY 1986, 513th MI Bde AHR (S), pp. 27-28.
10. FY 1986, 66th MI Bde AHR (S), pp. 66; DF, IACS, subj: [redacted] (201830Z Jun 86) (S[redacted]
11. FY 1986, 66th MI Bde AHR (S), pp. 52-62.
12. FY 1986, DCSOPS AHR (S[redacted]NOFORN), p. 69.

13. Info Paper, IAOPS-SE-O, subj: [redacted] (U), dtd 17 Jul 86 (S[redacted]/NOFORN); Msg., DCSOPS, subj: [redacted] (U) (291810Z Sep 86) (C[redacted]
14. FY 1986, FS Berlin AHR (TS[redacted], p. III-32.
15. FY 1986, DCSOPS AHR (S[redacted]/NOFORN), pp. 66-7.
16. Ibid., p. 66.
17. FY 1985, [redacted] (TS[redacted] pt. II, ch. 2, passim.
18. FY 1986, [redacted] (S), p. 11.
19. FY 1986, DCSOPS AHR (S[redacted]/NOFORN), p. 81; FY 1986 MI Bn (LI) AHR (S), ch. I.

IMINT/MASINT

1. Input from Mr. Spears, DCSOPS, 5 Aug 87.
2. FY 1986, DCSOPS AHR (S[redacted]/NOFORN), p. 77.
3. FY 1986, DCSOPS AHR (TS[redacted], p. 26.
4. FY 1986, DCSOPS AHR (S[redacted]/NOFORN), pp. 78-9.
5. Ibid., pp. 75-6
6. Ibid., p. 74; Narrative Summary, [redacted] MAJ Sutton, DCSOPS, dtd 18 Jul 85; Msg., DCSOPS, subj: [redacted] IPR After Action Report (200930Z Dec 85) (S); Msg., IAOPS-SE-ASP, subj: [redacted] (U) (091730Z Apr 86) (S); FY 1986, MI Bn (LI) AHR (S), chs. I, V.
7. Msg., IAOPS-SE-AVN, subj: [redacted]U) (241700Z Mar 86) (S); Msg., IAOPS-SE-ASP, subj: [redacted]U) (031705 Apr 86) (S/NOFORN); FY 1986, MI Bn (LI) AHR (S), ch. I.
8. FY 1986, MI Bn (LI) AHR (S), ch. I; FY 1986, 501st MI Gp AHR (S/NOFORN), p. 25; Msg., IAOPS-SE-ASP, subj: Annex A (Operations Security) to Operation Order No. 86-2 (U) (022100Z May 86) (S).
9. FY 1986, 513th MI Bde AHR (S), p. 30; FY 1986, MI Bn (LI) AHR (S), ch. I.

HUMINT/CARRY

1. FY 1986, DCSOPS AHR (S[redacted]/NOFORN), p. 24; Memo for Command Group, IAOPS, subj: Resources Versus Priority Tasks in ADCSOPS-HUMINT, dtd 4 Sep 86 (U).
2. Ltr., IAOS, subj: Additional HUMINT Training (U), dtd 3 Feb 86 (S/NOFORN); Msg., IAOPS-H-P, subj: Status of MOS 97C (231430Z Sep 86) (S/NOFORN).
3. FY 1986, DCSOPS AHR (S[redacted]/NOFORN), pp. 49-50; Msg., IAOPS-H-P, subj: COMS Implementation (241300Z Dec 85) (S/NOFORN); Interview with Mr. Corr, DCSOPS, 17 Jul 86.
4. FY 1986, Ops Gp AHR (S/NOFORN),Tab C, pp. 6,9.
5. Ibid., Ops. Div. Historical Report (S).

6. FY 1986, 513th MI Brigade AHR (S/NOFORN), pp. 26-7; DF, IAOPS, subj: 513th MIGP [redacted] (U), dtd 23 Sep 86 (S).
7. FY 1986, DCSOPS AHR (S/NOFORN), pp. 44-5.
8. Fact Sheet, IAOPS-H, subj: [redacted] Reporting, dtd 31 Mar 86 (S/NOFORN); Fact Sheet, IAOPS-H-F, subj: [redacted], dtd 2 Jan 86 (S/NOFORN); Ltr., IAOPS-OR-GC, subj: 470th MI Group Update for Nov 85 (U), dtd 8 Jan 86 (S/NOFORN).
9. Fact Sheet, IAOPS-H-F, subj: Redirection of 430th MI Battalion, 66th MI Group (U), dtd 31 Jul 86 (S/NOFORN); Ltr., IAOPS-H-F, subj: Restructuring of Controlled Collection in USAREUR (U), dtd 13 Nov 85 (S/NOFORN).
10. Interview with CPT Frank, DCSOPS, 17 Jul 86.
11. FY 1986, DCSOPS AHR (S/NOFORN), pp. 32-33.
12. Fact Sheet, IAOPS-H-F, subj: [redacted] (U), dtd 3 Jan 86 (S/NOFORN); Fact Sheet, IAOPS-H-F, subj: Philippines Collection Working Group Meeting (U), dtd 3 Jan 86 (S/NOFORN); Interview with Mr. Dawson, DCSOPS, 17 Jul 86.
13. Info Paper, IAOPS-H-F, subj: Status of [redacted] Concept (U), dtd 16 May 86 (S/NOFORN).
14. Fact Sheet, IAOPS-H, subj: [redacted] (U), dtd 7 Nov 85) (S/NOFORN); Interview with Mr. Dawson, DCSOPS, 17 Jul 86.
15. FY 1986, Ops Gp AHR (S/NOFORN); Operations Division Historical Report.
16. FY 1986, DCSOPS AHR (S/NOFORN), pp. 46-49.
17. FY 1985, INSCOM AHR, p. 19.
18. FY 1986, DCSOPS AHR (S/NOFORN), p. 58.
19. Ibid., p. 64; Info Memo, IMD, subj: TAREX Personnel Situation, dtd 21 Mar 86 (C/NOFORN); Ltr., IAOPS-H, subj: [redacted] (C/NOFORN), dtd 25 Jun 86 (C/NOFORN).
20. FY 1986, DCSOPS AHR (S/NOFORN), p. 53.
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2. Ltr., IAGPE-I, subj: Army Superior Unit Award Recommendation (U), dtd 31 Dec 85 (S); Msg., subj: Defensive Counterespionage (301345Z Oct 85) (S/EYES ONLY).
3. 1st End, IAOPS-CI-RAP, subj: Army Counterintelligence Activities (U), dtd 2 May 86 (S); Ltr., IAOPS-CI-RAP, subj: Annual SAEDA Statistics Report-FY 1986, dtd 17 Dec 86 (C).

4. Ltr., IAOPS-CI-PG, subj: Polygraph Expansion, dtd 26 Jun 86 (U); DF, IAOPS-CI, subj: Expanded Polygraph Security Screening Program, dtd 8 Aug 86 (U); FY 1986, DCSOPS AHR (S[redacted]NOFORN), pp. 190-194.
5. Fact Sheet, IAOPS-CI-OC, subj: INSCOM Support Of Army Personnel Security Investigation (PSI) Program, dtd 24 Jan 86 (U); Info Paper, ADCSOPS-CI-OP, subj: "Catch 'Em in CONUS Program and Its Impact on PSI/PR Mission OCONUS, dtd 29 Apr 86 (U).
6. FY 1986, DCSOPS AHR (S[redacted]NOFORN), pp. 195-196.
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8. FY 1986, DCSOPS AHR (S[redacted]NOFORN), pp. 101-102.
9. Ibid., pp. 157-159.
10. Ibid., pp. 158-159.
11. Ibid., pp. 128-133.
12. Ibid., pp. 184-187.

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APPENDIX A

USAINSCOM ORGANIZATIONAL STRUCTURE
(As of 30 September 1986)

AUSC 552 (b) (1)

UIC	Unit Designation	Location
[redacted]	HEADQUARTERS, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND	[redacted]
	U.S. Army Garrison, Arlington Hall Station	
	USAINSCOM CONUS Military Intelligence Group (SIGINT/EW)	
	U.S. Army Field Station Key West	
	U.S. Army Field Station San Antonio	
	U.S. Army Element, National Security Agency	
	U.S. Army Garrison, Vint Hill Farms Station	
	U.S. Army Field Station Berlin	
	U.S. Army Field Station Sinop	
	U.S. Army Special Security Group	
	U.S. Army Programs Analysis Group	
	U.S. Army Field Support Center	
	U.S. Army Foreign Area Officers Detachment	
	U.S. Army Russian Institute	
	USAINSCOM Foreign Language Training Center Europe	
	U.S. Army Field Station Augsburg	
	USAINSCOM Automated Systems Activity	
	U.S. Army Cryptologic Support Group	
	USAINSCOM Support Activity	
	U.S. Army Operational Group	
	U.S. Army Central Security Facility	
	USAINSCOM Finance and Accounting Activity	
	USAINSCOM Maintenance Assistance and Instruction Team (MAIT)	
	U.S. Army Foreign Counterintelligence Activity	
	INSCOM Administrative/Visual Information Support Activity	
	U.S. Army Field Station Kunia	
	USAINSCOM Theater Intelligence Center-Pacific	

AUSC 552 (b) (1)

~~CONFIDENTIAL~~

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UIC	Unit Designation	Location
[redacted]	HEADQUARTERS, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND	[redacted]
	U.S. Army Intelligence Support Activity	
	USAINSCOM Mission Support Activity	
	U.S. Army Intelligence Exchange and Support Center (IESC)	
	902d Military Intelligence Group	
	Augmentation, 902d Military Intelligence Group	
	USAINSCOM Military Intelligence Detachment (Counterintelligence), Support	
	USAINSCOM Military Intelligence Battalion (Counterintelligence) East Coast	
	USAINSCOM Counterintelligence Detachment, Defense Nuclear Agency	
	USAINSCOM Military Intelligence Battalion (Security)	
	USAINSCOM Military Intelligence Battalion (Counterintelligence) West Coast	
	66th Military Intelligence Group	
	Augmentation, 66th Military Intelligence Group	
	18th Military Intelligence Battalion	
	Augmentation, 18th Military Intelligence Battalion	
	5th Military Intelligence Company	
	Augmentation, 5th Military Intelligence Company	
	HHC, 502d Army Security Agency Battalion (Intelligence and Security)	
	Augmentation, 502d Army Security Agency Battalion	
	204th Military Intelligence Battalion (Provisional)	
	409th Army Security Agency Company, Operations (Rear)	
	328th Army Security Agency Company	
	581st Military Intelligence Detachment (Imagery Interpretation)	
	582d Military Intelligence Detachment (Imagery Interpretation)	
	583d Military Intelligence Detachment (Imagery Interpretation)	

5USC 552 (b) (1)

5USC 552(b)(1)(3)

UIC	Unit Designation	Location
[redacted]	HEADQUARTERS, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND	[redacted]
	66th Military Intelligence Group	
	527th Military Intelligence Battalion	
	Augmentation, 527th Military Intelligence Battalion	
	Company A, 527th Military Intelligence Battalion	
	Company B, 527th Military Intelligence Battalion	
	430th Military Intelligence Detachment	
	Augmentation, 430th Military Intelligence Detachment	
	766th Military Intelligence Detachment	
	Augmentation, 766th Military Intelligence Detachment	
	430th Military Intelligence Battalion (Provisional)	
	588th Military Intelligence Detachment	
	470th Military Intelligence Group	
	Augmentation, 470th Military Intelligence Group	
	U.S. Army Field Station Panama	
	500th Military Intelligence Group	
	Augmentation, 500th Military Intelligence Group	
	U.S. Army Field Station Misawa	
	149th Military Intelligence Detachment	
	Augmentation, 149th Military Intelligence Detachment	
	181st Military Intelligence Detachment	
	Augmentation, 181st Military Intelligence Detachment	
	U.S. Army Asian Studies Detachment	
	501st Military Intelligence Brigade (Provisional)	
	HHC, 501st Military Intelligence Group	
	Augmentation, 501st Military Intelligence Group	
	532d Military Intelligence Battalion, Operations (Provisional)	
	332d Military Intelligence Company (Electronic Warfare)	
	U.S. Army Field Station Korea	

[redacted] 1.4(a)

UIC	Unit Designation	Location
[redacted]	HEADQUARTERS, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND	[redacted]
	HHC, 501st Military Intelligence Group	
	524th Military Intelligence Battalion	
	Augmentation, 524th Military Intelligence Battalion	
	209th Military Intelligence Company (Operations Security)	
	Augmentation, 209th Military Intelligence Company (Operations Security)	
	3d Military Intelligence Battalion (Aerial Exploitation)	
	Company A, 3d Military Intelligence Battalion	
	Company B, 3d Military Intelligence Battalion	
	HHC, 513th Military Intelligence Group	
	Augmentation, 513th Military Intelligence Group	
	513th Military Intelligence Group Intelligence Center (Provisional)	
	174th Military Intelligence Company (Operations)	
	U.S. Army Echelon Above Corps Aviation Intelligence Company	
	U.S. Army Military Intelligence Battalion (Low Intensity) (Provisional)	
	HHC, 201st Military Intelligence Battalion	
	17th Military Intelligence Company (Imagery Interpretation)	
	166th Military Intelligence Company (EW)	
	HHC, 202d Military Intelligence Battalion (Collection/ Exploitation)	
	6[illegible]1st Military Intelligence Company (Collection)	
	219th Military Intelligence Company	
	16[illegible]th Military Intelligence Company (OPSEC)	
	HHC, 203d Military Intelligence Battalion (Technical Intelligence)	
	11th Military Intelligence Company (Technical Intelligence)	
	Augmentation, 11th Military Intelligence Company (Technical Intelligence)	

[redacted] 1.4(a)

APPENDIX B

TOE UNITS
(As of 30 September 1986)

[redacted]

66th Military Intelligence Group
470th Military Intelligence Group
500th Military Intelligence Group
HHC, 501st Military Intelligence Group
513th Military Intelligence Group
902d Military Intelligence Group
[illegible] Military Intelligence Battalion (Aerial Exploitation)
HHC, 18th Military Intelligence Battalion
HHC, 201st Military Intelligence Battalion
HHC, 202d Military Intelligence Battalion
(Collection/Exploitation)
HHC, 203d Military Intelligence Battalion (Technical Intelligence)
HHC, 502d Army Security Agency Battalion (Intelligence and Security)
HHC, 524th Military Intelligence Battalion
527th Military Intelligence Battalion
[illegible]th Military Intelligence Company
111th Military Intelligence Company (Technical Intelligence)
117th Military Intelligence Company (Imagery Interpretation)
164th Military Intelligence Company (OPSEC)
166th Military Intelligence Company (EW)
[illegible]th Military Intelligence Company (Operations)
209th Military Intelligence Company (Operations Security)
[illegible]th Military Intelligence Company
222d Military Intelligence Company (Electronic Warfare)
[illegible]th Army Security Agency Company
[illegible]th Army Security Agency Company, Operations (Rear)
[illegible]st Military Intelligence Company (Collection)
[illegible]th Military Intelligence Detachment
181st Military Intelligence Detachment
[illegible]th Military Intelligence Detachment
581st Military Intelligence Detachment (Imagery Interpretation)
582d Military Intelligence Detachment
583d Military Intelligence Detachment
584th Military Intelligence Detachment
766th Military Intelligence Detachment

AUSC 552 (b) (1)

APPENDIX C

CHANGES IN STATUS OF TOE UNITS

REASSIGNED

Unit	Eff Date	Authority
[redacted] 332d Military Intelligence Company (Electronic Warfare) From: USAFS Korea To: 532d MI Bn (Prov)	3 Sep 86	PO 72-1, HQ USAINSCOM, 26 Aug 86

TTT (q) 899 0509

APPENDIX D

TDA UNITS
(As of 30 September 1986)

[redacted]

Headquarters, U.S. Army Intelligence and Security Command
U.S. Army Garrison, Arlington Hall Station
USAINSCOM CONUS Military Intelligence Group (SIGINT/EW)
U.S. Army Element, National Security Agency
USAINSCOM Military Intelligence Detachment (Counterintelligence), Support
USAINSCOM Military Intelligence Battalion (Counterintelligence) West Coast
USAINSCOM Counterintelligence Detachment, Defense Nuclear Agency
U.S. Army Garrison, Vint Hill Farms Station
U.S. Army Field Station Key West
U.S. Army Field Station Berlin
U.S. Army Field Station Sinop
U.S. Army Special Security Group
U.S. Army Programs Analysis Group
U.S. Army Field Support Center
U.S. Army Russian Institute
U.S. Army Field Station San Antonio
USAINSCOM Military Intelligence Battalion (Counterintelligence) East Coast
U.S. Army Central Security Facility
USAINSCOM Finance and Accounting Activity
USAINSCOM Maintenance Assistance and Instruction Team (MAIT)
U.S. Army Foreign Counterintelligence Activity
USAINSCOM Support Activity
U.S. Army Operational Group
U.S. Army Foreign Area Officers Detachment
U.S. Army Field Station Augsburg
U.S. Army Field Station Misawa
USAINSCOM Automated Systems Activity
U.S. Army Field Station Korea
USAINSCOM Theater Intelligence Center-Pacific
U.S. Army Cryptologic Support Group
USAINSCOM Military Intelligence Battalion (Security)
INSCOM Administrative/Visual Information Support Activity

[redacted]

U.S. Army Field Station Kunia
U.S. Army Asian Studies Detachment
U.S. Army Intelligence Support Activity
U.S. Army Field Station Panama
USAINSCOM Mission Support Activity
USAINSCOM Foreign Language Training Center Europe
U.S. Army Echelon Above Corps Aviation Intelligence Company
U.S. Army Intelligence Exchange and Support Center (IESC)
Augmentation, 902d Military Intelligence Group
Augmentation, 66th Military Intelligence Group
Augmentation, 470th Military Intelligence Group
Augmentation, 500th Military Intelligence Group
Augmentation, 513th Military Intelligence Group
Augmentation, 527th Military Intelligence Battalion
Augmentation, 5th Military Intelligence Company
Augmentation, 209th Military Intelligence Company (Operations Security)
Augmentation, 430th Military Intelligence Detachment
Augmentation, 766th Military Intelligence Detachment
Augmentation, 524th Military Intelligence Battalion
Augmentation, 181st Military Intelligence Detachment
Augmentation, 502d Army Security Agency Battalion
Augmentation, 149th Military Intelligence Detachment
Augmentation, 18th Military Intelligence Battalion
Augmentation, 501st Military Intelligence Group
Augmentation, 11th Military Intelligence Company

APPENDIX E

CHANGES IN STATUS OF TDA UNITS

REDESIGNATED

Unit		Eff Date
[redacted]	From: USAINSCOM Administrative/ Audiovisual Support Activity 1 Jan 86 To: INSCOM Administrative/Visual Information Support Activity	PO 107-1, HQ USAINSCOM, 10 Dec 85
[redacted]	From: U.S. Army Administrative Survey Detachment 1 Jul 86 To: U.S. Army Field Support Center	PO 89-1, HQ USAINSCOM, 22 Jun 86

REASSIGNED

[redacted]	U.S. Army EAC Aviation Intelligence Company 2 Apr 86 From: 201st MI Battalion To: 513th MI Group	PO 23-1, HQ USAINSCOM, 26 Mar 86

DISCONTINUED

[redacted]	U.S. Army Systems Explicitation Detachment 1 Oct 85	PO 74-1, HQ USAINSCOM, 13 Aug 85
[redacted]	U.S. Army Field Station Okinawa 31 Dec 85	PO 96-1, HQ USAINSCOM, 1 Nov 85

APPENDIX F

USAINSCOM PERSONNEL STRENGTH BY UNIT*
(As of 30 September 1986)

COMMAND OR UNIT	AUTHORIZED AND ACTUAL STRENGTH					
	OFF Auth/Act	WO Auth/Act	ENL Auth/Act	MIL. TOTAL Auth/Act	CIV Auth/Act	AGGREGATE Auth/Act
HQ, U.S. Army Intelligence and Security Command (INSCOM)						
USAG, Arlington Hall Station						
USAINSCOM CONUS Military Intelligence Group (SIGINT/EW)						
U.S. Army Element, National Security Agency						
USAG, Vint Hill Farms Station						
U.S. Army Field Station Key West						
USAINSCOM Automated Systems Activity						
**11th Military Intelligence Company w/Augmentation						
U.S. Army Field Station San Antonio						
U.S. Army Central Security Facility						
USAINSCOM Finance and Accounting Activity						
USAINSCOM Maintenance Assistance and Instruction Team						
U.S. Army Foreign Area Officers Detachment						
**U.S. Army Aviation Intelligence Company						
USAINSCOM Support Activity						
U.S. Army Field Support Center						

*The table is taken from DCSPER, INSCOM Command Strength Report dtd 30 Sep 86. (This report reflects Command Program Authorizations as of 4th Quarter, FY 1986.)

**As of 31 August 1986.

AUTHORIZED AND ACTUAL STRENGTH

COMMAND OR UNIT	OFF Auth/Act	WO Auth/Act	ENL Auth/Act	MIL TOTAL Auth/Act	CIV Auth/Act	AGGREGATE Auth/Act
USAINSCOM Support Mission Activity						
U.S. Army Foreign Counterintelligence Activity						
U.S. Army Operational Group						
U.S. Army Special Security Group						
USAINSCOM Administrative/Audiovisual Support Activity						
902d Military Intelligence Group w/ Augmentation						
USAINSCOM Pentagon Counterintelligence Force						
USAINSCOM Counterintelligence Detachment, Defense Nuclear Agency						
**17th Military Intelligence Company						
**174th Military Intelligence Company						
**HHC, 202d Military Intelligence Battalion						
U.S. Army Intelligence Exchange and Support Center (IESC)						
**HHC, 203d Military Intelligence Battalion						
**513th Military Intelligence Group w/Augmentation						
**HHC, 201st Military Intelligence Battalion						
USAINSCOM Military Intelligence Battalion (CI) East Coast (Ft Meade, MD)						
USAINSCOM Military Intelligence Battalion (CI) West Coast (Pres of SF, CA)						

**As of 31 August 1986.

AUTHORIZED AND ACTUAL STRENGTH

COMMAND OR UNIT	OFF Auth/Act	WO Auth/Act	ENL Auth/Act	MIL TOTAL Auth/Act	CIV Auth/Act	AGGREGATE Auth/Act
USAINSCOM Military Intelligence Battalion (Security)						
**164th Military Intelligence Company						
**166th Military Intelligence Company						
**219th Military Intelligence Company						
TOTAL CONUS						
470th Military Intelligence Group w/Augmentation						
U.S. Army Field Station Panama						
TOTAL CARIBBEAN						
USAINSCOM Theater Intelligence Center-Pacific						
U.S. Army Field Station Misawa						
500th Military Intelligence Group w/Augmentation						
HHC, 501st Military Intelligence Group w/Augmentation						
181st Military Intelligence Detachment						
209th Military Intelligence Company (Operations Security)						
U.S. Army Asian Study Detachment						
U.S. Army Field Station Korea						
332d Military Intelligence Company						

**As of 31 August 1986.

AUTHORIZED AND ACTUAL STRENGTH

COMMAND OR UNIT	OFF Auth/Act	WO Auth/Act	ENL Auth/Act	MIL TOTAL Auth/Act	CIV Auth/Act	AGGREGATE Auth/Act
149th Military Intelligence Detachment						
U.S. Army Field Station Kunia						
3J Military Intelligence Battalion (Aerial Exploitation)						
HHC, 524th Military Intelligence Battalion						
TOTAL PACIFIC						
U.S. Army Cryptologic Support Group						
**U.S. Army Field Station Berlin						
**U.S. Army Field Station Augsburg						
66th Military Intelligence Group w/ Augmentation						
5th Military Intelligence Company						
HHC, 18th Military Intelligence Battalion						
330th Military Intelligence Detachment						
527th Military Intelligence Battalion						
766th Military Intelligence Detachment						
HHC, 502d Army Security Agency Battalion						
328th Army Security Agency Company						
409th Army Security Agency Company, Operations (Rear)						
581st Military Intelligence Detachment						

**as of 31 August 1986.

AUTHORIZED AND ACTUAL STRENGTH

COMMAND OR UNIT	OFF Auth/Act	WO Auth/Act	EM Auth/Act	MIL TOTAL Auth/Act	CIV Auth/Act	AGGREGATE Auth/Act
502d Military Intelligence Detachment	[redacted]					
503d Military Intelligence Detachment						
504th Military Intelligence Detachment						
U.S. Army Field Station Sinop						
U.S. Army Russian Institute						
USAINSCOM Foreign Language Training Center Europe						
TOTAL EUROPE						

DECLASSIFIED

APPENDIX G

PROVISIONAL UNITS
(As of 30 September 1986)

430th Military Intelligence Battalion (Provisional)
513th Military Intelligence Group Intelligence Center (Provisional)
U.S. Army Military Intelligence Battalion (Low Intensity) (Provisional)
501st Military Intelligence Brigade (Provisional)
204th Military Intelligence Battalion (Provisional)
532d Military Intelligence Battalion, Operations (Provisional)

UNCLASSIFIED

APPENDIX H

CHANGES IN STATUS OF PROVISIONAL UNITS

ORGANIZED

Unit	Eff Date	Authority
501st Military Intelligence Brigade (Provisional) Assigned to: HQ USAINSCOM	16 Apr 86	PO 16-1, HQ USAINSCOM, 24 Feb 86
204th Military Intelligence Battalion (Provisional) Assigned to: 66th MI Group	14 Aug 86	PO 56-1, HQ USAINSCOM, 9 Jul 86
U.S. Army Military Intelligence Battalion (Low Intensity) (Provisional) Assigned to: 513th MI Group	2 Apr 86	PO 86-3, HQ USAINSCOM, 4 Nov 86
532d Military Intelligence Battalion, Operations (Provisional) Assigned to: 501st MI Brigade (Provisional)	3 Sep 86	PO 72-2, HQ USAINSCOM, 22 Aug 86

UNCLASSIFIED

APPENDIX I

USAINSCOM KEY PERSONNEL

Position/Name	Dates Served
COMMANDING GENERAL	
MG Harry E. Soyster	29 Jun 84 - Present
DEPUTY COMMANDING GENERAL	
BG George J. Walker	10 May 86 - Present
BG Charles F. Scanlon	19 Feb 85 - 10 May 86
EXECUTIVE OFFICER	
MAJ Charles Hill	16 Sep 85 - 08 Jan 86
STAFF ADVISOR FOR SCIENTIFIC AND CRYPTO AFFAIRS	
Mr. Edwin A. Speakman	12 Aug 68 - 30 May 86
COMMAND SERGEANT MAJOR	
CSM Sammy W. Wise	30 Dec 84 - Present
CHIEF OF STAFF	
BG Ira C. Owens	10 May 86 - Present
BG George J. Walker	19 Feb 85 - 10 May 86
DEPUTY CHIEF OF STAFF	
COL Daniel M. Lawson	05 Aug 86 - Present
COL Walter L. Cressler, Jr.	05 Nov 85 - 05 Aug 86
LTC Eugene Johnson	Jul 84 - 05 Nov 85
INTERNAL REVIEW OFFICE	
Mr. Russell J. Heiner	01 Apr 84 - Present
SECRETARY OF THE GENERAL STAFF	
MAJ Grady J. Howell, Jr.	05 Jun 84 - Present
SPECIAL ASSISTANT TO CHIEF OF STAFF	
Mr. Paul Sutton	07 Mar 83 - Present
USAINSCOM LIAISON OFFICE, FORSCOM	
LTC Buddy L. Parker	28 Mar 84 - Present

UNCLASSIFIED

Position/Name	Dates Served
USAINSCOM LIAISON OFFICE, TRADOC	
LTC Perry E. Cole	30 Sep 83 - 30 Sep 86
USAINSCOM LIAISON OFFICE, USAREUR	
LTC Donald Tait	05 Oct 83 - 01 Aug 86
USAINSCOM LIAISON OFFICE, NSA	
COL James P. Brown	06 Jul 84 - 01 Aug 86
INSPECTOR GENERAL	
COL Robert L. Wolf	06 Aug 84 - Present
STAFF JUDGE ADVOCATE	
COL John R. Thornock	01 Jul 85 - Present
CHIEF, OFFICE OF PUBLIC AFFAIRS	
LTC Richard P. Holk	01 Jul 85 - Present
COMMAND CHAPLAIN	
COL Henry F. Ackermann	05 Jul 86 - Present
COL William T. Smith	06 Jul 83 - 05 Jul 86
DEPUTY CHIEF OF STAFF, PERSONNEL	
LTC Herbie R. Taylor	24 Aug 86 - Present
Mr. Alton C. Ressler	18 Jul 86 - 24 Aug 86
COL Arthur A. Remling II	31 Mar 84 - 18 Jul 86
DEPUTY CHIEF OF STAFF, INFORMATION MANAGEMENT	
COL William R. Barnes	01 May 85 - Present
DEPUTY CHIEF OF STAFF, FORCE INTEGRATION	
COL Arnon N. Harris, Jr.	09 Jun 86 - Present
DEPUTY CHIEF OF STAFF, PLANS, PROGRAMS, AND MODERNIZATION	
LTC Albert E. Warburton	12 Jan 86 - 09 Jun 86
Mr. James D. Davis	01 Oct 83 - 12 Jan 86
DEPUTY CHIEF OF STAFF, OPERATIONS	
COL Robert M. Bowe	08 Jul 85 - Present
DEPUTY CHIEF OF STAFF, LOGISTICS	
COL Charles L. Bell	Aug 85 - Present

UNCLASSIFIED

Position/Name	Dates Served
DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT	
COL John G. Quast	20 Oct 84 - Present
DEPUTY CHIEF OF STAFF, SYSTEMS	
LTC Daniel J. Knight	22 Dec 85 - 09 Jun 86
Mr. George A. Harvey, Jr.	03 Jan 78 - 22 Dec 85
DEPUTY CHIEF OF STAFF, TELECOMMUNICATIONS	
COL William R. Barnes	27 Aug 84 - 01 May 85
CHIEF, COMMAND SECURITY OFFICE	
Mr. Stephen M. Earle	31 Aug 81 - Present

Unit/Commander	
66th MILITARY INTELLIGENCE GROUP	
COL William J. Foley	06 Aug 86 - Present
COL John G. Lackey III	27 Jul 84 - 06 Aug 86
470th MILITARY INTELLIGENCE GROUP	
COL Thomas K. Newell	10 Jul 85 - Present
500th MILITARY INTELLIGENCE GROUP	
COL Dennis C. Biddinger	11 Jul 86 - Present
COL John L. Leide	12 Jul 84 - 11 Jul 86
HHC, 501st MILITARY INTELLIGENCE GROUP	
COL John E. Riddle, Jr.	Jul 86 - Present
COL Paul E. Menoher, Jr.	15 Jun 84 - Jul 86
513th MILITARY INTELLIGENCE GROUP	
COL Francis P. Keough	27 Aug 86 - Present
COL William A. Bentz	13 Aug 84 - 27 Aug 86
902d MILITARY INTELLIGENCE GROUP	
COL William M. Hix	17 Jan 86 - Present
COL Francis W. Creighton	10 Jul 84 - 17 Jan 86
USAINSCOM CONUS MILITARY INTELLIGENCE GROUP (SIGINT/EW)	
COL George E. Hunt	14 Feb 86 - Present
COL Elias A. Cozanitis	04 Nov 83 - 14 Feb 86

UNCLASSIFIED

Unit/Commander	Dates Served
U.S. ARMY OPERATIONAL GROUP	
COL Michael A. Scott	29 Jun 84 - Present
U.S. ARMY SPECIAL SECURITY GROUP	
COL Arleigh D. Waterman	Dec 84 - Present
U.S. ARMY CRYPTOLOGIC SUPPORT GROUP	
LTC Sherman J. Blanchard	17 Jun 83 - Present
U.S. ARMY FIELD STATION AUGSBURG	
COL Charles S. Simerly	16 Aug 85 - Present
U.S. ARMY FIELD STATION BERLIN	
COL Anthony E. Newton	27 Aug 86 - Present
COL Kenneth D. Roney	01 Aug 84 - 7 Aug 86
U.S. ARMY FIELD STATION KEY WEST	
CPT Charles M. Frechette	25 Jun 84 - Present
U.S. ARMY FIELD STATION KUNIA	
COL William H. Campbell	14 Jun 85 - Present
U.S. ARMY FIELD STATION KOREA	
LTC Theodore R. Grevenkamp	24 Jul 86 - Present
LTC Ronald W. Carter	15 Jun 84 - 24 Jul 86
U.S. ARMY FIELD STATION MISAWA	
LTC Savatore M. Bruni	Nov 84 - Present
U.S. ARMY FIELD STATION OKINAWA	
LTC Manuel A. Conley	Oct 85 - 31 Dec 85
COL Walter L. Cressler, Jr.	Jul 84 - Oct 85
U.S. ARMY FIELD STATION PANAMA	
MAJ Jerry A. DeMoney	03 Jul 86 - Present
MAJ Dennis A. McGaugh	Sep 84 - 03 Jul 86
U.S. ARMY FIELD STATION SAN ANTONIO	
LTC Brian C. Warren	26 Jul 85 - Present

UNCLASSIFIED

Unit/Commander	Dates Served
U.S. ARMY FIELD STATION SINOP	
COL William P. Walters	13 Aug 86 - Present
COL David W. Tellman	13 Aug 85 - 13 Aug 86
3d MILITARY INTELLIGENCE BATTALION (AERIAL EXPLOITATION)	
LTC John D. Thomas, Jr.	31 Jul 85 - Present
HHC, 18th MILITARY INTELLIGENCE BATTALION	
LTC Robert D. McKay	18 Jul 86 - Present
LTC John C. Linley, Jr.	02 Jul 84 - 18 Jul 86
HHC, 201st MILITARY INTELLIGENCE BATTALION	
LTC Leslie D. Thatcher	21 Feb 86 - Present
LTC Robert D. McKay	14 Jun 84 - 21 Feb 86
HHC, 202d MILITARY INTELLIGENCE BATTALION	
LTC Steven D. Johnson	14 Mar 86 - Present
CPT Dennis E. Royer	03 Jun 85 - 14 Mar 86
HHC, 203d MILITARY INTELLIGENCE BATTALION (TECHNICAL INTELLIGENCE)	
LTC Michael A. Petersen	07 Jun 85 - Present
waiting MILITARY INTELLIGENCE BATTALION (PROVISIONAL)	
LTC Raymond T. Waity	14 Jun 85 - Present
504th MILITARY INTELLIGENCE BATTALION	
LTC Carol M. Hemphill	24 Jul 85 - Present
525th MILITARY INTELLIGENCE BATTALION	
LTC William Llewellyn	11 Jun 86 - Present
LTC Charles W. Nerburgh	Jun 84 - 11 Jun 86
527th MILITARY INTELLIGENCE BATTALION	
LTC John C. Hammond	09 Jul 86 - Present
LTC George R. Brock	09 Jul 84 - 09 Jul 86
USAINSCOM MILITARY INTELLIGENCE (COUNTERINTELLIGENCE) EAST COAST	
LTC William A. McDonough	25 Mar 85 - Present

UNCLASSIFIED

Unit/Commander	Dates Served
USAINSCOM MILITARY INTELLIGENCE (COUNTERINTELLIGENCE) WEST COAST	
LTC Lawrence Schneider	06 Aug 85 - Present
USAINSCOM MILITARY INTELLIGENCE BATTALION (SECURITY)	
LTC Raymond P. Cadorette	23 Jul 86 - Present
LTC David W. Clark	11 Sep 84 - 23 Jul 86
U.S. ARMY MILITARY INTELLIGENCE BATTALION (LOW INTENSITY) PROVISIONAL	
LTC Arlen C. Meline	02 Apr 86 - Present
5th MILITARY INTELLIGENCE COMPANY	
CPT John W. Zizik	26 Sep 86 - Present
CPT Connie S. Labadie	25 Jul 85 - 26 Sep 86
11th MILITARY INTELLIGENCE COMPANY (TECHNICAL INTELLIGENCE)	
CPT Jeffrey C. Holle	20 Sep 85 - Present
17th MILITARY INTELLIGENCE COMPANY	
MAJ A.J. Paluska, Jr.	31 Jul 84 - Present
164th MILITARY INTELLIGENCE COMPANY	
CPT Timothy O'Neil	17 Jun 85 - Present
166th MILITARY INTELLIGENCE COMPANY	
CPT Alan S. Taylor	31 Jul 84 - Present
174th MILITARY INTELLIGENCE COMPANY	
CPT Michael Warsocki	15 Aug 86 - Present
CPT(P) William G. Fillman	20 May 85 - 15 Aug 86
209th MILITARY INTELLIGENCE COMPANY	
CPT Kevin R. Cunningham	16 Jun 85 - Present
219th MILITARY INTELLIGENCE COMPANY	
MAJ Jay E. Lawson	10 Mar 86 - Present
MAJ Stanley R. Chrzanoski	14 Dec 84 - 10 Mar 86
332d MILITARY INTELLIGENCE COMPANY (ELECTRONIC WARFARE)	
CPT Monte F. Hengot	16 Aug 85 - Present

UNCLASSIFIED

Unit/Commander	Dates Served
[illegible]TH EAC AVIATION INTELLIGENCE COMPANY	
MAJ Douglas Roberts	30 Sep 85 - Present
[illegible]th ARMY SECURITY AGENCY COMPANY	
CPT Richard M. Lambert	09 Jan 86 - Present
CPT Nancy B. Sullivan	10 Aug 84 - 09 Jan 86
[illegible]th ARMY SECURITY AGENCY COMPANY	
CPT John R. Healy	21 Aug 86 - Present
CPT Jack Horn, Jr.	03 May 85 - 21 Aug 86
6[illegible]st MILITARY INTELLIGENCE COMPANY (COLLECTION)	
MAJ Theodore W. Waronicki	10 Jul 85 - Present
[illegible]th MILITARY INTELLIGENCE DETACHMENT	
LTC William R. Eicholz	Jan 85 - Present
181st MILITARY INTELLIGENCE DETACHMENT	
MAJ Peter G. Welliner	01 Jun 86 - Present
MAJ Charles L. Robertson	17 Dec 84 - 01 Jun 86
430th MILITARY INTELLIGENCE DETACHMENT	
LTC Raymond T. Waity	14 Jun 85 - Present
581st MILITARY INTELLIGENCE DETACHMENT (IMAGERY INTERPRETATION)	
CPT Mark J. Choiniere	01 Nov 85 - Present
CPT Ann M. Peterson	04 May 84 - 01 Nov 85
[illegible]24 MILITARY INTELLIGENCE DETACHMENT (IMAGERY INTERPRETATION)	
CPT Scott E. Peth	11 Jun 86 - Present
CPT Dennis R. Deines	19 Nov 84 - 11 Jun 86
[illegible]32 MILITARY INTELLIGENCE DETACHMENT (IMAGERY INTERPRETATION)	
MAJ Pat L. Lichtenburger	07 Aug 86 - Present
CPT Gordon Drake	31 May 86 - 07 Aug 86
MAJ John J. Ciriaco	03 Jan 84 - 31 May 86
[illegible]4th MILITARY INTELLIGENCE DETACHMENT	
LTC Bruce N. Ey	09 Jan 84 - Present

UNCLASSIFIED

Unit/Commander	Dates Served
766th MILITARY INTELLIGENCE DETACHMENT	
LTC Terrance M. Ford	27 May 86 - Present
LTC Stuart A. Herrington	15 Jul 83 - 27 May 86
U.S. ARMY ASIAN STUDIES DETACHMENT	
Mr. Seiji Aizawa	01 Oct 80 - Present
USAINSCOM CI DETACHMENT, DEFENSE NUCLEAR AGENCY	
LTC William E. Hawkins	15 Apr 83 - Present
66th MILITARY INTELLIGENCE GROUP, DETACHMENT HAHN	
LTC Rodney P. Miller	07 Aug 85 - Present
SPECIAL SECURITY DETACHMENT, INSCOM	
MAJ Rand M. Bass	21 Apr 86 - Present
U.S. ARMY FIELD SUPPORT CENTER	
COL John L. Greife	04 Sep 86 - Present
COL Robert W. Sheffield	20 Jul 84 - 04 Sep 86
USAINSCOM THEATER INTELLIGENCE CENTER - PACIFIC	
LTC James A. Roberts	15 Jun 84 - Present
U.S. ARMY INTELLIGENCE EXCHANGE AND SUPPORT CENTER	
COL Charles R. Cleveland	1 Aug 85 - Present
USAINSCOM FOREIGN LANGUAGE TRAINING CENTER EUROPE	
LTC Alan R. Meyer	03 Jun 85 - Present
USAINSCOM PENTAGON COUNTERINTELLIGENCE FORCE	
CPT Perry M. Kiesau	25 Sep 86 - Present
MAJ Charles C. Glunchenhaus	10 Jul 85 - 21 Aug 86
USAINSCOM AUTOMATED SYSTEMS ACTIVITY	
LTC(P) Stephen L. Weisel	01 Jun 85 - Present

UNCLASSIFIED

Unit/Commander	Dates Served
USAINSCOM ADMINISTRATIVE/AUDIOVISUAL SUPPORT ACTIVITY	
Mr. David Stein	30 Nov 78 - Present
USAINSCOM FINANCE AND ACCOUNTING ACTIVITY	
2LT Donna L. Convey (Acting)	13 Jul 86 - Present
MAJ Donald B. Pargoff	14 May 84 - 13 Jul 86
USAINSCOM ARLINGTON HALL STATION	
CPT MacTaggart	
USAINSCOM SUPPORT ACTIVITY, FORT MEADE	
CPT Mark S. Wilkins	Aug 85 - Present
USAINSCOM MAINTENANCE ASSISTANCE AND INSTRUCTION TEAM ACTIVITY	
CPT Larry E. Monger	15 Aug 84 - Present
USAINSCOM MISSION SUPPORT ACTIVITY	
Mr. Donald L. Valcheff	01 Oct 82 - Present
U.S. ARMY FOREIGN COUNTERINTELLIGENCE ACTIVITY	
COL Robert G. Lunt	21 Sep 84 - Present
U.S. ARMY CENTRAL SECURITY FACILITY	
COL James A. Thomas	03 Jun 86 - Present
COL Claude W. Johnson	21 Mar 83 - 03 Jun 86
U.S. ARMY RUSSIAN INSTITUTE	
COL Don O. Stovall	11 Aug 83 - Present
U.S. ARMY GARRISON, ARLINGTON HALL STATION	
LTC Kent D. Menser	20 Jun 86 - Present
LTC Harry F. Ferguson	20 Jul 84 - 20 Jun 86
U.S. ARMY GARRISON, VINT HILL FARMS STATION	
COL Leland J. Holland	14 Jun 83 - Present

UNCLASSIFIED

APPENDIX J

TRAVIS TROPHY WINNERS

Calender Year	Winner
1964	[redacted] (USASA NOMINEE: 53d USASA Special Operations Command)
1965	313th ASA Battalion (Corps)
1966	[redacted] (USASA NOMINEE: USASA Training Center and School)
1967	[redacted] USASA Group
1968	[redacted] (USASA NOMINEE: USASA, Europe)
1969	[redacted] (USASA NOMINEE: 330th ASA Company)
1970	USASA Field Station, Udorn
1971	[redacted] (USASA NOMINEE: USASA Field Station, Vint Hill Farms)
1972	[redacted] (USASA NOMINEE: USASA Field Station, Udorn)
1973	USASA Field Station, Berlin
1974	[redacted] (USASA NOMINEE: USASA Field Station, Augsburg)
1975	[redacted] (USASA Field Station, San Antonio)
1976	USASA Field Station, Sobe
1977	470th Military Intelligence Group

Calendar Year	Winner
1978	[redacted] (USAINSCOM NOMINEE: U.S. Army Field Station Augsburg)
1979	[redacted] (USAINSCOM NOMINEE: U.S. Army Field Station Sobe)
1980	U.S. Army Field Station Misawa
1981	U.S. Army Field Station Berlin
1982	[redacted] (USAINSCOM NOMINEE: U.S. Army Field Station Berlin)
1983	[redacted] (USAINSCOM NOMINEE: U.S. Army Field Station Augsburg)
1984	[redacted] (USAINSCOM NOMINEE: U.S. Army Field Station Augsburg)
1985	U.S. Army Field Station Berlin

APPENDIX K

DIRECTOR'S TROPHY WINNERS

Calendar Year	Winners
1979	[redacted] (ARMY NOMINEE: 193d Brigade Support Company, Fort Amador, Panama)
1980	[redacted] (ARMY NOMINEE: 372d ASA Co, 25th Inf Div, Oahu, Hawaii)
1981	[redacted] NOMINEE: 372d ASA Co, 25th Inf Div, Oahu, Hawaii)
1982	Task Force 138, U.S. Southern Command
1983	[redacted] (ARMY NOMINEE: 193d Military Intelligence Company (CEWI), Panama)
1984	224th Military Intelligence Battalion (Aerial Exploitation)
1985	525th Military Intelligence Brigade

BUSC 552 (b)(1)

GLOSSARY

AA/PI.....Asian American/Pacific Islander
AC.....Active Component
ACCE.....Alternate Command and Control Element
ACofS.....Assistant Chief of Staff
ACSI.....Assistant Chief of Staff for Intelligence
ACSTEL.....Assistant Chief of Staff, Telecommunications
ADC.....Army Document Center
ADCO.....Alcohol and Drug Counselling Officer
ADCSLOG.....Assistant Deputy Chief of Staff, Logistics
ADCSOPS.....Assistant Deputy Chief of Staff, Operations
ADCSPER.....Assistant Deputy Chief of Staff, Personnel
admin.....administration
ADP.....automatic data processing
AFSCITC.....Advanced Foreign Counterintelligence Training Course
AFP.....approved funding program
AFSOUTH.....Armed Forces, South
AFTTSS.....Automated Field TEMPEST and Technical Survey System
[redacted]
AHR.....Annual Historical Report
AHS..... Arlington Hall Station
AI/AN.....American Indian/Alaskan Native
AIA.....U.S. Army Intelligence Agency
AIB.....Aviation Intelligence Battalion
AIG.....Acting Inspector(s) General
ALO.....authorized level of organization
AMC.....U.S. Army Materiel Command
AMS.....Army Management System
AOE.....Army of Excellence
AOR.....area of responsibility
AR.....Army Regulation
ARDF.....aerial radio direction-finding
ARTEP.....Army Training and Exercise Plan
ASA.....Automated Systems Activity; Automated Support Activity
[redacted]
ASD.....U.S. Army Administrative Survey Detachment
ASH.....Agency Standard Hosts
ASIC-CFA.....All Source Intelligence Center, Combined Force Army
ATCAE.....Army Technical Control and Analysis Element
ATT.....American Telephone and Telegraph Company
AURS.....Automated Unit Reference Sheet
auth.....authorized

AVICSA.....Administrative/Visual Information Support Activity
AWOL.....absence without leave

BER.....Budget Execution Review
BG.....brigadier general
BIFF.....Battlefield Identification Friend or Foe
BLP.....Baseline Plan
BMAR.....backlog of maintenance and repair
Bn.....battalion

CA.....California
CCI.....Controlled Cryptographic Items
CCO.....Central Control Office
CCP.....Consolidated Cryptologic Program
Cdr/CDR.....commander
CDS.....Child Development Services
CE.....counterespionage
CENTAM.....Central America
CET.....Critical Events Templating
CG.....commanding general
CHCSS.....Chief, Central Security Service
CI.....counterintelligence
CIA.....Central Intelligence Agency
CINCUSAREUR.....Commander-in-Chief, U.S. Army Europe
CIRAM.....Counterintelligence Resource Allocation Model
CISOC.....Counterintelligence Special Operational Concept
civ.....civilian
CIVPER.....civilian personnel
CLP.....Command Language Program
CMD.....Collection Management Division
CMF.....Career Management Field
CNL.....commanders' needs letters
CO.....control office
COB.....command operating budget
CofS.....Chief of Staff
COL.....colonel
COMS.....Collection Objectives Management System
CONAUTH.....cryptonet controlling authority
CONOP.....concept of operations
CONUS.....Continental United States
COS.....Chief of Station
C&P.....control and processing
CPAR.....collection, processing, analysis, and reporting
CPD.....Civilian Personnel Director

[redacted]..Capital Purchases/Minor Construction
[redacted]..Civilian Personnel Office
[redacted]..Civilian Personnel Training Division
[redacted]..Command Post Exercise
[redacted]..Army Community Services
[redacted]..Contract Support Activity
[redacted]..Community Support Center
[redacted]..Command Supply Inspections
[redacted]

[redacted]..Combat Support Coordination Team
[redacted]..COMSEC Logistical Activity
[redacted]..command sergeant major
[redacted]..Command Security Office;
[redacted]
[redacted]..Combined Security Operations Center
[redacted]..Central Security Service
[redacted]..Conventional Signal Upgrade
CTED..civilian training, education, and development
CTF..Combined Training Facilities

DA..Department of the Army
DAIG..Department of the Army Inspector General
[redacted]..U.S. Army Materiel Development and Readiness Command
DCA..Defense Communications Agency
[redacted]..deputy commanding general
DCG-I..Deputy Commanding General, Intelligence
[redacted]..Deputy Commanding General, Support
[redacted]..Deputy Chief of Staff; Defense Communications Systems
DCSAUT..Deputy Chief of Staff, Automation
[redacted]..Deputy Chief of Staff, Force Modernization
[redacted]..Deputy Chief of Staff, Information Management
[redacted]..Deputy Chief of Staff for Intelligence
[redacted]..Deputy Chief of Staff, Information, Resource Management
[redacted]..Deputy Chief of Staff, Logistics
[redacted]..Deputy Chief of Staff, Operations
[redacted]..Deputy Chief of Staff, Personnel
[redacted]..Deputy Chief of Staff, Plans, Programs, and Management
[redacted]..Deputy Chief of Staff, Resource Management
[redacted]..Deputy Chief of Staff, Systems
[redacted]..Deputy Chief of Staff, Telecommunications
DF..disposition form; direction-finding
DIA..Defense Intelligence Agency

DIRNSA.....Defense Intelligence Production Schedule
DIS.....Defense Investigative Service
DITS.....Digital Imagery Transmission System
DMOS.....Duty Military Occupational Specialty
DNA.....Defense Nuclear Agency
DOCEX.....document exploitation
DOCMOD.....Documentation Modernization
DOD.....Department of Defense
DR.....Directorate of Research
DSA.....Defense Security Agency
[redacted]
DSSCS.....Defense Special Security Communications System
DTS-W.....Defense Telecommunications Service-Washington
DUSD(P).....Deputy Under Secretary of Defense for Policy

EAC.....echelon above corps
EACIC.....Echelon Above Corps Intelligence Center
[redacted]
EDP.....Enlisted Distribution Plan
EDTM.....Enlisted Distribution Target Model
EMSGEG.....Executive Managerial and Supervisory Grade Evaluation Guide
EEO.....equal employment opportunity
EO.....equal opportunity
[redacted]
EPDS.....Electronic Processing and Dissemination System
ESAF.....European Special Activities Facility
ESC.....Electronic Security Command
[redacted]
ETSC.....European Troop Strength Ceiling
EUCOM.....European Command
EW.....electronic warfare
EX.....exceptional
EXCOM.....Executive Committee

FAR.....Federal Acquisition Regulation
FCA.....Foreign Counterintelligence Activity
FCI.....Foreign Counterintelligence Program
FGGM.....Fort George G. Meade
[redacted]
FLIR.....forward looking infrared
FMIC.....Foreign Materiel Intelligence Group
FMT.....Foreign Materiel Training
[redacted]

FORSCOM.....U.S. Army Forces Command
FRG.....Federal Republic of Germany
FS.....fully successful
FY.....fiscal year
FYDP.....Fiscal Year Defense Program

GCM.....Ground Control Module
GDIP.....General Defense Intelligence Program
GEN.....general
GPAS.....General Performance Appraisal System

[redacted]

G-R-H.....Gramm-Rudman-Hollings
GS.....General Schedule (Civilian Employees)
GSA.....General Services Administration
GSM.....Ground Station Module

HCA.....Head of Contracting Activity
HF.....high frequency

[redacted]

HHC.....Headquarters and Headquarters Company

[redacted]

Hq/HQ.....headquarters
HQDA.....Headquarters, Department of the Army
HQIC.....Headquarters Information Center
HS.....highly successful
HSC.....Health Services Command
HUMINT.....human intelligence

IBEX.....INSCOM Beyond Excellence
ICDB.....independent communications and data handler
ICF.....installation confinement facility
IDHS.....Intelligence Data Handling System
IESC.....Intelligence Exchange and Support Center
IEW.....intelligence and electronic warfare
IFF.....Identification Friend or Foe
IG.....inspector general
IGAR.....Inspector General Action Requests

[redacted]

IIR.....Intelligence Information Reports
IMINT.....imagery intelligence
IMWRF.....Installation Morale, Welfare, and Recreation Fund
INSCOM.....U.S. Army Intelligence and Security Command
INSR.....INSCOM Representative
IOC.....initial operational capability
IOSS.....Intelligence Organization and Stationing Study
IPR.....In-Process Review
IPW.....Interrogation of Prisoners of War

IR.....internal review
IRAP.....INSCOM Review and Analysis Program
IRR.....Investigative Records Repository
ISC.....Information Systems Command
ISIS.....Intelligence Support, Information System
ITAC.....Intelligence and Threat Analysis Center

ITEP.....Interim Tactical ELINT Processor
ITIC-PAC.....INSCOM Theater Intelligence Center-Pacific

JCS.....Joint Chiefs of Staff
JSTARS.....Joint Surveillance and Attack Radar System
JTIDS.....Joint Tactical Information Distribution System
JUSMAG.....Joint U.S. Military Advisory Group

LCSMM.....Life Cycle System Management Model
LET.....live environment training

LRU.....line replacement unit
LTC.....lieutenant colonel

MACOM.....major Army command
MAJ.....major
MALOF.....Minimum Acceptable Level of Fill
MAP.....Materiel Acquisition Plan
MASINT.....Measurement and Signature Intelligence
MCA.....Military Construction Army
MER.....Management and Employee Relations
MG.....major general
MI.....Military Intelligence
MIA.....Missing In Action
MICECP.....MI Civilian Excepted Career Program
MID.....Military Intelligence Detachment
MILPERCEN.....U.S. Army Military Personnel Center

MIP IRR.....Microfilm Index Project for Investigative Records Repository

MOA.....Memorandum of Agreement
MOS.....military occupational specialty
MOTC.....Military Operations Training Course
MOU.....Memorandum of Understanding
MSA.....Mission Support Activity

MTOC.....Mobile Tactical Communications Center
MTI.....Moving Target Indicator

MTLB.....(Soviet) Multipurpose Tracked Vehicle
MTOE.....Modification TOE
MTTS.....Mobile TEMPEST Test Set
MWR.....morale, welfare, and recreation

NAF.....Nonappropriated Funds

[redacted]

NCD.....National Collection Division

[redacted]

NCO.....noncommissioned officer
NCR(C).....National Cryptologic Representative (C)
NIS.....Naval Investigation Service
NORTHAG.....Northern Army Group
NPA.....New People's Army
NSA.....National Security Agency
NSACSS.....National Security Agency/Central Security Agency
NSAGA.....National Security Agency Group Activity
NSDD.....National Security Decision Directive
NTC.....National Training Center
NTCISSC.....National Telecommunications and Information Systems Security Steering Group
NTV.....Non-tactical Vehicles

OA.....Office Automation
OACSI.....Office of the Assistant Chief of Staff for Intelligence
OCMC.....Overhead Collection Management Center
ODCSIRM.....Office of Deputy Chief of Staff, Information Resource Management
ODCSPER.....Office of Deputy Chief of Staff, Personnel
ODCSSYS.....Office of Deputy Chief of Staff, Systems
ODUSD(P).....Office of Deputy Under Secretary of Defense for Policy
OE.....Organizational Effectiveness
OER/MS-3.....Organizational Efficiency Review/Manpower Staffing Standards System

[redacted]

OG.....Operational Guides
OMA.....Operation and Maintenance, Army
OPA.....Other Procurement, Army
OPCON.....operational control
OPFOR.....opposing forces
OPM.....Office of Personnel Management
OPSEC.....operations security

[redacted]

O&O.....organizational and operational
OYO.....one year or older

PAO.....Public Affairs Officer
PARR.....Program Analysis and Resource Review
PBC.....Program Budget Committee
PC.....Personal Computer
PCAC.....Primary Control and Analysis Centers
PCF.....Pentagon Counterintelligence Force
PDIP.....Program Development Increment Package
PECIP/QRIP.....Productivity Enhancing Capability Investment Program/
Quick Return On Investment Program
PIP.....product improvement plans
[redacted]
PMA.....Personnel Management Authorization Document
PMRS.....Performance Management and Recognition
System
POC.....point of contact
POM.....Program Objective Memorandum
PR.....Periodic Reinvestigations
PRC.....Peoples' Republic of China
PSA.....Project Security Analysis
PSI.....Personnel Security Investigations
[redacted]
P&T.....Plans and Training

QRC.....Quick Reaction Capability
Qtr.....quarter

RC.....reserve-component
[redacted]
RDA.....research, development, and acquisition
RDTE.....research development test and evaluation
[redacted]
REDTRAIN.....Readiness Training
[redacted]
RFS.....request for service
RO.....resident office
ROC.....Required Operational Capability
ROF.....remote operative facility
ROK.....Republic of Korea
RPMA.....real property maintenance activities
[redacted]

SAC.....USAF Strategic Air Command
SAEDA.....Subversion and Espionage Directed Against
the Army

SAFSS.....Secretary of the Air Force Space Systems
SAP.....special access programs
SASA.....Special Acts or Service Award
SASS.....Small Aerostat Surveillance System
SCE.....Service Cryptologic Element
SCI.....Sensitive Compartment Information
SCO.....subcontrol offices
SCOTT.....Single Channal Objective Tactical Terminal
SEADEV.....Southeast Asia Development
SECAN.....Security and Evaluation Committee of Allied Nations
SELCOM.....select committee
SES.....Senior Executive Service
SGM.....sergeant major
SGS.....Secretary of the General Staff
SHA.....Service HUMINT Agency
SHAPE.....Supreme Headquarters Allied Powers Europe
SIA.....Security and Investigative Activities
SIDPERS.....Standard Information Division Personnel Reporting System
SIGINT.....signal intelligence
SIGSEC.....signal security
SINGCARS.....Single Channel Ground Airborne Radio System
SIRO.....Senior INSCOM Representative Office
SIS-AD.....Special Information Support to Air Defense
SJA.....Staff Judge Advocate
SLAR.....side-looking airborne radar
SMF.....Special Mission Funds

[redacted]

SMS.....support, maintenance, and settlement
SNT.....serial number tracking
SON.....Statement of Need

[redacted]

SPM.....Security Program Manager

[redacted]

SSSG.....Systems Security Steering Group
SSD.....Special Security Detachment
SSG.....Special Security Group
SSL.....Single Station Locator
SSO.....Special Security Office

[redacted]

USC 552 (b) (1)

TA.....Theater Army
TAADS.....The Army Authorization Document System
TACIES.....Tactical Imagery Exploitation System
TACTECHINT.....Tactical Technical Intelligence
TAREX.....target exploitation
TCC.....Tempest Coordinating Officer
TDA.....tables of distribution and allowances
TDY.....temporary duty
TECRAS.....Theater Document Exploitation System
TENCAP.....Tactical Exploitation of National Capabilities
TGIF.....Tactical Ground Intercept Facility
TI.....technical intelligence
TIAP.....Theater Intelligence Architecture Plan
TICOM.....Target Investigation Committee
TIP.....The INSCOM Plan
[redacted]
TLSI.....Technical Languages Systems Incorporated
TMD.....TAREX Management Division
TMO.....Technology Management Office
TO.....Technical Operations
TOA.....total obligational authority
TOE.....table(s) of organization and equipment
TRADOC.....U.S. Army Training and Doctrine Command
TREDS.....Tactical Reconnaissance Exploitation Demonstration System
TRISA.....Theater Intermediate Support Activity
TROKA.....Third ROK Army
TSCM.....Technical Surveillance Countermeasure
[redacted]
TUSA.....Third United States Army
TUT.....tactical users terminal
[redacted]
UMP.....Upward Mobility Program
U.S.....United States
USA.....United States Army
USAF.....United States Air Force
USAFS.....U.S. Army Field Station
USAG.....U.S. Army Garrison
USAICS.....U.S. Army Intelligence Center and School
USAINSCOM.....U.S. Army Intelligence and Security Command
USAINTC.....U.S. Army Intelligence Command
USAISC.....U.S. Army Information Systems Command

USAIS-B.....U.S. Army Intelligence School-Devens
USAOG.....U.S. Army Operational Group
USAR.....U.S. Army Reserve
USARCCO.....U.S. Army Commercial Communications Office
USAREUR.....U.S. Army, Europe
USASSG.....U.S. Army Special Security Group
USDAO.....United States Defense Attache Office
USFK.....United States Forces Korea
USLB.....United States Liaison Branch
USM.....United States Marines
USN.....United States Navy
USSS.....[redacted] United States Security Service

VFFS.....Vint Hill Farms Station

[redacted]

WESTCOM.....U.S. Army Western Command

[redacted]

WIG.....within-grade
WO.....warrant officer
WWMCCS.....Worldwide Military Command and Control System

[redacted]

ARMY INTELLIGENCE SUPPORT ACTIVITY