



# 1984 COMMAND HISTORY

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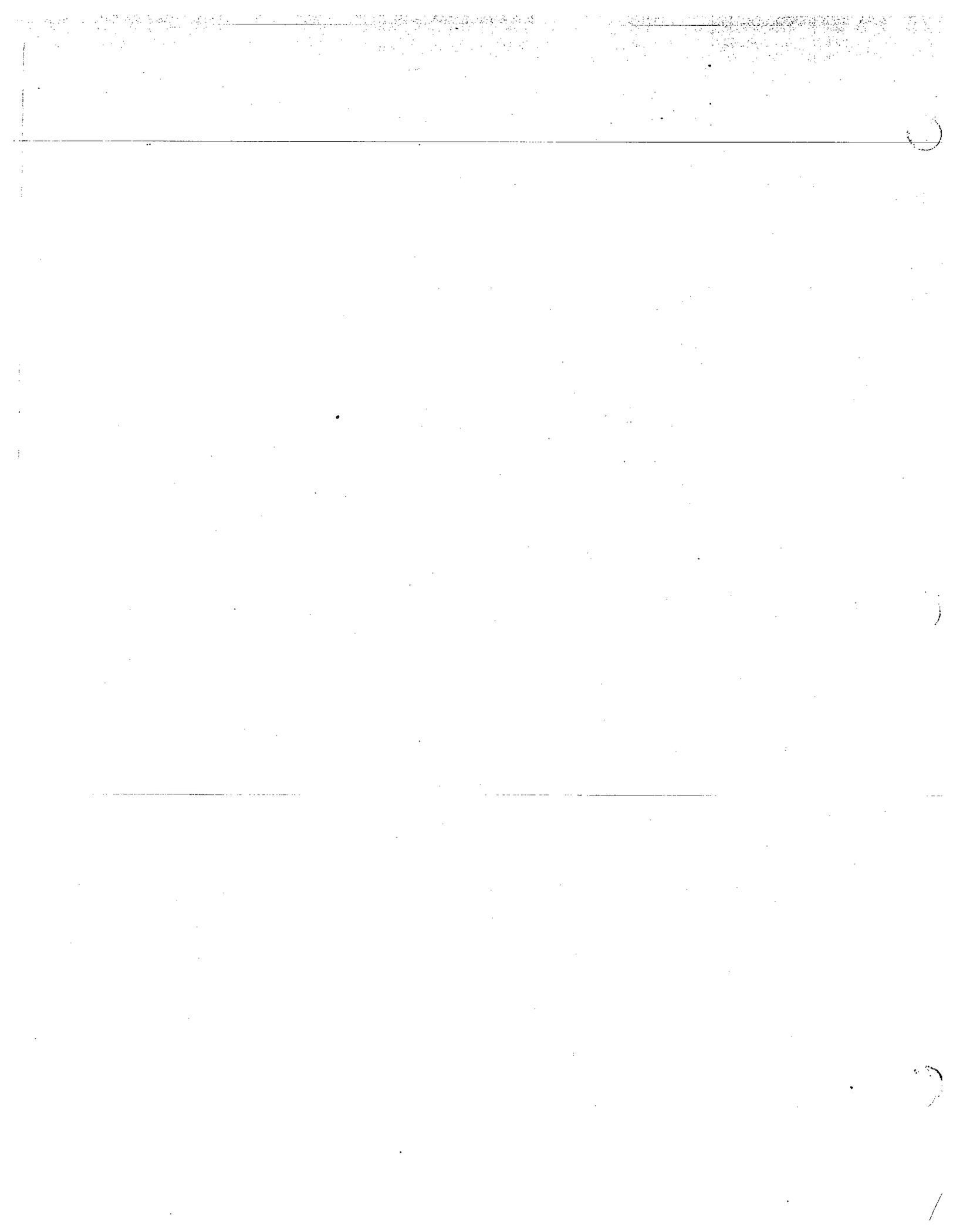


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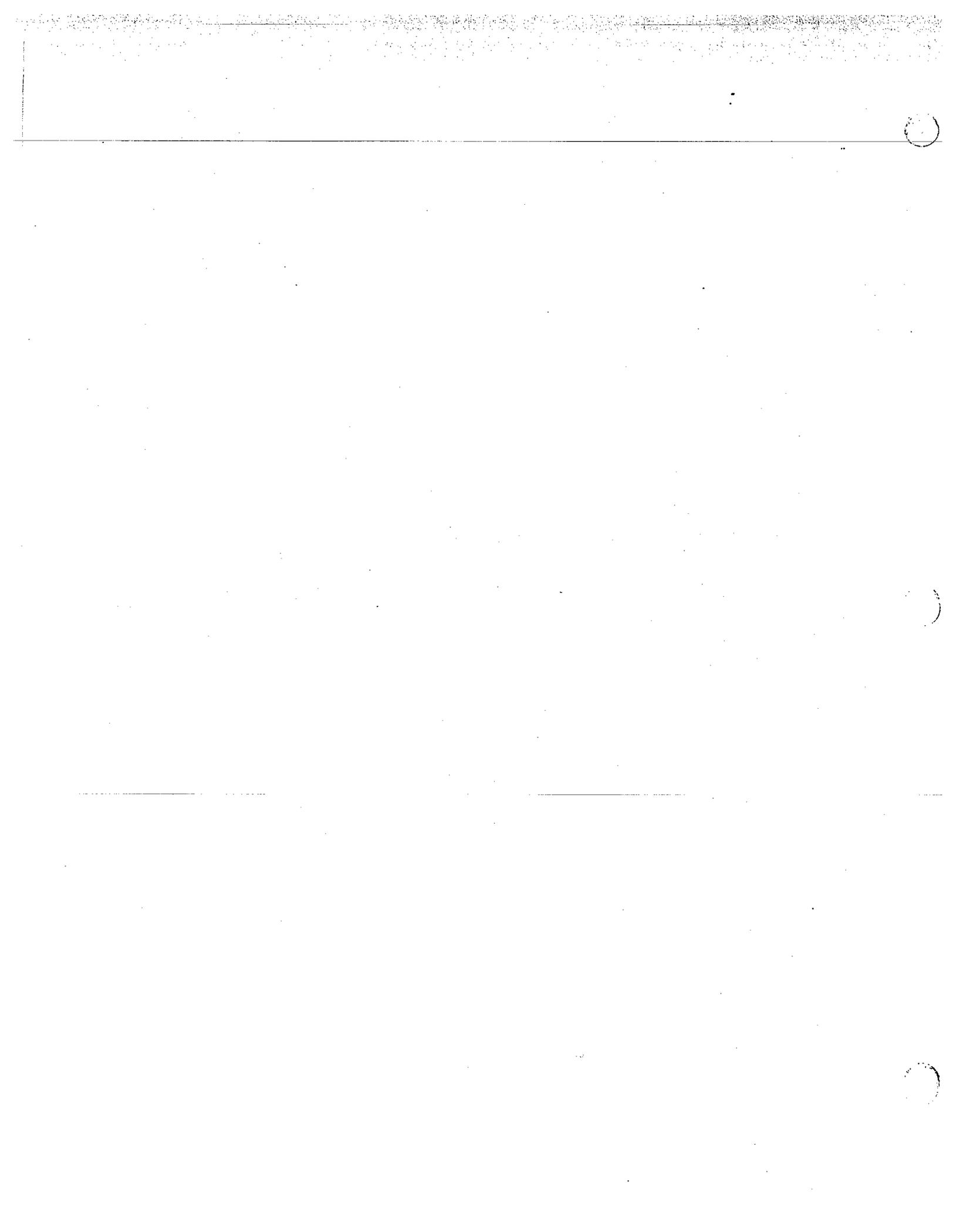


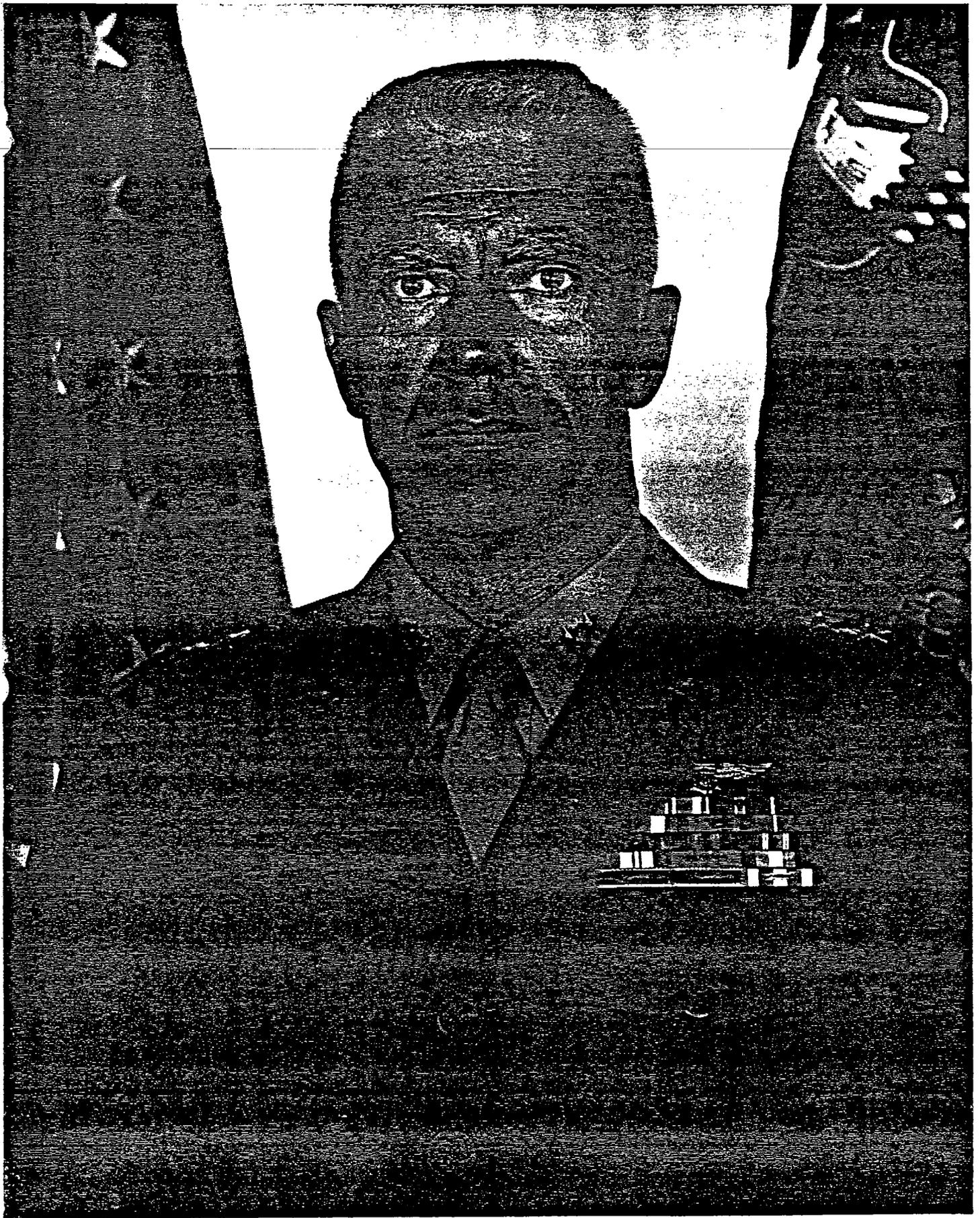
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## CHAPTER I

## MISSION AND ORGANIZATION

(U) During its second full year of existence, the United States Central Command (USCENTCOM) continued to carry out its mission as the nation's newest unified command. Upon its activation on 1 January 1983, USCENTCOM acquired responsibility for one of the most volatile regions of the world. Occasionally deploying from its headquarters (HQ) at MacDill Air Force Base (AFB), Florida, USCENTCOM was involved in a number of exercises and contingencies during 1984 which tested its ability to respond quickly and effectively to crises within its area of responsibility (AOR). On a more mundane, day-to-day level, the command continued to refine its plans, oversee its components, and monitor developments in northeast Africa and southwest Asia. In addition, USCENTCOM continued to conduct security assistance programs within its AOR, a responsibility which it assumed on 1 October 1983.<sup>1</sup>

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1. Msg (U), JCS to Commander Rapid Deployment Joint Task Force, subj: "Activation of US Central Command," 301614Z Dec 82; remarks (U), prepared for delivery by LTG Robert C. Kingston, USCINCCENT, before the Senate Armed Services Committee on the Status of USCENTCOM, 23 Feb 84.

(U) During 1984, the United States Central Command was one of six unified commands.<sup>2</sup> By definition, a unified command had a broad, continuing mission under a single commander, was composed of significant assigned components of two or more services, and had been established and so designated by the President, through the Secretary of Defense with the advice and assistance of the Joint Chiefs of Staff (JCS). The primary purpose of a unified command was to provide for the optimum effectiveness of United States (US) military forces in combat operations for the projection of US military power, as required to support and advance national policies. The Commander in Chief, United States Central Command (USCINCCENT) was responsible to the National Command Authorities (NCA), through the Joint Chiefs of Staff, for such military missions as might be assigned to him.<sup>3</sup>

(U) At the time of Central Command's activation in 1983, there were already five unified commands

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2. A seventh, the United States Space Command, was activated on 1 October 1985.

3. JCS Pub 1, "DOD Dictionary of Military and Associated Terms," 1 Jun 79, p 362; JCS Memo SM-729-83, "Unified Command Plan," 28 Oct 83.

in existence. Four of these had originally been conceived in the first Unified Command Plan, which was approved by President Harry S. Truman on 14 December 1946.<sup>4</sup> Activated in 1947, each of these commands was responsible for a specific geographical area of the world. The oldest, Pacific Command (PACOM), had been established on 1 January 1947, and, from its headquarters at Camp H. M. Smith, Oahu, Hawaii, was responsible for United States military activities in East Asia and the Pacific basin. Dating from 15 March 1947, the United States European Command (USEUCOM) managed US military affairs in Europe from its headquarters at Patch Barracks, in Stuttgart, West Germany. The next oldest unified command was the United States Southern Command (USSOUTHCOM), headquartered at Quarry Heights, Panama. This command had been established as Caribbean Command on 1 November 1947, but its name was changed to USSOUTHCOM on 6 June 1963. Finally, the Atlantic Command (LANTCOM), with its headquarters at Norfolk, Virginia, had been established on 1 December 1947. Its name remained unchanged until 11 October 1983, when it became the United

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4. JCS Special Historical Study (C/REVW 27 Jun 95), "History of the Unified Command Plan," 20 Dec 77. Information used is (U).

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States Atlantic Command (USLANTCOM). At the same time, PACOM was redesignated the United States Pacific Command (USPACOM).<sup>5</sup>

(U) Each of these four unified commands was responsible for a specific portion of the earth's surface. To establish USCENTCOM, portions of territory were taken away from existing unified commands and amalgamated to create a new unified command. In particular, Afghanistan and Pakistan were reassigned from PACOM to USCENTCOM, while the other countries in the new command's area of responsibility were either reassigned from USEUCOM's jurisdiction or had not previously been assigned to any unified command. Although "unassigned" before transferring to USCENTCOM on 1 January 1983, these countries had become the responsibility of USCENTCOM's predecessor, the Rapid Deployment Joint Task Force (RDJTF), between 1980 and 1982.

(U) There was one other unified command in existence at the time of the activation of USCENTCOM. The United

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5. Msg (U), JCS to CSA, CNO, CSAF, USCINCCENT, et. al., subj: "Redesignation of CINCPAC, PACOM, CINCLANT, and LANTCOM," 112122Z Oct 83.

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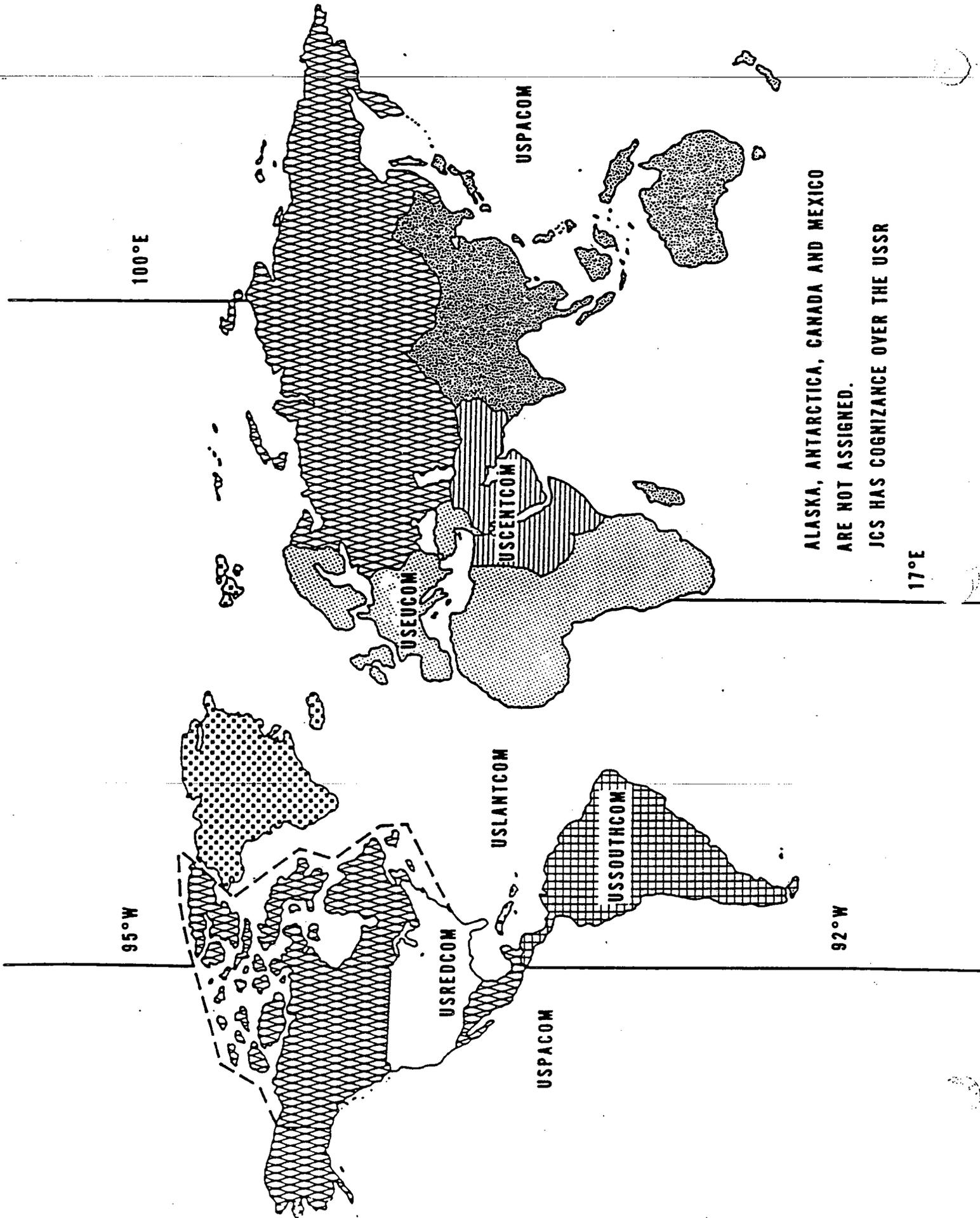
States Readiness Command (USREDCOM) had been established as the United States Strike Command at MacDill AFB on 1 January 1962 and was redesignated as USREDCOM exactly ten years later. It had no overseas geographical responsibilities, but was charged with providing forces to the other unified commands as necessary and was responsible for the land defense of the continental United States (CONUS). When the RDJTF was activated at MacDill AFB on 1 March 1980, it was originally a subordinate unit of USREDCOM and its first Commander, Lieutenant General (LtGen) Paul X. Kelley, United States Marine Corps (USMC), reported directly to the Commander in Chief, United States Readiness Command (USCINCREC). At the time, the USCINCREC was General (GEN) Volney F. Warner, US Army. On 1 October 1981, the RDJTF became a separate joint task force and ceased to be subordinate to USREDCOM. This was the first step in the evolution of the RDJTF into USCENCOM.<sup>6</sup>

With the activation of USCENCOM on 1 January 1983 and the revision of the Unified Command Plan in October 1983, the six unified commands divided up the world as shown in Figure 1 on the following page. Except for USREDCOM, all of these commands had specific geographical areas of responsibility outside of the continental United States.

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6. History, RDJTF, 1982, p 1.

Figure 1. United States Unified Commands



(U) The area of responsibility assigned to USCENTCOM consisted of 19 countries. Before the establishment of Central Command, two of these, Afghanistan and Pakistan, had belonged to PACOM, while 12 had belonged to USEUCOM and five had not been assigned to any unified command. In the latter category were Djibouti, Ethiopia, Kenya, Somalia, and the Sudan. Countries previously assigned to USEUCOM were Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Oman, Qatar, Saudi Arabia, the United Arab Emirates (UAE), the Yemen Arab Republic (YAR), and the People's Democratic Republic of Yemen (PDRY). In addition, USEUCOM had been responsible for security assistance in Kenya



and Somalia, countries which were not formally part of its area of responsibility. Despite the petroleum resources in the Persian Gulf, all 19 countries in USCENTCOM's area of responsibility were considered by the United Nations to be "developing countries," with six of them (Afghanistan, Ethiopia, Somalia, Sudan, and both Yemens) in the especially impoverished category of "least developed."<sup>8</sup>

(U) The 19 countries assigned to USCENTCOM were as shown in Figure 2 on the facing page. Not coincidentally, these same 19 countries had also been the responsibility of the RDJTF at the time of its inactivation. Three years earlier, when the RDJTF was activated on 1 March 1980, it had been charged with pre-deployment planning for "Southwest Asia," a term which was then defined to mean "all states on the Arabian Peninsula south of the northern borders of Saudi Arabia and Kuwait; the countries of Iraq, Iran, Afghanistan, and Pakistan on the Middle East land mass; Ethiopia, Djibouti, Somalia, and Kenya on the Horn of Africa and the Red Sea and the Persian Gulf and adjacent waters."<sup>9</sup> On 1 October 1981, the African nations of Egypt and the Sudan were included within this somewhat unusual

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8. Atlas of US Foreign Relations, Development Assistance, US Department of State Bulletin, June 1983.

9. Hist RDJTF 1980, p III-1.

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definition of "Southwest Asia," while the "adjacent waters" of the Persian Gulf were deleted. Of these two new countries, Egypt had previously been assigned to USEUCOM while the Sudan had not been assigned to any unified command. Another USEUCOM-assigned country, Jordan, had been added to the RDJTF's area of responsibility on 7 December 1982, and was incorporated into USCENTCOM's area of responsibility on 1 January 1983. The addition of Jordan brought the total number of countries in the command's AOR to the 19 shown in Figure 2 on page 8. Larger in total area than the continental United States, these 19 countries continued to comprise USCENTCOM's area of responsibility during 1984.

(U) In 1983, when USCENTCOM became the first new unified command to be activated in 21 years, its establishment indicated a more active US policy toward the Middle East, expressing the fact that the United States military community no longer looked upon this "central" area of the world merely as an extension of either Europe or the Pacific basin. Instead of being divided between two different unified commands oriented either toward the potential central European battlefield or toward East Asia, the central area was now the focus of a single United States military command. Focusing the efforts of a new

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unified command on Southwest Asia and Northeast Africa emphasized the importance of this area to American interests and underscored the fact that the United States was ready to take military action to defend those interests, if necessary.

#### MISSION

(U) The mission of the United States Central Command was to achieve US policy objectives in its area of responsibility. These national policy objectives included the following basic goals: assuring Western access to adequate supplies of oil, deterring Soviet aggression, preserving regional stability, and halting the spread of Soviet influence, reversing it wherever possible.<sup>10</sup>

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10. USCINCENT Policy and Strategy Book (U), Vol I, 1984, p 31.



(U) There were three primary threats to the key resources located in USCENTCOM's area of responsibility and to the sea lines of communication needed for US forces to get there: internal unrest, intraregional conflict, and external Soviet aggression. Except for invading and occupying Afghanistan, the USSR had not become militarily involved in USCENTCOM's area of responsibility since World War II, but additional involvement could never be ruled out. Instead of using direct military intervention, the Soviets preferred to exploit local conflicts and instability. They were often involved in coups, revolutions, civil wars, insurgencies, rebellions, and external attacks by other countries. Within USCENTCOM's area of responsibility, the Soviet military presence, its ability to

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exercise overt military options, and its general influence had increased during recent years.<sup>13</sup>

(U) Foremost among the United States' peacetime strategic objectives was to prevent wars, primarily by reducing the causes of local conflict. What was required to meet this objective were specific political-military and military-economic initiatives to strengthen the countries in USCENTCOM's area of responsibility. By making them stronger militarily, economically, and politically, they would become more stable and less likely to become involved in local conflicts. In addition, USCENTCOM sought to lend its cooperation and assistance to other US government agencies responsible for American diplomatic and economic initiatives throughout the region. Such assistance offered opportunities for the United States to counter Soviet military involvement in the region by taking advantage of US economic, technological, and managerial strengths. Further, political and economic relationships between the US and other nations often led to military cooperation.<sup>14</sup>

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13. Briefing (U) ~~(S/NOFORN/OADR)~~, "Plans, Policy & Programming," undated, in J5-OP files.

14. USCINCCENT Policy and Strategy Book (U), Vol I, 1984, p 31.

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(U) Deterrence was another peacetime objective which involved the same issues as preventing wars. To aid in achieving this strategic goal, the United States needed to be able to exercise military options, such as making a show of force, providing protection, and interposition. In some cases, the local forces of the countries in USCENTCOM's area of responsibility were strong enough to exercise their own deterrent effect, inhibiting Soviet intervention or coercion. In addition, a coalition of strong local forces, capable and confident of operating jointly with USCENTCOM forces, could act as a force multiplier. Such US-local coalitions could assist in the successful prosecution of both peacetime and wartime strategies. Successful deterrence would stop not only overt Soviet military action in USCENTCOM's area of responsibility, but would also prevent Soviet fostering of internal instability by adjacent states and radical groups.<sup>15</sup>

(U) Wartime strategies considered by USCENTCOM derived from two basic scenarios. The first scenario envisioned a local conflict without Soviet involvement, ranging from a low-intensity insurgency to a mid-intensity confrontation involving an indigenous force. The second scenario assumed a medium-to-

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15. Ibid.

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high-intensity direct confrontation with the Soviet Union. Strong, stable local countries could help the United States fight a war of this type against Soviet forces. This help could be critical, regardless of the location of the war on the conflict spectrum, whether involving counter-insurgency or coalition partnership. In the former case, they could constitute a stabilizing force; in the latter, they could be a useful force multiplier.<sup>16</sup>

(U) The revised 1983 version of the Unified Command Plan listed seven specific responsibilities common to all unified commands. As commander of a unified command, USCINCCENT was to (1) maintain the security of the command and protect the United States, its possessions, and bases against attack or hostile incursion and to (2) carry out assigned missions, tasks, and responsibilities. More specifically, he was to (3) assign tasks to, and direct coordination among, USCENTCOM's subordinate commands to insure unity of effort in the accomplishment of his assigned mission. To accomplish this, USCINCCENT was authorized to (4) communicate with three categories of people: The chiefs of the military services on uni-service

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16. Ibid.

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matters as he deemed appropriate; the Joint Chiefs of Staff on other matters, including the preparation of strategic and logistic plans, strategic and operational direction of USCENTCOM's assigned forces, conduct of combat operations, and other necessary functions of command required to accomplish the missions; and the Secretary of Defense, in accordance with applicable directives. In addition, USCINCCENT was required to (5) carry out planning and implementing responsibilities for the evacuation of US noncombatant and certain non-US persons abroad in accordance with the provisions of "State-Defense Policies and Procedures for the Protection and Evacuation of US Citizens and Certain Designated Aliens Abroad in Time of Emergency."<sup>17</sup>

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17. DOD Directive 5100.51, 11 Oct 66.



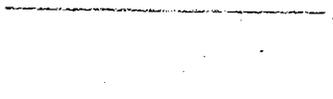
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(U) When USCENTCOM was activated on 1 January 1983, it was assigned components from the Army, Navy, and Air Force. Headquarters for these three components had already existed for the RDJTF, and it was not difficult to redesignate these forces for the new US Central Command. In the case of the Army, a special unit, Third United States Army, had already been reactivated at Fort McPherson, Georgia, on 1 December 1982 to take over from the XVIII Airborne Corps as the Army component of the RDJTF, so that when the transition to unified status was made a month later on 1 January, Third Army acquired the role of United States Army Forces Central Command (USARCENT).<sup>20</sup> The Navy component, United States Naval Forces Central Command (USNAVCENT), was headquartered at Pearl Harbor, Hawaii, as its RDJTF predecessor had been. Likewise, Ninth Air Force, at Shaw Air Force Base, South Carolina, which had doubled as the Air Force component of the RDJTF, became the United States Central Command Air Forces (USCENTAF).<sup>21</sup>

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20. Activation Plan (U), Third United States Army (TUSA), 17 Sep 81.

21. The acronym USCENTAF was chosen in preference to the more consistent USAFCENT because of the possibility of confusion with AFCENT, the abbreviation for Allied Forces Central Europe.



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**ORGANIZATION**

(U) To carry out its mission as a unified command, USCENTCOM was organized into six directorates and a number of special staff agencies. The directorates were organized along traditional functional lines and numbered J-1 through J-6, the "J" referring to the joint nature of the unified command. Each directorate will be discussed in more detail below.

(U) The Personnel Directorate, or J-1, was primarily responsible for the adequacy of USCENTCOM staff manning. It also insured the deployability and sustainability of the USCENTCOM headquarters staff, carried out personnel planning for contingency and operations plans (OPLANS) and orders, and developed personnel policy.

(U) The Director of Personnel was responsible for formulating policies and supervising the execution of command arrangements pertaining to the individual members of the command, giving full consideration to the established policies of the military departments to which USCENTCOM personnel belonged, i.e., the Departments of the Army, Navy (including the Marine Corps), or Air Force. He also exercised staff responsibility for morale, welfare, and recreation (MWR)

programs within the command and conducted the USCENTCOM safety program.

(U) The J-1 also insured accomplishment of records management, personnel requisitioning and actions, processing of effectiveness reports, awards management, Congressional correspondence, and Red Cross liaison. In general, the directorate provided manpower control and organization management.<sup>23</sup>

(U) USCINCCENT received intelligence information from his J-2, or Intelligence Directorate. The USCENTCOM Director of Intelligence had staff responsibility for all intelligence and counterintelligence matters pertinent to the command's mission and had overall responsibility for the collection, production, and dissemination of intelligence necessary to support the various tasks assigned to USCENTCOM. The J-2 was also responsible for the management of all intelligence resources assigned to the command.<sup>24</sup>

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23. Manual (U), USCENTCOM Organization and Functions, R 10-2, 1 Feb 85, p M-3.

24. Ibid., p N-3.

(U) Operational matters were the province of the J-3, or Operations Directorate. The Director of Operations planned, organized, coordinated, directed, and controlled USCENTCOM operational and exercise activities. The J-3 advised the USCINCCENT on all matters pertaining to the strategic and operational direction of assigned forces, the conduct of combat operations, the planning and conduct of exercises involving USCENTCOM forces, and other command functions required to accomplish the assigned mission. He monitored the operational status of subordinate elements and identified requirements for the host nation support needed to conduct operations and exercises in USCENTCOM's assigned area of responsibility. When deployed, the J-3 coordinated joint force combat operations involving air, ground, and naval forces. In addition, the Operations Directorate provided staff supervision over all aspects of operations security; command, control, and communications countermeasures (C<sup>3</sup>CM); and nuclear, biological and chemical (NBC) weapons and planning.<sup>25</sup>

(U) Logistical affairs were the responsibility of the J-4, or Logistics Directorate. The Director of Logistics was charged with ensuring the effectiveness, efficiency, and economy of operations by providing materiel and facilities when needed. The J-4 was also expected to eliminate unnecessary

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25. Ibid., p O-3.

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duplication of facilities and to prevent overlapping of functions among the service components of the command. Finally, he provided staff support to the command in all aspects of logistics, security assistance, military construction, weapons planning, and operations, while coordinating among the components, military services, host nations, and other commands.<sup>26</sup>

(U) On 1 October 1983, USCENTCOM assumed responsibility for security assistance matters in the countries with security assistance programs within its area of responsibility. A security assistance directorate in a joint staff would ordinarily be designated J-7, but in USCENTCOM (as in USEUCOM and USPACOM) security assistance was a division within the Logistics and Security Assistance Directorate, which had been redesignated J-4/7 on 1 October 1983 to reflect its dual responsibilities.

(U) The Plans, Policy, and Programs Directorate (J-5) was assigned a wide-ranging variety of tasks. It was responsible for the preparation and maintenance of operations orders (OPORDs) and plans, including concept

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26. Ibid., p P-3.

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plans (CONPLANS). To support a variety of war plans, it prepared, reviewed, and coordinated time phased force deployment data (TPFDD). The J-5 also advised USCINCCENT on matters relating to command policy, missions, and functions which concerned the joint deployment, employment, and redeployment of forces. The directorate provided a staff focal point for reviewing, analyzing, and recommending courses of action concerning deployments and evaluating tasking documents pertaining to policy, command relationships, and long-range planning. Additionally, the directorate prepared USCENCOM's input to the DOD planning, programming, and budgeting system (PPBS). J-5 had primary staff responsibility for the coordination and implementation of civil affairs policy and supervised the implementation of civil-military cooperation functions within the command. It also advised the JCS and other unified and specified commands on matters relating to USCENCOM policy, mission, functions, requirements, and the development of doctrine and techniques for the joint deployment and employment of forces.<sup>27</sup>

(U) Communications were provided by the Command and Control, Communications and Computer System (C<sup>4</sup>S) Directorate,

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27. Ibid., p Q-3.

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known as "J-6" for short. It was responsible for the development of communications-electronics and automatic data processing (ADP) policies, plans, budgets, and programs for USCENTCOM. The J-6 ensured command, control, and communications (C<sup>3</sup>) support for the command. He also supervised the development, acquisition, and operation of communications and ADP facilities and equipment. The C<sup>4</sup>S Directorate was the USCENTCOM focal point for the Worldwide Military Command and Control System (WWMCCS) and was responsible for coordination with the JCS, the Defense Communications Agency (DCA), and the NCA on technical matters during peacetime and for implementing these agencies' management policies during contingencies or war.<sup>28</sup>

(U) In addition to these six directorates, USCENTCOM headquarters had a number of other staff agencies to assist the USCINCENT in carrying out his assigned functions. The Adjutant General provided administrative service and support to the USCENTCOM staff in a number of important areas, including correspondence management, forms and records management, and graphics. He also developed and

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28. Ibid., P R-3.

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instituted plans, policies, and precedence systems, while maintaining a budget to support the USCINCCENT and headquarters staff. The Legal Advisor was responsible for providing legal advice to the USCINCCENT. He also interacted with US and foreign government agencies, reviewing country law studies and advising USCINCCENT on the need for country-to-country agreements, drafting such agreements, and assisting in their negotiation and conclusion. He provided support in legislative liaison and coordinated the Congressional testimony of USCINCCENT and the USCENTCOM staff. The Legal Advisor also provided legal assistance to members of the command and their dependents. In addition, he developed exercise and real-world plans in support of all operations, negotiating fly-over rights, staging rights, basing rights, status of forces agreements, and procurement of local goods and labor, while taking into account host country laws and procedures.

(U) The Public Affairs Officer advised USCINCCENT and his staff on public information matters. He generated public affairs policy recommendations and directives, drafted public affairs annexes to operations plans and orders, provided public affairs policy guidance to component commands and assigned forces, arranged media briefings and interviews, and provided public affairs services during combat operations. His wartime responsibilities included providing cleared daily

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summaries, security reviews, and audiovisual coverage of combat operations. He served as the cognizant staff officer for community relations and command information and handled public affairs audiovisual matters. In general, he oversaw public affairs activities within USCENTCOM's area of responsibility.

(U) In the field of law enforcement and security, the Provost Marshal maintained law and order within the command. To this end, he provided analysis of police statistical data, made recommendations about the confinement of US personnel, and coordinated with local national police forces. He also coordinated all matters concerning traffic control, entry procedures, and weapons systems security and developed plans and policies concerning enemy prisoners of war and civilian internees. Finally, he maintained liaison with the Air Force Office of Special Investigations (OSI), with the Naval Investigative Service (NIS), and with the Army Criminal Investigative Division (CID).

(U) The Comptroller was responsible for advising USCINCENT and his staff on resources management, fiscal and budgetary matters, resource structure, and the creation and maintenance of a financial management system. He

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executed the approved operating budget, joint readiness exercise budget, and foreign military sales (FMS) programs. He also developed Comptroller annexes for war plans and for operational, emergency, contingency, and evacuation plans. He ensured, through the component commanders, that appropriate provisions were made for the pay of US military and civilian personnel, local national civilian personnel, and prisoners of war, as well as arranging for banking, savings, and remittance services for US personnel. In garrison, the Comptroller provided military pay and related finance service support to people assigned to USCENTCOM headquarters.

(U) Within USCENTCOM's garrison at MacDill, as well as when deployed, one of the more important staff members was the Headquarters Commandant. He provided base support to USCENTCOM headquarters during deployment, redeployments, and while at home station. This support included internal physical security, food service, transportation, maintenance, engineering, and supply. The Headquarters Commandant also functioned as troop commander and provided an orderly room to support the headquarters. The commandant's office monitored the Services' required training programs and maintained necessary records, while managing Service school requirements, including allocating quotas for schools.

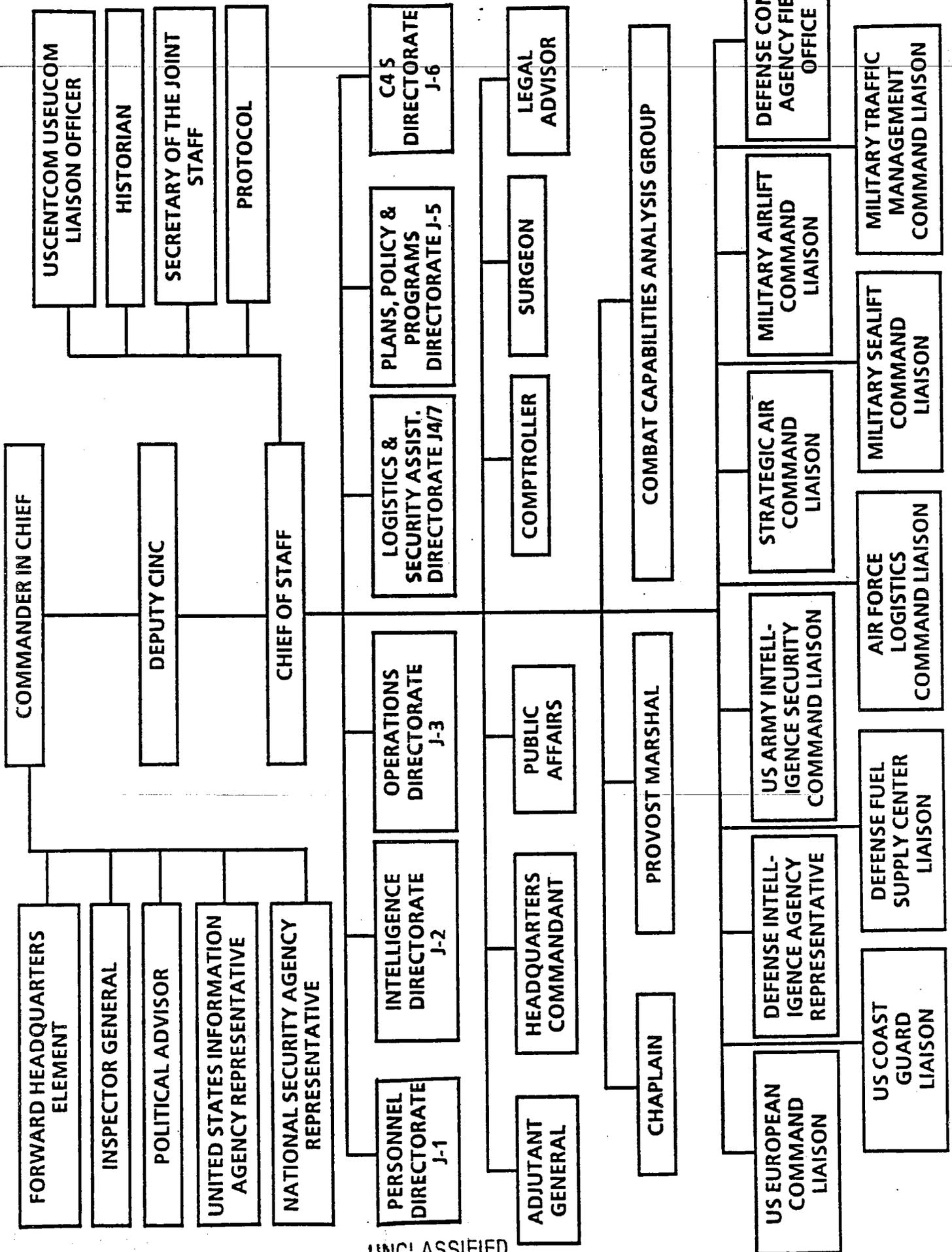
(U) Other staff members included the surgeon and the chaplain. The Command Surgeon exercised staff supervision on all medical matters, developed and coordinated medical plans, and advised USCINCCENT on the overall health of the command. The Command Chaplain assisted and advised USCINCCENT and staff on all religious activities within the command. The chaplain was also the staff expert on the religious beliefs, policies, procedures, and laws of the countries within USCENTCOM's area of responsibility. This knowledge was particularly useful in view of the widely varying religious practices found in the Middle East, which ranged from Christianity to several mutually antipathetical varieties of Islam.

(U) Finally, the Combat Capabilities Analysis Group researched and analyzed questions which affected the combat capabilities of USCENTCOM and those of potentially hostile military forces. It made an effort to test the validity of assumptions contained in command plans, and tried to analyze USCENTCOM's strategies, logistics, and operations. Generally, it performed as an in-house "think-tank."

(U) In addition to the six directorate and several special staff agencies discussed above, there were a number of liaison offices attached to USCENTCOM. Two specified

commands, the Strategic Air Command (SAC) and Military Airlift Command (MAC), were represented by liaison officers at MacDill, as was another unified command, USEUCOM. There was also a Defense Communications Agency field office, as well as National Security Agency (NSA), Defense Intelligence Agency (DIA), and US Army Intelligence Security Command representatives assigned to the staff. In addition to MAC, two other transportation operating agencies were represented by liaison offices: the Navy's Military Sealift Command and the Army's Military Traffic Management Command. Liaison officers to USCENCOM were also provided by the Air Force Logistics Command, the Defense Fuels Supply Center, and the United States Coast Guard (USCG). The organization of USCENCOM headquarters as of 31 December 1984 was as shown in Figure 3 on the following page.

Figure 3. USCENTCOM Organization (As of 31 December 1984)



## KEY PERSONNEL

(U) Throughout 1984, the USCINCCENT was GEN Robert C. Kingston, US Army. Born on [redacted] (b)(6) in Brookline, Massachusetts, General Kingston enlisted in the Army in November 1948. On 20 December 1949, he received a commission as a second lieutenant of infantry following Officer Candidate School at Fort Riley, Kansas. During two tours in Korea between 1950 and 1954, General Kingston served with the 3d Battalion, 32d Infantry as platoon leader, executive officer, company commander, and, during his second tour, as the commanding officer of the Far East Command Special Mission Group. From 22 to 29 November 1950, Second Lieutenant (2LT) Kingston led a platoon which reached the Yalu River just before the Chinese intervened in Korea.<sup>29</sup> Task Force Kingston was one of only two US Units to reach the Yalu before having to withdraw from North Korea.<sup>30</sup>

(U) In 1954 and 1955, Captain (CPT) Kingston served as the executive officer of the Ranger Mountain Camp at Dahlonga,

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29. (U) Roy E. Appleman, South to the Naktong, North to the Yalu, United States Army in the Korean War, Office of the Chief of Military History, Department of the Army, 1961, pp 737-738.

30. (U) Martin Blumenson and James L. Stokesbury, "Kingston," Masters of the Art of Command, Houghton Mifflin Company, Boston, 1975, pp 83-99.

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Georgia. Afterwards, he served with the 82d Airborne Division from 1956 to 1959, as an airborne infantry company commander and as assistant division G-2. In 1960, he completed the Command and General Staff College at Fort Leavenworth, Kansas. In 1960 and 1961, Major (MAJ) Kingston sojourned in England as the exchange airborne officer with the 16th Independent Parachute Group, including a nine-month tour as commander of C Company, 3d Battalion. Continuing to serve in Europe, General Kingston moved to the Special Planning Staff Branch of the Operations Division at HQ, United States Army Europe (USAREUR) in August 1961. He returned to the United States in June 1963 to the Army Airmobile Test Unit at Fort Benning, Georgia. From August 1964 to July 1965, Lieutenant Colonel (LTC) Kingston attended the University of Omaha, receiving a bachelor's degree in general education. College graduation was followed by attendance at the Armed Forces Staff College, from which he graduated in January 1966.

(U) During his first tour in Vietnam, from February 1966 through September 1967, Colonel (COL) Kingston served as the Senior US advisor to the Vietnamese Ranger High Command, as commander of the 1st Battalion 35th Infantry, 25th Infantry Division, as a member of the Studies and

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Observation Group, HQ Military Assistance Command, Vietnam. Returning to the United States in October 1967, he served as the chief of the General Planning Branch, Plans and Programs Directorate, Office of the Assistant Chief of Staff for Force Development, HQ Department of the Army, until August 1968, when he began a one-year class at the National War College in Washington, DC. After graduating from the National War College and receiving a master's degree in foreign relations from George Washington University, Colonel Kingston moved to Fort Bragg, North Carolina, and assumed command of the 3d Special Forces Group (Airborne), 1st Special Forces. He returned to Vietnam in November 1969 as Commanding Officer, 3d Brigade, 1st Cavalry Division (Airmobile). After commanding this brigade for six months, he assumed command of the division's 1st Brigade for an additional three months.

(U) Returning to the United States, Colonel Kingston became Deputy Secretary of the General Staff in the Office of the Chief of Staff, US Army. Following attendance at the University of Pittsburgh's Advanced Management Program for Executives, Colonel Kingston returned to Vietnam in June of 1972, where he served as Deputy Commanding General, Second Regional Assistance Command and as Deputy Senior Advisor, II Corps and Military Region 2. He was promoted to brigadier general (BG) on 29 December 1972 and assumed command of the

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Joint Casualty Resolution Center at Nakhon Phanom, Thailand, on 23 January 1973.

(U) Returning to Fort Riley, General Kingston became assistant division commander of the 1st Infantry Division on 4 February 1974. On 1 September 1975, he was promoted to major general (MG), backdated to 1 June 1973. General Kingston assumed command of the John F. Kennedy Center for Military Assistance and the US Army Institute for Military Assistance at Fort Bragg on 1 October 1975. Beginning his third tour in Korea on 20 June 1977, General Kingston assumed duties as assistant chief of staff, J-3, United States Command, United States Forces Korea, Eighth US Army, in Seoul. On 28 July 1977, General Kingston became the chief of staff of the Tri-Headquarters, and on 1 June 1979, he assumed command of the 2d Infantry Division at Camp Casey, Korea. General Kingston was promoted to lieutenant general (LTG) on his 53rd birthday, 16 July 1981, and assumed command of the RDJTF the following day, succeeding LtGen Paul X. Kelley, USMC, who had commanded the RDJTF since its activation on 1 March 1980. On 6 November 1984, LTG Kingston was promoted to full general.<sup>31</sup>

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31. (U) Congressional Record, 99th Congress, 23 Feb 85, pp S2009-S20H.

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(U) The deputy USCINCCENT at the beginning of 1984 was Major General (Maj Gen) Robert C. Taylor, United States Air Force (USAF). General Taylor was an RDJTF "plankholder" (or "plankowner"), a term which meant that he had been assigned to the command since its activation in March of 1980. Born in 1932 in Danforth, Illinois, General Taylor was a command pilot who had flown more than 4,300 hours in fighters, including the F-86, F-89, F-102, and F-4. Following 17 years of assignments to fighter squadrons around the world, General Taylor graduated from the Industrial College of the Armed Forces in 1970. While assigned to the Directorate of Plans, HQ USAF, from 1970 to 1972, he was selected for duty as Military Assistant to the Secretary of Defense, Mr. Melvin E. Laird. He later served in the same capacity for the next two Secretaries of Defense, Mr. Elliot L. Richardson and Dr. James R. Schlesinger. In 1974, General Taylor became Assistant Deputy Chief of Staff (DCS) for Plans, Pacific Air Forces (PACAF), becoming DCS for Plans in 1975. He became the commander of the 314th Air Division in Korea in 1977, then Director of Operations and Readiness, HQ USAF, in August 1978. General Taylor became RDJTF deputy commander in March 1980. He retired as deputy USCINCCENT on 31 July 1984.

(U) General Taylor was succeeded by Maj Gen Davis C. Rohr, USAF, who became deputy USCINCCENT on 1 August 1984.

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Born on (b)(6), in Burlington, Wisconsin, General Rohr graduated from the US Military Academy at West Point in 1952 and earned his pilot wings in August 1953. He went to South Korea in January 1954, flying the F-86F. Later, General Rohr served in Japan and Ohio before moving to the US Air Force Academy in June 1960, where he taught military history and was in charge of the academy's Russian history course. In January 1965, he moved to Ramstein Air Base, Germany, then to Mountain Home AFB, Idaho, in August 1968. General Rohr joined the 31st Tactical Fighter Wing at Tuy Hoa Air Base, Vietnam, in August 1969. In October 1969, he took command of the 306th Tactical Fighter Squadron and flew 245 combat missions as an F-100 pilot while in Southeast Asia.

(U) From August 1970 to September 1973, General Rohr was assigned to the Office of the Assistant Secretary of Defense, International Security Affairs, as country director for South America. He then moved to Headquarters Tactical Air Command (TAC), Langley Air Force Base, Virginia, serving first as executive officer to the deputy chief of staff, logistics, and later as deputy director of maintenance engineering. He became vice commander of the 67th Tactical Reconnaissance Wing (TRW) at Bergstrom Air

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Force Base, Texas, in July 1975 and took command in May 1976. In August 1977, he left Bergstrom to command the 388th Tactical Fighter Wing (TFW) at Hill Air Force Base, Utah, and was its commander during the initial introduction of the F-16 air combat fighter into the USAF inventory. In October 1979, General Rohr was named chief of the Office of Military Cooperation (OMC) in Cairo, Egypt. As OMC Chief, he was responsible for the US security assistance program in Egypt and also served as adviser to the ambassador on military matters as the US defense representative. In August 1981, he became the director, plans and policy, J-5, for USEUCOM, with Headquarters in Vaihingen, Germany. General Rohr moved to USCENTCOM in August 1984.

(U) Chief of Staff throughout 1984 was Major General (MajGen) Jacob W. Moore, USMC. A native of Catawba, North Carolina, General Moore was commissioned in 1954 after completing naval aviation training. Since then, he had flown over 7,000 hours in many different aircraft, including the F-8 Crusader, the F-4 Phantom II, the AV-8 Harrier, and the F-18 Hornet. Following a career in Marine aviation which included three tours at Headquarters Marine Corps, General Moore was assigned as Commanding General, 1st Brigade, Fleet Marine Force Pacific, Kaneohe Bay, Hawaii, on 11 June 1982. He was promoted

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to major general on 29 July 1983 and joined USCENTCOM a month later, becoming Chief of Staff on 29 August.

(U) In addition to the Commander in Chief, Deputy Commander in Chief, and Chief of Staff, there were six other flag officers assigned to USCENTCOM. These were the J-2, J-3, J-4/7, J-5, J-6, and the Inspector General. Senior among these directors was MG David E. Watts, US Army, who had been director of J-4 since 15 June 1983 and of J-4/7 since USCENTCOM's assumption of security assistance responsibilities on 1 October 1983. Born in Newton, Massachusetts, in (b)(6), General Watts enlisted in the Army during World War II and served with the 82d Airborne Division. He left the Army in 1947 to attend the University of Connecticut and graduated and was commissioned in 1952. General Watts served as a platoon leader during the Korean War, then served in the United States and Europe before attending the USMC Command and Staff College in Quantico, Virginia, in 1960. Following a tour at Third US Army headquarters, he served in Okinawa, Korea, Taiwan, and Vietnam, then attended the Army Command and General Staff College in Fort Leavenworth, Kansas. He then obtained a master's degree through the Air Force Institute of Technology at Wright-Patterson AFB, Ohio.

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General Watts returned to Vietnam to command the 1st Supply and Support Battalion, 1st Infantry Division, until the fall of 1968. Following a tour in the Pentagon, General Watts attended the Army War College and returned to Fort Leavenworth to serve on the faculty. After serving as chief of staff for the US Army, Japan and deputy commander of the US Army Missile Command at Redstone Arsenal, Alabama, General Watts returned to Germany in 1977, becoming DCS Logistics for USAREUR in 1980. He served as USCENCOM J-4/7 throughout 1984.

(U) At the beginning of 1984, the director of J-3 was Brigadier General (Brig Gen) Michael P. C. Carns, USAF, who had also served as Director of Operations for the RDJTF from 25 June 1982 until its inactivation on 31 December 1982. When USCENCOM was activated on 1 January 1983, General Carns became its J-3. A member of the Air Force Academy's first graduating class of 1959, General Carns also graduated with distinction from Harvard University in 1967 with a master's degree in business administration. Before moving to the RDJTF, General Carns had been commander of the 57th Fighter Weapons Wing at Nellis AFB, Nevada, since 14 October 1980. Prior to that assignment, General Carns had been commander of the 354th TFW at Myrtle Beach AFB, South Carolina.

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(U) General Carns was succeeded on 1 July 1984 by Brig Gen Robert C. Beyer, Jr. Born on [REDACTED] (b)(6), General Beyer graduated from West Point in 1956 and received his USAF pilot wings in 1957. General Beyer flew F-102s at George AFB, California and at Elmendorf AFB, Alaska, until 1963 when he became an air officer commanding a cadet squadron at the US Air Force Academy. After two years in Colorado, he was appointed as the first exchange officer to the US Military Academy at West Point and became a tactical officer in the Office of the Commandant of Cadets. General Beyer returned to operational flying in August 1967 at MacDill AFB, taking the F-4D and F-4E pilot checkout course. In May 1968, he went to Da Nang Air Base, Vietnam, serving as flight commander and completing 207 combat missions. Returning to the US in May 1969, he went back to MacDill as an F-4E flight commander and instructor pilot. Following graduation from the Armed forces Staff college, General Beyer was assigned to the headquarters of the United States Air Forces in Europe (USAFE) in January 1971 as an action officer in the Directorate of Operations. In July 1974, he moved over to JCS J-3 and then went to the Air War College. Moving to Luke AFB, Arizona, in June 1976, General Beyer worked through several operations positions before becoming vice commander of the 58th

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Tactical Training Wing. He took command of the 8th TFW at Kunsan Air Base, South Korea, in March 1980, followed by assignments as PACAF inspector general and vice commander of 5th Air Force at Yokota Air Base, Japan. General Beyer returned to MacDill in June 1984 to become USCENTCOM Director of Operations.

(U) Another director of flag rank since 1982 was BG Dudley J. Gordon, US Army, who had been in charge of J-2 since 7 September of that year. Following graduation from Infantry Officer Candidate School in March 1956, General Gordon was assigned to the Army Security Field Station in Warrenton, Virginia. He then served with the Army Security Agency in Shemya and Fort Richardson, Alaska; at Arlington Hall Station, Virginia; Korea; Fort Devons, Massachusetts; and Fort Hood, Texas. During 1969, General Gordon served a tour in Vietnam as Special Security Officer, IV Corps Detachment, followed by attendance at the Armed Forces College in Norfolk, Virginia. Later, General Gordon graduated from the Army War College in Carlisle, Pennsylvania, and was then assigned as Chief of the Collection Division, Office of the Deputy Chief of Staff for Intelligence and Security, which was his position prior to becoming RDJTF and then USCENTCOM J-2.

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(U) On 23 July 1984, General Gordon was succeeded by BG Charles B. Eichelberger, US Army. Born in La Grange, Georgia, on [REDACTED] (b)(6), General Eichelberger enlisted in the Army in September 1955 and graduated from Infantry Officers' Candidate School in 1957. Assigned to the Army Security Agency in Hawaii and Fort Bragg, North Carolina, General Eichelberger went to Vietnam in 1962 as the S-2/S-3 of the 3d Radio Research Unit. He returned to Fort Bragg and served in the Dominican Republic in 1965. Following assignments to USAREUR and Korea, General Eichelberger graduated from the Command and General Staff College in 1969 and from the Army War College in 1976. He then served as Deputy Director for Intelligence at the Intelligence Center, Pacific, until January 1977, when he joined J-3 of PACOM. In June 1978, he assumed command of the Intelligence and Security Command's field station in Berlin, then, in August 1980, became the Division Chief for the Intelligence, Surveillance, Target Acquisition, and Electronic Warfare Division of the Requirements Directorate of the Deputy Chief of Staff for Operations of the Department of Army. In October 1982, General Eichelberger was assigned as Deputy Commander of the US Army Intelligence Center and School at Fort Huachuca, Arizona. He was promoted to brigadier general on 1 February 1984, a few months before coming to USCENTCOM.

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(U) The only Navy flag officer assigned to USCENTCOM was Commodore James Mac Gleim, who had been RDJTF Director of Plans, Policy, and Programs (J-5) since 8 July 1982. Raised in a farming community in central Nebraska, Commodore Gleim entered the Navy as an aviation cadet and was commissioned as an ensign in 1955. He deployed to Lebanon in 1958 with an A-4 squadron aboard the USS SARATOGA. During the Vietnam war, he served as flight deck officer and later as executive officer of the USS CORAL SEA. Before coming to the RDJTF and later USCENTCOM at MacDill, Commodore Gleim had been Commander of Naval Air Station (NAS) Lemoore, California.

(U) In addition to the Chief of Staff, there was another USMC general officer on the USCENTCOM staff, brigadier general (BGen) Ray "M" Franklin, who had been at MacDill since June of 1982. As a member of the RDJTF staff, General Franklin had had three titles: Inspector General (IG), Commander of the Forward Headquarters Element (FHE), which was established aboard the USS LA SALLE in the Persian Gulf on 31 December 1983, and Director of Transition from RDJTF to USCENTCOM. When this transition was completed on 1 January 1983, General Franklin concentrated his effort on establishing an FHE in USCENTCOM's area of responsibility.

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(U) BGen John H. Gary III, USMC, replaced General Franklin on 11 June 1984. Born on (b)(6) in Richmond, Virginia, General Gary graduated from the Virginia Military Institute in 1955 and then attended the Basic School, Quantico, Virginia. He served in the 3d and 2d Marine divisions before going to the Amphibious Warfare School at Quantico in July 1965. Following graduation in January 1966, General Gary went to Vietnam, serving as a company commander and later on the G-3 staff. Attendance at the Naval War College preceded a second tour in Vietnam, this time in the J-2 of Military Assistance Command, Vietnam. From 1972 to 1975, General Gary served as the assistant naval attache in the US Embassy in Canberra, Australia. Returning to the US in May 1975, General Gary went to Camp Lejeune, North Carolina, and then to the National War College in Washington, DC. Following completion in June 1978, he became professor of naval science at the Virginia Military Institute, his alma mater. While serving in this capacity, he was selected in February 1981 for promotion to brigadier general and was advanced to that grade on 9 April 1981. After assignments at the National Military Command Center, as the Commanding General of the 9th Marine Amphibious Brigade, and as the Assistant Division Commander of the 3d Marine Division on Okinawa, General Gary became both IG and FHE Commander at USCENTCOM.

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(U) USCENTCOM acquired a ninth flag-grade officer in February 1983, when Brig Gen Samuel J. Greene, USAF, became Director of the Command and Control, Communications and Computer Systems Directorate (J-6). Born on (b)(6) in New York City, General Greene graduated from Manhattan College in 1958 with a bachelor's degree in electrical engineering and had served in the USAF since graduation. Before coming to USCENTCOM, General Greene had been Commander of the Pacific Communications Division from 1979 to 1981 and Vice Director to the Joint Tactical Communications Officer at Fort Monmouth, New Jersey, from 1981 to February 1983. General Greene served as J-6 throughout 1984.

## CHAPTER II

## JOINT PLANNING, OPERATIONS, AND TRAINING

(U) The joint staff of the United States Central Command headquarters numbered 893 people on 1 January. Headquarters strength decreased by 33 personnel during 1984 to equal 860 people at the end of the year. This was the first personnel decrease in the history of the RDJTF and USCENCOM. The former grew from a small initial cadre to 263 at the end of 1980, to 328 at the end of 1981, and to 843 at the close of 1982. During its first year of existence, USCENCOM had grown by 50 people at the end of 1983, so the 1984 reduction of 33 actually represented relative stability in personnel strength. Divided among six directorates and a number of special staff agencies, these people worked during 1984 to plan, conduct operations, and train the forces needed to fight in USCENCOM's area of responsibility.

## PERSONNEL

(U) Colonel (Col) (b)(6), USAF, had been the RDJTF Director of Personnel since 25 April 1980 and continued

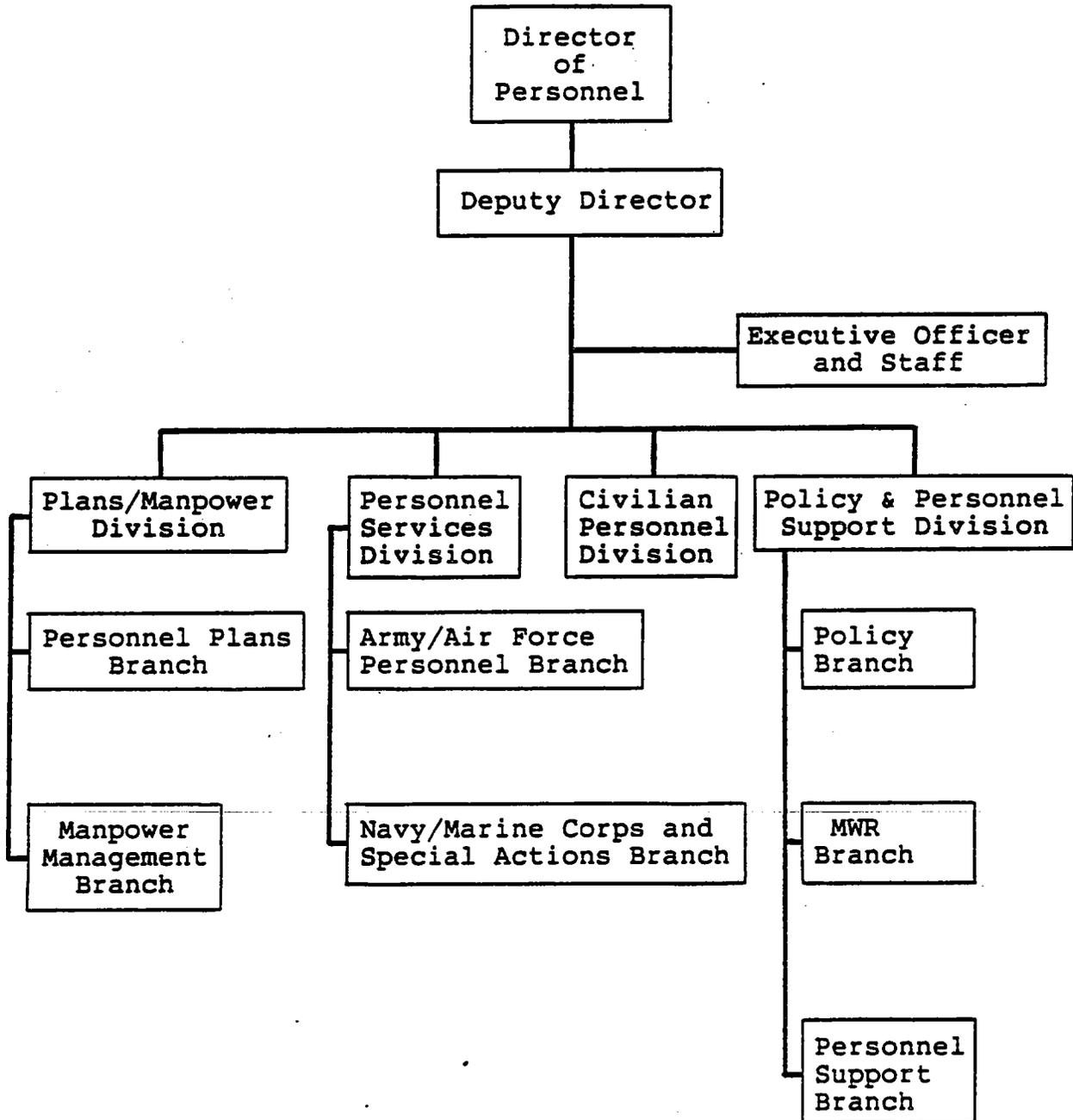
in that capacity throughout 1984. As the "plankholder" J-1, Col (b)(6) had been responsible for personnel matters since the beginning of the RDJTF, and thus had the twin distinctions of being the only RDJTF J-1 and the first Director of USCENTCOM's Personnel Directorate.

(U) COL (b)(6) US Army, continuing to serve as the Deputy Director, represented USCENTCOM on the Advisory Council on Dependent's Education. The Council met three times during the year, including once in Wiesbaden, Germany. In connection with this meeting, Colonel (b)(6) made a staff visit to DOD Schools, Mediterranean Region, at Torrejon Air Base, Spain, and to the Bahrain School.

(U) In August 1984, the Personnel Directorate reorganized by adding a fourth division to the three divisions as shown in Figure 4 on the following page: Plans/Manpower, Personnel Services, and Policy/Personnel Support. The new division was the Civilian Personnel Division and included an additional civilian authorization which was filled on 2 September.

(U) On 1 October, civilian employees assigned to USCENTCOM security assistance organizations were transferred from the Army and Navy to the Air Force. Further, civilian personnel servicing for all US citizen civilian employees in

Figure 4. J-1 Organization



the AOR was transferred to the civilian personnel office, Hellenikon Air Base, Greece.

(U) With the assistance of the US Army, the annual wage survey for Saudi Arabia was conducted during September and October. The USEUCOM Civilian Personnel Coordinating Committee convened in London in December and approved the results of the Saudi Arabia wage survey. The J-1 civilian personnel division chief represented USCENTCOM at this meeting.

(U) In 1984, the Personnel Directorate, especially its Plans/Manpower Division, took part in several contingencies, field training exercises, and command post exercises. Some of these occurred within the CONUS, while some took place outside the continental United States (OCONUS). With its involvement ranging from plans to participation, the personnel directorate took part in the contingencies EAGLE LOOK and INTENSE LOOK; the CONUS exercises GALLANT KNIGHT 84, GALLANT EAGLE 84, NIGHT TRAIN 84, ELLIPSE FOXTROT 85, and POWDER RIVER 85; and the OCONUS exercises ACCURATE TEST 84, SHADOW HAWK 84, and IRON COBRA 84.

(U) Manpower reviews were one of the Personnel Directorate's most important accomplishments during the year.

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Figure 5. USCENTCOM Internal manpower review results

	Fiscal Year 1985 JMP	Required	Net Change
USCINCCENT	7	7	0
Deputy USCINCCENT	4	4	0
Chief of Staff	3	3	0
Forward HQ Element	1	1	0
Inspector General	7	7	0
Secretary of the Joint Staff	9	9	0
Command Historian	2	2	0
Protocol Officer	5	6	+1
USEUCOM Liaison	1	1	0
Executive Advisors to USCINCCENT	3	3	0
J-1	50	52	+2
J-2	155	151	-4
J-3	148	153	+5
J-4	120	110	-10
J-5	58	63	+5
J-6	143*	140	-3
HQ Commandant	62	55	-7
Adjutant General	31	31	0
Legal Advisor	9	9	0
Public Affairs Office	13	14	+1
Provost Marshal	5	6	+1
Comptroller	16	16	0
Command Surgeon	7	11	+4
Command Chaplain	2	2	0
Combat Capabilities Analysis Group	6	9	+3
<b>Total</b>	<b>867</b>	<b>865</b>	<b>-2</b>

\* Includes 11 new billets. Services may not approve; reclama pending.

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At the direction of USCINCCENT, the Manpower Management Branch conducted an internal manpower survey of the headquarters between 1 November 1983 and 8 June 1984 using a work sampling measurement technique and the proposed fiscal year 1985 Joint Manpower Program (JMP). The survey's results were as shown in Figure 5 on the facing page.

(U) After completing the internal survey, the Manpower Management Branch next provided a team on 12 September to conduct a survey of the Office of Military Cooperation in Egypt. The survey concluded with the team validating OMC's manpower level at 64 billets.

(U) Two months later, the Joint Chiefs of Staff Manpower Survey Team came to MacDill and conducted their own study of the headquarters from 9 October to 2 November. The study examined USCENTCOM headquarters manpower authorizations and validated a requirement of 777 billets.

(U) On 8 November, JCS identified 18 of USCENTCOM's billets to be realigned to meet higher priority joint requirements. These billets were taken from the approved fiscal year 1984 JMP as part of the three percent JCS Enhanced Manpower Program.

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(U) On 30 November, JCS and the Services approved the fiscal year 1985 JMP for USCENTCOM headquarters, as well as the JMPs for the Intelligence Production Element and Computer Systems Support Element. In addition to the approved JMP for the headquarters totalling 772 billets, the JMP for the Intelligence Production Element contained 16 authorized billets and the JMP for the Computer Systems Support Element had another 67 authorizations.

(U) On 13 December, USCENTCOM submitted its proposed fiscal year 1986 JMP for the headquarters with its 749 previously approved billets. In a second document, 23 previously approved headquarters billets were transferred to a newly created Special Operations Command Central (SOCCENT). Also submitted was a three percent JCS Enhanced Manpower Program which identified 25 manpower spaces from the approved fiscal year 1985 JMP in priority order, together with impact statements.

(U) The fiscal year 1986 JMP for the Intelligence Production Element contained the fiscal year 1985 base of 16 plus 38 programmed billets, for an overall total of 54. However, the JCS and the Services had not yet decided whether to approve the 38 programmed billets or accept them

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for programming, pending a decision on the establishment of the proposed Intelligence Center, Florida. As a result, it appeared appropriate to include them in the submission for fiscal year 1986. In comparison, the fiscal year 1986 JMP for the Computer Systems Support Element contained the fiscal year 1985 base of 67 plus an increase of three billets previously approved for fiscal year 1986, bringing its total to 70.

(U) The fiscal year 1986 Joint Mobilization Augmentation, Part III of the JMP, was also submitted on 13 December 1984. It included a request for a net increase of 41 which raised the fiscal year 1986 total to 470. As for SOCCENT, its 32 Joint Mobilization Augmentation requirements remained unchanged, although SOCCENT's billets were moved from USCENCOM headquarters to form a separate subunified command. The Computer Systems Support Element, on the other hand, increased by one Joint Mobilization Augmentation billet. Also submitted was the USCENCOM special activities JMP for fiscal years 1986-1990. It contained a total of 31 billets.

(U) During the year, the Reserve Affairs Branch of the Plans/Manpower Division integrated the Cromemco computer system into its office equipment to automate record keeping and compute statistics. This effort focused on recruiting

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for vacancies, with the computer being used to locate specific specialties, grades, and service.

(U) Temporary duty (TDY) trips were taken to Washington, DC, St. Louis, and Denver by Branch personnel to broaden the base of knowledge required to coordinate actions with the Reserves. Concurrently, the Denver trip included attendance at an Individual Mobilization Augmentee Unified Command Conference held in the Air Force Reserve Personnel Center.

(U) The Reserve Affairs Officer took part in exercises GALLANT KNIGHT 84 and IRON COBRA 84 to increase his technical expertise so that he could inform newly assigned augmentees of what was expected on exercises and operations. Another significant event in the branch was J-2's generosity in providing an augmentee to assist with the workload.

(U) While the US Marine Corps continued its effort to formally establish USCENTCOM's Reserve Augmentation Unit effective 1 January 1985, negotiations continued with the other Services on how their portions of the Individual Mobilization Augmentee Program would be organized and

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funded. Because no programmed funds were available until the out years, the Services agreed to use their current funding until completion of the Program Objective Memorandum (POM) process.

(U) Over 60 reservists representing all the Services were utilized by the USCENTCOM headquarters during the year, and all were funded by agencies outside the headquarters. On 26 June, 469 augmentation billets were approved by JCS, including 280 designated as Individual Mobilization Augmentee billets. (See Figure 6 on the following page.) A total of 511 augmentation billets were requested in the Joint Mobilization Augmentation program for fiscal year 1986.

(U) Responsible for USCENTCOM's Environmental and Morale Leave Program, the Morale, Welfare, and Recreation Branch of the Personnel Directorate's Policy and Personnel Support Division conducted an extensive study during 1984 on the policy of permitting only military members to have an authorized environmental and morale leave destination in the CONUS. Since all MAC space available flights into USCENTCOM's AOR transited Europe, any change to policy had to be carefully studied and coordinated with USEUCOM. After a thorough review of the facts and political considerations, the MWR Branch determined that valid requirements existed to open CONUS up to dependents,

Figure 6. USCENTCOM Approved Fiscal Year 1984 Joint Mobilization Augmentation Program

	<u>Army</u>	<u>Air Force</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Total</u>	
0-6	4 (1)		(1)		4 (2)	
0-5	18 (1)	10 (1)	4 (3)	3 (2)	35 (7)	
0-4	44 (0)	30 (3)	10 (4)	5 (2)	89 (9)	
0-3	7 (3)	21 (6)	5 (1)	3 (2)	36 (12)	
W-0	9 (0)			1 (0)	10 (0)	
<b>Total</b>	<b>82 (5)</b>	<b>61 (10)</b>	<b>19 (9)</b>	<b>12 (6)</b>	<b>174 (30)</b>	
E-8	4 (1)	6 (2)	1 (0)	2 (0)	13 (3)	
E-7	10 (2)	10 (1)	(4)	3 (0)	23 (7)	
E-6	10 (1)	22 (6)	4 (2)	(2)	36 (11)	
E-5	14 (23)	7 (25)	5 (4)	2 (6)	28 (58)	
E-4	6 (16)	(19)	(2)	(3)	6 (40)	
E-3	(20)	(20)			(40)	
<b>Total</b>	<b>44 (63)</b>	<b>45 (73)</b>	<b>10 (12)</b>	<b>7 (11)</b>	<b>106 (159)</b>	
<b>Total</b>	<b>126 (68)</b>	<b>106 (83)</b>	<b>29 (21)</b>	<b>19 (17)</b>	<b>280 (189)</b>	
<b>Grand Total</b>	<b>194 (41%)</b>	<b>189 (40%)</b>	<b>50</b>	<b>19%</b>	<b>36</b>	<b>469</b>

( ) = Active Augmentees

and USCINCCENT approved a policy change that allowed dependents to travel to CONUS under the environmental and morale leave program.

(U) This significant policy change allowed military members, civilians, and dependents traveling with their sponsors (military and civilian) to travel to CONUS on leave once per a 24-month tour. The change dramatically enhanced environmental conditions and morale in USCENTCOM.

(U) The Personnel Services Division of the Personnel Directorate processed 1,006 requests for travel to the AOR. Of these requests, 222 were from O-6s and above; the remaining 784 were from personnel in the grade of O-5 and below. From 9 to 16 November, the Army Personnel Section of the Personnel Services Division received a Personnel Management Assistance Team inspection. No major discrepancies were noted.

(U) Overall strength for USCENTCOM headquarters and its support elements were as shown in Figure 7 on the following page. A total of 777 personnel were assigned to HQ USCENTCOM while 83 people were assigned to support elements, making a grand total of 860 personnel at the end of the year.

Figure 7. USCENICOM Headquarters Personnel (as of 31 December 1984)

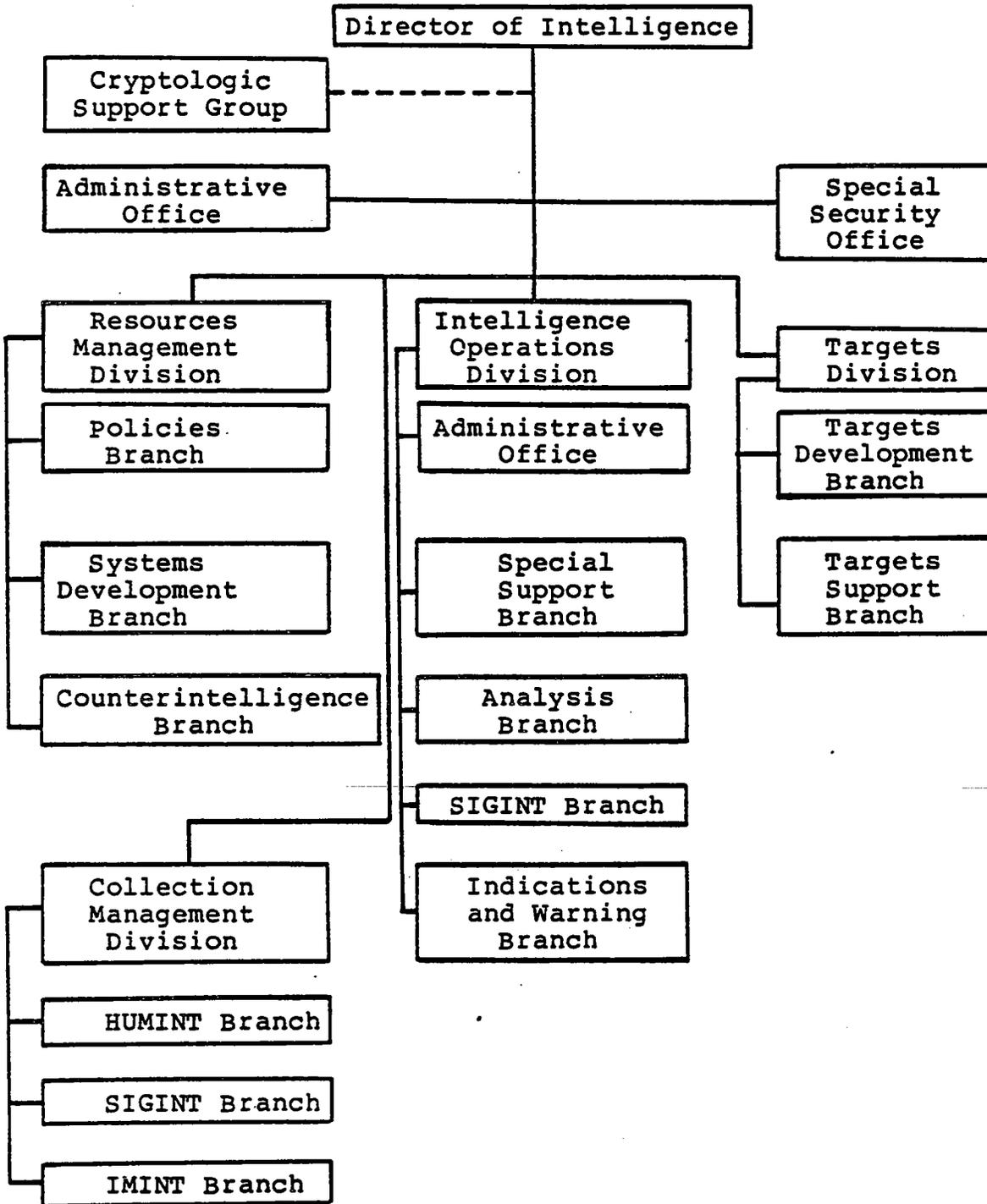
HEADQUARTERS USCENICOM														
(749 Authorized)														
	ARMY	NAVY	USAF	USMC	TOTAL MILITARY	US CIVILIAN	TOTAL							
	Auth	Asgn	Auth	Asgn	Auth	Asgn	Auth	Asgn	Asgn	Asgn				
	253	268	118	118	247	255	112	120	730	761	19	16	749	777
SUPPORT ELEMENTS, UNITED STATES CENTRAL COMMAND														
(106 Authorized)														
	ARMY	NAVY	USAF	USMC	TOTAL MILITARY	US CIVILIAN	TOTAL							
	Auth	Asgn	Auth	Asgn	Auth	Asgn	Auth	Asgn	Asgn	Asgn				
CSSE	24	21	11	11	24	21	8	8	67	61	0	0	67	61
IPE	3	0	0	0	13	0	0	0	16	0	0	0	16	0
SOCCENT	13	11	5	5	5	6	0	0	23	22	0	0	23	22
TOTAL	40	32	16	16	42	27	8	8	106	83	0	0	106	83
RECAPITULATION, HEADQUARTERS AND SUPPORT ELEMENTS, UNITED STATES CENTRAL COMMAND														
(855 Authorized)														
	ARMY	NAVY	USAF	USMC	TOTAL MILITARY	US CIVILIAN	TOTAL							
	Auth	Asgn	Auth	Asgn	Auth	Asgn	Auth	Asgn	Asgn	Asgn				
	293	300	134	134	289	282	120	128	836	844	19	16	855	860

## INTELLIGENCE

(U) The Directorate of Intelligence (J-2) was responsible for all intelligence and counterintelligence matters in support of USCENTCOM, including overall responsibility for the collection, analysis, and dissemination of intelligence necessary to support the command's mission. The Director of Intelligence was also responsible for the management of all assigned intelligence resources. As shown in Figure 8 on the following page, the Directorate of Intelligence consisted of four divisions: Intelligence Operations, Resources Management, Targets, and Collections. The Special Security Office and Cryptographic Support Group were special staff offices which supported the command and were organized within the Directorate of Intelligence. At the beginning of the year, the Director of Intelligence was BG Dudley J. Gordon. He was succeeded by BG Charles B. Eichelberger, who arrived on 19 July.

(U) The Intelligence Operations Division was responsible for indications and warning, analysis, exercise planning, analysis of signals intelligence (SIGINT), and the preparation and presentation of briefings. It provided near-real-time, all-source intelligence information and ensured that intelligence support was provided to the National Command Authorities, as well as to USCINCENT, USCENTCOM component

Figure 8. J-2 Organization



commands, and the USCENTCOM staff. This division was responsible for the operation of the USCENTCOM Indications and Warning Center, provided mission support to the USCENTCOM Joint Reconnaissance Center, and prepared special intelligence products in support of the command mission. It also managed the formal schools training program for the Intelligence Directorate. The dissemination management of originator controlled material was also performed by the Intelligence Operations Division.

(U) The Analysis Branch performed analysis of political, social, economic, and military activities and events in the USCENTCOM area of responsibility. It provided input to intelligence annexes for OPLANs and OPORDs and conducted liaison with component and national level intelligence agencies.

(U) The Special Support Branch managed the operation of the Exercises, Presentations and Production Management Sections of the Intelligence Directorate. It provided the primary intelligence interface with the Operations Directorate (J-3) and with other USCENTCOM directorates concerning concepts of intelligence support during the execution of OPLANs, contingency operations, and exercises.

(U) The Signals Intelligence Branch provided

communications intelligence (COMINT) and Electronic Intelligence (ELINT) support to the Intelligence Operations Division. The branch maintained a tailored ELINT order-of-battle file on countries within USCENTCOM's AOR. SIGINT branch personnel were responsible for reviewing and integrating COMINT and ELINT information into the overall intelligence plan. The branch also maintained a capability to access national data bases in support of the USCENTCOM intelligence mission. In addition, SIGINT branch personnel assisted in the development of intelligence handling and data base systems. The branch provided input for the SIGINT annex to OPLANs and intelligence estimates.

(U) The Indications and Warning Branch operated the USCENTCOM Indications and Warning Center to support and direct the command mission in accordance with DOD directives. It also provided mission support to the USCENTCOM Joint Reconnaissance Center.

The Resource Management Division managed directorate input to the planning, programming and budgeting system, and other policy guidance. It monitored intelligence planning to support USCENTCOM contingency operations, developed intelligence support systems and the Intelligence Data Handling System (IDHS) for the command,

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and provided counterintelligence support for USCINCCENT.

(U) The Systems Development Branch evaluated present and future intelligence system proposals. It tracked service and component intelligence capabilities and planned enhancements, conducted concept demonstrations, and exercised prototype systems. It also identified, articulated, and defended USCENTCOM requests for enhanced intelligence system support to

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include preparation of required operational capabilities (ROCs), data automation requests, and inputs to the POM and GDIP. This branch also managed contractor studies of USCENTCOM intelligence system support, developed intelligence system architecture, and served as USCENTCOM system coordinator for the Intelligence Data Handling System.

(U) The Counterintelligence and Security Branch provided counterintelligence support to USCINCCENT, prepared counterintelligence annexes to OPLANs and OPORDs, coordinated with national intelligence and local law enforcement agencies, and monitored component counterintelligence assets to ensure full counterintelligence coverage of USCENTCOM's geographic area of responsibility. The branch also coordinated physical security matters, document control and accountability. Moreover, it created headquarters security procedures and ensured compliance with them. It also monitored component command procedures.

(U) Responsibility for the development, promulgation, and management of the command targets program was assigned

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to the Targets Division. Additional responsibilities of this division included target materials management, the mapping, charting, and geodesy program, and target development.

(U) The Targets Development Branch provided overall management of USCENTCOM targeting programs to ensure that coordinated target analysis programs and attack methodologies were employed by components and supporting forces. This included command coordination for target nomination, analysis, and validation of target production requirements.

(U) The Target Support Branch was responsible for the compilation of production requirements for command-wide aeronautical, topographic, and hydrographic products. It was also responsible for tactical target materials and terrain analysis products, including the validation of special purpose requirements.

(U) The Collection Management Division provided a centralized collection management authority in support of the headquarters, components, and supporting forces to ensure that optimum use was made of intelligence collection resources and that all collection requirements were satisfied in a timely manner.

(U) The Special Security Office provided local management of national-level compartmented security programs. It provided protection and control of access to Sensitive Compartmented Information, and operated a secure communications facility to support the headquarters and provide privacy communications for USCINCCENT and key personnel.

(U) The Cryptologic Support Group was an extension of the National SIGINT Operations Center of the National Security Agency at Fort George G. Meade, Maryland. During exercises, contingencies, and deployments, the Cryptologic Support Group provided USCINCCENT, his J-2, and component commanders with time-sensitive, threat warning, SIGINT-derived information and access to SIGINT data exchange with the NSA through the Mobile Cryptologic Support Facility or through the ultra high frequency (UHF) satellite communication tributary package. In garrison, the Cryptologic Support Group supplemented existing information systems with advice and assistance as required.

(U) The J-2 Directorate had three liaison offices. A Defense Intelligence Agency representative was assigned to ensure effective and responsive defense intelligence

support to the command group and staff of USCENTCOM, and to serve as the principal defense intelligence advisor to USCINCCENT through the Director of Intelligence.

(U) Secondly, the National Security Agency Central Security Service representative to USCENTCOM provided the Commander and each of his directorates and special staffs with signals intelligence and communications security (COMSEC) advice and assistance and provided effective liaison with all NSA organizations. The NSA representative served as the personal representative of the NSA Director to USCINCCENT.

(U) The Central Intelligence Agency (CIA) representative acted as the focal point for central intelligence support to the command. As the personal representative of the Director, Central Intelligence Agency, the CIA representative provided USCENTCOM with an interface into the entire intelligence community.

(U) All sections of the Special Support Branch contributed toward the accomplishment of the Intelligence Directorate's mission during 1984. The Presentations Section presented the Daily Intelligence Briefing to USCINCCENT's principal deputies and special staff officers. In addition, the J-2 Intelligence Threat Assessment Brief for USCENTCOM's Area of Responsibility was presented to a

number of high-level dignitaries visiting the headquarters, including heads of state in USCENTCOM's AOR, Congressional staffers, flag officers, and community leaders.

The Production Management Section saw requirements for intelligence production increased over 1983 by 11 percent in the area of ad hoc requirements. This increase continued to fuel the drive for the establishment of an Intelligence Production Facility to be located at MacDill AFB. The section also assumed the editorial and publication duties associated with USCINCCENT's Daily Intelligence Briefing Cable and took administrative responsibility for the Intelligence Library from the Special Security Office.

(U) The Exercise Section directed and coordinated the preparation of the intelligence portion of command exercise plans. It developed and coordinated the identification and deployment of personnel, equipment, and support necessary to execute J-2's concept of intelligence operations during the execution of one CONUS field training exercise (FTX), six OCONUS FTXs, and five CONUS command post exercises (CPXs). These exercises and two contingency deployments were described in the following paragraphs.



IRON COBRA 84 was a joint and combined logistical FTX conducted in Egypt from 25 September to 5 October. The J-2 mission was to provide the deployed exercise headquarters with real-world current intelligence and threat warning.

The Joint Chiefs of Staff sponsored two worldwide procedural CPXs during 1984: NIGHT TRAIN 84, held from 5 to 14 April, and POWDER RIVER 84, conducted from 15 to 26 October. The J-2 participated as part of a USCENTCOM crisis action team (CAT) located at MacDill AFB, Florida. The J-2 mission was to provide the CAT with exercise indications and warning and threat intelligence.

GALLANT EAGLE 84 was an FTX conducted at multiple locations throughout the southwestern part of the United States from 5 to 11 September. The J-2 established a Joint Intelligence Center at HQ USCENTCOM (Deployed) at Vandenberg AFB, California. A notional scenario developed by J-2 provided the background against which the component FTXs were set. The J-2 mission was to provide USCINCCENT with current real-world intelligence and to be a higher headquarters response cell for the exercising component elements.







(U) During the year, the SIGINT Analysis Branch guided J-2 systems development and the contractor in writing computer programs to process formatted ELINT reports. Where possible, incoming ELINT reports were correlated to the enemy order of battle file or to an intercept history file. Uncorrelated reports were flagged for analyst resolution. The National Security Agency's ELINT parameter file was available on-line to assist analysts in resolving the function of an emitter. This program answered a long-standing deficiency and allowed USCENTCOM J-2 to use the large volume of formatted ELINT, especially during contingency operations.

In conjunction with DIA, the Plans and Policy Branch developed a proposal for a Joint Intelligence Production Facility to satisfy USCENTCOM intelligence production requirements. This proposal was subsequently refined from a 350-man "full-up" organization to a 115-man DIA field activity called the "Intelligence Center," capable of satisfying most of the command's urgent production requirements. This initiative met with strenuous Service objections regarding military manning and was transformed into a largely civilian organization operated by DIA in direct support of USCENTCOM. At the end of the year, this initiative was awaiting approval by the JCS.

All branches of the Resource Management Division contributed to the accomplishments of the Directorate of

Intelligence during the year. The plans section submitted two major Joint Manpower Programs, the fiscal year 1986 JMP and the fiscal year 1986 USCENTCOM Joint Special Activities Element, with the purpose of upgrading systems support, counterintelligence support, and Indications and Warning support.<sup>1</sup> The J-2, with the participation of USCENTCOM's components, updated its portion of the USCENTCOM Master Programming List for the first time since its conception in 1983.<sup>2</sup>

The Policy and Programming Section submitted initiatives for the fiscal year 1986-1990 GDIP, the fiscal year 1987-1991 GDIP, and the fiscal year 1987-1991 POM.<sup>3</sup> The GDIP submissions became due in December instead of in January. Requirements for both in-garrison and deployed systems and supporting manpower were included. The fiscal year 1987-1991 GDIP included two baseline programs, and IDHS Mitre manpower. It also contained

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1. Joint Manpower Program (U), fiscal year 1986-1990, 13 Dec 84; Fiscal Year 1986-1990 Intelligence Production Element, 13 Dec 84.

2. Master Programming List (U), fiscal year 1987-1991, undated.

3. USCENTCOM Program Objective Memorandum (U), fiscal year 1987-1991, Jan 85; J-2 Input to fiscal year 87 GDIP (U), 21 Dec 84; J-2 Input to fiscal year 1986 GDIP (U), 14 Jan 84.

other programs: Defense Dissemination System-Receive Location, Selected Imagery Dissemination System, IDHS Mitre support, ad hoc Imagery, Production Element, and J-2 program support. Four new initiatives submitted in this GDIP package included Intelligence Collection Management, Collection Requirements Management Architecture, and Production Elements I and II. The fiscal year 1987-1991 POM submission included one base line program Deployable Intelligence Data Handling System, one disconnect DIDHS I, and one new initiative Quick Reaction Special Security Office. Projects submitted for funding within the CINC's Command and Control (C<sup>2</sup>) Initiative Fund included the Decision Support and Information System for Terrorism (DESIST) and

(U) The System Development Branch made strides in en route automated intelligence support during the year. Fiscal year 1984 CINC C<sup>2</sup> initiative funds were obtained to procure and develop a portable carry-on microcomputer capable of extracting tailored order-of-battle and installation data from the garrison-based Intelligence Data Handling System and processing it to support USCINCCENT and his battle staff during deployment to the AOR or while deployed on limited contingency operations. A microcomputer system was procured and software developed to

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4. Fiscal Year 1985 CINC C<sup>2</sup> Initiative Fund Project (U).

download selected data from either the garrison or deployable IDHS systems. User application software and a user's handbook were being written by the USCENTCOM J-6 for achievement of an initial operational capability in early 1985. When fielded, this system would allow the Intelligence Directorate to provide more comprehensive and timely intelligence support to the CINC and Battle Staff.<sup>5</sup>

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5. Information paper (U), En route/Limited Deployment IDHS Support (U), 12 Oct 84.

6. Background paper, "THREADWAY," 11 Aug 84.

(U) A contract with the Planning Research Corporation for USCENTCOM's command-wide in-garrison Intelligence Data Handling System was successfully concluded in August. The ADP Concept of Operations for the USCENTCOM IDHS was published in May to document a methodology for facilitating the establishment and exchange of common command-wide intelligence data. The USCENTCOM command-wide in-garrison IDHS Mission Element Need Statement was published in May and validated by the Defense Intelligence Agency in August.<sup>7</sup> The need statement identified capabilities essential to providing USCENTCOM headquarters and its components with intelligence to support war planning and crisis management in garrison and to support the rapid transfer of intelligence information from in-garrison ADP systems to deployable systems during transition and deployment.<sup>8</sup> DIA officials were provided a briefing describing command-wide IDHS, which resulted in a DIA commitment to support fiscal year 1986 GDIP funding for the full system. A transition and implementation plan was published in July which detailed the type and sequence of actions required for implementation of the

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7. ADP Concept of Operations for US Central Command Intelligence Data Handling System, 1 May 84.

8. Transition and Implementation Plan for the US Central Command IDHS, Jul 84.

USCENTCOM-wide IDHS and to make the transition to an automated environment.<sup>9</sup>

The USCENTCOM Imagery Transmission System (CITS) continued development during the year. CITS would link HQ USCENTCOM, DIA, MAC, USARCENT, USCENAF, USNAVCENT, I Marine Amphibious Force (I MAF), and XVIII Airborne Corps

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9. Mission Element Need Statement, USCENTCOM Command-Wide In-Garrison IDHS, 3 May 84.

10. Talk Sheet for USCENTCOM Staff Update, Dec 84.

with Litton-Amecon-produced Fastfax 2000s. These were prototype commercial facsimile devices that would transmit magazine-quality imagery among the headquarters. USCENTCOM experienced many delays during 1983 and 1984 because of either production delays at Tobyhanna Army Depot or terminals being redistributed. As a result, the CITS initial operating capability (IOC) date slipped to the second quarter of fiscal year 1985.<sup>11</sup>

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11. Issue Paper, USCENTCOM Imagery Transmission System (CITS), Aug 84.

(U) The USCENTCOM Intelligence concept of operations was published in July 1984. It described USCENTCOM's concept for intelligence operations in garrison, during transition prior to deployment, while en route, in support of limited deployed contingencies, and for full-scale deployment.<sup>14</sup> The USCENTCOM Imagery Architecture was also published in July as an Appendix to the USCENTCOM Intelligence Concept of Operations. It described USCENTCOM's architecture for the exchange of imagery

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12. Point Paper, Digital Imagery Transmission System (DITS), 27 Nov 84.

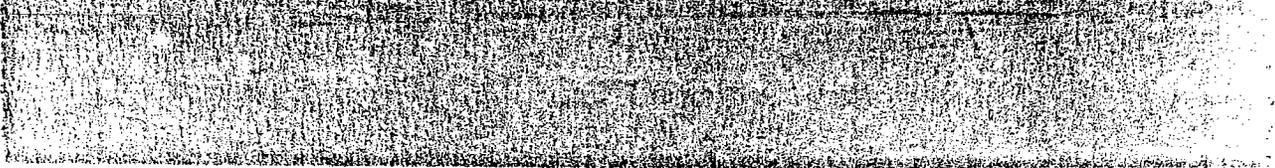
13. General Defense Intelligence Program (GDIP) Program Decision Package, USCENTCOM Defense.

14. USCENTCOM Intelligence Concept of Operations, Jul 84.

products for both the in-garrison and deployed environments. It identified imagery and imagery transmission requirements, current capabilities, and USCENTCOM's concept for imagery support. It also described interfaces among imagery processing dissemination locations, HQ USCENTCOM, component headquarters, and selected subcomponent or lateral headquarters.<sup>15</sup>

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15. Appendix C, USCENTCOM Imagery Architecture to the USCENTCOM Intelligence Concept of Operations, Jul 84.



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(U) During the year, USCENTCOM and USREDCOM signed a Memorandum of Understanding for a Joint Technical Management Staff to direct, design, and develop common Intelligence Data Handling Systems, including the USCENTCOM DIDHS and that of the host in garrison. The Joint Technical Management Staff formed in July. A definition and design contract was directed by this staff following the award of a contract to the Planning Research Corporation in October. Functional description and hardware acquisition documents were prepared to buy computers and develop software that would provide the same timely

automated support to the USCENTCOM intelligence analyst both in garrison and while deployed. The Joint Technical Management Staff effort was expected to result in economies of scale and minimization of development risks for subsequent implementation while dramatically increasing the likelihood of satisfying total system functional requirements.<sup>23</sup>

The J-2 Counterintelligence Branch wrote USCENTCOM Policy Letter Number 10, "Open Storage of Classified Material," during the year. It also conducted a preliminary information security inspection prior to an inspection conducted by the General Services Administration in September. No discrepancies were noted. Several technical surveillance countermeasures inspections were coordinated by the Counterintelligence Branch during the year. The annual USCENTCOM Counterintelligence Conference was hosted by USARCENT in Atlanta, Georgia. The USCENTCOM Foreign Counterintelligence Concept was developed and briefed to the Service Counterintelligence chiefs. Four

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23. Msg, CCJ2-RS (JTMS), subj: "USCENTCOM/USREDCOM Joint Technical Management Staff (JTMS)," 313224Z Jul 84; Budget Estimate Agreement (BEA) between USCENTCOM and RADC, Mar 84.

Counterintelligence battlebooks were completed and distributed during the year. The Counterintelligence Branch staffed and coordinated an operational security survey inspection for exercise NARROW PASSAGE 85 for units deploying OCONUS, and updated 18 counterintelligence threat assessments. Also, 200 background and special background personnel investigations were initiated.

(U) The Target Division's continued emphasis on special operations force weaponeering resulted in the establishment of a permanent special operations working group as a part of the structure surrounding the Joint Technical Coordinating Group and the Joint Munitions Effectiveness Manual. Target Division's efforts were also instrumental in the publication of the first Joint Munitions Effectiveness Manual, "Special Operations Target Vulnerability and Weaponeering." This was part of a family of documents on the effectiveness of joint munitions.

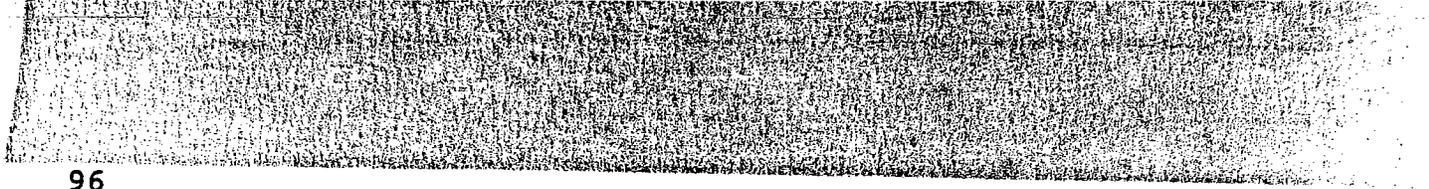
(U) Members of the Targets Division participated in exercises and in real-world deployments during the year. The Targets Development Branch participated in the EAGLE LOOK deployment OCONUS, and division personnel participated in the CONUS exercises BOLD EAGLE and POWDER RIVER.

(U) Responsibility for operation and utilization of the Digital Imagery Transmission System was passed to the Targets Division during 1984. As the USCENTCOM Office of Primary Responsibility (OPR) for the system, the division would be responsible for DITS operations and integration of DITS products into USCENTCOM planning efforts.

(U) Targets Division, in conjunction with the USREDCOM J-2, co-hosted the DIA annual conference on target intelligence and target materials. Also during the year, the Targets Development Branch finalized selection criteria for the contents of the new Contingency Planning Facilities List for USCENTCOM's AOR. This had been an ongoing coordination effort with DIA since 1982. the document went to the printer in December and was expected to be published in early 1985.

(U) The Targets Development Branch also worked closely with the Planning Research Corporation to develop installations data base requirements for the enroute IDHS microcomputer. Initial operational testing and evaluation of this system was tentatively scheduled for early February 1985.

(U) The Target Support Branch, in coordination with USREDCOM J-2, obtained an agreement with the Defense Mapping Agency (DMA) to establish a DMA branch office in Tampa to support command mapping distribution requirements.



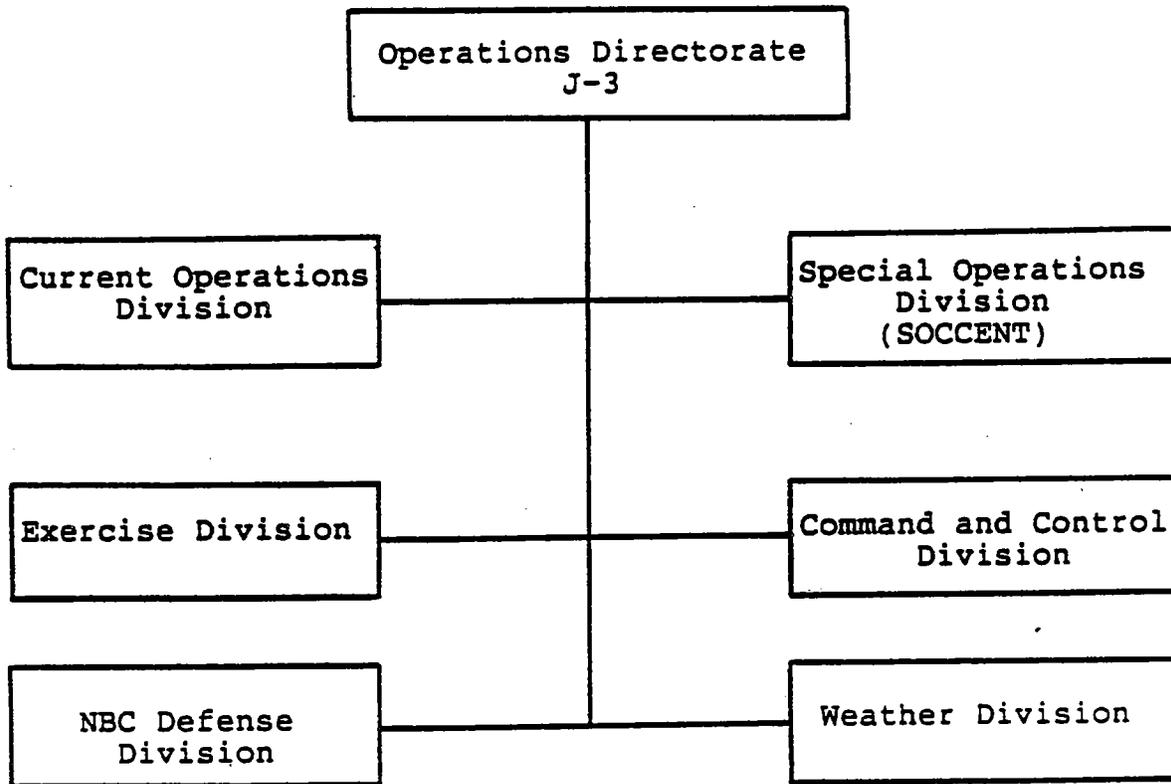
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Figure 9. J-3 Organization





## OPERATIONS

(U) The Operations Directorate (J-3) was divided into six subordinate divisions. Each division was further subdivided into branches and sections. The overall organizational structure of J-3 was as shown in Figure 9 on the facing page.

(U) The Director of Operations at the beginning of 1984 was Brig Gen Michael P. C. Carns, USAF. His deputy was COL (b)(6) US Army. The key directorate staff officers as of 31 December were: The Chief of Current Operations, Col (b)(6) Jr., USMC; the Chief of Special Operations, COL (b)(6) US Army; the Chief of Exercises, Lieutenant Colonel (Lt Col) (b)(6) USAF; the Chief of Command and Control, Col (b)(6) USAF; the Chief of NBC Defense, Captain (b)(6) US Navy; and the Chief of Weather, Col (b)(6) USAF.

(U) USCINCCENT's operational commitments required a flexible, responsive command and control system. Efforts to maintain such a system continued throughout the year. One noteworthy improvement was the completed installation of the command Red Switch which ensured a secure conferencing

capability and interface with the Automatic Secure Voice Communications (AUTOSEVOCOM) system.

(U) The second major event concerning EC-135Y operations took place in July, when USCINCCENT and his support staff traveled around the world. UHF and HF

communications connectivity was maintained with the rear headquarters during all phases of the mission.

(U) All communications requirements aboard the EC-135Y were supported by the Joint Communications Support Element (JCSE). In October 1984, USCENTCOM received and installed its own AN/URC-110 satellite communication radio. While communications were somewhat limited, this system ensured aircraft connectivity worldwide, whether airborne or on the ground. Planned modifications included a major interior upgrade program, a communications suite, and a reengining program to include fan jet engines for greater range. It also included the acquisition of a second aircraft programmed for USCENTCOM in August 1985.

(U) Exercising USCENTCOM headquarters, staffs, and assigned forces was one of the most important means of improving combat readiness. Vital areas such as command and control procedures, communications techniques, and the interoperability of the equipment of the four Services was examined, evaluated, and modified as necessary.



(U) During this year, USCENTCOM continued to participate fully in the JCS-directed and JCS-coordinated exercise programming process. A fully coordinated program was in place for fiscal years 1986 through 1990. From 11 to 13 December 1984, USCENTCOM and USREDCOM jointly hosted the USREDCOM/USCENTCOM/USLANTCOM/USSOUTHCOM exercise scheduling conference at MacDill AFB, Florida.

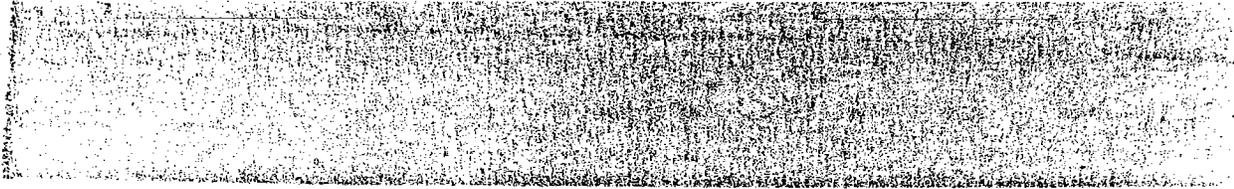
(U) The Exercise Division planned and participated in the following seven exercises for 1984:

- . ACCURATE TEST 84
- . NIGHT TRAIN 84
- . GALLANT KNIGHT 84
- . GALLANT EAGLE 84
- . SHADOW HAWK 84
- . IRON COBRA 84
- . POWDER RIVER 85

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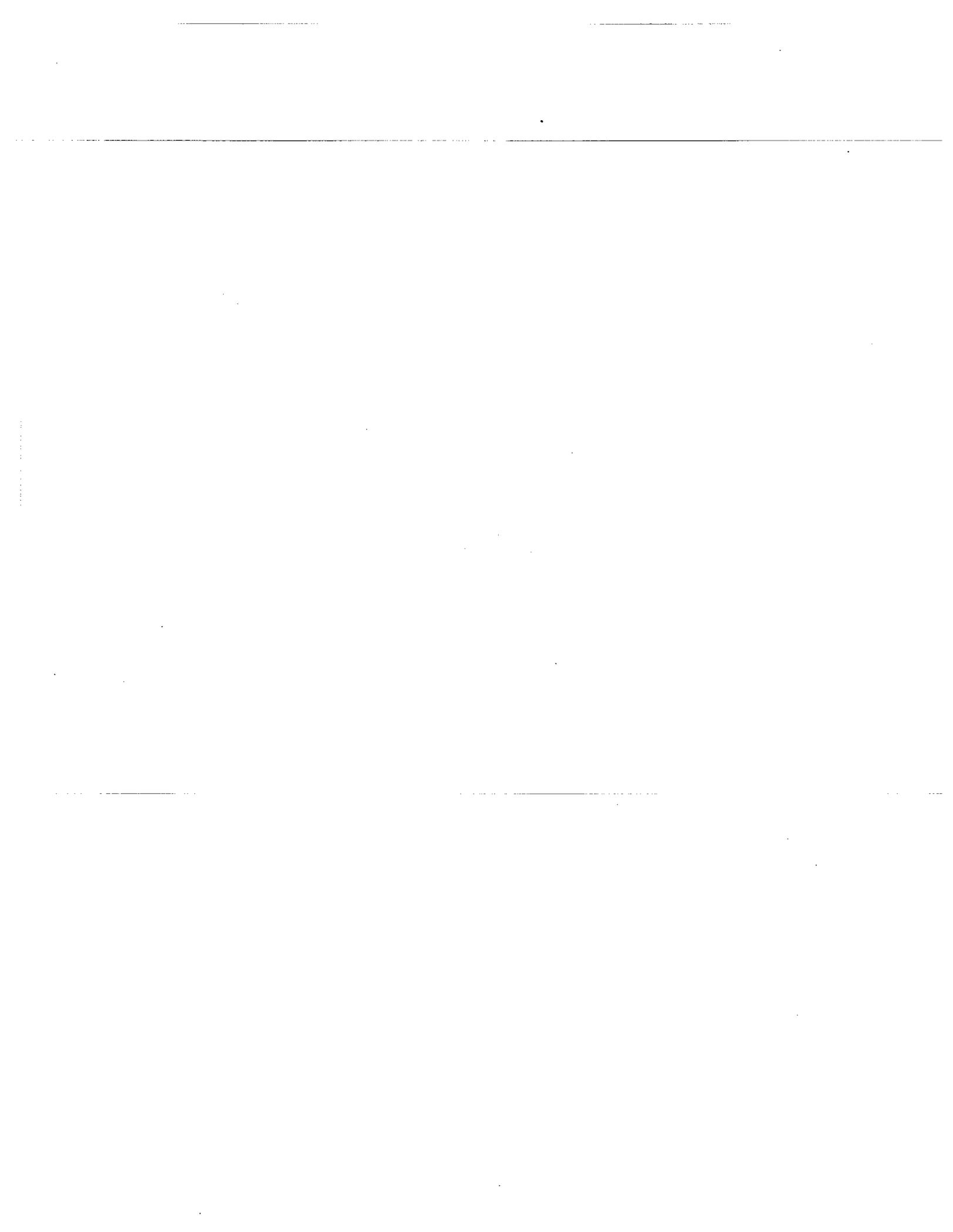
**Figure 10. ACCURATE TEST 84 Forces and Locations**

<u>Unit</u>	<u>Location</u>	<u>Personnel</u>
HQ USCENTCOM(-)	Thumrait	35 (1 Muscat)
HQ USCENTAF(-)	Thumrait	24
Air National Guard	Thumrait	313
184th Tactical Fighter Group McConnell AFB, Kansas (6 F-4D)		
186th Tactical Reconnaissance Group Key Field, Mississippi (4 F-4C)		
Combat Support Element		
Communications Support	Thumrait	
Joint Communications Support Element		
		15 (3 Muscat)
Detachment Air Force Communications Command		
		30
Detachment 509th Signal Battalion		
		10
<hr/> MAC Airlift Control Element (21st Air Force)		
	Thumrait	2
USARCENT Liaison	Thumrait	2
MIDWAY carrier battle group	Indian Ocean	—
	Total	431

(Personnel figures represent those personnel present during employment phase.)

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(U) GALLANT KNIGHT 84 was an employment command post exercise conducted from 8 to 12 May at Fort Bragg, North Carolina, and at the Navy War College, Newport, Rhode Island, using the Naval Wargaming System. This was the fourth GALLANT KNIGHT exercise, and the fifth in a series that exercised simulated contingency operations in the USCENTCOM AOR. It was the first GALLANT KNIGHT that USCENTCOM scheduled itself, the previous four having been scheduled by USREDCOM.

(U) There were many objectives for exercise GALLANT KNIGHT 84. As specified in the JCS five-year plan, GALLANT KNIGHT 84 was designed to exercise USCENTCOM in an employment CPX of a USCENTCOM contingency. Participants exercised Joint Attack of the Second Echelon (J-SAK) tactics, techniques, and procedures, exercised intelligence collection and dissemination, developed and refined joint intelligence procedures for use in contingency operations, examined procedures in joint force sustainment, and resolved weaknesses in the joint support structure which hindered sustainment of

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Figure 11. USCENTCOM Participants in GALLANT KNIGHT 84

<u>Unit</u>	<u>Provided by</u>
HQ USCENTCOM	USCENTCOM
JCSE (-)	
USCENTCOM	
United States Army Forces Central Command	
USARCENT	
Third United States Army	
XVIII Airborne Corps	
24th Infantry Division (Mech)	
82d Airborne Division Headquarters (-)	
101st Airborne Division (Air Assault)	
HHC, 1st COSCOM	
HQ, 1st SOCOM (-)	
6th Cavalry Brigade (AC) (-)	
11th Air Defense Artillery Brigade (-)	
HHC, 16th Military Police Brigade	
18th Field Artillery Brigade (-)	
20th Engineer Brigade (-)	
HHC, 35th Signal Brigade	
75th Field Artillery Brigade	
525th Military Intelligence Group Headquarters	
1-12th Field Artillery Battalion (Lance)	

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18th Aviation Group (Provisional) (-)

3/68 Air Defense Artillery

HHD 58th ATC Platoon

United States Central Command Air Forces

USCENTAF

USCENTAF HQ Ninth Air Force

1st Tactical Fighter Wing

27th Tactical Fighter Wing

33d Tactical Fighter Wing

37th Tactical Fighter Wing

117th Tactical Reconnaissance Wing (Air National Guard)

121st Tactical Fighter Wing (Air National Guard)

150th Tactical Fighter Group (Air National Guard)

186th Tactical Reconnaissance Group (Air National Guard)

347th Tactical Fighter Wing

354th Tactical Fighter Wing

388th Tactical Fighter Wing

5th Bombardment Wing (Heavy)

28th Bombardment Wing (Heavy)

41st Aerial Refueling Squadron

55th Aerial Refueling Squadron

193d Tactical Electronic Warfare Group (Reserve)

388th Electronic Combat Squadron

507th Tactical Air Control Wing

552d Airborne Warning and Control Squadron

682d Air Support Operations Center Squadron

Military Air Command

Strategic Air Command

United States Naval Forces Central Command

USNAVCENT

Supporting Naval Forces

SUPNAVFOR

1 Surface Action Group

3 Carrier Battle Groups

5 Patrol Squadrons

1 Airborne Mine Countermeasures Squadron

1 Marine Amphibious Force

Special Operations Command Central

SOCCENT

1st Special Operations Wing

5th Special Forces Group (Airborne)

Navy Special Warfare Task Group

1/75 Ranger Battalion

2/75 Ranger Battalion

the force in combat operations. Other objectives of GALLANT KNIGHT 84 were to examine joint integrated air defense in the USCENTCOM AOR with emphasis on adequacy and sufficiency of point defense weapons to defend isolated critical facilities and key bridges, tunnels, etc., and the resupply of surface-to-air missiles and to examine Joint Targeting Board effectiveness to include SOF targeting.

(U) From the point of view of joint operations, there were 23 specific objectives of GALLANT KNIGHT 84:

1. (U) Exercise and examine intelligence support to combat operations with special emphasis on second echelon targeting, command, control, and communications countermeasures, unconventional warfare, and battle damage assessment.

3. (U) Exercise common air tasking procedures.

5. (U) Exercise and examine the integrated joint and combined airspace management and air defense system.

8. (U) Examine and refine procedures for deconfliction of air assets and joint targeting.

10. (U) Exercise follow-on utilization of the NTPF and MEDNTPS.

13. (U) Exercise procedures to protect and maintain the security of operations.

15. (U) Exercise command and control procedures for echelons above corps functions in conducting the air/land battle.

16. (U) Examine the adequacy of the organization and staffing of USARCENT to accomplish its wartime mission.

17. (U) Exercise air tasking guidance procedures.

18. (U) Examine component reporting requirements.

19. (U) Exercise employment of carrier-based air in support of the land battle.

20. (U) Exercise and examine the integration of C<sup>3</sup>CM

in joint operations.

21. (U) Exercise and examine component frequency deconfliction procedures.

22. (U) Exercise and examine cross-Service preplanned and immediate electronic countermeasures tasking procedures.

23. (U) Exercise and examine C<sup>3</sup>CM targeting methodology.

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(U) There were four objectives of the exercise in the area of operations security (OPSEC): (1) evaluate OPSEC effectiveness and provide OPSEC assistance and guidance to exercise participants, (2) preserve the secrecy of

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friendly intentions and military capabilities during the exercise, (3) identify OPSEC vulnerabilities and recommend protective measures which would permit participating commanders to enhance the security of future exercises or operations without adversely impacting on operational effectiveness, and (4) evaluate the ability of planners to identify and execute OPSEC measures to protect logistics movement.

(U) GALLANT . KNIGHT 84 extensively exercised communications support. Some exercise objectives were to emphasize communications realism, including war plan capabilities and simulated communications outages, such as

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battle damage, electronic warfare, and compromise of keying material. The exercise was designed to evaluate capabilities of supporting communications units to provide secure connectivity, to evaluate communications management procedures established by the Joint Communications Electronics Standing Instructions and internal Crisis Action Team Operating Instructions, and to exercise processes of frequency deconfliction among J-2, J-3, and J-6 for COMPASS CALL employment. GALLANT KNIGHT 84 also examined the utility of automated frequency management using the USREDCOM Honeywell H-6000 while deployed, evaluated USCENTCOM internal meaoning, interference, jamming, and intrusion handling procedures, evaluated the USCENTCOM staff's ability to accomplish its mission, given the type, quantity, and quality of communications reflected in contingency plans, and determined the command's COMSEC posture. In addition, the CPX exercised procedures for establishing and maintaining WWMCCS automated data processing connectivity between HQ USCENTCOM and all USCENTCOM component headquarters. Finally, GALLANT KNIGHT 84 exercised procedures for deploying the DIDHS, exercised the procedures for establishing and maintaining connectivity between DIDHS and the Mobile Cryptologic Support Facility and between DIDHS and the Tactical Special

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Security Office, and exercised procedures for deploying command and control computer network work stations.

(U) Special operations also played a significant role during GALLANT KNIGHT 84. There were eight specific special operations objectives to be accomplished in this exercise.

2. (U) Exercise and review force employment concepts.

7. (U) Test and evaluate special operations procedures contained in draft standing operating procedures.

(U) In the intelligence area, GALLANT KNIGHT 84 was designed to evaluate intelligence collection support to USCINCCENT and components, including the development and refinement of procedures to be used in contingency operations.

(U) GALLANT KNIGHT 84 evaluated J-2's support to J-SAK and beyond to include threat and target analysis. It evaluated J-2's message distribution system effectiveness and evaluated deployed intelligence information systems

effectiveness and player ability to use alternate means of acquiring data, as required. Finally, the exercise evaluated the intelligence information interface between USCENTCOM and its components. It evaluated the flow of intelligence information from J-2 to other directorates, evaluated the flow of intelligence information from J-2 to other directorates, and evaluated the J-2's field standing operating procedures. In the area of nuclear, biological, and chemical warfare, five specific objectives were exercised "on-line" during GALLANT KNIGHT 84. It exercised chemical operations and logistics emergency action procedures and exercised stockpile-to-target chemical munitions deployment and employment procedures, but this was limited to administrative procedures only. GALLANT KNIGHT 84 also exercised coordination with JCS, NBC reporting, and initiation of chemical warfare retaliatory requests by components.

(U) Medical objectives of GALLANT KNIGHT 84 included examining medical policies and procedures on evacuation and treatment of biological and chemical casualties. They also included looking at preventive medicine procedures and examining the procedures and reporting requirements of the USCINCCENT Joint Medical Regulating Office and Joint Military Blood Program Office. Other medical objectives involved examining Class VIII support, examining the effects of the evacuation policy upon medical units, evacuation requirements, medical resupply, and replacement of lost personnel, and examining intertheater and intratheater medical evacuation.

(U) The provost marshal took advantage of GALLANT

KNIGHT 84 to exercise and examine enemy prisoner of war deployment and employment procedures, but this was limited to administrative procedures only. GALLANT KNIGHT 84 also exercised coordination with JCS, NBC reporting, and initiation of chemical warfare retaliatory requests by components.

(U) In the comptroller area, there was a total of six objectives to be accomplished during GALLANT KNIGHT 84:

(1) Test the ability of USCENTCOM's components to utilize existing currency and to effect resupply of currency, including use of foreign money for off-shore procurement.

(2) Test ability of the components to restrict payments to personnel, both in frequency and dollar amount.

(3) Test the ability of components to implement a military payment certificate system.

(4) Test ability of components to pay civilian personnel (both US and local nationals) in-country.

(5) Test ability of components to provide banking, savings, and other remittance programs for US personnel.

(6) Test ability of components to pay limited per diem or danger pay, if directed.

(U) The Combat Capabilities Analysis Group had the following objectives for GALLANT KNIGHT 84:

- (U) Examine USCENTCOM's capability to deal with the indigenous civilian populace.

for the naval forces during execution of the applicable OPLAN.

(U) In the legal area, GALLANT KNIGHT 84 exercised the Department of Defense law of war program and the military justice system. In the area of personnel, GALLANT KNIGHT 84 simply exercised the strength accounting of components.

(U) In summary, CPX GALLANT KNIGHT 84 successfully exercised USCENTCOM, its components, and supporting commands in simulated employment operations in the AOR. The stated objectives were exercised and generated many insights into improving the command's C<sup>3</sup> posture.

(U) GALLANT EAGLE 84 was the second exercise in the GALLANT EAGLE series. It was a joint and combined FTX

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conducted at several exercise locations in the southwestern United States from early August to early October 1984. Major ground maneuver forces were located at Fort Hunter Liggett, California; Fort Irwin, California; and Marine Corps Air Ground Combat Center, Twentynine Palms, California. The employment phase of GALLANT EAGLE 84 was conducted from 5 to 11 September. The exercise concept of operations was developed based on a threat scenario that caused the deployment of USCENTCOM forces to counter aggression against a friendly nation identified as the country of Purple. The exercise evolved in three phases:

- Phase I - Deployment, 10 August-4 September.
- Phase II - Employment, 5-11 September.
- Phase III - Redeployment, 12 September-3 October.

(U) According to the intelligence scenario for GALLANT EAGLE 84, the death in April of the charismatic leader of Purple's revolutionary regime threw the country into chaos, as religious, military, tribal and secular factions vied for power with no one element able to marshal widespread popular support. Interfactional fighting and riots flared in Purple's cities and countryside. Purple's neighbor Orange attempted to capitalize on the situation by

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supporting the small but highly organized separatist movement in the northern provinces. Orange demanded oil transit rights across southern Purple and threatened military action if they were not granted.

(U) The situation in Purple continued to deteriorate through June. Separatists in the northern provinces proclaimed their independence from the Purple government in Sacramento and were immediately recognized by Orange. The separatists armed with Orange weapons seized much of the countryside in the north, isolating Purple army brigades located in Redding, Gerlach, and Winnemucca. They then asked for Orange assistance in solidifying their gains.

(U) The stunning insurgent successes galvanized the Purple army, which united under a new leader to depose the current Purple regime and proclaim a state of martial law. Noting Orange complicity in the separatist movement, the new government ordered the expulsion of all Orange diplomats, suspended diplomatic relations between the two countries, and appealed to the United States for military and economic aid. Tensions flared rapidly between the two governments, with claims and counterclaims of political aggression.

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(U) The US pledged political and economic support to the Purple military government and sponsored a resolution in the United Nations Security Council censuring Orange's support for the insurgents. In retaliation, Orange charged that the Purple military was a tool of the Central Intelligence Agency and was an instrument of US imperialistic repression. Simultaneously, Orange demanded that the US reduce the size of its embassy staff in Orange and close all consulates outside of the capital.

(U) In early July, Orange initiated a series of large-scale military exercises along Purple's northern border. Orange claimed the exercises represented normal summer training; however, US intelligence sources reported that reservists in the border provinces had been called up to bring units of the 12th Combined Arms Army (CAA), 24th CAA, and 4th CAA to full strength; and the Purple government provided evidence that stockpiles of vehicles and petroleum products were being assembled at border crossing points. Additionally, all Orange air forces were standing down except the five fighter and four fighter-bomber regiments which were deployed to airfields within 150 nautical miles of Purple's border. Three Purple divisions were deployed to the northern portion of the

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country and placed on alert, with some elements deployed closer to the border. However, further reinforcement was impossible because of the insurgent threat and the possibility of escalating hostilities. Based on this evidence and renewed Purple pleas for military assistance, the US National Command Authorities ordered selected USCENTCOM air and ground units to prepare for deployment to bases in Purple to deter Orange aggression.

(U) On 31 July, Orange, citing intolerable provocations and pledging to free the Purple people from the imperialist yoke, ordered its forces across the border into Purple. An independent air offensive by Orange bombers, fighter-bombers and fighters was initiated. Three Orange CAAs, heavily supported by air, invaded Purple by crossing the northern border. Forward deployed elements of the Purple 54th, 60th, and 77th Divisions were quickly overrun, and an extensive program of sabotage, presumably orchestrated by the separatists, prevented their reinforcement by main force elements.

(U) The Purple military government quickly perceived the futility of attempting to defend the northern provinces and the capital at Sacramento and directed the evacuation of key

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officials to Los Angeles. The Purple government formally requested that the US initiate military operations to preserve Purple's integrity. The NCA responded by ordering USCENTCOM forces to deploy to Purple and to prepare to initiate combat operations.

(U) The remnants of the 54th, 60th, and 77th Divisions were ordered to withdraw and establish defensive positions in the vicinity of Los Angeles, San Bernadino, and San Diego. The 34th and 44th Divisions were ordered to establish a defensive line north of Los Angeles in the vicinity of Tulare and China Lake. Those Purple aircraft still operational after heavy Orange bombing were also withdrawn to southern Purple. Purple resistance was able to delay the Orange advance on Sacramento until 15 August when the provincial governor was forced to surrender the city. He and his staff were quickly executed as lackeys of the CIA and a puppet "liberation government" dominated by separatist cadres was installed.

(U) Orange objectives included the seizure of cities and ports along the Gulf of Santa Catalina as well as the adjacent oil fields and production facilities and the establishment of a friendly puppet government in Purple.

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(U) The Orange invasion was going to overcome formidable logistics and terrain constraints. Initially, the Orange offensive will be conducted by five combined arms armies attacking along three axes of advance, with the purpose being to secure the cities of Sacramento, Tahoe, and Eastgate and to acquire terrain for forward deployment of supporting fighter-bomber units and air defense elements, and to enhance the throughput capability of the main supply routes by forward deploying logistical bases.

(U) The attack continued on 22 August with a breakout of Orange forces on four axes. The 12th CAA attacked from Sacramento towards Hunter Liggett, the 24th CAA from Tahoe towards Tulare and China Lake, and the 4th CAA from Eastgate towards Fort Irwin. The 8th Guards Tank Army and the 10th CAA remained in the Orange front's second echelon. Additionally, the 18th CAA, garrisoned in the Lake Meade area, was committed to the attack. The 18th CAA attacked to the southwest through Las Vegas so that its lead elements posed a threat to the Twentynine Palms area.

(U) At the start of the exercise, Orange forces were arrayed in the vicinity of Hunter Liggett, Tulare, China Lake, Bartow, and Twentynine Palms, with Orange tactical combat air

units deployed into captured air bases to extend their combat radii to cover the entire country of Purple.<sup>27</sup>

(U) Both headquarters and maneuver unit locations were spread over a vast area in California and Nevada. Major headquarters locations were:

- o USCENTCOM - Vandenberg AFB, California
- o USARCENT - Camp San Luis Obispo, California
- o USMARCENT - Big Bear, California
- o USCENTAF - Vandenberg AFB, California
- o USNAVCENT - Vandenberg AFB, California
- o SOCCENT - Nellis AFB, Nevada

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27. Fact Book <sup>(U)</sup> ~~(S/OADR)~~, GALLANT EAGLE 84, Tab 4, "Intelligence Scenario GALLANT EAGLE 84," 5-11 Sep 84. Information used is (U).

(U) Component commands exercised toward a wide variety of objectives based on specific requirements. USARCENT conducted air and ground operations against armor, mechanized, and light infantry forces in areas characterized by desert and mountainous terrain. The USCENTAF forces which took part in GALLANT EAGLE 84 closely paralleled those tasked in command contingency plans. USMARCENT's live fire exercise allowed Marines to exercise in the kind of environment in which they could be expected to fight if employed in a USCENTCOM contingency. SOCCENT conducted joint and combined special operations in the southwestern desert area of CONUS and in the Pacific Ocean near the California coast. USNAVCENT conducted operations and training at Los Angeles and Port Hueneme, while Carrier Air Wing Fourteen conducted close air support and strike exercise flight operations from Naval Air Station Fallon, Nevada.<sup>28</sup>

(U)

<sup>28</sup>. After Action Report ~~(S/OADR)~~, GALLANT EAGLE 84, 21 Jan 85, pp 2-2 through 2-9.

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(U) The forces and exercise area used for GALLANT EAGLE 84 were the largest ever used in a USCENTCOM CONUS field training exercise. Approximately 45,000 participants operated in a five-state area from 21 key locations. The employment phase of the exercise was conducted from 5 to 11 September.

(U) In air operations, 621 fixed- and rotary-wing aircraft flew more than 3,300 sorties, covering the full spectrum of air-land combat missions. Approximately 400 tactical air sorties were flown daily by USAF, US Navy, and USMC aircraft. USCENTAF flew 10 to 12 composite force packages daily to conduct deep interdiction operations. B-52 night offensive interdiction, A-10 and A-7 close air support, AWACS, refueling, and electronic warfare missions were also flown. Carrier Air Wing 14, shorebased off the USS CONSTELLATION, conducted simulated carrier operations out of NAS Fallon, Nevada. These maritime missions included strike packages and close air support at the Marine Corps Air Ground Combat Center, Twentynine Palms, California. The Marines provided two air strike packages daily plus extensive live fire close air support at Twentynine Palms. In a one-hour period while I MAF demonstrated final protective fire, USMC air delivered 187

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Mark 81 or 82 bombs plus supporting ordnance of various types. F/A-18 participation by US Navy and USMC air was the largest ever by this aircraft in a joint exercise. Its performance was indicated by a near 100 percent sortie completion rate. Extensive airspace management planning and coordination was accomplished with the Federal Aviation Administration (FAA) to clear more than 35,000 square miles of airspace for sustained 24-hour operations. Military and civilian air operations in and around the GALLANT EAGLE 84 area of operations were deconflicted to ensure safety by integrating standard FAA and military air control procedures.

(U) Meanwhile, on the ground, US Army forces included three division task forces which each consisted of a division Tactical Operations Center, a brigade HQ(-), and reinforced battalion-sized maneuver elements. Army forces operated at Camp Roberts, California; the National Training Center, Fort Irwin, California; and Fort Hunter Liggett, California. Elements of the 1st and 7th Infantry Divisions supported GALLANT EAGLE 84 by conducting both linkup and opposing force operations. While extensive multi-faceted offensive and defensive training was accomplished, the Army operational highlight was a strategic airborne assault conducted from Pope AFB, North Carolina, to Camp Roberts, California, by the 2-505

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Infantry (Airborne). Five hundred and twenty-five paratroopers and 106.8 short tons of cargo were dropped to initiate Army field operations. Seventeen MAC C-141B aircraft and a complete USAF escort package directly supported the assault. USMC ground forces consisted of a division (-) with two regiments. During 5 to 9 September, Marine ground operations were 100 percent live fire, culminating in an extensive final protective fire exercise which employed the division's organic direct and indirect fire weapons. Preceded and followed by a joint USAF/USMC air attack, the final protective fire exercise was the largest ever conducted in CONUS by US Marines.

(U) Exercise GALLANT EAGLE 84 provided USCENTCOM with an excellent opportunity to provide joint logistic support over significant distances in a desert environment. GALLANT EAGLE 84 forces deployed to the exercise area of operations by sea, rail, and air from 55 locations in 20 states. The MV AMERICAN EAGLE and USNS CAPELLA combined to lift 1,942 vehicles and 57 containers totaling over 13,000 short tons of equipment and material. Sealift operations began on 28 July and ended on 28 August. Nine hundred and twenty-three rail cars moved 2,247 pieces of US Army combat equipment including tanks, wheeled vehicles, and containerized vans. Rail movements began on 1 August and terminated on 3 September. Four hundred and eighty-four MAC- and MTMC-contracted wide-body aircraft moved

19,196 passengers and 6,325 short tons of critical equipment from 42 CONUS on-load stations to 15 off-load locations in the southwestern United States. Thirty-five percent of the total sea, rail, and air flow was scheduled in the JDS. Eighty-two percent of that scheduled force flow was tracked through the JDS.

(U) Responsible components arranged for or coordinated logistic support at each exercise location for the participating units. While many units were able to utilize existing CONUS military installations, airfields, highways and ports, the major ground forces often conducted training and were logistically supported in an austere environment. Performances by the 143d Transportation Command (US Army Reserve) and the 318th Movement Control Agency, a reserve component, were noteworthy in the management of overall transportation and inland transportation, respectively.

(U) GALLANT EAGLE 84 was not without its environmental considerations. USCENTCOM, responsible for maneuver damage control for the first time in an FTX, worked with the components to ensure that training was conducted in accordance with environmental regulations at all exercise sites. Consequently, the exercise resulted in minimal impact on the environment at all of the exercise locations.

(U) In the area of communications, GALLANT EAGLE 84 provided USCENTCOM communicators with their greatest challenge yet in planning and coordinating the installation, operation, and maintenance of command, control, and communications and ADP systems. To support the exercise, approximately five thousand communications personnel were deployed.

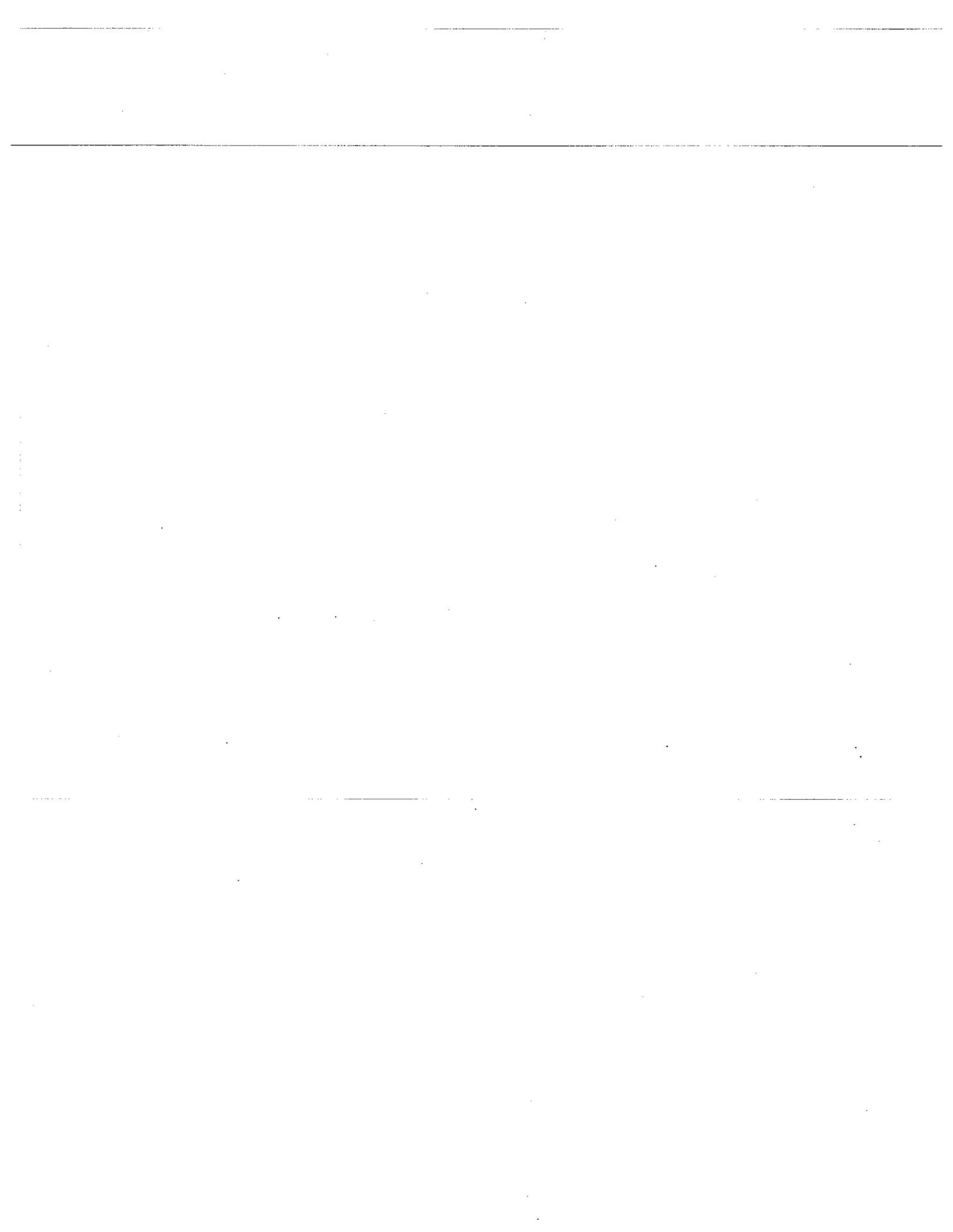
(U) GALLANT EAGLE 84 marked the largest joint employment of new TRI-TAC communications message switches (six AN/TYC-39s) and voice switches (five AN/TTC-3s). Through intensive management and cooperation by all supporting communication units, the exercise had no significant equipment problems.

(U) USCENTCOM and its components requested the activation of 96 leased circuits, the largest number since the breakup of American Telephone and Telegraph (AT&T). Intensive management actions and extensive coordination between USCENTCOM, DCA, commercial carriers (AT&T, Western Union, and local telephone companies), and components helped ensure that most of the circuits were activated.

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PAGES 149 - 164 NOT RELEASABLE

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(U) The MacDill-based JCSE was to provide communications equipment and personnel as required, while USARCENT was to provide a two-man liaison team to USCENCOM Forward.

(U) USNAVCENT was to provide a two-man naval liaison cell to USCINCCENT Forward and to be prepared to exchange liaison officers with USCINCEUR and USNAVEUR naval forces. The Director of the National Security Agency was to provide SIGINT support to USCINCCENT.

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PAGES 167 - 172 NOT RELEASABLE

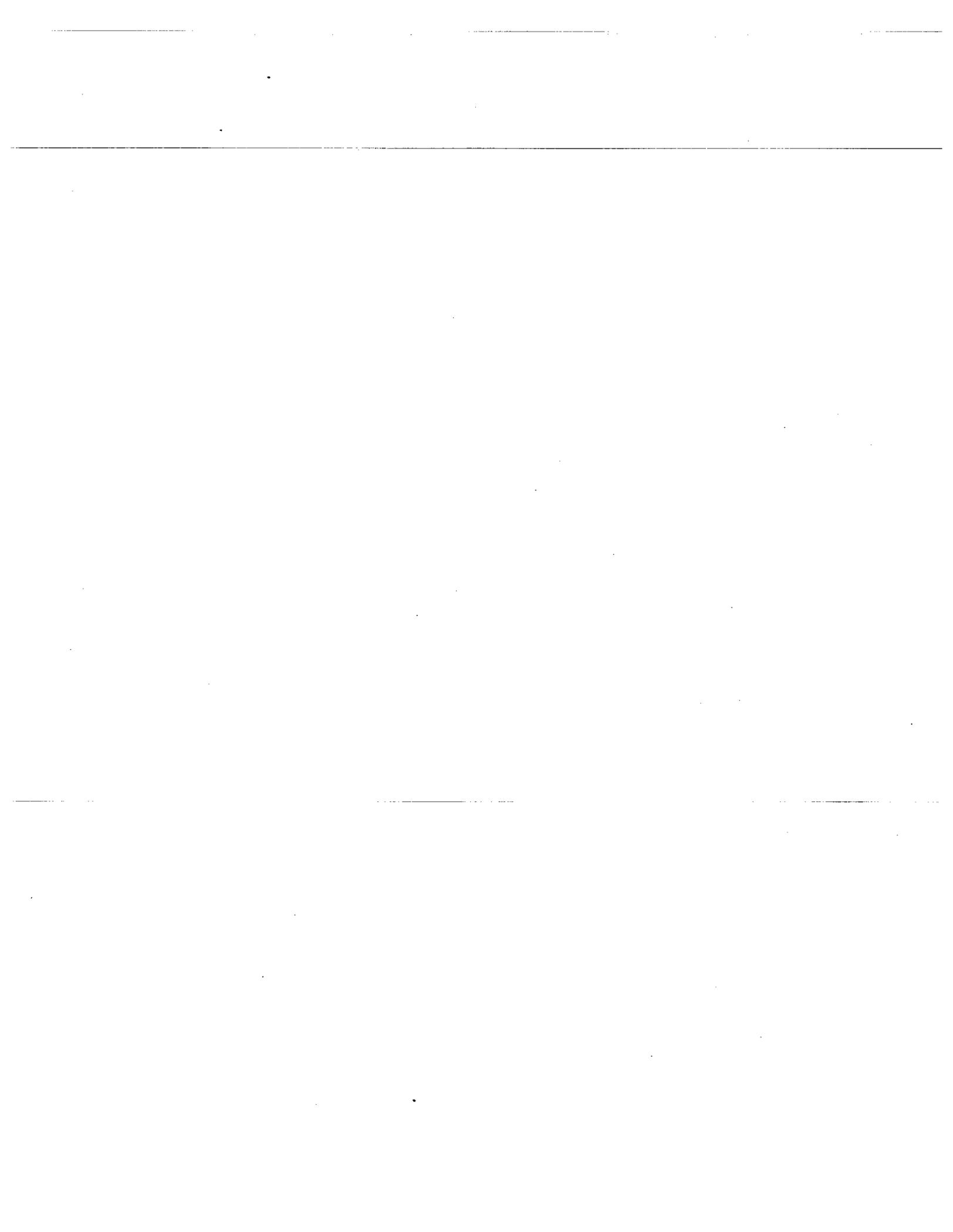




Figure 12. Air Operations in Support of EAGLE LOOK

<u>Sorties</u>	274
E-3A	13
KC-10	24
RC-135	7
F-4	117
F-16	113
<u>Refuelings</u>	251
E-3A	7
RC-135	7
F-4	128
F-16	109
<u>Fuel Off-Load (Pounds)</u>	2,667,600
F-4	1,496,900
F-16	506,200
E-3A	305,600
RC-135	358,900
<u>Egyptian Air Force Refueling Qualification</u>	27
Initial Qualification	9
Requalification	15
Instructor Pilot Qualification	3

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(U) Record traffic was especially heavy during the operation. Of particular note was the deployment of mini-WWMCCS capability to Cairo West by USCENTCOM and the establishment of a WWMCCS Intercomputer Net (WIN) Conference. Traffic figures were as follows: (1) AUTODIN sent 380, AUTODIN received 822; (2) Special Security Office sent 144, received 4914, (3) WIN Conference sent 116, WIN Conference received 751.

(U) Within one hour after landing at Cairo West on 20 March, voice communication with the National Security Agency Headquarters was established, so that timely information on both the Libyan threat and order of battle were available. In addition, a special intelligence net

provided tailored intelligence traffic from national agencies.

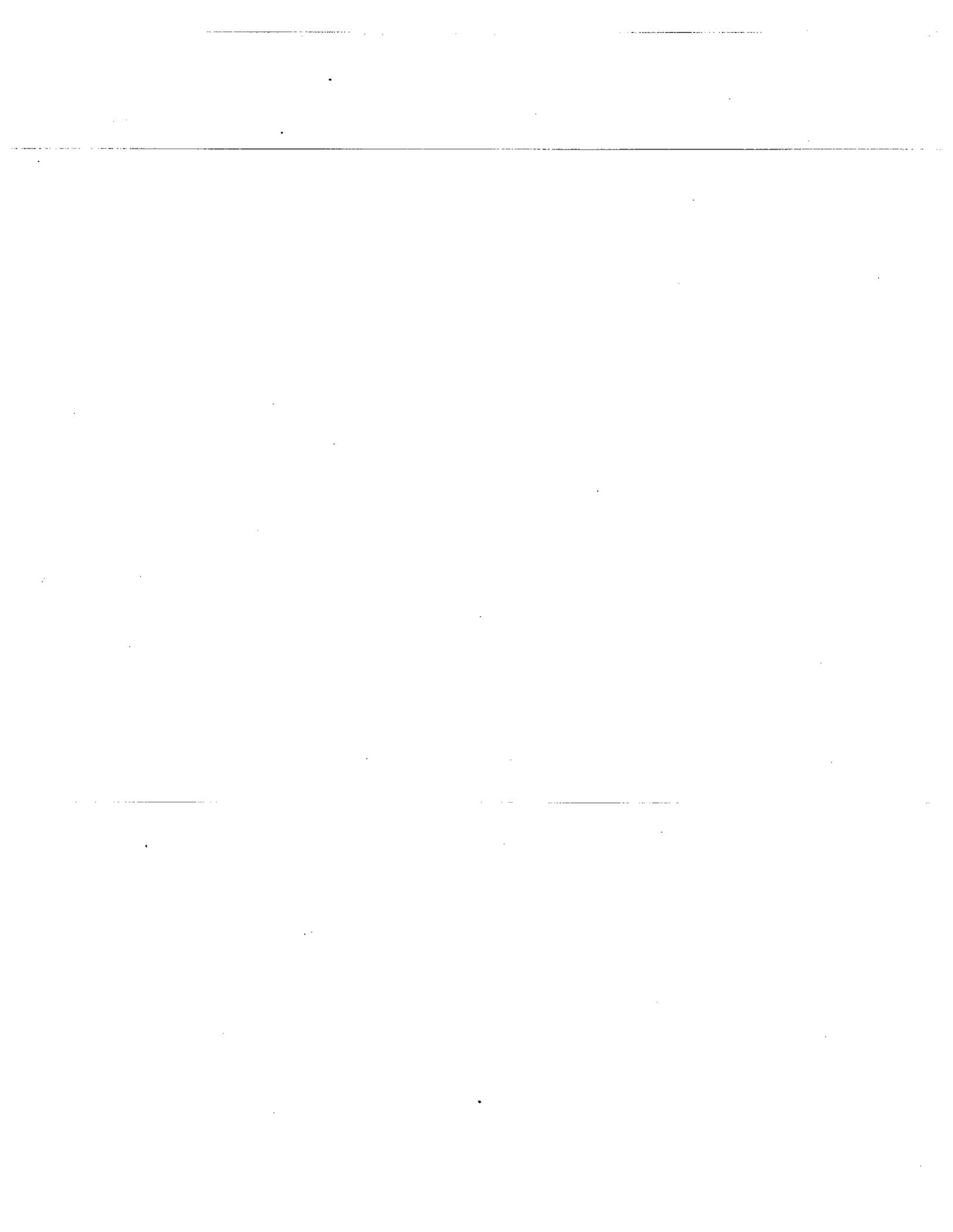
(U) On 9 April, the redeployment phase began. Redeployment of the main body was accomplished in four days, using the three KC-10s at Cairo West and 12 C-5A aircraft. The final aircraft arrived in CONUS on 15 April.



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(U) The NBC Division of the Operations Directorate was busy planning, coordinating, exercising and diversifying operations during 1984.

(U) A joint effort between USCENTCOM and the 9th Infantry Division (High Test Bed) developed an operational and organizational plan which established a requirement for a decontamination system to do decontamination in a low water environment. This document resulted in the US Army Chemical School beginning a development program to procure equipment that can decontaminate in a low-water, extreme-climate environment.



(U) JCS commissioned a study for USCENTCOM to be conducted by the Institute of Defense Analysis. The study objectives were:

~~SECRET~~

(U) Division administrative personnel participated in the real-world mission EAGLE LOOK in support of the Operations Directorate both in a deployed status and in the Crisis Action Team.

(U) . An action officer for the NBC Defense Division attended an XVIII Corps chemical-biological warfare intelligence conference which emphasized USCENTCOM's area of responsibility.



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(U) Action officer representatives attended meetings at the US Army Armament and Munitions Command and HQ Military Airlift Command concerning movement of chemical munitions. Problems arising from exercise POWDER RIVER 85 were discussed in detail with the outcome incorporated into USCENTCOM Regulation 50-2, "Chemical Operational and Logistical Procedures."

(U) An action officer attended a briefing presented by the British at the US Army Intelligence and Threat Analysis Center, Arlington Hall Station, Virginia. The subject was protective mask penetrants.

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(U) A USCENTCOM action officer attended a symposium presented by the American Defense Preparedness Association at San Antonio, Texas. The technical sessions focused on new technology as it applied to the individual and collective protection, detection, decontamination, and munition development.

(U) Final staffing of USCENTCOM Regulation 50-2, "Chemical Operational and Logistical Procedures," was effected with USCENTCOM components and the JCS.

## LOGISTICS AND SECURITY ASSISTANCE

(U) During 1984, the directorate of Logistics and Security Assistance evolved through a series of reorganizations related to the rapid growth of the command. MG David E. Watts was the J-4/7 throughout 1984, during which he reorganized the staff. General Watts had two deputies, one for logistics (J-4) and one for security assistance (J-7). At the beginning of 1984, the deputy director for logistics was Col (b)(6) (b)(6) USMC. He was replaced on 30 April by Col (b)(6) (b)(6) USMC, who served as deputy J-4 through the end of 1984. Col (b)(6) (b)(6) USAF, had been deputy for security assistance since USCENCOM had acquired the security assistance mission on 1 October 1983.

(U) The year was marked by extensive travel for the directorate, with expenditures for temporary duty approaching \$350,000. At the request of the Office of the Secretary of Defense (OSD) and the USCENCOM Comptroller, the Director of Logistics and Security Assistance conducted a series of internal management control reviews, segmenting all directorate functions and evaluating each for possibility of waste, fraud, abuse, or mismanagement.

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(U) MG Watts developed, and reviewed with division chiefs, his top eight goals for the directorate. These eight goals were:

- (U) To make everyone in this Directorate understand that we are in the support business first and foremost. That our mission is to be responsive, quick, accurate, and positive to needs of USCINCCENT, his entire staff, our component commands, and other agencies with whom we interact.

- (U) To ensure that US Forces deployed in USCENTCOM's area of responsibility including our Security Assistance Offices, are provided with the best logistical support possible.

- (U) To participate effectively in development, implementation, and support of State/Defense Security Assistance Programs throughout USCENTCOM's AOR.

- (U) To develop a logistics infrastructure in USCENTCOM's AOR that will support military operations through balanced integration of host nation support, military construction, pre-positioning, and security assistance.

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- (U) To make sure USCENTCOM war and contingency plans are logistically supportable. Where they are not, to pursue and obtain logistical resources that will make such plans supportable.

- (U) To develop and maintain a capability for effective participation in the DOD Planning, Programming and Budgeting System; additionally, to be able to analyze and evaluate logistics programs of Defense Agencies and Military Services as they affect USCENTCOM.

- (U) To assist USCENTCOM's component headquarters in developing logistics staffs capable of managing the full range of logistics responsibilities assigned to those components.

- (U) To provide a climate of leadership in this directorate that will enable everyone to reach full potential, develop professionally, and obtain the highest level of job satisfaction and tangible reward.

(U) Each division in J-4/7 was staffed with an organic administrative support shop. A system of directorate office instructions was implemented delineating the manner in which

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basic administrative services and functions were to be achieved. Correspondence control, filing, publications, and related functions continued to be provided to the director and staff.

(U) MG Watts established a semiannual Logistics Conference in 1984. Attendees included key logistics personnel from component commands, Services and logistics agencies. The first conference was held at the Air Force Logistics Center, Warner Robins AFB, Georgia, and the second conference was hosted by I MAF at Coronado, California. This forum was to continue to be used to identify and resolve the ten most challenging logistics problems facing the command. Those ten problems were:

- (1) Five year facilities program
- (2) Pre-positioning master storage plan
- (3) Ammunition pre-positioning ashore
- (4) Airlift en route support
- (5) Sealift en route support
- (6) Simplified method to obtain host nation support
- (7) Requirement for intra-theater airlift
- (8) Shallow draft transportation/port and terminal operations

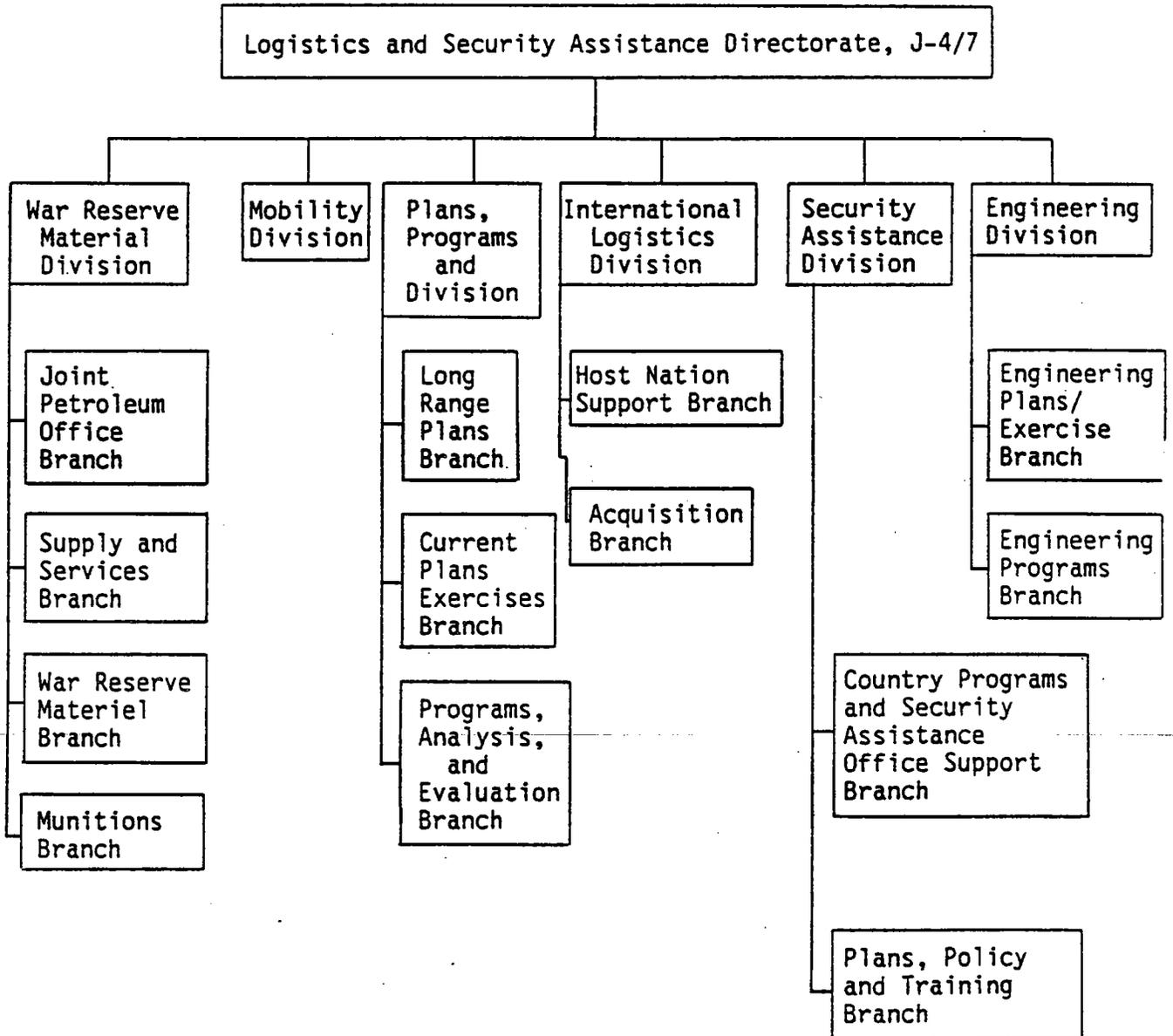
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(9) Use of intra-theater sealift to reduce intra-theater airlift requirements

(10) Logistics support of unconventional warfare forces indigenous auxiliaries

(U) The J-4/7 Directorate underwent a significant organizational change during the year. Effective 15 June, the original four divisions were reorganized into six. Four new divisions were activated: International Logistics; Mobility; Plans, Programs and Exercises; and War Reserve Materiel Divisions. The Logistics Operations and the Logistics Plans and Policy Divisions were dissolved to make up the new structure. The Security Assistance and Engineer Divisions remained relatively intact. The new War Reserve Materiel Division brought together the Joint Petroleum Office and the Supply and Services Branch from the deactivated Logistics Operation Division and incorporated the new War Reserve Materiel and the Munitions Branches. The new Mobility Division integrated personnel from the old Transportation Branch with additional personnel to provide the necessary expertise to manage strategic and tactical mobility planning responsibilities. The Plans, Programs, and Exercises Division incorporated branches from the previous Plans Division and the old Logistics Operations Division into a Long Range Plans and Policies Branch, a Current Plans and Exercises Branch and a

Figure 13. J-4/7 Organization



Programs, Analysis and Evaluation Branch. The Host Nation Support and Acquisition Branches from the old Plans Division were consolidated into the new International Logistics Division. The new organization was as shown in Figure 13 on the facing page.

(U) The new organization focused on command and directorate goals, aligned resources with major functions, and minimized the fragmentation of responsibilities and crossing of division lines. It required no added personnel resources and accommodated the required changes with only billet realignments.

(U) In the area of engineering and military construction, there were several changes in current programs. In November, the Naval Facilities Engineering Command shifted the responsibility for their portion of military construction in Somalia and Kenya from the Atlantic Division in Norfolk to the Pacific Division in Pearl Harbor. This was for management and administrative reasons. No personnel changes on-site were experienced.

(U) Because of political considerations and irreconcilable differences between US and Egyptian contract law, a joint US-Egyptian military construction program at Ras Banas became no longer feasible. International Security Affairs of OSD sent the various concerned Congressional committees a letter which officially notified them that this military construction program would not be executed. Efforts began to identify alternative locations

for those missions which were to be performed from Ras Banas.

(U) Construction continued under the contract management of the Navy's Resident Officer in Charge of Construction - Somalia. Construction at the Berbera Airfield and harbor complex was over 50 percent complete at the end of 1984 with a projected total project completion of August 1985. Construction at the Mogadishu airport complex was over 20 percent complete with a projected completion in December 1985. Items completed at Berbera included airfield lighting, control tower, power plant, and general purpose warehouse.

(U) Under the contract management of the Resident Officer in Charge of Construction-Kenya, the fiscal year 1983 harbor improvements progressed to the 90 percent completion stage with project completion expected in April 1985. A contract for a new communications facility was awarded with completion scheduled for June 1985. Items completed include a pyrotechnic magazine, maintenance facility, helicopter pad, aircraft maintenance building, a warehouse, and supporting utilities.

(U) Projects completed during 1984 included the Masirah fiscal year 81/82/83, Seeb fiscal year 82/83, and portions of the Thumrait fiscal year 82 programs.

(U) In Masirah, the following projects were completed: runways, taxiways, aircraft parking aprons with refueling hydrants, munitions storage and maintenance facilities, petroleum, oil, and lubricant (POL) storage tanks, air cargo terminal, general purpose and war readiness materiel (WRM) warehouses, power plant, desalination water plant, aircraft shelters, dormitories, dining hall, and administration building.

(U) Projects completed in Seeb included: a crosswind runway, POL storage of 4,800,000 gallons, ammunition storage and maintenance facilities, aircraft parking ramp with hydrant refueling system, power plant, water supply and distribution, general purpose and WRM warehouse, and four portomods. In Thumrait, four portomods and a security fence were completed.

(U) In the area of maneuver damage control and environmental protection, the first major USCENCOM environmental document, the GALLANT EAGLE 84 Environmental Assessment, was completed as part of the environmental protection process for that exercise. It became a guide for control of troops during the exercise to avoid unnecessary maneuver damage. The system of maneuver damage control centers set up for GALLANT EAGLE, EAGLE LOOK, SHADOW HAWK, IRON COBRA,

and INTENSE LOOK enhanced the commander's capability to stay informed on environmental protection and maneuver damage items of interest.

(U) Many advances were made in accumulating data on water resource availability in the AOR, particularly for underground water. Over 240 groundwater overlays were obtained from Fort Belvoir with approximately 50 more to be produced. The Army solicited contractors for requests for proposals for the procurement of new well drilling equipment designed to support operations in USCENTCOM's area of responsibility.

(U) The International Logistics Division actively participated in USCENTCOM'S operation INTENSE LOOK. Of

significance during this exercise was that USCENTCOM was able to exercise host nation capabilities and benefit from the willingness of Egypt and Saudi Arabia to support deployed US forces.

(U) The Acquisition Branch hosted Joint Acquisition Coordinating Board meetings in February, June, and October. Attendance at these meetings was expanded to include the Military Sealift Command, Army Corps of Engineers, and the Naval Facilities Engineering Command. These board meetings produced general agreement on a USCENTCOM "Coordinated Acquisition Program" designed to increase the effectiveness of components' scarce contracting resources. The branch held meetings with the Offices of the Assistant Secretary of Defense for Manpower, Installations, and Logistics and for Research and Engineering to process, on behalf of the components, a request for class deviation from all non-statutory clauses and provisions of the Federal Acquisition Regulation when contracting with the sovereign governments of nations in the area of responsibility.

Several strategic mobility enhancement programs significantly improved USCENTCOM's ability to project its

force. The TAKR<sup>34</sup> conversion program delivered four of the total of eight vessels in the procurement package. Exercise GALLANT EAGLE 84 marked the first use of the TAKR in a JCS-directed exercise. Capable of sustained speeds of up to 33 knots, the TAKR provided significant improvement for rapid deployment to the AOR. Continued purchase of the KC-10 cargo/tanker aircraft towards a total package of 60 provided significant strategic airlift capability. By the end of the year, the total buy was 29 aircraft. The C-5A wing modification program had completed 33 modifications by the end of 1984 and, coupled with the planned purchase of 50 C-5Bs, would enhance strategic mobility. Continued refinement of the Joint Movement Center during exercises GALLANT KNIGHT 84 and GALLANT EAGLE 84 provided USCENCOM the opportunity to test and evaluate joint procedures with its components.

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34. (U) A TAKR was a vehicle cargo ship (AKR) belonging to the Military Sealift Command (T).

(U) Water distribution responsibilities were being transferred from the Army Engineers to the Quartermaster Corps. This transition progressed smoothly during 1984 with units and new generation water equipment being fielded. Quartermaster units sent their troops both to the National Training Center and Fort Lee for training.

(U) Sufficient funding through fiscal year 1984 ensured that adequate new generation water equipment would be on hand to support current OPLANs. With procurement underway the Army placed added emphasis on training soldiers to operate and repair new water equipment. GALLANT EAGLE 85 was an overall success in this regard, with the introduction of new generation water equipment used by all Services. The emphasis remained on training both regular and reserve components.

(U) In December, the first cut of the Water Inland Distribution Plan was briefed to the Water Resources Management Action Group and components were asked for input, with a revision to follow.

On 30 August, the American Embassy at Nairobi requested standby assistance for water support because of drought conditions in Kenya. In short order, Third Army identified support units and equipment to meet this request. Some rain had fallen since then, obviating the need for water support, but the request remained on standby.

(U) During 1984, J-4/7 assisted two security assistance organizations, OMC Khartoum and OMC Mogadishu, in establishing monthly MAC deliveries of commissary items. The delivery for Khartoum originated at Torrejon Air Base, Spain. Support for Mogadishu came from Diego Garcia. Prior to the delivery program, both security assistance organizations were dependent upon more expensive embassy cooperatives and local markets. This new support program enabled DOD members and their dependents at both locations to purchase a wide variety of foodstuffs at commissary prices.

(U) The first USCENTCOM pre-positioning conference was held at Fort McPherson, Georgia from 9 to 10 August. The meeting provided an excellent forum for the frank exchange of information between military services. The USCENTCOM Master Storage Plan was completed in November and briefed at the semiannual USCENTCOM Logistics Conference. This was

a planning vehicle for managing USCENTCOM's pre-positioning requirements and identified them with their appropriate beddown or staging location. The plan identified total requirements by Service, country, location, and projected storage facility costs which were based on current military construction programs in USCENTCOM's area of responsibility.

(U) Effective January, the forward operating location of the Joint Petroleum Office was absorbed by the USCENTCOM Forward Headquarters Element. In April, the Defense Fuel Region Mideast was created. The Joint Petroleum Office was responsible for the successful resolution of several significant issues during the year, including pre-positioning of fuel additives and obtaining war reserve materiel program stockage within the AOR.



Updated wartime requirements for ammunition and materiel to be used in Southwest Asia, fiscal year 1987 (R87M), were developed by the Army. They resulted in more valid ammunition data for upgrading USCINCCENT theater reserve stocks stored in CONUS depots.<sup>35</sup>

The first full year of security assistance activity for USCENTCOM was accompanied by an intense amount of activity and progress. The staff worked on USCINCCENT's stated objective of becoming actively involved in the security

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35. US Army Study (U) ~~S/OADR~~, Wartime Requirements for Ammunition and Materiel, Southwest Asia, R87M; charts (~~C/DECL~~) (U) ~~31 Mar 94~~, TR-2 and TR-3 Southwest Asia pre-positioned War Reserves (RCS: CSGLD-1724), 30 May 84.

assistance program for the AOR and integrating it into USCENTCOM's overall strategy. The year began with the publication of a comprehensive regulation governing the administration of security assistance organizations which was well received in the field. It provided guidance covering virtually every aspect of security assistance operations.

(U) USCINCCENT hosted the first annual Security Assistance Conference from 30 January through 3 February. Attended by virtually every major player and agency in the security assistance business, the conference primarily addressed issues involving the transition to a new unified command, their impact on the security assistance organizations, and the direction which the command was taking in the region. From 23 February through 2 March, USCENTCOM hosted the first annual Security Assistance Training Workshop, with representatives from all posts and CONUS training agencies. They programmed \$100,000,000 worth of training for over 3,300 foreign students on a line-by-line basis.

(U) As was done prior to assuming full responsibilities for security assistance, USCENTCOM

provided a full staff input and comment to the embassy Annual Integrated Assessment of Security Assistance to the JCS and the Secretaries of Defense and State. This product constituted a key input to the process of developing the Congressional Presentation Document. As an adjunct to this effort, two USCENTCOM security assistance staff officers again participated as working members of the Security Assistance Program Review Working Group to develop detailed presentations for selected countries.

The year also saw greater involvement in exercise and crisis action programs, as witnessed by GALLANT KNIGHT 84 and POWDER RIVER 85 and real-world developments such as the sale of Stinger missiles to Saudi Arabia and Red Sea mine clearing operations. These actions resulted in the development of several USCENTCOM recommendations for improvements in the security assistance system in order to enhance responsiveness, improve planning, and incorporate unified command participation in the decision process at the Washington inter-agency level. Additionally, USCINCCENT submitted seven direct proposals for legislative initiatives to JCS which, if considered and acted upon, would enhance the conduct of security assistance in the United States' best interests. The year saw several trips to the Security Assistance Offices by various country desk

officers, division chiefs, and participation in USCENTCOM IG visits by plans and policy staff officers.

The routine update of USCINCCENT plan 1200 for disaster relief in the AOR was begun during 1984. The result was a total rewrite which was thoroughly coordinated with the Department of State. The directorate conducted the logistics portion of the 1002 Phase I refinement conference. It was responsible for the logistics portions of the 1002 and 1004 Phase II refinement conferences. Requirements were derived from 1003 and 1004 and would be extended to 1008. The directorate was involved with extensive work in August to develop and refine concepts of operations for 1008 and 1009. Work was begun on OPLAN 1011 which was tasked as a small force plan for the case of global war starting outside the USCENTCOM AOR. This TPFDD refinement was unique because it was done over two weeks by using teleconferencing. CONPLAN 1005 was updated. Plan 1100, "Non-combatant Evacuation Operations," was updated and annexes on goods, services, and mortuary affairs were included. Trips to the AOR involved planning for the PORT GRAND scenario. Work was begun on CONPLAN 1012 which resulted from tasking on the PORT GRAND plan. Progress was made on OPLAN 1012 throughout the year. Additionally,

the Directorate rewrote the logistics section of USCINCCENT's Concept of Operations, 1990.

(U) Directorate personnel attended many conferences, increasing the influence of USCENTCOM in the policies of many different agencies worldwide. Officers attended a conference on the joint operation planning and execution system in Norfolk, Virginia. Extensive preparation was made for the logistics conference in Coronado, California. The directorate participated in the Joint Surface Movements Board conference and the Logistics Capability Planning Conference. An important trip was made to USEUCOM headquarters to participate in a conference attended by USCENAF, USAFE, SOCCENT, USAREUR, and USNAVEUR representatives. This was the first major progress in developing close coordination for mutual use of facilities and to start defining support requirements to USEUCOM. Officers attended a planners' conference in New Orleans. An officer attended the joint logistics-over-the-shore demonstration in Norfolk, Virginia. One officer attended JCS-sponsored war games at Newport, Rhode Island.

The directorate increased USCENTCOM's influence in DOD policies through input to revisions of documents and by visiting with a variety of government officials. The

Directorate participated in an extensive rewrite of the Logistics Infrastructure Brief. As office of primary responsibility for the Logistics Intelligence Data Base, the directorate began receiving production packages from DIA for locations in Iran and Saudi Arabia. The Branch hosted a visit by Dr. [REDACTED] (b)(6) from OSD. The result was a reassessment of total force requirements up to and including the Minimum Risk Force. Directorate officers hosted high ranking diplomats from AOR countries' embassies in Washington, DC. Officers took part in discussions with visitors from the Congressional Budget Office. Extensive work was done on the Service POMs. The source document, "Logistics Planning and Policy Guidance," was published during 1984, superseding the "RDJTF Logistics Concept" first published in 1982.

~~(U)~~ During the year, the Programs, Analysis, and Evaluation Branch of the Plans Division developed a method of extracting and summarizing all cargo categories from force (unit) records within a time phased force and deployment list. This model assisted planners in more accurately defining airlift and sealift requirements and capabilities and in analyzing shortfalls. The procedure received approval by the JOPS community and was destined to become a WWMCCS standard.

To assist programmers and planners, a procedure was developed and instituted to apportion sealift assets based on Service requirements and sealift capabilities. The apportionment procedure was recognized as a valuable planning tool and was heartily approved by the Military Sealift Command. The sealift apportionment procedure was successfully implemented in OPLAN 1008.

The J-4/7 directorate, and more specifically the Programs, Analysis, and Evaluation Branch, spearheaded all logistics issues of USCENTCOM in the PPBS, including the Joint Strategic Planning Document (JSPD), Defense Guidance, Service Program Objective Memoranda, and Program Decision Memoranda. Many of the programs advocated by this branch were successfully orchestrated and subsequently received funding or additional programming efforts. Significant strides were made in military construction, sustainability, and pre-positioning.

Phase I and II TPFDD conferences were held during the year. The culmination of the conferences permitted the Programs, Analysis, and Evaluation Branch to develop a transportation feasibility estimator for OPLANS 1002 and 1004.

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## PLANS, POLICY, AND PROGRAMS

(U) During 1984, the primary focus of J-5 was to provide the plans, policies, and programs required of a unified command. Directorate manning, as well as division functions and significant accomplishments, were addressed below.

(U) In the area of manpower, the approved Joint Table of Distribution for fiscal year 1984 authorized J-5 58 manpower spaces. A JCS manpower survey, conducted in the fall of 1984, had the primary objective of identifying minimum manpower requirements needed to accomplish the missions assigned by the Secretary of Defense and the Joint Chiefs of Staff. The team conducted desk audits of assigned personnel and identified a requirement for 65 J-5 billets. This represented an increase of seven manpower spaces from the fiscal year 1984 Joint Manpower Program.

(U) On 1 December, the JCS approved the fiscal year 1985 JMP and acted on the Manpower Enhancement Program to reduce fiscal year 1985 authorizations by 3 percent. This resulted in a loss of one officer billet in the Political/Military Division and one enlisted space in the

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Plans Division. Fiscal year 1985 approved authorizations for J-5 were accordingly reduced from 58 to 56 spaces.

(U) The Director of Plans, Policy and Programs throughout 1984 was Commodore James M. Gleim, US Navy. The Deputy Director was Col [redacted] (b)(6) USAF. Chief of Plans was COL [redacted] (b)(6) US Army. The Politico-Military Division changed hands during 1984. COL [redacted] (b)(6) who was chief of the division at the beginning of the year, was succeeded by COL [redacted] (b)(6) US Army, in July. Chief of the Policy/Strategy Division throughout 1984 was Col [redacted] (b)(6) USMC. The Programs Division changed hands during 1984, with Col [redacted] (b)(6) USAF, taking over from Col [redacted] (b)(6) USAF, in July. The overall organization of J-5 was as shown in Figure 14 on the following page.

(U) In accordance with JCS instructions, redistribution of billets was accomplished when the fiscal year 1986 JMP was submitted to JCS for approval. While the J-1 had recommended that J-5 be held to 61 billets, 65 spaces were approved and submitted. Additionally, redistribution of compatible headquarters personnel was to be accomplished in 1985 to accommodate existing and projected workloads. Personnel breakdown for each division was as shown in Figure 15.

Figure 14. J-5 Organization

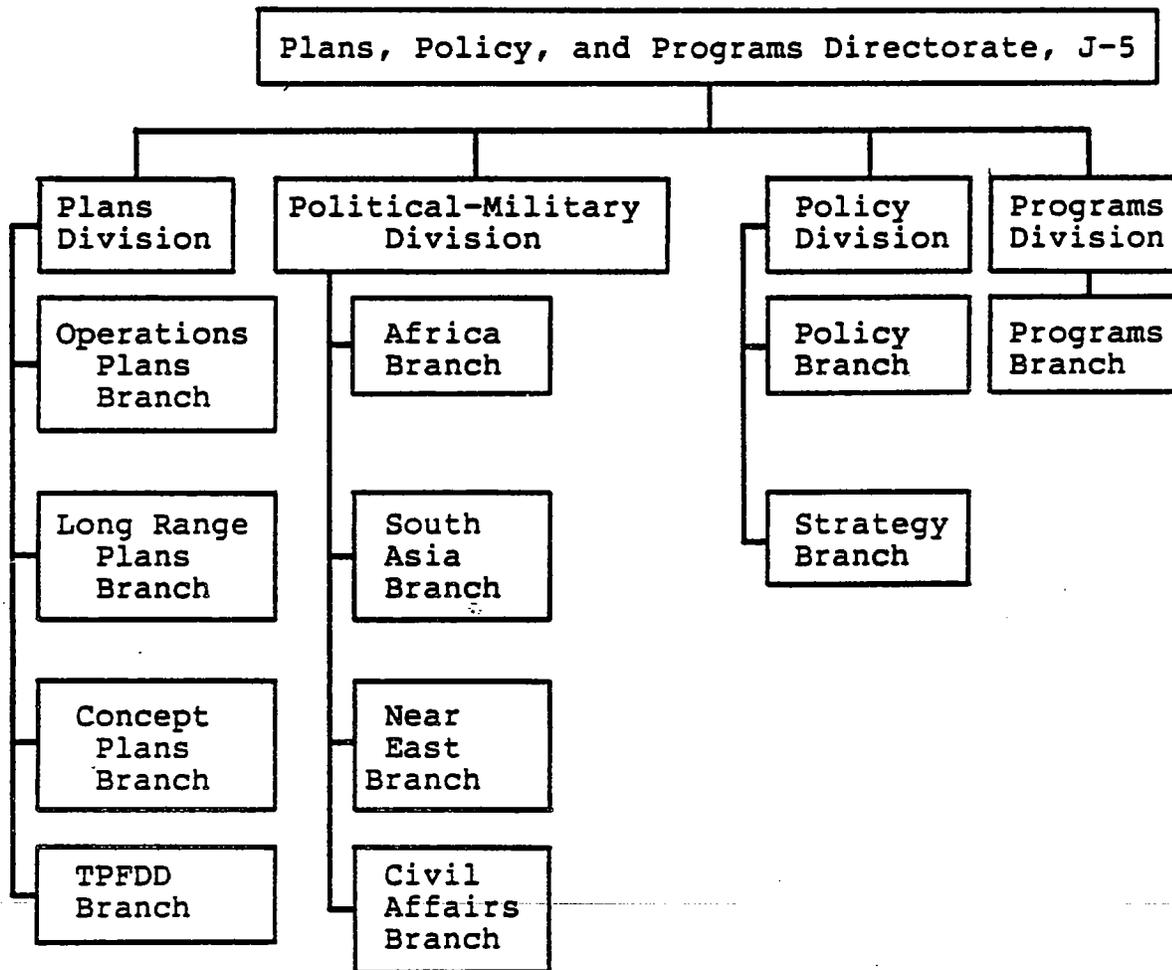


Figure 15. J-5 Manning

	<u>1984</u>	<u>Proposed Changes Fiscal Year 86</u>
Plans, Policy and Program Directorate	(3 Off/3-Enl)	(3 Off/1 Enl)
- Administrative Office	(3-Enl)	(4 Enl)
Plans Division	(1-Off)	
- Administrative Office	(2-Enl)	(4 Enl)
- Operations Plans Branch		(5 Off)
- Concept Plans Branch	(5-Off)	
- Long Range Plans Branch	(5-Off)	(4 Off)
- Time Phased Force		
- Deployment Data		
- Development Branch	(3-Off/2-Enl)	(4 Off/2 Enl)
Political-Military Division	(1-Off)	
- Administrative Office	(2-Enl)	(3 Enl)
- Near East Branch	(3-Off)	
- Africa Branch	(3-Off)	
- South Asia Branch	(3-Off)	
- Civil Affairs Branch	(1-Off)	
Policy/Strategy Division	(1-Off)	
- Administrative Office	(2-Enl)	
- Policy Branch	(4-Off)	
- Strategy Branch	(3-Off)	
Programs Division	(1-Off)	
- Administrative Office	(2-Enl)	
Programs Branch	(5-Off)	
 	<hr/>	<hr/>
Total:	58 (42 Off, 16 Enl)	65 (47 Off, 18 Enl)

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(U) The Plans, Policy and Programs Directorate was comprised of four divisions: Plans, Policy/Strategy, Political-Military, and Programs. The Plans Division was responsible for preparing, coordinating, and maintaining operations plans to include Time Phased Force Deployment Data and concept plans in accordance with the Joint Operations Planning System. It also developed strategies and concepts of operations to support future operational planning and provided liaison to components and in-support-of headquarters when deployed.

(U) In June, the Plans Division was reorganized into four branches. The Operations Plans Branch prepared OPLANS and other plans. It assisted in the preparation of operations orders as required, reviewed supporting plans written by the component commands, supporting commands, and agencies, and prepared noncombatant protection and evacuation plans. It also reviewed emergency actions plans for foreign service posts, including on-site visits.

(U) The Concept Plans Branch prepared CONPLANS, compartmented plans, and other plans. It reviewed supporting plans and assisted in the development of concepts and wargames. It monitored the JCS Joint Exercise Program

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to insure that exercises were consistent with OPLANs, provided plans expertise for joint exercises, and participated in crisis action operations.

(U) The Long Range Plans/Analysis Branch developed objectives and concepts to support planning and programming for USCENTCOM. It analyzed and provided impact of all political and military planning factors for USCENTCOM's area of responsibility. This branch also developed and provided plans input to all national policy directives, the Defense Guidance, the Joint Strategic Planning Document, and the Defense Resources Board (DRB). It provided plans inputs for planning and programming actions which impacted a future joint service force of over 500,000 persons. It developed and presented US military positions and objectives for sensitive negotiations with regional nations and provided planning assistance on a military-to-military basis with allies and nations in USCENTCOM's area of responsibility.

(U) The Time Phased Force and Deployment Data Development Branch prepared, reviewed, and coordinated TPFDD data to support OPLANs. It also reviewed component deployment data, developed force flow projections, and structured forces for deployment, support, and redeployment. The branch coordinated

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with the Joint Deployment Agency (JDA) on TPFDD development and refinement.

(U) The J-5 Political-Military Division was the focal point for interaction with friendly foreign countries through the Departments of State and Defense. In its role of monitoring the international relations aspects of USCENTCOM policies and actions, the division continuously worked to insure that all command plans, policies, and programs, including security assistance and exercises, were conducted within acceptable political parameters and national policy. The division provided USCINCCENT with trip preparation, international security policy reviews, and other matters pertaining to the development of strategy, plans, and programs which affected US international relations. In order to provide USCINCCENT with timely and sound political-military assessments, the division was organized into functional branches in which officers with area expertise closely monitored developments within a defined geographical area. The division also assumed responsibility for civil affairs planning. This was accomplished with periodic augmentation by US Army reservists from the 352d Civil Affairs Command, Riverdale, Maryland. This division was divided into four branches.

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(U) The Near East Branch conducted plans, programs, and policy reviews and prepared political-military assessments of Near-East countries in the USCENTCOM's area of responsibility.

(U) The Africa Branch conducted plans, programs, and policy reviews and prepared political-military assessments of African countries in the AOR.

(U) The South Asia Branch conducted plans, programs, and policy reviews and prepared political-military assessments of South Asian countries in the AOR.

(U) The Civil Affairs Branch was responsible for plans and policy relating to the conduct of civil affairs in support of USCENTCOM operational plans.

(U) The Policy/Strategy Division of J-5 was responsible for the development of both USCINCENT's nation-building infrastructure strategies and his warfighting strategies that were designed to achieve national objectives. It established milestones to enable assessment of all nation-building and warfighting strategies, coordinated continuously with the Joint Chiefs of Staff, the State Department and Department of Defense and other government agencies to ensure consistency of effort

in strategy development, and assessed equipment, personnel, training and warfighting capabilities within USCENTCOM's area of responsibility. The division monitored current regional issues and developed strategies in accordance with JCS Publication 2, "Crisis Management." It developed Command Arrangement Agreements (CAAs), Memoranda of Agreement (MOA) and Memoranda of Understanding with other unified and specified commands and developed terms of reference (TOR) and the rules of engagement for the USCENTCOM AOR as needed. The division was the command OPR for the following documents: OSD Military Posture Statement, Joint Strategic Capabilities Plan (Volumes I and II), the Unified Command Plan, and USCINCCENT's Quarterly Report to the Secretary of Defense. It developed USCENTCOM inputs to all policy and strategy documents or issues, provided support background material for USCINCCENT's annual presentation to the Senate Armed Services Committee, and developed trip books, speeches, and slides for use by the Command Group and the J-5 directorate.

(U) The Strategy Branch developed both the nation-building infrastructure strategies and the warfighting strategies to achieve national objectives. It established milestones to enable assessment of all nation-building and warfighting strategies and coordinated continuously with the JCS, State Department, and DOD to ensure consistency of effort in strategy development. The branch also prepared recommendations, comments, or inputs to JCS and other US

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Government agencies on incoming reports and studies pertaining to strategy. It developed and proposed command positions related to other US agency strategy papers as they affected national and international negotiations, including other papers, studies, and reports of the JCS, National Security Council, and US government. It assessed equipment, personnel, training, and warfighting capabilities within USCENTCOM's AOR, monitored current regional issues and developed strategies in accordance with JCS Publication 2, "Unified Action Armed Forces." It developed MOAs and MOUs with other unified and specified commands, established USCENTCOM command relationships for OPLANS, CONPLANS, and exercise plans. It also developed TORs and was the OPR for command visits as assigned. The branch compiled and wrote USCINCCENT's Quarterly Report to the Secretary of Defense, compiled and wrote the annual USCINCCENT presentation to the Senate Armed Services Committee, and developed speeches and slides for presentation by the Command Group, J-5 directorate, and other ranking USCENTCOM personnel.

(U) The Programs Division monitored and coordinated all aspects of the DOD Planning, Programming and Budgeting System for USCINCCENT and was integrally involved with the

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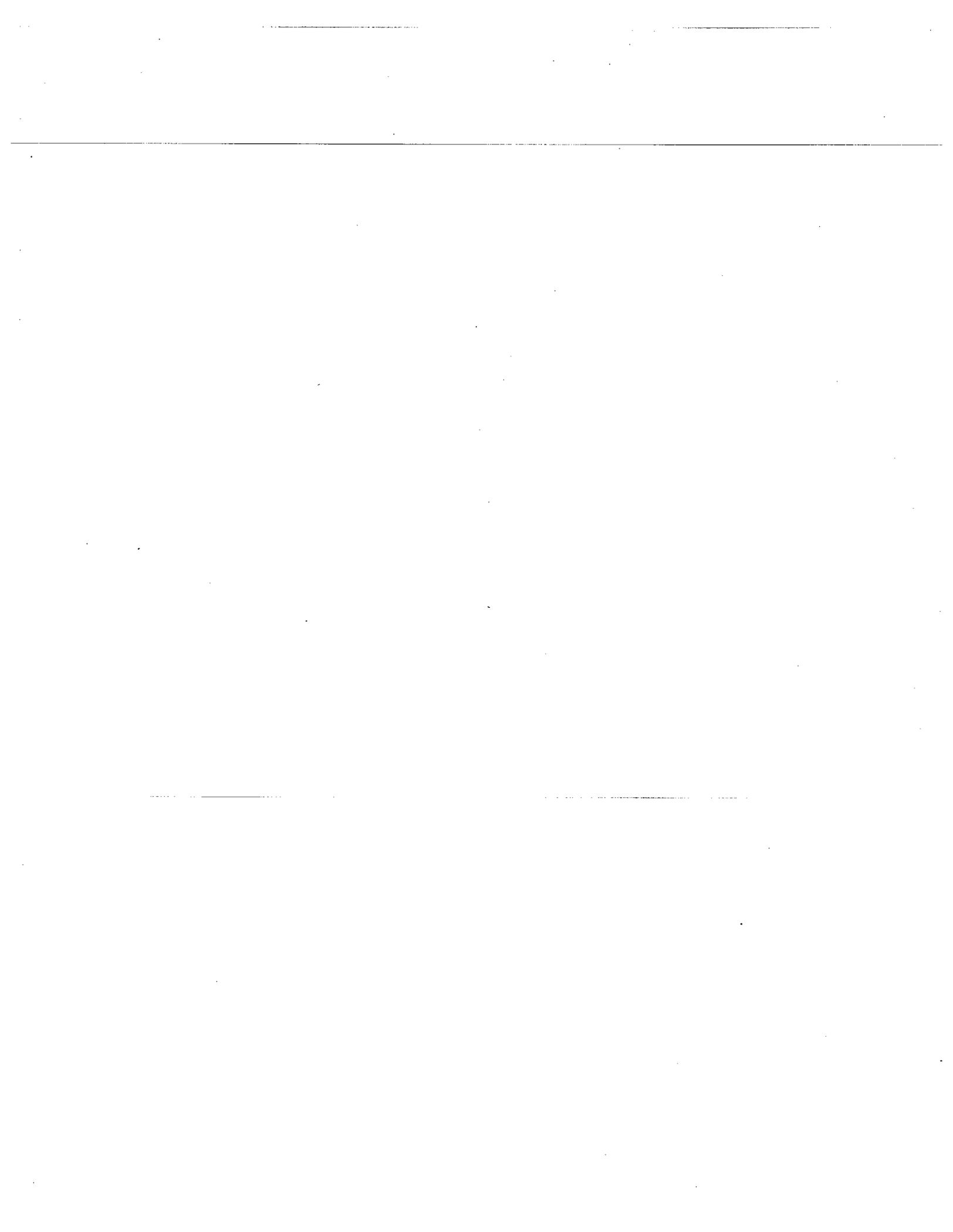
unified command PPBS system and all programmatic requirements of USCENTCOM. Major actions included: (1) preparing USCINCCENT for presentations to the Defense Resources Board, (2) coordinating USCENTCOM interaction in the POM cycle by providing guidance to components for program development and prioritization, (3) submitting USCENTCOM's POM to the Air Staff and advocating USCENTCOM programs in the Air Staff Board Structure (4) providing command inputs to the Joint Strategic Planning Document and Supporting Analysis (JSPDSA), Defense Guidance, Joint Program Assessment Memorandum, and OSD Program Issue Books, and (5) developing a USCENTCOM Master Priority List (MPL).



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(U) PLAN 1220-83 "Normal Deployability Reaction Force" was approved by USCINCCENT on 5 May 1983. It provided for the deployment of a battalion size force with or without a supporting tactical air squadron.

USCINCCENT's Concept of Operations (1990) was further refined and updated in 1984. Following the briefing to the JCS on 28 October 1983, JCS provided staff and service comments in January 1984. On 16 January, JCS provided a prioritization of current JSCP tasks to use for infrastructure development. With the new 86-90 Defense Guidance, J-5 led a staff effort to refine the Concept of Operations updated to 1990. USCENCOM components provided comments and revised factors for the update. The document was published on 31 August. In late December, JCS directed a review of the concept of operations as an off-shoot of USCENCOM's developing strategy. Both concept and strategy would be developed concurrently during 1985.

conducted military-to-military talks with Oman, Qatar, UAE, Kuwait, Saudi Arabia, and Bahrain in an effort to improve the collective defense of the Gulf Cooperation Council.

A series of conferences was held during the year to support planning efforts. USCENTCOM planners' conferences were held from 5 to 7 June at New Orleans, Louisiana and from 12 to 14 December at Camp Pendleton, near Oceanside, California. A USEUCOM-USCENTCOM planners' conference was held at Vaihingen, Germany from 16 to 18 August.

(U) In October, the first biennial USCENTCOM plans directory was published.

(U) Throughout 1984, the Political-Military Division continued to monitor the international relations aspects of command strategy, plans, policies, and actions. This was especially critical through USCENTCOM's second year as a unified command. This second year was characterized by maturation. The command developed and refined strategies, plans, and programs for the AOR and, equally important, established its credibility both at home and abroad. It was in this area that the Political-Military Division focused

its energies in 1984, further refining and integrating the overall goals and objectives of the command. Key to this effort was the development of the Multinational Strategy in coordination with other key USCINCCENT documents, the Strategic Assessment, and the Concept of Operations. Coordination of routine and daily actions with other national agencies, development and coordination of a viable regional travel and visit program, allied cooperation, and command information and education were other areas in which the division concentrated its efforts.

(U) As an integral step in providing the strategic and operational direction for USCENCOM, a draft Multinational Strategy was further developed to set forth USCINCCENT's goals and objectives for all 19 countries in the area of responsibility. These command goals and objectives, woven into overall national policy, would serve as primary guidance for USCENCOM in developing consistency in all initiatives, actions, plans, and programs in its relations with individual countries and the region over the mid-term (1986-1990) and the long term (1991-1996). Country-specific annexes were completed for each country of the AOR. Parts of these annexes were submitted to JCS as a portion of the USCENCOM JSPDSA fiscal year 1985-1992 input and received favorable acceptance and comment.

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(U) In its role as the focal point for interaction with the Department of State, the division was involved in a continuous formalized program of scheduled quarterly visits to Washington, DC for each of the regionally-oriented action officers. This program ensured that each action officer maintained a face-to-face relationship with his or her counterparts at the State Department as well as within DOD and JCS. The division also hosted a USCENTCOM visit by Lieutenant General (Lt Gen) John T. Chain, USAF, Director, Bureau of Political-Military Affairs, Department of State that led to on-going discussions with the State Department and other Washington agencies about problems specific to USCENTCOM's area of responsibility.

(U) The division functioned as the OPR for three major OCONUS USCINCCENT trips during the year. Preparation for and execution of the travel involved development of itineraries and agendas, tasking of all staff elements for contributing actions, building of trip books, and accompanying USCINCCENT as a member of the official party. In July, LTG Kingston circumnavigated the globe. He travelled to Hawaii for policy and strategy discussions with the Commander in Chief, United States Pacific Command (USCINCPAC) and to pick up the Commander, US Naval Forces

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Pacific who was to accompany him during a visit to Pakistan. From Hawaii, USCINCCENT travelled to the Philippines and Diego Garcia to hold discussions with commanders and personnel responsible for maintaining the Near-Term Pre-positioning Force. The CINC's next stop was the first USCINCCENT visit to Pakistan, which constituted a significant concession on the part of that country. While in Pakistan, the CINC held discussions with senior military and civil officials, including President Zia-ul-Haq. The CINC then visited Jordan and Morocco on his way home.

(U) As a result of both US and Oman initiatives, the first of what was envisioned to be a series of political and political-military discussions between the two countries was held on 8 and 9 October. The Political-Military Division prepared for USCINCCENT's participation as the senior USCENTCOM representative.

(U) Division officers provided political-military expertise to the USCENTCOM staff for exercises GALLANT KNIGHT and POWDER RIVER in 1984. Major contributions, both in exercise objective development and during the actual exercise play came from the Civil Affairs Branch of the Political-Military Division. One major innovation of the division was in developing effective command and control of multinational operations in countries with which the US had no formal treaties or alliances. The concept of the Military Coordinating Committee was first tried in exercise GALLANT KNIGHT 84 and was injected into a major joint exercise for the first time during POWDER RIVER 85, which was conducted in calendar year 1984. The GALLANT KNIGHT exercise provided the opportunity to exercise a large share of the reserve component civil affairs units that supported USCENTCOM. The civil affairs branch, supported by

augmentation from the 352d Civil Affairs Command, was heavily involved in the planning, execution, and control of the exercises.

(U) To provide the USCENTCOM Command Group with a

single source document for unclassified data on the countries of the AOR, the division produced country books. These books contained an overview of the history, people, military, and various geopolitical aspects of the individual countries. Country books for all nineteen countries had been completed in 1983 and were revised and updated on a periodic basis. Egypt, Djibouti, Kuwait, Jordan and Saudi Arabia were updated in 1984.

(U) Efforts continued during the year to explore and document the possibilities of allied cooperation to offset shortfalls within USCENTCOM's area of responsibility. Recognizing that some allied countries conducted operations in the USCENTCOM AOR and that Congressional pressure for increased allied country burden sharing was not going to diminish, it was logical to incorporate efforts to obtain this cooperation in the USCENTCOM planning process. Therefore, it was decided to incorporate country strategies for obtaining allied cooperation into the command strategies. Each country strategy would include objectives, capabilities, and a plan for increasing the contributions of each country identified.

(U) The major problem experienced by the division was manning. Planned and projected action officer manning for the Division was eleven, but the actual level was nine.

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Exacerbating the problem were two factors: the lack of naval interservice expertise caused by the Navy's policy not to formally train foreign area specialists and the shortage of administrative and clerical support. The division normally should function as a reserve of personnel with area experience and expertise who were available to accomplish long range analytical studies; devise workable strategies and tactics to implement plans, policies and programs; and to advise USCENTCOM decision makers about the political-military realities of the world. The continued manpower shortages made the division fall increasingly behind in its long-range work. The division was basically reacting instead of anticipating and providing timely, in-depth analytical assessments.

(U) The Policy/Strategy Division was the OPR for ten official visits, prepared eleven speeches, and developed numerous papers which stated USCENTCOM's position on varying issues. Examples included: a study which delineated USCENTCOM accomplishments in the region over the last three years, strategic considerations of the AOR for the near and long term and a series of papers on US-Gulf fighter policy and the Gulf Cooperation Council.

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(U) The Policy Branch functioned as the OPR for USCINCCENT's OCONUS trip from 9 to 22 November to London, Lisbon, Somalia, Kenya, Oman, and Bahrain. The primary purpose of the trip was for USCINCCENT to attend Omani National Day celebrations as a personal guest of Sultan Qaboos. Additionally, USCINCCENT held discussions with US and host-nation officials in the United Kingdom, Portugal, Somalia, Kenya, and Bahrain.

(U) From 5 August to 21 September, one policy branch officer served as part of the USCENTCOM forward staff element in Egypt during operation INTENSE LOOK. Also, a branch officer served as part of the USCENTCOM Inspector General Evaluation Team during exercise GALLANT KNIGHT. A policy branch officer served as CAT watch chief during Exercise POWDER RIVER.

(U) During 1984, the Policy Branch provided primary staff support for the two USCINCCENT commanders conferences conducted in conjunction with exercises GALLANT KNIGHT and GALLANT EAGLE.

(U) The policy branch was OPR for a number of official visits to USCENTCOM headquarters:

- . Ambassadors from AOR countries, 6 and 7 February 1984.

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. Commodore Newman, COMUSNAVCENT, 27 February to 1 March 1984.

. General Leopold Chalupa, CINC, Allied Forces Central Europe, 30 March 1984.

. General Officer CAPSTONE Course, 2 May 1984.

. General Sennewald, Commanding General, Forces Command, -10 July 1984.

. Air Marshal Donald Hall, Deputy Chief of the Defence Staff, United Kingdom, 19 July 1984.

. Brigadier General Phillip M. Drew, Assistant Deputy Director, Political-Military Affairs, JCS/J-5 22 to 24 October 1984.

. General (Retired) Richard Stilwell, Deputy Under Secretary of Defense for Policy, 22 October 1984.

. Admiral Sir William Staveley, CINC/Chairman British Commanders in Chief, Overseas Committee, 5 November 1984.

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. Dr Fred C. Iklé, Undersecretary of Defense for Policy,  
6 December 1984.

(U) In the Strategy Branch, several USCENTCOM agreements with other unified commands were reviewed and rewritten during 1984, the Memorandum of Understanding between USCINCPAC and USCINCCENT was rewritten and promulgated on 25 January and a Memorandum of Understanding between USCINCEUR and USCINCCENT was rewritten and promulgated on 29 January.

(U) In addition to providing speech inputs for USCINCCENT, the branch also provided speeches with accompanying slides for Command representatives as listed in Figure 16 on the following page.

Figure 16. J-5 Speeches

<u>Representative</u>	<u>Date</u>	<u>Audience/Location</u>
(U) Col (b)(6)	4 January	Allied Students, Air War College, Maxwell, Alabama
(U) Col (b)(6)	21 January	Chairman, Joint Chiefs of Staff, Tampa, Florida
(U) LTG Kingston	23 February	Senate Armed Services Committee, Washington, DC
(U) Commodore Gleim	21 April	US-Pakistan Military Policy Group Meeting in Pakistan
(U) LTG Kingston	10 May	Commanders Conference, Fort Bragg, North Carolina
(U) Col (b)(6)	4 June	Armed Forces Planners Conference, Washington, DC
(U) Col (b)(6)	12 September	Ambassador Lewis, US Ambassador to Israel, Washington, DC
(U) Maj Gen Rohr	3 October	Air Force Doctrine Conference, Langley AFB, Virginia
(U) Brig Gen Beyer	5 November	US Students, Air War College, Maxwell AFB Alabama
(U) MajGen Moore	29 November	Royal College for Defense Studies, London, England
(U) Maj Gen Rohr	13 December	United Kingdom Commander in Chief Committee's Joint Warfare Staff, Senior Officers Joint Warfare Course, Poole, England

(U) The J-5 Programs Division led command efforts throughout the Department of Defense Planning, Programming and Budgeting System process. In the planning phase, the commander's comments on the Joint Strategic Planning Document Supporting Analysis were developed based upon inputs from the components and a review by the staff. The review began in January with final comments provided to the Joint Chiefs of Staff in April. Defense Guidance review began in September and concluded in November with the commander's recommendations for change being forwarded to the Secretary of Defense and USCINCENT's appearance before the Defense Resources Board to discuss them. The division also prepared the commander for the CINCs' conference which preceded the DRB meetings.

(U) In the programming phase, the HQ USCENTCOM fiscal year 1986-1990 POM was presented to the panel and committee structure of the Air Staff Board in January and February for funding consideration. Program development, review, and prioritization for the HQ USCENTCOM fiscal year 1987-1991 POM occurred from August to December. Thirteen programs were developed and the POM was published in late December. Command involvement in identifying component programming requirements began in January in response to JCS tasking to develop an infrastructure in the AOR in a fiscally realistic manner. The

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first Master Programming List resulted from this component-USCENTCOM staff effort and was published in February. The document began its first review in June, after Service POM publication, and the second edition was published in October. During program review in May, the command evaluated the adequacy of Service POMs to fulfill the mid-term objectives of the Defense Guidance and provided comments to the Joint Chiefs of Staff for their use in developing the Joint Program Assessment Memorandum. Preparation for the OSD Issue Book cycle began with completion of the Joint Program Assessment Memorandum. The division participated, at OSD invitation, with the drafting of issue outlines for Southwest Asia programs. USCINCENT's comments on issues of importance to USCENTCOM were dispatched in July on each of the eight OSD Issue Books. Simultaneously, the division led the preparation effort for USCINCENT's appearance before the DRB in July, which concluded command involvement in the programming phase. In the budgeting phase, the command reviewed all OSD Program Budget Decisions, drafted impact statements for USCENTCOM programs which were reduced in scope, and monitored programs affecting USCENTCOM's area of responsibility.

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(U) During August, the Deputy Secretary of Defense and the JCS initiated parallel efforts to enhance the CINCs' participation in the PPBS. The USCENTCOM Programs Division responded to both efforts by developing the command position and response, and, later, by implementing subsequent guidance. As a result of the initiative, Forces Command (FORSCOM) and Tactical Air Command became component spokesmen before the Departments of Army and Air Force, respectively, for matters relating to USCENTCOM's Army and Air Force components' PPBS requirements. During the ensuing months, numerous meetings and briefings occurred which led to the development of a list of higher priority needs for the fiscal years 1987-1991 POM for the Secretary of Defense, JCS, FORSCOM, and TAC.

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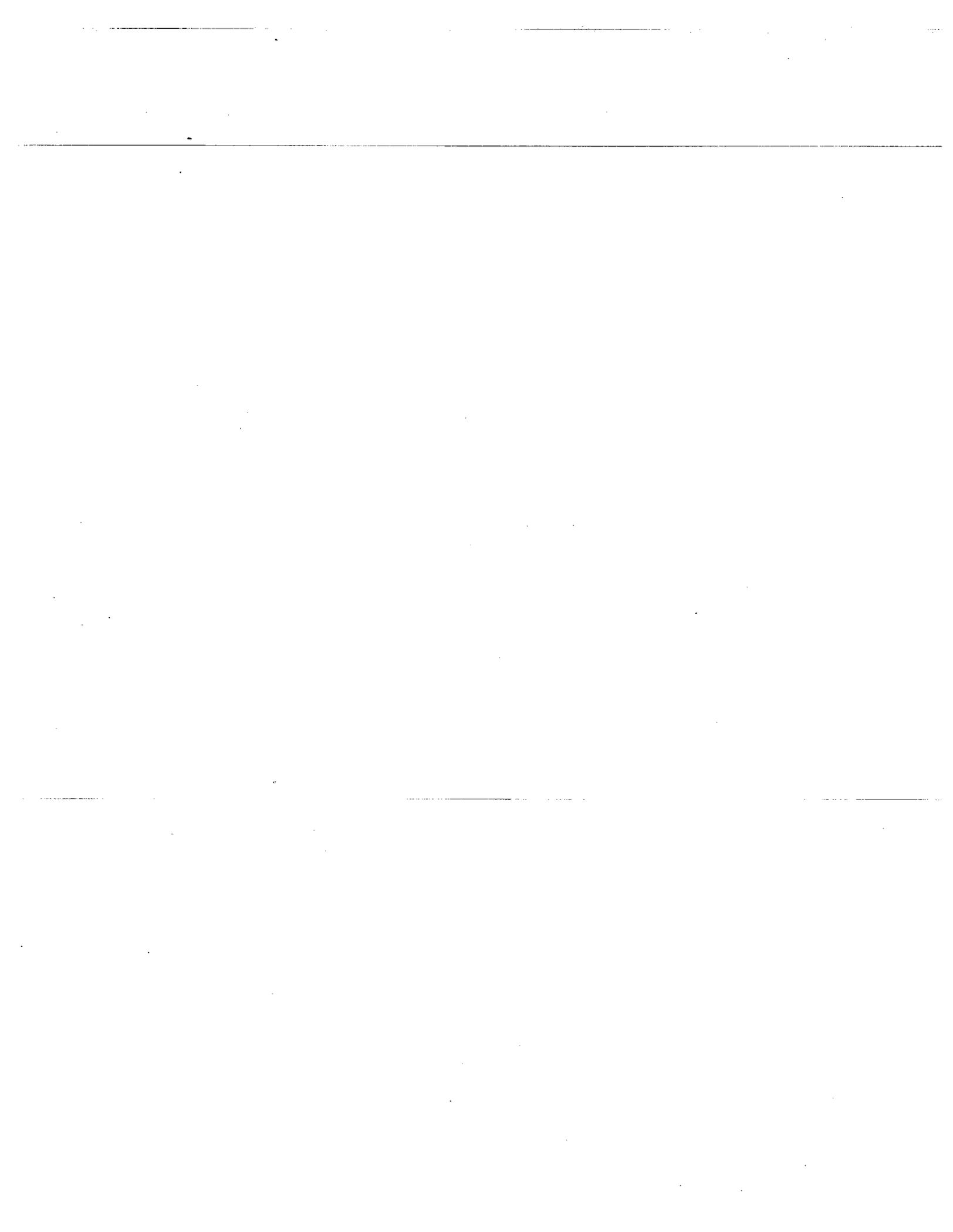
**COMMAND AND CONTROL, COMMUNICATIONS AND COMPUTER  
SYSTEMS (C<sup>4</sup>S)**

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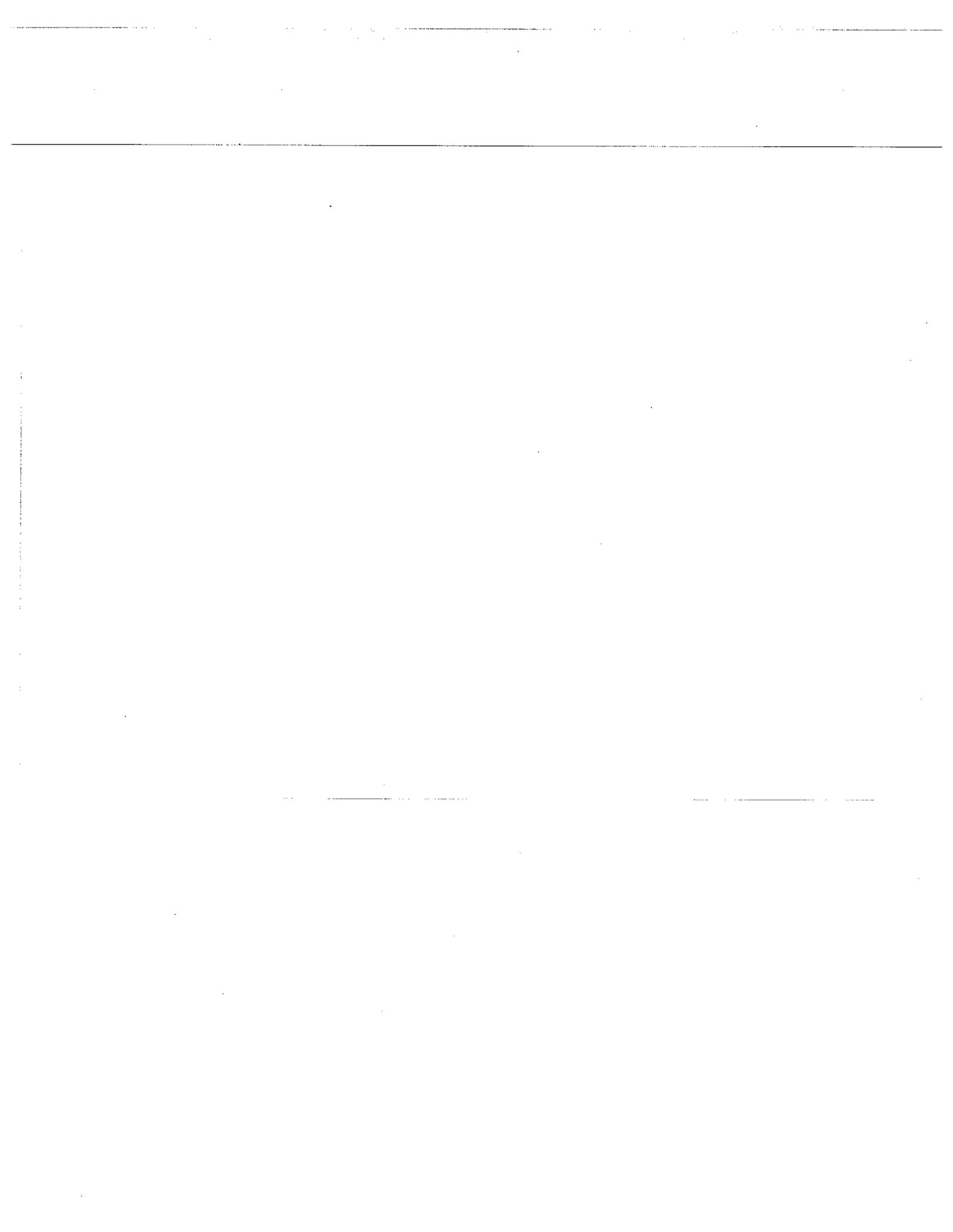
(U) During GALLANT KNIGHT 84, the Computer Operations Division successfully deployed the Honeywell Level 6 minicomputer to provide WWMCCS connectivity among the forward field elements, rear garrison operations, and the WWMCCS Intercomputer Network. The J-4 deployed the Personnel Manpower System, using the Cromemco microcomputer, to the exercise area, supporting over 300 USCENTCOM personnel. J-6 deployed a communications status monitoring system which proved extremely useful.



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(U) For the first time in the play of a USCENTCOM exercise, the augmentation program was exercised in support of the computer operations staff. During GALLANT EAGLE 84, six active duty personnel augmented the Computer Operations Division: two crypto repairmen, a computer repairman, and three computer operators. The program proved successful, providing a wealth of knowledge and experience shared by both the USCENTCOM organic staff and the assigned personnel.

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(U) During the year, HQ USCENTCOM C3 capabilities were enhanced with the completion of four programs. The most significant was the installation of a secure digital switch by Electrospace Systems Incorporated. The red switch, operational in February, functioned as a secure intercom within the headquarters and was interfaced in April into the AUTOSEVOCOM network to provide worldwide secure voice connectivity for 260 subscribers within the headquarters. Selected instruments were cleared for Top Secret and Special Compartmented Information. The system

was fully modular to allow for future expansion and increased interface capabilities. J-6 published off-duty security procedures for the new "Red Switch" telephones.

(U) In May, an Air Force Communications Command Engineering and Installation team installed three communications-electronics schemes. An optical character reader was installed in the message center, interfacing directly with the MacDill AFB standard Air Force Automated Message Processing Equipment. The team also installed cables in support of the Local Area Network and the Information Distribution System.

(U) A KY-3 secure voice device was installed in the CINC's residence during the year. J-6 published the security requirements for protection of COMSEC equipment in the CINC's residence.

(U) AT&T divestiture caused abrupt changes to the methods of satisfying commercial circuit requirements. Lead times went from an average of 120 days to 180 days. A special task force of executives from AT&T and its divested Bell operating companies was established to assure that national security communications requirements were satisfied.

(U) The initial field instructions on "pair-wise unique" material were drafted for AN/TYC-39 to AN/TYC-39 tactical automated message switch and AN/TYC-39 AUTODIN to switching center connectivity. The utilization of "pair-wise unique" material was successfully implemented during GALLANT EAGLE 84. Input was also provided to the National Security Agency for an instruction governing utilization of "pair-wise unique" material.

(U) In February, HQ USAF and the Strategic Air Command provided USCINCCENT with a C3 aircraft. After being modified by E-Systems it was redesignated as an EC-135Y. These modifications did not include the installation of communications to support USCINCCENT and his battlestaff.

(U) Through the use of CINC C2 initiative funds and operations and maintenance funds, a portable secure UHF satellite communications terminal was procured from Motorola Inc. The terminal was installed aboard the aircraft in early November. It provided interim communications capabilities until a second aircraft was obtained and retrofitted with a full communications suite. To increase the capability of the interim terminal, AN/GXC-7B facsimile transceivers were ordered. This equipment would add record communications capability to the terminal. Through a memorandum of agreement with SAC, USCINCCENT's C3 aircraft was homebased at Robins AFB, Georgia and supported by the 19th Air Refueling Wing.

(U) Many of the lessons learned from the USCINCCENT's trips to the AOR and around the world were used in planning the upgrade of the Emergency Action Center satellite communications terminal. Flexibility was made a top priority to meet varying communications requirements of the command. The 485th Electronic Installations Group conducted an engineering study for the upgrade of the Emergency Action Center and prepared a report in late November. The report was reviewed with recommended changes based on experience gained since the initial study.



(U) In the area of mission support, KY-70s (secure voice) were installed and operational at the Chief of the US Military Training Mission, ELF ONE, and the American Embassy in Riyadh, Saudi Arabia; at the US Military Training Mission and the American Consulate in Dhahran, Saudi Arabia; and at the American Consulate in Jiddah, Saudi Arabia. These KY-70s were upgraded to KY-71s by the Department of State.

(U) Prepositioned telecommunications service requests to support OPLAN 1004 were submitted through DCA channels beginning in February 1984. The project was completed in July 1984. By having these requests prepared and on file with common carriers ahead of time, UCENTCOM's response

time to a major contingency would be reduced.

(U) The directorate also set up the first J-6 hosted communications/ADP conference. Attendees included representatives from all components, the Air Force Communications Command, TAC, SAC, and HQ USAF.

(U) The Deployable Intelligence Data Handling System underwent a mass storage upgrade from July to October. The single Digital Equipment Corporation (DEC) militarized RM03 50-megabyte disk drive was replaced with three DEC RA60 205-megabyte disk drives, providing a total of 615 megabytes of on-line data storage. Additionally, a DEC TU80 1600 bits per

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inch tape drive was installed to update DIDHS magnetic tape capability. A new DEC operating system, the Interactive Applications System 3.2 was installed in October to accommodate and utilize the significantly increased storage capability. The equipment upgrade enhanced overall DIDHS operational capabilities by providing adequate storage for an increasing intelligence data base and redundant flexibility in the hardware configuration.

(U) In March, Planning Research Corporation delivered a new DIDHS software release, CC02, followed by CC03 in October and CC04 in December. These releases greatly enhanced user and system capability in areas of data base management, message handling, and communications support. Data from the DIDHS mainframe was successfully downloaded to the GRID microcomputer for development work on the J-2 En route Intelligence Support System.

(U) The Combat Capabilities Analysis Group began planning to purchase ADP equipment in support of Modern Aids to Planning for USCENTCOM. The system would be located in the J-6 computer room and would be used to conduct feasibility analyses of USCENTCOM OPLANS, test force on force OPLANS, analyze planning assumptions, and

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support the USCENTCOM staff with computer assisted analyses. This requirement evolved out of the JCS Chairman's guidance on wargaming and his support of the Secretary of Defense principle that each unified command have the authority and means to conduct war games. The equipment was expected to be procured in fiscal year 1985.

(U) System Development Notice CEN-007 was validated and approved by the Office of the Joint Chiefs of Staff on 20 July. It was developed to justify the purchase of additional WWMCCS unbundled software to support USCENTCOM's second Honeywell Level 6 minicomputer. The requirement for a second Level 6 and supporting software was outlined in System Development Notice RED-076.

(U) The second Honeywell Level 6 minicomputer was ~~delivered and installed~~ in the Computer Operations Facility during March. The second Level 6 was designated and utilized as a developmental and back-up system to the original Level 6 system during garrison operations. During deployed operations, the original Level 6 could be deployed to the field with the second Level 6 maintaining normal ADP functions in garrison.

(U) USCENTCOM was identified as a test site for WWMCCS

software release WRNP 3.0 for use on the Honeywell Level 6 minicomputer. Testing began in November and was to continue through March 1985.

(U) System Development Notice CEN-008 was approved on 2 October. It was developed to justify the purchase of dual asynchronous boards for the Level 6 minicomputer and three teletype devices to support the USCENTCOM Crisis Action Team. The boards were necessary to support component WWMCCS connectivity to the USCENTCOM level 6 while in a deployed mode.

(U) System Development Notice CEN-010 was submitted on 5 October. It was developed for justification to connect stand-alone microcomputer workstations into the WWMCCS ADP system. This capability would allow the staff to operate in stand-alone mode when deployed and be able to interface into the WWMCCS system once the main body arrived.

(U) The first USCENTCOM Justification, Acquisition and Approval Document was developed and submitted by J-6 and approved by the Office of the Joint Chiefs of Staff during the year. This document outlined requirements for WWMCCS ADP support of USCENTCOM and specifically designated the acquisition of a transportable Honeywell Information System Distributed Processing System 8 as USCENTCOM primary computer host support. It also established a reliable access to the Joint Deployment System and other WWMCCS data bases for the command. The system was scheduled to arrive in fiscal year 1985.

(U) The Software Branch received 112 requests for computer support during the year. Twenty-five of these requests were for 34 TEMPEST Z-150 microcomputers and 14 were for WWMCCS Information System Common User Subsystem workstations. The remaining requests involved software development, maintenance, modification, and staff assistance.

(U) In support of J-4/7, a system was developed for contract acquisition planning using a data base acquired from the US Department of Commerce. Additionally, a micro system to track the planning of munition consumption rates for air and ground weapon systems was designed and a major program to identify containerized cargo in a TPFDL for evaluation of movement capabilities was developed.

(U) The software branch of J-6 developed and deployed a communications status monitoring system during GALLANT

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KNIGHT 84 and GALLANT EAGLE 84, developed an OPLAN deployment flow reports system for J-5, and developed and installed a command group suspense control system to track suspenses within the command.

(U) ROC 1-84 was submitted in July for an Improved Communications Capability for Unconventional Warfare/Special Operations.

(U) Two ROCs were validated during the year. ROC 7-82, for a USCENTCOM Tactical Communications Capability, was validated by Joint Chiefs of Staff Memorandum 526-84 dated 15 August. ROC 1-83, for the First Major Communications Node in Southwest Asia, was validated by JCS Memorandum 798-84 dated 28 December.

(U) The validation process was still in progress at the end of the year for ROC 2-83 (Second Major Communications Node), ROC 3-83 (Third Major Communications Node) and ROC 4-83 (Nine Minor Communications Nodes).

(U) The JCS assigned the Department of the Army the responsibility for production of the technical analysis and cost estimates for ROCs 1-83, 2-83, 3-83, and 4-83 to support

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the ROC validation process. The technical analyses and cost estimates for all four ROCs were delivered in final form early in the year. Headquarters Defense Communications Agency, in a parallel and coordinated effort complementing the technical analysis and cost estimate process, began work on a systems level design of the Southwest Asia Theater Communications Capability. DCA published the system level design in Defense Communications System Five Year Program 87 in September.

(U) On 14 September, USCENTCOM submitted 16 projects to JCS for funding under the CINC Command and Control 1984 program:

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. (1) Joint Reconnaissance Center Communications Network, which provided connectivity from the joint reconnaissance center forward to reconnaissance platforms and rearward to USCENTCOM Rear.

. (2) Decision Support and Information System for Terrorism (DESIST), which provided the capability to process and display terrorism data.

. (3) Security Assistance Organization Communications, which provided an interbase radio system prepositioned in the AOR for contingencies involving security assistance organizations.

. (4) Institute for Defense Analyses Communications Study, which identified in detail the types and capabilities of host nation communications equipment in USCENTCOM's area of responsibility.

. (5) WWMCCS Graphics Terminal, which would expedite the time consuming, daily analysis of data during plans development and facilitate decision making.

. (6) which would display a large volume of

SIGINT to support threat analysis and timely decision making during contingencies or crises.

. (7) Deployable UHF Satellite Communications, which would provide UHF satellite terminals for MARCENT's FHE.

. (8) UHF Tactical Satellite Package to provide UHF satellite communication to link MARCENT's forward deployed forces to the tactical command post.

. (9) Secure Teletype Message Terminal, which will provide a commercial secure teletype system for the Commander, Middle East Force (COMIDEASTFOR) to units of the Sultan of Oman Navy.

. (10) Automatic Message Handling through WWMCCS, which would provide an automatic message handling capability off the host WWMCCS computer.

. (11) Integration of Simulation Models on Command and Control ADP, which would develop a software package to be used over WWMCCS, for training personnel in staff procedures, and development of plans.

. (12) Repeater Station that would extend the range of the USARCENT hand-held portable radio ("brick") system.

. (13) Base Station to be used with USARCENT's "brick" radio system.

. (14) Vehicle Converter to be used with USARCENT's brick radio system.

. (15) Brick radios that provided deployable command net radio to connect the commander, chief of staff, operations officer, and battle watch officer while deployed.

. (16) Executive Presentation System, which would provide a graphics terminal for USARCENT.

(U) A program was established during the year to handle the communications requirements for security assistance officers in USCENTCOM's AOR. Minimum communication services for security assistance officers in the USCENTCOM countries were defined in USCENTCOM Regulation 12-2, "Security Assistance Policy, Administrating and Management," published on 1 April. A single action officer was established within the J-6 directorate as a focal point for security assistance communications matters.

(U) At OMC Cairo, J-6 representatives made several liaison visits to the OMC to discuss communications

activities. A site survey was conducted under USCENTAF sponsorship to recommend communications for a newly established TAFT. A second AUTOVON trunk was activated to the OMC to handle the increase in Department of Defense telephone traffic.

(U) Equipment was received and partially installed for the OMC's UHF non-tactical brick radio system, a system recommended and sponsored by the OSI.

(U) A staff visit was made by J-6 to the offices of the Military Assistance Program Jordan to assist in defining requirements to enhance the range of the interbase radio system connecting residences to the embassy. Roof mount antennas were recommended and arrangements were made through the comptroller to provide the OMC with funds to procure and install these antennas.

(U) At the request of the US Military Training Mission Saudi Arabia, a survey was conducted by the FHE (afloat) J-6 staff officer to recommend upgrade to its existing computer and word processing systems.

(U) For OMC Somalia, follow-up actions to a staff visit conducted in December 1983 continued throughout the year. Arrangements were made to transfer excess VHF non-tactical "brick" radio assets from Beirut to the OMC. At year's end, these assets were in use at the OMC but required rechannelization to be compatible with existing embassy assets. The J-6 staff provided guidance in the establishment of the Foreign Military Sales case to provide the Somalia government with a command and control

capability. USNAVCENT sponsored a program to provide a commercial satellite terminal at the OMC to allow OMC personnel to coordinate with Navy personnel at Berbera.

(U) The J-6 Current Plans and Operations Division was responsible for communications planning in support of OPORDs and OPLANs, contingency operations, exercises, disaster relief, relocation, and evacuation plans. The division also managed existing communications systems, both at USCENTCOM's headquarters and in its area of responsibility. The Current Plans and Operations Division was the office of primary responsibility for communications security, TEMPEST, telephone directories, requests for changes to existing communications, radio frequency matters, and for the preparation, coordination, and publication of the theater Joint Communications Electronics Standing Instructions. The division also

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monitored unit readiness of those signal units assigned for planning to USCENTCOM to assess their abilities to implement the OPLANS. The Current Plans and Operations Division consisted of four branches until July 1984: Plans and Operations, Mission Support, COMSEC Management, and Administrative Support. In July the Plans and Operations Branch was divided to form the OPLANS and Operations Branch and the Exercise and Contingency Branch. In December, the division was restructured to become the Communications Operations Division with four branches: Exercises and Contingencies, Mission Support, COMSEC, and Administrative Support. The OPLANS and Operations Branch was eliminated and branch personnel relocated in the formation of the Plans and Requirements Division. The operations functions were assumed by the remaining branches.

(U) On 1 December, the Future Plans and Programs Division was disbanded and two new divisions were formed: the Program Management and PPBS Division and the Plans and Requirements Division.

(U) The Programs Management and PPBS Division managed USCENTCOM C3 programs, including headquarters enhancements, Southwest Asia infrastructure, meteor burst communications,

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base, camp, and station communications, and USCENTCOM components' communications-electronics modernization. This division was also OPR for other JCS programs, such as military satellite communication, TRI-TAC, the Joint Multichannel Tactical Switching System, JCSE Modernization, and Defense Communications System/Defense Security Communications System/Secure Voice Improvement Program. Additionally, this division was the OPR for User Requirements Data Base, the DCA Five Year Program, and the J-6 Internal Management Control Program, and managed each program from the validation of the requirement until an operational capability come into being. The division developed C3 systems of the future based on command requirements and developmental programs, provided periodic updates to staff on the status of programs and provided membership to working groups or standing committees as required to properly manage programs.

(U) The Plans and Requirements Division provided policy guidance and direction regarding telecommunications requirements, definition, planning, and programming. This division developed the communications portion of USCENTCOM's war, disaster, and evacuation plans and orders. It provided technical assistance in the area of communications-electronic development programs, reviewed and coordinated command and

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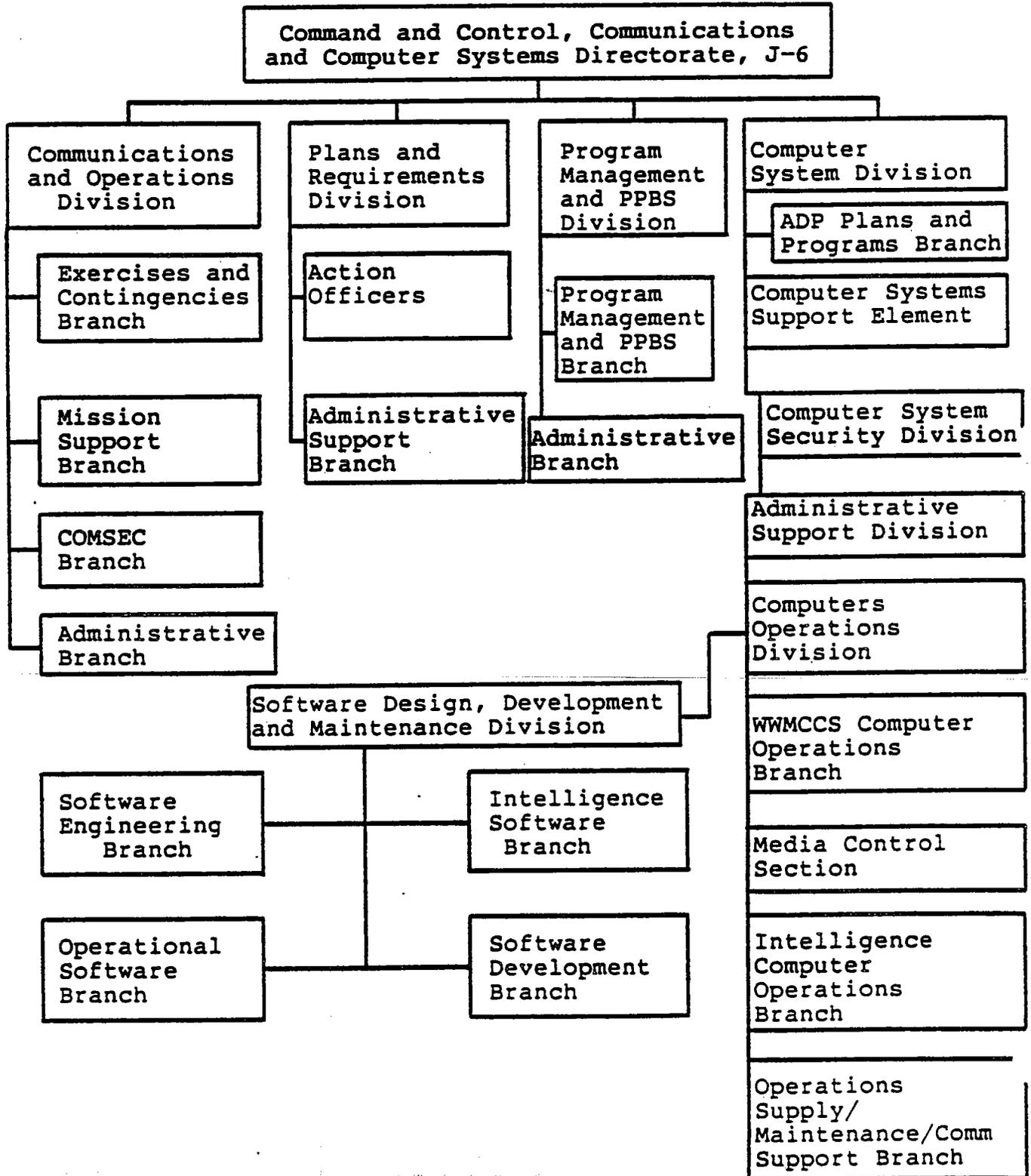
control program studies of Headquarters USCENTCOM and its Service components, and served as the theater focal point for all future telecommunications enhancements. It developed statements of requirements based on recognized limitations, and in conjunction with the user, for new telecommunications systems. The division also developed communications system concept plans (Command and Control System Master Plan) for the enhancement, of theater telecommunications (fixed and tactical) networks and facilities and defined the communications capabilities needed to support future concepts of operation. It coordinated the long-term development of plans and procedures for the survivability of theater telecommunications systems, including physical security, alternate routing of critical circuits, mix-of-media, and use of host nation military and commercial systems. Finally, the division coordinated supporting signal unit planning and programming and managed security assistance organizations' communications improvements.

(U) In November, the computer systems security function was removed from the Computer Operations Branch and organized as the Computer Systems Security Branch. The Software Design, Development and Maintenance Division

reorganized, functionally, two of four branches to become the Software Development Branch and the Operational Software Branch.

(U) In December, the Computer Systems Division was reorganized to properly reflect the deployable nature of specific billets as outlined in the command joint manning plan. The division's deployable mission was tasked to the newly formed Computer Systems Support Element. The Chief, Computer Systems Division additionally served as Chief, Computer Systems Support Element (CSSE). The Computer Operations Branch, Computer Systems Security Branch and the Software Design, Development and Maintenance Branch were assigned to the CSSE as the Computer Operations Division, Computer Systems Security Division and the Software Design, Development and Maintenance Division, respectively. The ADP Plans and Programs Branch remained subordinate to the Computer Systems Division. The new organization of the J-6 at the end of the year was as shown in Figure 17 on the following page.

Figure 17. J-6 Organization



## CHAPTER III

## SPECIAL ACTIVITIES

(U) While a great deal of the work of the United States Central Command was accomplished in its six directorates, known collectively as the "J-staff," there were also a number of special staff agencies within USCENTCOM headquarters. These agencies included the traditional professions of the ministry, law, history, and medicine, as well as the more specifically military occupations of headquarters commandant, adjutant general, comptroller, and provost marshal. In addition, there were specialists in public affairs and combat capabilities analysis among the special staff, as well as liaison officers from two specified commands, SAC and MAC, from another unified command, USEUCOM, and from a number of other organizations.

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## INSPECTOR GENERAL

(U) On 9 April, the Inspector General, BGen Ray "M" Franklin, USMC, was relieved by Captain [REDACTED] (b)(6), US Navy, who was the Inspector General until the arrival of BGen John H. Gary III, USMC, on 15 June 1984. Col [REDACTED] (b)(6) [REDACTED] (b)(6) USAF, retired on 1 August and was relieved by Col [REDACTED] (b)(6), USAF. BGen Gary, Colonel [REDACTED] (b)(6), Captain [REDACTED] (b)(6), and COL [REDACTED] (b)(6), USA, were the key incumbents at year's end.

(U) USCENTCOM Regulation 20-2, dealing with command inspections and the Security Assistance Organization Command Inspection Checklist, was rewritten. Other major activities during the year included the evaluation of two major exercises and the inspection of ten security assistance offices in USCENTCOM's area of responsibility. In January, inspections of the US Liaison Office in Kenya and the OMC in Egypt were conducted. The inspection of the office in Kenya was changed to an assistance visit with a reinspection scheduled for a later date. In February, the Office of the Defense Representative in Pakistan was inspected. In March, command inspections of the Military Assistance Program in Jordan and the US Liaison Office in

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the UAE were conducted. In April, the OMCs in Sudan and Oman were inspected and the Liaison Office in Kenya was reinspected. This completed the fiscal year 1984 inspection cycle and all inspections of security assistance organizations were considered satisfactory.

(U) In May, the IG conducted an evaluation of command and control, joint operational readiness, and OPSEC was performed during GALLANT KNIGHT 84, a joint command post exercise conducted at Fort Bragg, North Carolina. In August, BGen Gary accompanied USCINCCENT on a four-day visit to Saudi Arabia and Egypt. In July and August, the IG participated in a USCENTCOM Manpower Survey in preparation for a JCS manpower survey to be conducted in October. At the conclusion of the survey, it was decided to reduce the size of the office by one O-6 billet. This would be reflected in the fiscal year 1986 joint manpower document. In September, an evaluation of GALLANT EAGLE 84, a joint and combined field training exercise involving strategic movement of forces into a simulated overseas area of responsibility using the Joint Deployment System, was conducted at multiple locations in the southwestern area of the United States.

(U) On 1 October, a new fiscal year began, and the IG

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began a new command inspection cycle. It began with inspections of the Liaison Office in Kenya and the OMC in Somalia. The final major activity of calendar year 1984 was the command inspection of the US Military Training Mission in Saudi Arabia in December. All inspections of security assistance organizations were rated satisfactory.

(U) The Inspector General was also the Commander of the FHE. BGen Ray "M" Franklin, USMC, was relieved as Commander, Forward Headquarters Element, on 9 April. BGen John H. Gary III, USMC, assumed command on 15 June. On 1 June, Col [redacted] (b)(6) USAF, was assigned as Special Assistant to the Commander, FHE, replacing Col [redacted] (b)(6) [redacted] (b)(6) USAF, who retired on 31 August. USCENTCOM Regulation 525-17, "Administration for the United States Central Command (USCENTCOM) Forward Headquarters Element (FHE) Afloat," was published on 19 April.

**ADJUTANT GENERAL**

(U) Total authorizations for the Adjutant General's office remained unchanged during 1984. The Adjutant General was authorized 31 positions as of 31 December. On 6 February, LTC [redacted] (b)(6) assumed the position of the Adjutant General, vice LTC [redacted] (b)(6). Throughout the year, one E-8 administrative superintendant from the Adjutant General's administrative support staff performed

(U) The USCENTCOM FHE afloat was formally established on 31 December 1983 with Col [redacted] (b)(6) USAF, the first designated Deputy Commander, FHE. The deputy commander position was a rotating 120-day TDY filled by an O-6 or an O-6 selectee from USCENTCOM. Following Colonel [redacted] (b)(6) was Col [redacted] (b)(6) USMC, from the J-5, who was deputy commander from April through August. COL [redacted] (b)(6) USA, from J-4, was deputy commander from August to November, and Captain [redacted] (b)(6) US Navy, from J-3, held the position at the end of the year.

duties in the Resources Division as the Administrative Systems Project Manager.

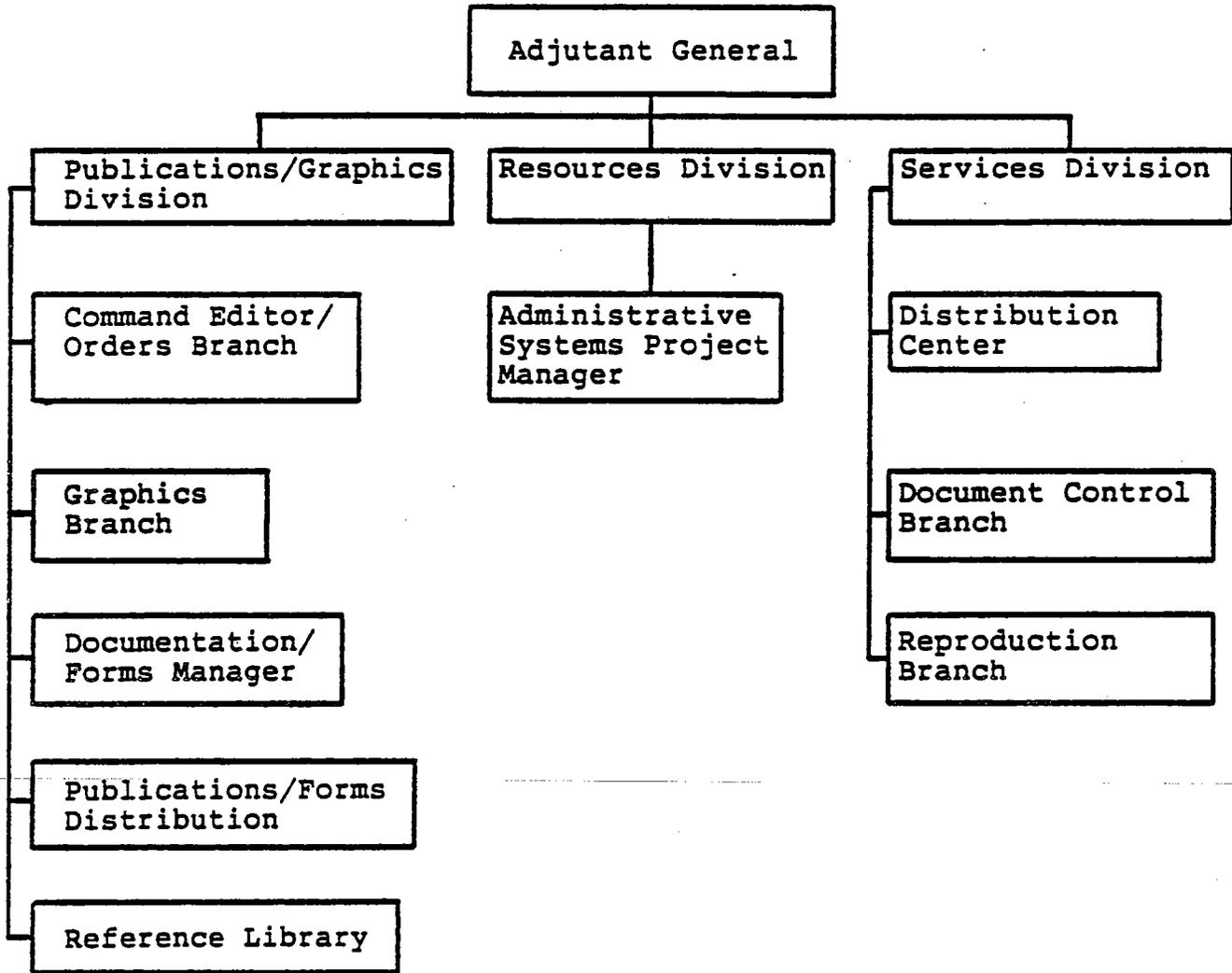
(U) The Adjutant General's organization was as shown in Figure 18 on the following page.

(U) In June, the Adjutant General was designated USCENTCOM's focal point for the Freedom of Information Act. During the year, the Adjutant General's staff participated in two CONUS and one OCONUS exercises. These were: GALLANT KNIGHT in March, SHADOW HAWK in July, and GALLANT EAGLE in September. The Adjutant General also deployed two individuals to support operation EAGLE LOOK, one person to support operation INTENSE LOOK, and another to support the Forward Headquarters Element from September through December.

(U) In January, under the Department of Defense Internal Management Controls Program, the Publications/Graphics Division developed a cost reduction program for commercial publication subscriptions. Input provided by the command's directorates and special staff offices accounted for a reduction in publication subscriptions at a saving of well over \$5,000.

(U) Commercial publication subscription data was

Figure 18. Adjutant General Organization



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automated on the Xerox 820 computer system. This process enabled updating and listing on a more economical and timely basis. It also provided a consolidated list of active and inactive subscriptions along with providing the command's directorates and special staff offices with individual listings of their subscriptions. Fast accounting of total expenditures and savings were other benefits of this automation.

(U) During the year, the filing system within the publications branch was upgraded with the introduction of the Kardex Rotary Filing System which provided ample storage capacity for forms, publications, and miscellaneous materials. The office was renovated with new office furnishings, such as new desks and library storage cabinets. Forms management procedures were also automated into the Xerox Star System which provided an efficient process for the Graphics and Forms Management Sections to produce new and revised forms. This reduced processing time to one day compared to one week if done manually.

(U) The Graphics Branch continued to provide a full range of Graphics support to the command. It processed 1,296 work orders for viewgraphs, 35-millimeter slides, posters, and similar products during the year. The branch also received

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approval from the Joint Congressional Committee on Printing for a computer phototypesetter.

(U) The Resources/Administrative System Division's manpower authorization was updated to include a Navy E-7 for fiscal year 1986. The increased manpower would establish an administrative system manager for the headquarters. The division also completed the Local Area Network test on 20 August and submitted the findings to the Joint Working Group on office automation. It recommended that the findings be accepted and given to the Chief of Staff for final approval of the XEROX Ethernet Local Area Network. On 30 August, the Chief of Staff approved the installation of the network into the Headquarters. All 860 word processors, excluding those physically located in the areas restricted to compartmented information, would be linked into a common local area network providing electronic mail and electronic file management. In addition to the the 860 word processors, ten additional multifunctional (Xerox 801X Star) work stations would be included on the net providing additional word processing capabilities, graphics, spreadsheet, and a file management program. Two high-speed laser printers would also be installed, giving letter quality text and graphic

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capabilities at approximately 12 pages per minute. Linking all of the above equipment would be a 300 megabyte file server to provide file space and control the system. Installation of the equipment was expected to be completed by 1 March 1985, with startup of the local area network at that time.

(U) In an effort to provide the Headquarters a deployable word processor, the Resources/Administrative System Division ordered and received ten Xerox 630 Memorywriters to test within the headquarters. Although the Memorywriters had not been tested in a field environment, the staff was confident that the 630 would solve this long-standing problem. The 630 Memorywriters were being used in the staff on a day-to-day basis pending the requirement for deployment. Plans were to include the Memorywriters on the local area network in the near future.

(U) During the year, each directorate and special staff office completed a word processing survey, justifying all word processing equipment on hand. Air Force Regulation 4-2 was used as the controlling directive for each survey. The year-end allowance of word processing equipment for the headquarters was 70 machines.

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(U) As part of the ongoing effort to provide a wide range of services under the office automation concept, the Publications/Graphics and Resources/Administrative System Divisions joined in the development and procurement of a microfiche system. This system would provide the staff with a wide range of microfiche products, including back lighting capabilities for the filming of overhead transparencies and an automatic computer printout paper feed system to speed the filming of any size document on computer size paper. Installation of the microfiche system was expected during the first quarter of 1985.

(U) The Resources/Administrative System Division also developed a computer program to better control the issuance, storage, and requisition of command-wide expendable supplies. These supplies consisted primarily of bond paper, toner, and developer for the copiers. This program worked by having the directorates and special staff offices submit estimates of their usage rates for these supplies, this cutting down not only the amount of funds requested for future fiscal years, but also to cut down waste within the system. With this program, the division realized a tangible cost savings of approximately \$40,000. Additionally, the copier control program developed in

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1983 provided a complete maintenance history of every copier within the command. This added feature helped in replacing three copiers with poor maintenance records with three higher production machines, thereby giving the command a higher return for its investment dollar.

(U) The Services Division made numerous improvements to its capabilities in 1984. New Automated Message Processing Equipment hardware was installed in the Message Distribution Branch. This new piece of hardware printed messages at the rate of approximately 250 lines per minute. A new Message Optical Character Reader was received to process all outgoing messages. This sophisticated piece of electronic gear eliminated the need to handcarry all messages to the Base Telecommunications Center. Incoming message traffic increased from 600 to nearly 1,000 per day, with surges topping 1,700. Total message copies increased to nearly 700,000 copies per month. Outbound messages increased from 20 to approximately 35 per day. The Xerox 9500 high speed copier in the Message Distribution Branch was purchased in July. By purchasing it, the division saved \$29,531.63 in rental charges. The Reproduction Branch workload increased to an average of 350,000 impressions per month. Under the umbrella of the Government Printing Office in Atlanta, a commercial printing contract was

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let, utilizing a local commercial printer. Work that had previously been sent to the Eglin AFB Field Printing Plant was being accomplished locally. By entirely eliminating postage costs and drastically cutting turn-around time, this was a significant step forward in serving the commercial printing needs of the entire command.

(U) An automated filing cabinet was installed to replace ten individual filing cabinets in the Message Distribution Branch. This was a significant improvement in the message filing process and greatly enhanced message retrieval service.

(U) The Distribution and Document Control Branch workload grew significantly during the year. The branch processed as much as 250 pounds of official mail and 25 pieces of registered mail per day. This branch received an outstanding rating during an information security inspection by the General Services Administration Information Security Oversight Office. A completely revised set of procedures for control of Top Secret material was prepared for inclusion in a revised command information security procedures regulation. The Services

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Division also coordinated arrangements to display traveling art from all four Services in the USCENTCOM Command Section.

#### PUBLIC AFFAIRS

(U) The Public Affairs Office continued to play an active and important role in the command's activities. Public interest in USCENTCOM remained at a stable level, with the more noteworthy events receiving generally fair and accurate accounts of command activities. Several personnel changes took place during the year, but a full staff level was maintained. Changes were made in the plans and policy, audio-visual, and internal areas.

(U) The Policy and Plans Division was involved in the planning process of every command exercise. Shown in Figure 19 on the following page were the major exercises that required a unique public affairs annex or significant military exercise briefing during the year. The division was also responsible for writing public affairs plans for

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Figure 19. Exercises Requiring Public Affairs Involvement  
During 1984.

ACCURATE TEST

SHADOW HAWK

GALLANT EAGLE

BLACK ROCK

GALLANT KNIGHT

SLY FOX

IRON COBRA

VALIANT USHER

ELLIPSE FOXTROT

SEA WIND

MIRROR IMAGE

NIGHT TRAIN

POWDER RIVER

PRESSURE POINT

Figure 20. Plans Involving Public Affairs Involvement During 1984.

Port Grand

OPLAN 1002

CONPLAN 1007

0300

Command Post Standing Operating Procedure

OPLAN 1004

Casualty Standing Operating Procedure

Multinational Strategy

ELF ONE

OPLAN 1008

OPLAN 1009

CONPLAN 1011

CONPLAN 1100

CONPLAN 1010

JCS Contingency Plan

Hurricane Relocation Plan

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command plans for future contingencies. Those were as shown in Figure 20 on the previous page.

(U) Plans and policy personnel were involved in developing public affairs guidance for the USCENTCOM Inspector General. Extensive inspections were conducted for the military missions in Pakistan, Egypt, Jordan, North Yemen, Saudi Arabia, and Kuwait. New checklists were developed for Sudan, Oman, the UAE, Kenya, and Somalia.

(U) The chief of the division was sent to Washington, DC to rewrite Volume I of the Joint Operation Planning System. His expertise was used to develop a concise and organized document for use throughout the military Services.

(U) The division was also effective in writing and developing a number of projects that reflected credit on the office. Among those were the development of a briefing for the Defense Information School, a foreign affairs seminar, a plans overview brief, and a memorandum of understanding between Egypt and the United States on public affairs matters. The division was also responsible for developing eight public affairs regulations and guidance for the office.

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(U) The division was responsible for implementing and working manning problems. During exercises and other long periods of time, the office required the additional help of reservists. The division worked closely with the J-1 to develop a program that would meet the needs of the office. The division also assisted in gathering manpower data and justification for the office.

(U) The focus of the Policy and Plans Division remained on the preparation and refinement of operations plans and concept plans throughout the year. Much of the planning effort was dedicated to working with the Joint Chiefs of Staff public affairs office, Office of the Secretary of Defense for Public Affairs, United States Embassy personnel in the AOR, and the Services.

(U) The division dedicated the early part of the year to planning public affairs guidance for GALLANT EAGLE 84, the largest exercise ever conducted in the continental United States. With participation of all the military Services and heavy media interest, the operations plan for public affairs was one of the most concise documents researched and written.

(U) The division provided the public affairs annexes to

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the exercise directives and exercise operations orders for other command exercises such as SHADOW HAWK and real-world contingencies such as operation INTENSE LOOK.

(U) The division had the additional responsibility of updating and writing public affairs checklists for the use of missions in the AOR and for the USCENTCOM Inspector General. The checklists resulted in increased public affairs awareness and understanding among the people involved.

(U) The Operations Division of the public affairs office focused on media relations, audiovisual documentation, community relations, internal information, and exercises during the year.

(U) Two key events were the focal points of division activity in 1984. One of these was INTENSE LOOK, a real-world contingency involving mine countermeasures operations in the Gulf of Suez and the Red Sea in support of Egypt and Saudi Arabia. The other was a major training exercise in the continental United States named GALLANT EAGLE 84.

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(U) Operation INTENSE LOOK, which was conducted during August and September, had significant public affairs involvement from the start. In response to JCS direction, the Public Affairs Office deployed a three-man public affairs team consisting of the USCENTCOM Public Affairs Officer, Captain (b)(6) US Navy, the Operations Division Chief, Lieutenant Colonel (LtCol) (b)(6) USMC, and Master Gunnery Sergeant (MGySgt) (b)(6) USMC, the Assistant Internal Information Officer. The team deployed first to Norfolk, Virginia, and from there to the Naval Base at Rota, Spain, with Helicopter Mine Countermeasures Squadron 14. The team then independently travelled onward to Cairo, Egypt, while the squadron sailed for the Gulf of Suez aboard the USS SHREVEPORT. In Cairo, the team joined the staff of USCENTCOM Forward, headed by Commodore A.S. Newman, Commander United States Naval Forces Central Command, located in the American Embassy in Cairo.

(U) The team handled all public affairs aspects of this internationally followed event. Activities included documenting the operation with a seven-man audiovisual documentation team provided by the Atlantic Fleet Audiovisual Command in Norfolk, Virginia; releasing still photographs and videotape to the international media under the direction of the

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Office of the Assistant Secretary of Defense for Public Affairs; organizing a background briefing and a media embark on-board the USS SHREVEPORT for a selected 14-member media pool; and providing public affairs guidance to the on-scene commander and his staff. These efforts resulted in generally favorable coverage of the mine clearing effort by the world's media and enhanced the image of the United States in this key area of the world.

(U) Exercise GALLANT EAGLE 84 was the largest exercise ever conducted in the continental United States by the United States Central Command. The exercise took place in the desert Southwest between August and October and involved participation by all services and the United States Coast Guard. Following months of preliminary planning, public affairs guidance was developed and issued. Several Operations Division personnel deployed to Vandenberg AFB, California to handle the public affairs aspects of the exercise. The deployed public affairs staff organized a joint information bureau staffed by liaison officers from each of the USCENCOM components. The bureau supplied answers to media queries and facilitated requests from news media representatives for visits to units or observation of specific exercise events. This was the

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first time that USCENTCOM's Public Affairs Office had employed a joint information bureau structured along these lines. The results were favorable and brought about positive coverage of the exercise. GALLANT EAGLE 84 allowed Operations Division personnel to gain first-hand experience in conducting public affairs for a widely dispersed, large-scale, complex exercise.

(U) USCENTCOM's media relations posture was in accordance with the public affairs themes promulgated by the Departments of Defense and State. Command activities were kept low-key and generally disclosed only in response to query. As a result, the media did not express much interest in the command. The continued volatility in USCENTCOM's area of responsibility, the INTENSE LOOK minesweeping operation in support of Egypt and Saudi Arabia, and GALLANT EAGLE did heighten media interest in command activities, but media queries were generally directed to and handled by spokesmen at the Office of the Assistant Secretary of Defense for Public Affairs.

(U) Despite the command's low-key posture, several publications solicited articles from the command. Each article required an intensive effort by a combination of public affairs officers to write and revise it. Additionally, each article was reviewed by the staff and then approved by USCINCCENT for release.

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(U) The first major article on the command appeared in the April issue of Defense 84. It had been programmed to be published some months earlier but various delays by the command and the magazine resulted in publication in the spring. This article became the benchmark for other articles and speeches.<sup>1</sup>

(U) The second major article appeared in July in Armed Forces Journal.<sup>2</sup> It was an exclusive interview with LTG Kingston. The majority of the work for this article consisted of assisting the Commander in Chief in preparing for the interview and in reviewing the transcript before publication.

(U) The third major article was written for the October issue of Army magazine.<sup>3</sup> It was one of several articles written for that issue by senior Army commanders

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1. "The United States Central Command" article by LTG Kingston, Defense 84 magazine, Apr 84.

2. "Lt. Gen. Robert C. Kingston" an Armed Forces Journal interview by Benjamin F. Schemmer, Armed Forces Journal, Jul 84.

3. "Central Command Keeps the Vigil in Turbulent Mideast" article by LTG Robert C. Kingston, Army magazine, Oct 84.

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throughout the world.

(U) The fourth major article appeared in the October issue of the Armed Forces Journal.<sup>4</sup> Mr Benjamin Schemmer, the magazine's editor, was the driving force behind publication of the article and the earlier interview. This lengthy article featured material provided by the command and included information obtained by the magazine based on their original research. Additional articles regarding rapid deployment and USCENTCOM's area of responsibility were also published, making the issue a strong reference for activities and capabilities in USCENTCOM's area of responsibility.

(U) The last major article appeared in the November/December issue of Defense 84, which devoted the issue to articles by the commanders of the unified and specified commands.<sup>5</sup> This was the first major project for USCENTCOM in its upgraded status as a four-star command and was also the

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4. "US Rapid Deployment Forces--USCENTCOM--What Is It? Can It Do The Job?" article by Raphael Iungerich, Armed Forces Journal, Oct 84.

5. "US Central Command: Refocusing the Lens of Stability on a Region in Crisis" article by General Robert C. Kingston, Defense 84 magazine, Nov-Dec 84.

first major effort for newly-promoted General Kingston. The article broke new ground in its approach to the presentation of issues.

(U) The upgrading of the command to a four-star billet and the concurrent promotion of General Kingston was a major milestone for the command. Announcement was made in a low-key fashion by the Office of the Assistant Secretary of Defense for Public Affairs. The short announcement provided only the basic details and did not deal with the rationale for the decision.<sup>6</sup>

(U) Meanwhile, a brief ceremony on 6 November at the USCENTCOM headquarters to welcome General Kingston was not publicized and was not reported.<sup>7</sup> General Kingston signed a letter that, as an internal information tool, expressed his appreciation for support rendered by the staff during the past years.<sup>8</sup> Remarks by Secretary of Defense

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6. Office of Assistant Secretary of Defense Public Affairs News Release, General Officer Announcement, No. 360-84, 27 Jun 84.

7. CCCC Memorandum, 5 Nov 84, USCENTCOM Formation.

8. CCCC Memorandum, 6 Nov 84, Promotion.

Weinberger were made to dignitaries at a 6 November promotion ceremony<sup>9</sup> in Washington, which was attended by members of the Pentagon press corps, while local and national media reported the promotion and upgrade in a routine manner.<sup>10</sup>

(U) Media training courses offered by the Army and the Air Force at the Pentagon for general officers continued to be used by the command in 1984. Maj Gen Taylor, the Deputy USCINCCENT, received training from the Air Force in the Pentagon facility in March. Several other general officers were scheduled but had to cancel because of last-minute commitments. Officers who received training before their arrival at the command included General Kingston, Maj Gen Rohr, who succeeded Maj Gen Taylor as Deputy USCINCCENT, and Brig Gen Beyer (successor to Brig Gen Carns as J-3.) At year's end, the Chief of Staff and the IG were scheduled for training in early 1985.

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9. Remarks by Secretary of Defense Weinberger at the Promotion Ceremony for LTG Robert C. Kingston, USA, 6 Nov 84.

10. "Central Command Status Upgraded, Kingston Promoted" article by Jim Tice, Army Times, Nov 26, 1984. "Central Command Chief Promoted" article in St. Petersburg Times, Nov 6, 1984; "MacDill Commander to be 4-star general in Army" article in The Tampa Tribune, Nov 7, 1984; "MacDill Commander promoted" article in St. Petersburg Times, Nov 7, 1984.

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(U) Several key media interviews took place during the year. Those interviews were generated by the reporter's initiative and centered on topics of his particular interest. Michael Robinson, correspondent for the British Broadcasting Corporation (BBC), interviewed LTG Kingston at the headquarters on 17 February. Prior to the interview, he viewed the USIA and BRIGHT STAR 83 videotapes and received the command briefing. The interview, which lasted an hour, aired 21 February on the program "File on 4."<sup>11</sup>

(U) Randy Harrison, foreign correspondent for the Orlando Sentinel, interviewed General Kingston at the headquarters for an hour on 5 March. Before the interview, he received the command briefing, viewed the BRIGHT STAR 83 videotape, and had discussions with most of the USCENTCOM staff principals. At the conclusion of the interview and briefings, Mr Harrison stated that he had done considerable research about the command and did not have a favorable impression before coming to the headquarters. But, as a result of his briefings and open discussions, he had

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11. Transcript of "File on Four" broadcast by British Broadcasting Corporation, 21 and 22 Feb 84, Production Number HNV473L510N.

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revised that opinion and felt his basis of information was more balanced and favorable.<sup>12</sup>

(U) The milestone article written about the command during the year was by Richard (Dick) Halloran of the New York Times.<sup>13</sup> He visited the headquarters on 8 March. He received the command briefing and viewed the BRIGHT STAR 83 videotape. This was followed by a discussion session in the Deputy USCINCCENT's office that was attended by the J-3, J-4/7 and J-5. He interviewed the CINC for an hour and toured the building before departure.

(U) Roy Gutman, a correspondent for Newsday, visited the headquarters on 1 May. Following the command briefing and the BRIGHT STAR 83 videotape, he had a background session with the Deputy USCINCCENT, J-3, J-4, and POLAD. The background session centered on an amplification of items contained in the command briefing.

(U) Bruce Van Voost of Time magazine visited the headquarters on 12 June. He received the command briefing,

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12. "Watching the Mideast from Tampa" article by Randolph Harrison, The Orlando Sentinel, 11 Mar 1984.

13. "Poised for the Persian Gulf" article by Richard Halloran, The New York Times Magazine, 1 Apr 1984.

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viewed the BRIGHT STAR videotape and had a 45-minute interview with USCINCCENT. The interview and briefings centered on information about the command and its capabilities. There was no discussion of current activities in the Persian Gulf. Mr Van Voorst indicated that the material was being gathered for his background and information. No article was published.

(U) The command's low-key public posture continued to make it imperative that careful attention be paid to detail in the formulation of public affairs guidance for exercises. The effort expended in that area paid dividends as the public affairs guidance was successfully executed for the year's three key exercises.

(U) ACCURATE TEST was a JCS-directed, USCENTCOM-scheduled joint and combined air defense exercise conducted in a classified location from 12 March to 1 April. Since ACCURATE TEST was classified, there was no media coverage. However, the Air National Guard requested to publish a story about its role in the exercise. Existing public affairs guidance was used to draft a response that refused permission to publish any information. The forethought

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that insured the public affairs guidance supported the classification of the exercise allowed a potentially embarrassing story to be "killed" before it could become a problem.

(U) Exercise GALLANT KNIGHT 84 was conducted at Fort Bragg, North Carolina, from 20 April to 15 May. Although this was only a command post exercise, the number of forces involved and their visibility dictated that a detailed public affairs package be developed and a section of the public affairs office be deployed. The following personnel deployed to Fort Bragg for approximately the last ten days of the exercise: Captain

(b)(6)

LTC

(b)(6)

MGySgt

(b)(6)

and Sergeant (Sgt)

(b)(6)

(b)(6) Unlike in previous years, the media did not request to visit the command. The public affairs section provided real-world press briefings, a clipping service, and photography support. The component Army and Air Force commands each deployed a one-man public affairs office to provide internal support and to assist in case media interest developed.

(U) The largest exercise of the year, and the largest USCENTCOM exercise to date, was GALLANT EAGLE.<sup>14</sup> From the

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14. Annex F to Exercise Directive, GALLANT EAGLE 84.

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media perspective, public affairs guidance developed by the USCENTCOM public affairs office allowed a coordinated media effort despite the distances involved.<sup>15</sup> The most salient points were centralized control and decentralized execution and the establishment of a Joint Information Bureau. This was the first time that USCENTCOM had attempted to execute these public affairs concepts. They were successful.

(U) The following personnel deployed from USCENTCOM to the Joint Information Bureau: Captain (b)(6) LTC (b)(6) (Chief of the Joint Information Bureau), Maj (b)(6) (Operations Officer), Capt (b)(6) (Assistant Operations Officer), Capt (b)(6) (Audiovisual Officer), and Sgt (b)(6) (clerk and photographer). The Joint Information bureau was augmented by liaison officers from USARCENT, USCENAF, and USMARCENT. They were CPT (b)(6) Lieutenant (b)(6) and Maj (b)(6)

(U) The bureau's mission was to act as a central point of contact for all media and all public affairs officers. This approach was successful. More than 115

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15. Exercise GALLANT EAGLE 84 Media Contacts/Visits slides dated 10 Sep 84.

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print and 86 radio and television media contacted public affairs officers and more than 72 print and 51 radio and television media representatives visited exercise sites.<sup>16</sup>

(U) To assist media and to "kill" any rumors or leaks regarding the exercise, a press advisory was published. USCINCCENT supported the GALLANT EAGLE public affairs effort and sent a message to his subordinate commanders on the subject.<sup>17</sup>

(U) To help emphasize the importance of public affairs, a background paper on the subject was prepared by USCENTCOM and included in each reference book at the USCINCCENT Commanders' Conference held in May.<sup>18</sup>

(U) Audiovisual Documentation played a major role in public affairs activities by the command. Captain (Capt) (b)(6)

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16. USCINCCENT message 231835Z Aug 84 (U), Press Advisory for Exercise GALLANT EAGLE 84.

17. USCINCCENT message 142306Z Aug 84 (U), GALLANT EAGLE Public Affairs.

18. Background Paper, GALLANT EAGLE 84 Public Affairs, undated, prepared by (b)(6) CCPA-P, approved by (b)(6) (b)(6) USN, Public Affairs Officer.

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(b)(6) USAF, replaced Capt (b)(6) USAF, as the command's audiovisual officer. The photographer's billet was eliminated in a manpower reduction and at year's end Master Sergeant (MSgt) (b)(6) USAF, was anticipating reassignment from the command in February 1985. A key to the command's audiovisual success was the ability of the audiovisual officer and photographer to rapidly interface with the appropriate agency within the individual Services that could provide the support required on short notice. Without their special expertise, several missions would have either not been fully accomplished or would have lacked the quality that was obtained.

(U) In March, operation EAGLE LOOK was the focus of a command audiovisual effort. This operation involved the deployment of E-3 AWACS and KC-10 tanker aircraft to assist Egypt in meeting a Libyan threat against the Sudan. Capt (b)(6) deployed with a supporting Aerospace Audiovisual Service (AAVS) crew from Detachment 7, 1361st Audiovisual Squadron to document the operation. The audiovisual mission was to document the events in 35 millimeter slides and videotape to support an after-action briefing and for news release if directed by the Office of the Assistant of Secretary of Defense for Public Affairs. Four clips were

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produced for various organizations, including an 8-minute overview for USCENTCOM.

(U) In July, the public affairs office coordinated the audiovisual documentation of exercise SHADOW HAWK in Jordan. A two-man AAVS video crew reported to the J-3 at the exercise site and was combined with a Jordanian video team to document all significant phases of SHADOW HAWK. A slide-set for an after-action briefing and for distribution to participants was being coordinated and prepared by J-3 at year's end.

(U) In August, the public affairs office reacted to a tasking from the Office of the Assistant Secretary of Defense for Public Affairs and deployed a public affairs team with a Navy audiovisual documentation team from the Atlantic Fleet Audiovisual Command in Norfolk, Virginia to document operation INTENSE LOOK. The team photographed all phases of the US mine countermeasures operations that were being conducted in the Gulf of Suez and Red Sea at the request of the Governments of Egypt and Saudi Arabia. This audiovisual effort was especially challenging because of the visible nature of the event and the attendant world attention. During the operation, selected materials produced by the audiovisual documentation team were released by the Office of the Assistant Secretary of Defense

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for Public Affairs. At year's end, an after action videotape was being developed for use by all participants.

(U) In September, several months of effort culminated with audiovisual documentation of exercise GALLANT EAGLE. Operating through AAVS, which was the audiovisual executive agent for the exercise, audiovisual teams from all Services documented every aspect of GALLANT EAGLE, including deployment and redeployment by land, sea, and air. The audiovisual documentation included a first-time decentralization of the audiovisual effort. Component commands were authorized to obtain their own documentation but were also directed to provide selected items to the AAVS team, which was primarily producing materials for USCINCCENT but also had the long range mission of a post-exercise slide set and videotape. A master slide set was developed and provided to participants. Also, an 11-minute videotape was developed and distributed. The AAVS unit that served as executive agent was Headquarters Aerospace Audiovisual Service.

(U) On 6 November, General Kingston was promoted and spoke to a command formation assembled in front of the USCENTCOM headquarters building. The audience consisted of

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many important visitors and dignitaries. A videotape crew from Charleston AFB, South Carolina, two USCENTCOM photographers, and a photographer from the 56th Combat Support Group at MacDill AFB covered the event. A series of photographs and a tape of the event were produced.

(U) Throughout the year, the public affairs office documented visits to the headquarters. Very important person (VIP) photography was quickly developed through a commercial contract and photographs were mailed to the visitor by USCINCCENT or his representative. Also, public affairs coordinated photography for awards, promotions, and similar ceremonies. The majority of this work was accomplished by the 56th Combat Support Group.

(U) The public affairs office received its portion of the new Information Distribution System and used it to upgrade service to the command. The major network nightly news shows were taped and matters of interest to the command were distributed to the staff via the system. Equipment already on hand was devoted to an editing capability with a back-up function to tape broadcasts off the air.

(U) Command community relations activity continued apace

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during the year. Interest in the command prompted requests from local and area civic organizations for guest speakers. A significant amount of time was spent by the community relations officer in generating quality speaking platforms for the Commander in Chief. This effort involved contacting key organizations throughout the continental United States which do not ordinarily hear from a high-level military speaker, then soliciting invitations to the CINC to speak. The community relations officer's responsibilities for each engagement included preparing correspondence for the CINC's signature in response; maintaining liaison with the organizations whose invitations he accepted; preparing draft remarks and submitting them for his approval through the CINC's special assistant; getting security and policy review of the speech as approved by the CINC from the Office of the Assistant Secretary of Defense for Public Affairs; making reservations for accommodations and transportation for the CINC's party; travelling to the site of the speech in advance, as required; providing copies of the text after the speech to the sponsor or news media; and preparing letters of appreciation from the CINC to the event's sponsors or others who contributed to the success of the trip. General Kingston spoke before the Cleveland World

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Affairs Council on 6 March and to a combined luncheon meeting of the Houston Downtown Rotary Club and Chamber of Commerce Military Affairs Council on 17 May. During these trips, he also met with the editorial boards of the Cleveland Plain Dealer and the Houston Chronicle in off-the-record sessions. Due to operational and other schedule conflicts, however, the CINC was not able to fulfill several speaking engagements generated by this community relations program and, instead, was represented by other general officers from the command. Specifically, on 9 October, the Director of J-4/7, MG Watts, spoke on behalf of the CINC to the Savannah World Affairs Council. Brig Gen Greene addressed the Florida State Chambers of Commerce in Orlando on 25 October. The Deputy Commander in Chief, Maj Gen Rohr, spoke to the Dayton Chamber of Commerce Military Affairs Council on 9 November in place of the CINC.

(U) The USCENTCOM Joint Service Color Guard, which was made up of enlisted volunteers assigned to the command, continued to be popular. The Tampa Bay Bandits professional football team called upon this unit to present the colors before each of their home games and the United States Football League championship game in July. This was excellent exposure for the command in the local community.

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(U) MGySgt (b)(6) Assistant Internal Information Officer, organized a group of 12 volunteers in uniform from the command to visit Bay Pines Veterans' Administration Hospital in Saint Petersburg, Florida on 14 February. This event was part of the Nationwide Salute to Hospitalized Veterans.

(U) In December, the command submitted names of nine nominees for the Department of Defense-sponsored Joint Civilian Orientation Conference, to be held in 1985. In June, Mr. Robert Blanchard, the new President of the Greater Tampa Chamber of Commerce, attended the 1984 conference. He had been nominated by the command in late 1983 and was one of 60 selected to attend this elite program from over 1,000 nominees from DOD organizations.

(U) The Community Relations Branch was responsible for arranging briefings to groups of visiting civilians to the command. During the year, several Air Force Civic Leader tours conducted on MacDill AFB visited the headquarters and received the command briefing from a public affairs officer, then were shown the BRIGHT STAR 83 videotape.

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(U) Continued good relations with the Tampa Chamber of Commerce were evident by the support of the USCENTCOM Service Member of the Quarter and Service Member of the Year program. Area businesses contributed to this program with donations of merchandise, free entertainment, savings bonds, and gift certificates. MajGen Moore attended the 99th Annual Meeting of the Chamber on 28 September as the CINC's representative and was seated at the head table. He was escorted by the Community Relations Officer, who sat at the media table.

(U) Extensive planning for the first USCENTCOM participation in a MacDill AFB Open House was conducted by the Community Relations Officer. However, because of a real-world contingency deployment which removed most of the assets the Headquarters Commandant had set aside for the display, the command did not take part in the 24 March base open house.

(U) The internal information section of the Community Relations branch placed major emphasis during the year on the increasing employment of Armed Forces Radio and Television Service mini-television and radio for USCENTCOM. Major strides were made in mini-television regarding monitoring sites in eight countries: Egypt, Bahrain, Saudi Arabia, Sudan, Somalia, Kenya, Kuwait, and North Yemen. Additionally, the

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Armed Forces Radio and Television Service was broadcasting from Munich into the Middle East via Voice of America transmitters. Broadcasting times were 0800 to 1100 zulu at 15.4 megahertz and from 1100 to 1400 zulu at 15.265 megahertz.

(U) In addition, USCENTCOM fostered a closer relationship between the Navy Broadcasting Service and USCENTCOM concerning operation of mini-television in its area of responsibility. This was facilitated by Capt (b)(6) USMC, the Internal Information Officer, journeying TDY to Washington, DC. While there, he met with Mr (b)(6) (b)(6) Director of the American Forces Information Service and Mr Richard Hiner, Director of the Navy Broadcasting Service. Capt (b)(6) also held discussions with Lt Col (b)(6) of the policy section of the American Forces Information Service. The majority of the TDY was spent with Mr (b)(6) assistant director of the Naval Broadcasting Service and chief of programming. Capt (b)(6) and Mr (b)(6) had extensive discussions on mini-television, policy making within the Air Force Information Service, the Armed Forces Radio and Television Service, the Naval Broadcasting Service, future exercises and operations, status of current mini-television sites,

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possible future mini-television sites and the use of satellite nets in USCENTCOM's AOR, among other topics.

(U) The internal information section also assisted in the disestablishment of the mini-television site in North Yemen, which was directed by the American Ambassador there.

(U) During the year, the section also supervised and coordinated submission to the Navy Broadcasting Service of two additional mini-television site applications for Egypt. USCENTCOM's Regulation 360-6, "Mini-television," was also revised to properly align countries within the area of responsibility under their correct geographic area manager for mini-television.

(U) The internal information officer attended the University of Oklahoma's short course in Journalism. Capt (b)(6) took advantage of the 1984 security assistance conference to hold face-to-face discussions with the chiefs of the security assistance units. He provided information and answered questions of the security assistance office chiefs during the conference.

(U) MGySgt (b)(6) the assistant internal information

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officer, was one of three public affairs representatives from the office who deployed for the real-world contingency operation INTENSE LOOK. MGySgt (b)(6) retired from the Marine Corps effective the last day of the year.

(U) Other internal information activities during 1984 included placing coverage in the MacDill base newspaper of the command's Dining-In, which featured General (Gen) P. X. Kelley, Commandant of the Marine Corps, as the guest of honor and principal speaker. The addition of an Internal Information Plan to OPLAN 1002 and updating USCENTCOM's Quality of Life briefing, which was consolidated by J-1, were other significant internal information activities.

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## LEGAL ADVISOR

The USCENTCOM Legal Advisor expanded the annual legal conference into a worldwide one modeled on the PACAF Worldwide Conference. Attendees represented organizations in Korea, Hawaii, Saudi Arabia, Bahrain, Egypt, and several locations in the CONUS. Emphasis was on Law of the Sea issues. The legal advisor also participated in the extensive JCS manpower survey, the USCENTCOM manpower survey, and the DOD-directed internal control program. One accomplishment of importance was the successful resolution of a claim which had come out of BRIGHT STAR 83. This was a first-time experience for USCENTCOM and necessitated the identification and utilization of previously unused Air Force-level claims personnel and procedures.

Washington liaison constituted a major undertaking for the USCENTCOM legal advisor during the year. General Kingston testified before the Senate Armed Services Committee on the fiscal year 1985 DOD Authorization Bill reporting on the status of USCENTCOM and the command's needs, and before the House Appropriations Committee Military Construction Subcommittee regarding military construction projects in USCENTCOM's AOR. Each time

USCINCCENT testified he received many questions and was warmly received. Additionally, the CINC frequently was asked to drop by members' offices for courtesy calls while he was in Washington meeting such people as Senator Paul Laxalt (Republican, Nevada) and Representative Ralph Regula (Republican, Ohio), ranking minority member of the House Appropriations Committee Military Construction Subcommittee. Additionally, he personally briefed Senator Arlen Specter (Republican, Pennsylvania) and his staff prior to their trip to USCENTCOM's area of responsibility. The CINC made numerous speeches to groups, including large numbers of Congressional staffers, such as the Capitol Hill Chapter of the Federal Bar Association and the Reserve Officer's Association Capitol Hill chapter. At the request of Representative Regula and Representative John McCain (Republican, Arizona), he also spoke to a group of high school seniors who were interning on Capitol Hill. Numerous Congressional delegations and staff delegations visited the headquarters during the year, including Representative Regula and staff delegations from House and Senate Committees, the Congressional Budget Office, and the Congressional Research Service. USCENTCOM also hosted a group from the House Appropriations Committee that had been directed to perform a study of military construction

projects in USCENTCOM's area of responsibility. The command also monitored numerous trips by members of Congress and their staffs in the 19 countries in its AOR throughout 1984.

Exercises and contingencies accounted for a significant share of USCENTCOM legal manhours during the year. Four attorneys and one legal clerk participated in GALLANT KNIGHT 84, while three attorneys and one legal clerk participated in GALLANT EAGLE 84. A fourth attorney was precluded from participating in this exercise because he was augmenting USCENTCOM Forward during operation INTENSE LOOK. Four attorneys participated in Exercise POWDER RIVER. One served as an exercise controller and two were members of the Crisis Action Team. The fourth served as legal advisor to the commander and staff. The legal advisor also provided legal representation on the Crisis Action Teams for operations EARLY CALL and EAGLE LOOK. The legal advisor was designated as chief of a negotiating team which conducted formal negotiations with Kenya concerning a cost-sharing agreement. An attorney visited Bahrain and Saudi Arabia during the year.

(U) The Legal Advisor also performed standard legal services for USCENTCOM personnel, including legal assistance and the preparation of powers of attorney and wills.

**PROVOST MARSHAL**

(U) The Provost Marshal Office continued to expand upon its implied tasks and responsibilities, particularly those which were assumed with USCENTCOM's status as a unified command. Antiterrorism surveys, organizing to combat terrorism, and participating in numerous USCENTCOM exercises were the main contributions by the Provost Marshal to the command during 1984.

(U) Two combatting terrorism meetings hosted by JCS

were attended by representatives of the Provost Marshal. These meetings were a JCS Joint Combatting Terrorism Task Force Working Group held in February and an Antiterrorism Working Group hosted by JCS and DIA held in October. They were instrumental in establishing USCENTCOM's Executive Committee for Combatting Terrorism. The Provost Marshal became a permanent member of USCENTCOM's Executive Committee for Combatting Terrorism and the USCENTCOM Terrorism Steering Committee. He also attended USEUCOM's Joint Antiterrorism Working Group meetings in March and November.

(U) Members from the Provost Marshal's Office participated in GALLANT KNIGHT 84, EAGLE LOOK, SHADOW HAWK 84, GALLANT EAGLE 84, and IRON COBRA 84. Although no representatives from his office were deployed, the Provost Marshal played major roles in other exercises such as ACCURATE TEST 84, ELLIPSE FOXTROT, BOLD EAGLE, and NIGHT TRAIN.

(U) Throughout the year, the Provost Marshal staff attended many conferences, including air base ground defense, US customs, rear area protection, Capstone, the Army Provost Marshal general conference, and the Central Liaison Meeting in Nairobi, Kenya. The Provost Marshal also hosted the Hillsborough County Council on Crime Prevention at USCENTCOM

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Headquarters in December. Master Sergeant (MSG) (b)(6) assumed responsibilities for USCENTCOM Military Customs and attended two weeks training sponsored by the 42nd Military Police Group in Germany.

(U) Austere manning within the Provost Marshal's office continued throughout the year. Both J-1 and JCS manpower surveys recommended an increase of one officer. Although the authorized manning level was increased by one O-4, an antiterrorism officer, no actual increase in personnel was expected until late 1985. MSG (b)(6) was assigned to the Provost Marshal Office as excess in September. He assumed USCENTCOM's responsibilities for customs.

#### HEADQUARTERS COMMANDANT

(U) The Headquarters Commandant provided base support to USCENTCOM's headquarters during deployment, redeployment, and in garrison. This support included medical, administration, internal security, food service, transportation, engineering, supply, and facilities management. The Commandant functioned as the camp

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commander when deployed and provided coordination with the host nation base commander.

(U) The Headquarters Commandant validated Table of Allowance 158 with the Air Staff. This table of allowance designated the equipment package that would be prepositioned for the headquarters. In 1984, the deployed field headquarters had received 95 percent of the equipment authorized in Table of Allowance 140, which designated the equipment package that would be positioned at MacDill AFB.

(U) The Headquarters Commandant Section participated in two joint readiness exercises during the year: GALLANT KNIGHT 84 and GALLANT EAGLE 84. The latter exercise required the Headquarters Commandant to support a deployed field headquarters of 500 to 600 personnel. GALLANT EAGLE 84 involved the deployment of personnel, material, and equipment utilizing airlift and sealift in support of the bare base operation.

(U) The Facility Division was changed to the Facility Branch and placed under the direct control of the Headquarters Commandant. The Facility Branch was responsible for the operation and maintenance of all USCENCOM facilities at

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MacDill AFB. These facilities encompassed approximately 235,000 square feet of office, shop, and warehouse space. A civilian facility officer position was established to provide stability and long-range planning.

(U) Facilities work processed during the year included managerial service contracts totalling \$243,000, routine processing and monitoring of 163 repair and maintenance requests, installation of an automatic transfer switch for the emergency generators, upgrade of three offices and the main conference room, installation of a dedicated hot water system to support J-2's photo laboratory, an upgrade of the Honeywell Delta 1000 Security System to provide Top Secret open storage for J-3 and ADP, structural modification of the sensitive compartmented information facility, and conversion of a dark room into usable office space, completion of and move into the USCENCOM trailer park, installation of an air conditioning crossover system for Phase I, and J-2 hallway upgrade. Facility projects totaled \$197,000 for the year.

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## COMPTROLLER

(U) The Joint Table of Distribution for 1985 approved on 30 November reduced the Comptroller staff by one military position, recognizing a requirement of fifteen spaces. No significant changes were made to the functional responsibilities of the Comptroller organization.

(U) The JCS exercise budget was \$1,079,000 for fiscal year 1984. The actual expenditures were \$1,156,000, exceeding the budget by seven percent. An additional unprogrammed exercise contributed to the need for additional funds which were reprogrammed internally. The directorates and special staff continued to improve their exercise budgeting procedures through improvements in the cost reporting system and efforts by the Comptroller to improve fiscal awareness among the staff. Figure 21 on the following page outlines the quarterly expenditure of exercise funds by major exercises.

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**Figure 21. USCENTCOM Exercise Obligations by Quarter  
(thousands of dollars)**

<u>Exercise</u>	<u>Fiscal Year 1984 (Cumulative)</u>				<u>Fiscal Year 1985</u>
	<u>1st Qtr</u>	<u>2nd Qtr</u>	<u>3rd Qtr</u>	<u>4th Qtr</u>	<u>1st Qtr</u>
ACCURATE TEST	\$ 33.6	\$ 77.3	\$ 77.3	\$ 70.1	\$ -
GALLANT EAGLE	4.4	27.4	65.3	330.1	-
GALLANT KNIGHT	18.9	184.5	344.1	326.1	-
BLACK ROCK	19.1	-	-	-	-
SHADOW HAWK	6.6	69.6	72.7	239.3	-
Other Exercises	<u>18.7</u>	<u>107.3</u>	<u>131.2</u>	<u>190.4</u>	<u>-</u>
TOTAL	\$ 101.3	\$ 466.1	\$ 690.6	\$ 1,156.0	\$ 109.5

NOTE: Decreases in cumulative obligations are due to actual expenses being less than estimates.

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(U) The Comptroller participated as a player in CPX GALLANT KNIGHT 84 to refine procedures for financial support to deployed forces in USCENTCOM's area of responsibility. The exercise covered military pay, currency supply, control of financial institutions, and contracting support. Participation by USARCEN, USCENAF, and USNAVCENT components reinforced existing procedures and developed new methods to improve financial support in the AOR.<sup>19</sup>

(U) Depicted in Figure 21 on the previous page are cumulative quarterly obligations of the USCENTCOM headquarters operating budget for 1984, showing all four quarters of fiscal year 1984 and the first quarter of fiscal year 1985 (1 October - 31 December 1984).

(U) In fiscal year 1984, USCENTCOM was able to obligate 99.8 percent of its funds. Operational and maintenance expenditures in support of operations EAGLE LOOK and INTENSE LOOK totalled \$388,000. These were unprogrammed expenses and were absorbed in the command's current level of funding. Special Assignment Airlift costs were \$673,000, but these costs were showing a declining trend towards the end of fiscal year 1984 with the arrival of the CINC's own aircraft.

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19. After-Action report, GALLANT KNIGHT 84.

Figure 22. Administrative Program by Office  
(thousands of dollars)

<u>DIRECTORATE</u>	Fiscal Year 1984 (Cumulative)			Fiscal Year 1985	
	<u>1st Qtr</u>	<u>2nd Qtr</u>	<u>3rd Qtr</u>	<u>4th Qtr</u>	<u>1st Qtr</u>
J-1	22.6	28.7	54.0	82.0	23.9
J-2	136.3	229.4	365.6	440.5	135.9
J-3	102.5	257.7	422.6	543.3	180.4
J-4	480.3	717.9	814.4	918.2	105.7
J-5	91.2	114.6	192.7	235.0	74.0
J-6	121.6	178.0	315.7	411.2	58.9
Headquarters	106.4	182.9	284.9	345.4	59.5
Commandant					
Adjutant General	257.6	365.6	454.8	688.7	296.6
Command Group	95.8	110.5	162.7	194.2	106.0
Comptroller	4.5	12.2	16.8	20.3	2.4
Legal Affairs	5.9	13.4	22.4	28.8	3.2
Public Affairs	10.2	21.1	29.8	48.5	9.0
Combat Capabilities	7.8	13.4	28.6	45.8	4.9
Analysis Group					
Surgeon	13.1	35.2	50.8	59.5	43.3
Provost Marshal	5.8	47.5	86.0	96.9	40.9
Inspector General	3.5	57.6	66.7	6.8	3.7
Facilities Office	121.0	212.9	330.7	412.3	244.0
Forward Headquarters	-	70.6	68.9	123.9	77.9
Element					
SAC	.9	2.2	5.4	7.7	1.9
EAGLE/INTENSE LOOK	-	37.8	44.0	387.9	4.9
Suggestions	-	-	.3	.3	-
Emergency Leave	-	.4	-	-	-
<b>TOTAL</b>	<b>1,587.0</b>	<b>2,709.6</b>	<b>3,817.8</b>	<b>5,097.5</b>	<b>1,477.0</b>

Figure 23. Administrative Program by Element of Expense  
(thousands of dollars)

<u>ELEMENT OF EXPENSE</u>	Fiscal Year 1984 (Cumulative)				Fiscal
	<u>1st Qtr</u>	<u>2nd Qtr</u>	<u>3rd Qtr</u>	<u>4th Qtr</u>	<u>Year 1985</u>
Civilian Pay	-	-	-	2.5	18.3
TDY	591.8	1,167.6	1,665.7	2,139.6	673.4
Airlift	343.6	483.7	483.2	602.5	-
Rental Vehicles	-	4.3	4.4	12.1	2.7
Trans of Things	-	.2	.3	1.5	.4
Leased Space	6.3	6.3	7.7	8.1	1.5
Equipment Rental	133.8	187.6	176.8	194.8	103.0
Communications	46.0	59.0	71.9	81.8	44.8
Printing & Repro	.8	1.9	2.7	3.3	1.0
Facilities Projects	-	32.4	78.6	139.2	-
Custodial Services	107.2	182.7	207.6	218.0	191.4
Purch Maintenance	165.4	156.3	193.5	210.4	220.9
Other Purch Svcs	17.7	22.3	116.7	261.8	15.7
Supplies	155.4	354.8	653.1	976.9	169.0
Equipment	19.0	50.5	155.5	344.7	34.9
Suggestions	-	-	.3	.3	-
<b>TOTAL</b>	<b>1,587.0</b>	<b>2,709.6</b>	<b>3,817.8</b>	<b>5,097.5</b>	<b>1,477.0</b>

Figure 24. Summary by Major Program  
(thousands of dollars)

<u>PROGRAM</u>	Fiscal Year 1984 (Cumulative)				Fiscal Year 1985
	<u>1st Qtr</u>	<u>2nd Qtr</u>	<u>3rd Qtr</u>	<u>4th Qtr</u>	<u>1st Qtr</u>
MAJOR FORCE PROGRAM II					
Administration	1,587.0	2,709.6	3,817.8	5,097.5	1,477.0
Exercises	<u>101.3</u>	<u>466.1</u>	<u>690.6</u>	<u>1,156.0</u>	<u>109.5</u>
TOTAL MFP II	1,688.3	3,175.7	4,508.4	6,253.5	1,586.5
MAJOR FORCE PROGRAM III					
WWMCCS/ADP	<u>160.6</u>	<u>539.0</u>	<u>570.1</u>	<u>864.8</u>	<u>222.1</u>
TOTAL MFP III	160.6	539.0	570.1	864.8	222.1
MAJOR FORCE PROGRAM IX					
Official Representation	<u>2.0</u>	<u>5.7</u>	<u>9.1</u>	<u>11.0</u>	<u>1.7</u>
TOTAL MFP IX	2.0	5.7	9.1	11.0	1.7
TOTAL O&M FUNDS	1,850.9	3,720.4	5,087.6	7,129.3	1,810.1
Security Assistance Program	<u>139.5</u>	<u>235.4</u>	<u>302.7</u>	<u>506.0</u>	<u>104.9</u>
<u>TOTAL SECURITY ASSISTANCE PROGRAM</u>	139.5	235.4	302.7	506.0	104.9
GRAND TOTAL	1,990.4	3,955.8	5,390.3	7,635.3	1,915.0

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TDY remained the largest single line item at 30 percent of the total operating budget.

(U) The fiscal year 1986 operating budget presented requirements totalling \$12.354 million. Funds to support unresolved issues such as the USCENTCOM Forward Headquarters Element were excluded. Also excluded were amounts for JCS directed and coordinated exercises, traditionally a significant amount for the command.<sup>20</sup>

(U) The fiscal year 1986 financial plan presented requirements totalling \$11.621 million. It included funds to support the FHE afloat and activities in USCENTCOM's AOR. These activities, which included a port liaison office in Nairobi, Kenya, a DOD position in the American Embassy in Djibouti, and a Contingency Planning Group, were estimated to cost \$221,000. The funded figure in the financial plan of \$9.619 million (considering the withholding of JCS-directed exercise funding) would support the minimum financial requirements of the command in garrison but unfunded amounts

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20. HQ USCENTCOM OAC51 FY86 Operating Budget RCS DD-COM(AR)1092, 30 Dec 84, pp i-ii.

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were necessary for USCENTCOM to successfully fulfill its total assigned mission.<sup>21</sup>

(U) The security assistance program budget for USCENTCOM provided the Defense Security Assistance Agency and the USAF with the budget requirement for the operating costs of eleven security assistance organizations as well as for the headquarters military assistance program support costs. Estimates reflected expenses chargeable to Military Assistance Executive funds for the USCENTCOM headquarters, the Foreign Military Sales Administrative account, embassy support, and host country assistance-in-kind support. Accelerated FMS charges were also included for US personnel and flying hour costs.<sup>22</sup>

(U) The estimated dollar resources required to perform the security assistance mission for USCENTCOM were as follows:

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(U)  
21. HQ USCENTCOM OAC51, FY1985 Financial Plan (~~S~~), RCS DD-COMP(AR)1092, 8 May 1984; information used is (U).

22. HQ USCENTCOM, Military Assistance Program (MAP) and MAAG Administrative and Overhead Budget FY 1986, 1 Jul 84, FOUO.

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	<u>Fiscal Year 1985</u>	<u>Fiscal Year 1986</u>
Military Assistance Advisory Groups	\$16,087.9	\$17,088.9
<u>Headquarters</u>	<u>1,897.5</u>	<u>1,910.8</u>
TOTAL	\$17,985.4	\$18,999.7

(U) The fiscal year 1985 military assistance advisory group dollar resources shown were \$2,039.1 (14.5 percent) higher than fiscal year 1984 funding levels. Fiscal year 1986 figures projected an increase of \$1,000 (6.2 percent) above this fiscal year 1985 budget request. Already high operational support costs were compounded by projected increases for nearly all of the countries in the region. Leased housing, utilities, transportation, and rapid wear-out of vehicles represented a high proportion of the support costs. In addition, protection of USCENTCOM's people living and working in its area of responsibility was of the utmost importance.

(U) The Finance Services Branch provided financial support to all headquarters personnel as well as serving as a liaison for approximately 140 Army, Navy, Marine, and Air Force military personnel and 36 civilians assigned throughout USCENTCOM's area of responsibility. The command's participation in the direct deposit program increased to 96

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percent of all headquarters personnel, with 100 percent participation for USMC people assigned.

(U) An internal management control program was designed and implemented at HQ USCENTCOM and at the security assistance offices throughout the AOR. The program was aimed at conserving valuable resources through reducing possibilities for fraud, waste and abuse.

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**SURGEON**

(U) Several minor organizational changes took place in the command surgeon's office during the year. Because of an increasing need for medical intelligence within the AOR, it became evident that the surgeon's office should have a preventive medicine officer billet. In addition, plans and operations became separate branches. The organization of the Office of the Command Surgeon was as shown in Figure 25 on the following page. Following a JCS manpower survey, there was a change in the Service of the O-6 Deputy Surgeon from Army to Air Force.

On 27 March, the JCS authorized USCINCCENT to begin direct discussions with Jordanian medical representatives to

preventive medicine procedures. The exercise also examined procedures and reporting requirements of the Joint Medical Regulating Office and of the Joint Military Blood Program Office. It examined Class VIII support and the effects of evacuation policy upon medical units, evacuation requirements, medical resupply, and replacement of lost personnel. GALLANT KNIGHT also incorporated intertheater and intratheater medical evacuation.

The Royal Jordanian Medical Service configured a C-130 aircraft for aeromedical evacuation and conducted a

short training flight. The Jordanians also processed simulated casualties at a field dressing station, transferred patients to Jafer, and conducted a training mission.

As a result of SHADOW HAWK 84, the USCENTCOM surgeon recommended that medical training should continue in future exercises. Specifically, future exercise scenarios should consider additional mass casualty exercises with patients coming from tactical units and aeromedical evacuation flights.

Exercise GALLANT EAGLE 84 was the largest exercise conducted by USCENTCOM to date. It was a JCS-coordinated and USCENTCOM-sponsored, joint readiness exercise involving strategic movement of forces into a simulated area of responsibility using the Joint Deployment System and focusing on deployment and rapid transition to a war fighting capability. The exercise was conducted from 5 to 11 September, at 21 locations in the southwestern United States with approximately 50,000 personnel participating. With this many people and places involved, the complexity of providing medical support to the exercise was apparent. This support was primarily provided by USARCENT, USCENAF, and USMARCENT forces with very limited participation by USNAVCENT. Medical support was rendered by the fixed and deployed medical treatment

**Figure 26. GALLANT EAGLE 84 Fixed Base Medical Treatment Facilities**

<u>Hospital</u>	<u>Location</u>
US Army	
Weed Army Hospital	Fort Irwin, California
SB Hays Army Hospital	Fort Ord, California
US Air Force	
Vandenberg AFB Hospital	Vandenberg AFB, California
March AFB Hospital	March AFB, California
George AFB Hospital	George AFB, California
Edwards AFB Hospital	Edwards AFB, California
Nellis AFB Hospital	Nellis AFB, Nevada
McClellan AFB Clinic	McClellan AFB, California
US Navy	
Twentynine Palms Naval Hospital	Twentynine Palms, California
Camp Pendleton Naval Hospital	Camp Pendleton, California
San Diego Naval Hospital	San Diego, California
Long Beach Naval Hospital	Long Beach, California
Falon Naval Air Station Clinic	Reno, Nevada
China Lake Naval Clinic	China Lake, California
Civilian	
Loma Linda University Hospital	Loma Linda, California

Figure 27. Deployed Field Medical Units

<u>Unit</u>	<u>Location</u>
<u>USARCENT</u>	
93 Evacuation Hospital	Yermo, California
147 Medical Detachment	San Luis Obispo, California
423 Medical Company (-)	Camp Roberts, California
423 Medical Company (-)	Yermo, California
423 Medical Company (-)	Fort Irwin, California
247 Medical Detachment (HELAMB)	Fort Irwin, California
343 Medical Detachment (HELAMB)	Norton AFB, California
717 Medical Detachment (HELAMB)	Camp Roberts, California
514 Medical Company (GD Amb) (-)	George AFB, California
	Fort Irwin, California
928 Medical Company (GD Amb) (-)	Fort Irwin, California
<u>USMARCENT</u>	
"C" Medical Company (-)	Twentynine Palms, California
	Big Bear, California
<u>USCENTAF</u>	
832 ATH	Vandenberg AFB, California
22 ATH	Biggs AFB, Texas
ATC (Headquarters Commandant)	Vandenberg AFB, California
ATC (TAW)	March AFB, California
ATC (27 TFW)	McClellan AFB, California

facilities shown in Figures 26 and 27 on the two previous pages. Emergency and routine support was provided by accompanying medical units in support of forces deployed to the exercise area. Hospitalization capability was provided by three deployed and twelve fixed facilities. Those patients requiring treatment beyond the capabilities of deployed hospitals were evacuated to the fixed hospitals in the exercise area. There were only three casualties evacuated out of the exercise area back to home stations during the exercise. Army dustoff helicopters were the preferred means of evacuation. The medical support structure was developed to provide care for ground forces engaged in infantry, mechanized, airborne, and air assault training at Camp Roberts, Fort Hunter-Liggett, Fort Irwin and Twentynine Palms. Medical support for the air operations was provided at the aircraft beddown locations. The fact that significant unconventional warfare operations were conducted during the exercise significantly increased the complexity of providing medical support. This was especially true when casualties had to be evacuated from remote locations.

(U) The medical objectives of GALLANT EAGLE 84 were to identify and define the medical responsibilities of

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USCENTCOM's Command Surgeon and USCENTCOM components, to ensure that medical tasks, functions, and responsibilities were clearly delineated and properly assigned to USCENTCOM's components and supporting commands, and to establish uniform medical policies and standing operating procedures applicable to the medical support of operations.

(U) One problem was that responsibility for the provision of aeromedical evacuation support to SOCCENT was not completely coordinated until two weeks before the exercise. The late tasking of USARCENT to provide this support caused major planning problems. Another problem was that only a small percentage of the Army medical units that took part in GALLANT EAGLE 84 were assigned to USARCENT in wartime. It was recommended that in future exercises only units actually assigned to USARCENT be programmed to take part. A third problem was that only a small number of the professional filler personnel assigned to field medical units actually participated in GALLANT EAGLE 84. To solve this problem, it was recommended that people filling positions in the table of organization train with their assigned units. This would produce both better trained individuals and units.<sup>26</sup>

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26. Intvw, Mr. [redacted] (b)(6) USCENTCOM Historian, with MAJ [redacted] (b)(6) USARCENT Surgeon's Office, 8 May 86.

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Medical participation in EAGLE LOOK was provided primarily by the Air Force. USCENTAF provided medical and preventive medicine support to all deployed EAGLE LOOK forces. The USCENTAF surgeon coordinated host nation emergency hospital requirements, aeromedical evacuation, and other medical requirements with USCINCEUR, who was prepared to provide emergency resupply for Class VIII medical supplies and a ready-to-deploy surgical and triage team, to deploy an air transportable hospital, and to regulate aeromedical evacuation requests. The USCENTCOM preventive medicine officer and the command surgeon's operations officer were also prepared and ready to deploy.



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CHAPLAIN

(U) The Command Chaplain, Navy Captain (b)(6)

(b)(6) initiated a number of programs during the year. These included the offer to contract a year's ministry for US personnel in Mogadishu, publication of a USCENTCOM AOR religious profile, the publication of a summary of numbers and locations of US military personnel in each country in USCENTCOM's AOR; the continuation of the weekly headquarters staff Bible study; a revision of USCENTCOM Regulation 165-1; a model input governing religious ministries during USCENTCOM exercises and an arrangement with the Inspector General and J-4/7 to have a chaplain accompany the annual IG Team visit to each country in the AOR.

(U) Personnel actions for 1984 included the incorporation of the Command Chaplain in the USCENTCOM Quality of Life Committee; the attachment of a Reservist to the Chaplain's office; hosting of the second annual Senior Component Chaplains Conference; continuation of pastoral ministry to staff personnel and dependents; addition of a SOCCENT chaplain to the Command Religious Program, and the establishment of a memorial for two members of the RDJTF,

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COL [REDACTED] (b)(6), US Army, and Maj [REDACTED] (b)(6), USAF, who died in the crash of an Air Florida airplane while returning to Tampa from TDY in Washington, DC on 13 January 1982.

(U) The chaplain and his religious program specialist deployed to exercises GALLANT KNIGHT 84 and GALLANT EAGLE 84. The latter exercise involved 68 chaplains serving troops in all four Services. In October, November and December, the chaplain deployed to Kenya, Somalia, and Saudi Arabia to minister to security assistance organization personnel and their families. He also made visits to each of his senior component chaplains during the year.

#### ~~COMBAT CAPABILITIES ANALYSIS GROUP~~

(U) On 1 July 1984, the Combat Capabilities Analysis Group observed its third full year of activity as a special staff agency of the RDJTF and later of USCENCOM. Throughout 1984, it remained subordinate to the Chief of Staff. During the year, the major trend affecting the Combat Capabilities Analysis Group was that it became USCENCOM's proponent for

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computer-assisted wargaming or "Modern Aids to Planning." With an expected strength of 22 personnel by 1991, the group was reorganized into two divisions, the Operations Analysis Division and the Computer Analysis Division. This reorganization would allow for continued operational analysis in coordination with, but separate from, computer-assisted analysis.

(U) The Combat Capabilities Analysis Group continued its coordination and liaison with academic and defense research analysis centers and with private contractors involved in studies relevant to USCENTCOM's area of operations. Group officers took a number of trips to various DOD agencies and senior service schools for conferences, wargaming research, and briefings to acquire and share information and study efforts. The group also continued to produce studies and briefings to assist the command element of USCENTCOM. These products were in the areas of strategic studies, wargaming, planning, logistics analysis, and issues raised by subordinate headquarters, USCENTCOM directors, and USCINCCENT. These studies normally involved a wide range of topics encompassing more than one staff section.

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In May, three officers participated in Exercise GALLANT KNIGHT 84 held at Fort Bragg, North Carolina. Two officers served in the battle management cell, one as the chief and the other as an analyst. The third officer served as an evaluator on the USCENTCOM IG team.

In June, two officers participated in the Joint Theater-Level Simulation Model User Test held at the Army War College at Carlisle Barracks, Carlisle, Pennsylvania. This test lasted two weeks and was used to evaluate model attrition factors, logistic play, and how the computer maneuvered both air and ground forces.

In October, two officers participated in exercise YELLOW BREECHES, which was a follow-on evaluation of the model. This exercise lasted two weeks and was held at the Army War College.

(U) The Combat Capabilities Analysis Group became the focal point for creation of USCENTCOM's "Modern Aids to Planning," a computer-assisted wargaming capability. The group's activities in identifying hardware and coordinating and fostering contacts between unified commands made USCENTCOM a driving force in the Department of Defense's overall Modern Aids to Planning program. Delivery of the first USCENTCOM computer system was expected in early 1985.

(U) Group personnel made several trips during the year to Washington, DC to represent the command in wargames, wargaming coordination meetings, JCS conferences on total force capability analysis, and discussions with CIA, DIA, and State Department personnel.

(U) Other major activities included participating in and attending the security assistance seminar and low intensity conflict seminars held at the Air War College, Maxwell AFB, Alabama; two wargames held at the Naval War College, Newport, Rhode Island; and a trip to the Army Corps of Engineers Environmental Station at Vicksburg, Mississippi, to determine its capability to analyze terrain.

(U) During the year, the Combat Capabilities Analysis Group continued to produce analysis in direct support of USCINCCENT and component commanders' missions, plans, and operations. That research produced the following studies and briefings:

- Analysis of US-Soviet Capabilities in Iran Briefing
- Topics for National Defense University (July)
- Iraq and Islamic Fundamentalism (August)
- Exercise GALLANT KNIGHT 84 and POWDER RIVER Battle Management Cell Products (October)
- Security Assistance: Comparative Methods, Analysis and Options (November)
- US Options in the Persian Gulf

## LIAISON

(U) At USCENTCOM headquarters, there were a number of liaison officers and special advisors assigned to facilitate mission accomplishment. These included liaison offices from two specified commands, SAC and MAC, from agencies as diverse as the United States Information Agency (USIA) and the United States Coast Guard, from specialized DOD agencies such as the Defense Fuels Supply Center, the National Security Agency, the Defense Intelligence Agency, the Military Transportation Management Command, the Military Sealift Command, and the Defense Communications Agency Field Office. On 18 June, USCINCCENT signed the terms of reference for a liaison officer from USEUCOM to USCENTCOM, formalizing a relationship that went back to the RDJTF.<sup>27</sup>

(U) As with the USEUCOM liaison officer, most of these liaison offices consisted of one person who was "dual-hatted" as an advisor to USREDCOM as well as to USCENTCOM. The Strategic Air Command, however, had a liaison cell of seven persons specifically assigned to provide advice and assistance to USCINCCENT.

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27. Terms of Reference (U), "USEUCOM Liaison Officer at HQ USEUCOM," 18 Jun 84.

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(U) Detachment 1, Strategic Air Combat Operations Staff, as this liaison cell was officially known, consisted of a commander/bomber planner, an intelligence officer, a reconnaissance planning officer, a tanker planning officer, and an administrative supervisor. The commander was also responsible for a geographically separated unit at Shaw AFB, South Carolina, collocated with USCENTAF. This operating location consisted of a director/logistics planner, a bomber planning officer, and a tanker planning officer. The USCENCOM liaison officer reported to the HQ SAC Deputy Chief of Staff for Operations Plans, Maj Gen Harley A. Hughes.

(U) The mission of the USCENCOM liaison office was to provide support to USCENCOM and USCENTAF for the inclusion of SAC capabilities into the concept of operations for HQ USCENCOM. Also, the office provided liaison and continuity among SAC, USCENCOM, and USCENTAF through its MacDill and Shaw liaison offices.

(U) In January, USCENCOM acquired an EC-135Y, tail number 55-3125, to serve as a command, control, and communications aircraft for USCINCCENT. The aircraft was operated and maintained by SAC personnel at Robins AFB,

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Georgia. The SAC liaison officer acted as an interface between HQ SAC, Eighth Air Force, and USCENTCOM concerning aircraft mission tasking information. In addition, the SAC liaison officer also had two flight stewards assigned to support the EC-135Y. The stewards traveled with the aircraft on all missions and were included as a part of the aircraft support package.

(U) Three major personnel transactions occurred during the year. First, in February, Major (Maj) [REDACTED] (b)(6) the reconnaissance expert, transferred to USCENTCOM J-3. His replacement, Maj [REDACTED] (b)(6) arrived from Offutt AFB, Nebraska in May. Second, Technical Sergeant (TSgt) [REDACTED] (b)(6) [REDACTED] (b)(6) the Senior Flight Steward, was assigned to the SAC liaison office in June and Staff Sergeant [REDACTED] (b)(6) (SSgt) [REDACTED] (b)(6) the second flight steward, arrived on station in October. The third action occurred in September when MSgt [REDACTED] (b)(6) Administrative Specialist, was notified of his assignment to Offutt AFB. His replacement, SSgt [REDACTED] (b)(6), arrived from Korea in December.

(U) During the entire year the SAC liaison office and SAC forces were extensively involved in the exercise program. In May three SAC liaison officers deployed with the USCENTCOM

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staff to Fort Bragg, North Carolina to take part in exercise GALLANT KNIGHT 84. The SAC liaison office manned the J-3 Joint Operations Center and the J-2 Joint Intelligence Center. Primary responsibilities included interfacing between USCENTCOM and the SAC advanced echelon coordinating the requirements and capabilities of SAC forces.

(U) GALLANT KNIGET 84 marked the first CONUS use of the EC-135Y to deploy a USCENTCOM airborne battlestaff. They flew from MacDill to Pope AFB, North Carolina, maintaining communications connectivity between the forward headquarters at Fort Bragg and garrison (rear) headquarters at MacDill throughout the flight. In addition, the battle staff completed aircraft orientation and communications training during the mission.

(U) In July, the SAC liaison office participated in SAC's exercise GLOBAL SENTINEL. The exercise was designed to determine the impact of conventional operations on the SIOP. Since USCENTCOM did not participate, the SAC liaison officer represented USCENTCOM and simulated USCINCCENT's actions and reactions in response to the changing exercise scenario.

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(U) In September, the SAC liaison office deployed four officers to Vandenberg AFB, California, for FTX GALLANT EAGLE. SAC also deployed one squadron of B-52Hs to Biggs Army Air Field, Texas, to participate in the exercise in an austere environment. This exercise marked a milestone as SAC utilized its HARVEST BEAR equipment for the first time. The SAC liaison office again provided liaison among USCENTCOM, USCENTAF, and the SAC advanced echelon throughout the exercise. The USCENTCOM EC-135Y provided deployment and redeployment support for USCINCCENT and his senior staff from MacDill to Vandenberg and return.

(U) In October, the SAC liaison office actively participated with USCENTCOM personnel in CPX POWDER RIVER. The office operated in the USCENTCOM war room and coordinated SAC force requirements with USCENTCOM, SAC, and USCENTAF.

(U) On its first OCONUS mission, the USCENTCOM EC-135Y also supported EAGLE LOOK. On 19 March, it deployed to Cairo East and offloaded USCENTCOM personnel for EAGLE LOOK. The aircraft then continued to Thumrait, Oman, supporting exercise ACCURATE TEST.

The SAC liaison office was also involved with numerous planning efforts in response to unplanned events in Southwest Asia. IMMEDIATE RESPONSE was an example of a situation where extensive planning was accomplished but assets or forces were not actually deployed. Another example was the introduction of two KC-10s to Elf One. The SAC liaison office worked this delicate issue with both SAC and USCENTCOM staffs to a successful conclusion.

(U) In May, Maj Gen Hughes, the SAC operations officer who was responsible for the SAC liaison office, visited USCENTCOM for orientation briefings. The visit was a success, and General Hughes came away with a better understanding of USCENTCOM and the many problems, ramifications, and sensitivities associated with the its area of responsibility.

(U) Another major project involved the SAC liaison office in the USCENTCOM Master Priority List. The SAC liaison office project officer has been instrumental in working with HQ SAC in developing SAC input for the MPL. In addition, the SAC liaison office accompanied J-4 and J-5 representatives to brief the SAC staff on the aims and objectives of the MPL program.

(U) The USCENTCOM/MAC interrelationship continued in full swing during the year. Because of its unique position as the only unified command to have its headquarters outside of its area of responsibility, USCENTCOM had to rely almost exclusively on the transportation operating agencies for its peacetime and wartime planning, exercises, and administrative operations in the AOR. MAC provided the airlift and special operations (air) assets to support the command.

(U) On a day-to-day basis, MAC flew C-5s, C-141s, C-130s,

and commercial contact flights in and out of the theater to support American interests in most of the 19 countries situated in the AOR. Prime recipients of this channel and special airlift service were the various OMCs and associated security assistance agencies, the US Navy, ELF ONE at Riyadh, prepositioning sites at Port Sudan and Masirah Island, and indirectly, the attachés assigned to the various embassies.

MAC provided a continuous US presence in USCENTCOM's area of responsibility. The command had transportation detachments at Cairo, Jiddah, and Dhahran, with two people each at Cairo and Jiddah, and nine at Dhahran. It operated regular organic or contract flights into eight countries in USCENTCOM's AOR: Bahrain, Egypt, Jordan, Kenya, Oman, Saudi Arabia, Somalia, and the Sudan. Saudi Arabia had the most MAC channel flights, with four per week into Dhahran and one per week into Jiddah and Riyadh. Within Saudi Arabia, a USEUCOM-assigned C-130 operated out of Dhahran flying intra-Saudi mission six days a week as dictated by cargo and passengers. Nairobi, Kenya, averaged three MAC flights per week as part of the Diego Garcia channel. Two flights per week went to Oman's Masirah Island as extensions of the Cubi Point-Diego Garcia

channels in support of the Navy in the Indian Ocean. Bahrain was also visited twice a week, while Amman, Jordan received one MAC channel flight per week.

In the Sudan, Khartoum and Port Sudan each received one MAC channel in Somalia. Both the Mogadishu and Khartoum missions were extensions of the Norfolk to Diego Garcia channel in support of the Navy in the Indian Ocean.<sup>28</sup>

(U) MAC provided significant support for eight USCENTCOM exercises conducted during the year: BLACK ROCK 84-2, ACCURATE TEST 84, SLY FOX 84, GALLANT KNIGHT 84, SHADOW HAWK 84, GALLANT EAGLE 84 (provided SOF as well as airlift support), IRON COBRA 84, and NARROW PASSAGE 85, for which MAC provided an MC-130 as well as airlift support. Additionally, MAC took part in three CPXs with USCENTCOM: NIGHT TRAIN 84, POWDER RIVER 85, and ELLIPSE FOXTROT 85.

(U) During the year, MAC provided direct logistical support for several "real-world" contingencies, including ELF SENTRY (March and September in Egypt), EAGLE LOOK (March and

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<sup>(U)</sup>  
28. Fact Paper ~~(S)~~, "Military Airlift Command (MAC) Support for USCENTCOM," undated, MAC Liaison Office.

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April in Egypt and the Sudan), and INTENSE LOOK (August and September in Egypt and Saudi Arabia).

(U) Because of heavy commitments, HQ MAC provided innovative airlift initiatives to satisfy user requirements. For example, during the EAGLE LOOK deployment, several C-5s were used. Because of a lack of available C-141s, MAC used C5s almost exclusively during the redeployment. Despite the reluctance of some to use the C-5 because of its reputation for poor schedule reliability, the C-5s performed extremely well in returning all passengers and cargo to CONUS. This was one of the first times that C-5s had been used on a preponderance of such missions for a deployment. During GALLANT EAGLE, airlift requirements for this exercise bumped against, then overlapped, prior requirements for REFORGER 84. C-141s and aircrews became scarce and MAC had to contract heavily with commercial carriers to move USCENCOM and component troops to and from the western CONUS. This was the first time that such a heavy commercial airlift had to be used for an intra-CONUS move. This commercial movement kept the exercise from having to be stretched out over an unacceptable length of time. On the other hand, it kept MAC crews from participating in the USCENCOM exercise,

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though they were heavily committed to Europe and REFORGER.

(U) INTENSE LOOK provided USCENTCOM, MAC, USLANTCOM and other planners with unique challenges, some of which were "firsts." Again, C-5s were used extensively for both deployment and redeployment, though in this case it was the nature of the cargo, which drove the aircraft allocation. Outsized Navy RH-53s for aerial mine hunting could not be carried by smaller aircraft. To sustain operations in Egypt and Saudi Arabia, a C-130 shuttle was established. This seemed simple enough, but from the standpoint of funding, scheduling, and commitment, the operation became complex because three unified commands were involved. USLANTCOM helicopters operated in the USCENTCOM AOR off one USCENTCOM ship and one USEUCOM ship. Resupply parts for the helicopters were generated by USLANTCOM in Charleston, South Carolina and Norfolk, Virginia and shipped from Norfolk to Sigonella, Italy via a MAC C-141 flying a US Navy channel destined for Diego Garcia. The parts were then flown from Sigonella to Cairo and Jiddah in the USCENTCOM AOR aboard a USEUCOM-assigned C-130 on a mission validated and funded by United States Naval Forces Europe (USNAVEUR) and scheduled by USAFE's 322 Airlift Division belonging to MAC. This was clearly a classic example of interservice joint cooperation and execution.

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The Defense Fuel Supply Center continued to seek additional petroleum storage facilities in USCENTCOM's area of responsibility. It secured 287,000 barrels of storage in Mombasa, Kenya and evaluated offers for another 350,000 barrels of storage. In Somalia, it secured 88,000 barrels of storage under contract with the National Petroleum Agency. The condition of the tanks at Berbera, Somalia (64,000 barrels) precluded their immediate use and estimates to repair them exceeded \$2,000,000. If repair costs were as high as the estimate, it was doubtful that the Defense Fuel Supply Center could fund the repair. In Djibouti, contracts were awarded for 223,000 barrels of storage. This was the limit agreed to by the American Embassy in Djibouti and the Defense Fuel Supply Center. In Oman, the Defense Fuels Supply Center had 246,000 barrels of storage at Mina Al Fahal and was negotiating with the Sultan of Oman Air Force for an additional 1,500,000 barrels of storage in the vicinity of Raysuit, Oman. At the end of the year, a second draft of the Oman storage proposal was being staffed and a team from the Defense Fuels Supply Center was planning to return to Oman for discussions in late June and early July 1985. Finally, in Bahrain, a contract for 1,600,000 barrels of storage was being evaluated. Audits of the contractor's proposal were

completed and the Defense Fuel Supply Center expected to receive the results of these audits early in 1985. An additional two months were required in contract negotiations and the Defense Fuel Supply Center anticipated that contract award will be possible in October 1985.

(U) The office of the Defense Intelligence Agency Representative to USREDCOM and the RDJTF was established on 23 August 1982. Authority for assignment of a DIA representative to MacDill AFB was derived from DOD Directive 5105.21, "Defense Intelligence Agency," which charged the Director, DIA with ensuring "that adequate, timely and reliable intelligence is available to the Unified and Specified Commands" (paragraph C.3). The DIA Representative position required a US Army lieutenant colonel who had extensive previous experience with the Defense Intelligence Agency and who possessed a thorough knowledge of its organization, mission, and functions. The DIA representative served both USCENCOM and USREDCOM with the mission of ensuring effective and responsive all-source Defense intelligence support to the Command Group and staff, and serving as the principal Defense intelligence advisor to the Commander in Chief through the J-2.

(U) Pursuant to this mission, the DIA representative

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performed the following general functions: conducted frequent liaison with each division in the Intelligence Directorate; stayed abreast of developments within USCENTCOM and its components which might affect Defense intelligence support; through the J-2, kept the CINC and his staff advised of any significant developments in Defense intelligence; performed liaison and coordination functions for the J-2 prior to and during major exercises. During 1984, the DIA representative performed all of these functions in providing intelligence support to USCENTCOM.

(U) The DIA representative participated extensively in the planning and development of a concept for an Intelligence Center at MacDill AFB. He assisted in coordinating numerous meetings, briefings, and conferences among USCENTCOM staff members and their counterparts at USREDCOM and DIA. At year's end, a proposal was being staffed within the JCS. It envisioned a facility with more than 100 intelligence specialists to provide on-site intelligence support to both USCENTCOM and USREDCOM.

(U) The DIA representative participated in two major exercises as the "team chief" for a group of DIA staff officers who were sent from Washington, DC to take part in

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the exercises: GALLANT KNIGHT 84, from 5 to 12 May at Fort Bragg, North Carolina, and BOLD VENTURE 85, from 26 October to 4 November at Fort Lewis, Washington. (USCENTCOM was represented in BOLD VENTURE by only a response cell.) These exercises proved instrumental in identifying shortcomings in the strategic intelligence setting and in scenario development which formed the basis for player reactions and national agency intelligence input to the exercise scenario. Closer coordination between J-2 and DIA early in exercise planning would result in significant improvements to the strategic setting and intelligence scenario, improving exercise realism.

(U) Throughout the year, the DIA representative assisted the command in identifying points of contact to obtain timely DIA intelligence support. During operation EAGLE LOOK in March, coordination and liaison activities by the DIA representative led to the satisfaction of a number of critical intelligence requirements. Anticipating personnel turbulence in the J-2 staff, the DIA representative assisted in arranging a series of exchange visits between USCENTCOM J-2 and DIA analysts. These visits aided analysts at both headquarters in achieving mutual respect for their counterparts and in gaining insight into common problem areas. The DIA representative also assisted the J-2 and his staff in accomplishing necessary

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coordination for increased intelligence exchanges with selected nations in USCENTCOM's area of responsibility. As a result, significant progress was made toward expanding the role of the command in these important multilateral exchanges of intelligence.

(U) Another liaison function was the Defense Communications Agency Field Office at MacDill AFB. This office, working with DCA headquarters, provided technical assistance to J-6 during exercises, whether held within or outside of the CONUS. Its technical assistance focused on entering and using the Defense Communications system and on activating the leased circuits required to support these exercises, which included GALLANT KNIGHT 84 and GALLANT EAGLE 84.

(U) The DCA field office also provided technical assistance to the J-6 staff in preparing and processing communications-related ROCs. It provided technical and planning assistance to the J-2 staff and provided communications support for intelligence. Finally, the field office provided technical briefings to the staff on the Defense Data Network and the Integrated-Service/Agency Automated Message Processing Exchange.

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(U) The United States Information Agency provided USCENTCOM with a senior representative to serve as the International Public Affairs Advisor to USCINCCENT to monitor foreign public affairs. The Soviet disinformation campaign against the United States and USCENTCOM increased throughout the year as the command became better known throughout the area. A favorite disinformation theme of the Soviets was that the US had secret agreements for military bases in USCENTCOM'S AOR, especially in Pakistan and Egypt. This theme was frequently picked up by the Indian press in the case of Pakistan and by anti-US newspapers in the Persian Gulf which

were often edited or written by Palestinians.

(U) Despite frequent denials by Pakistan, Egypt, and the US that such bases existed, the Soviets continued to harp on that line and such stories were often printed. President Mubarek even took the extreme step of flying a group of Arab editors to Ras Banas to prove that there were no American troops there.

(U) The extensive US aid to drought-ridden Ethiopia received almost no publicity in the Ethiopian press while the belated Russian airlift assistance was widely hailed by that Marxist government. The height of deceit and ingratitude was reached when a high-ranking Ethiopian charged that his country's suffering was really the fault of the US because it had not come to Ethiopia's aid earlier. The USIA reprinted several stories from the American press, which were placed in some papers in USCENTCOM's AOR, pointing out that the Marxist system of government in Ethiopia had seriously hurt the country's ability to provide food for its people and that lavish sums had been squandered on the celebration of the revolution in Addis Ababa while thousands of people were starving outside the capital.

(U) The Political Advisor was a US senior Foreign Service officer who provided advice and assistance on political matters to USCINCCENT and the USCENTCOM staff. The POLAD, Mr. (b)(6) (b)(6) maintained a close working relationship with senior State and Defense Department officials, as well as with US Ambassadors in USCENTCOM's AOR. He assured that USCINCCENT received all available sensitive and relevant political information. The POLAD traveled to Washington to coordinate key issues for USCINCCENT and accompanied him on all but one of his OCONUS trips. Countries visited included Britain, Egypt, Djibouti, Bahrain, Oman, Panama, Honduras, the Philippines, Jordan, Pakistan, Diego Garcia, Morocco, Portugal, Kenya, Somalia, the UAE, and Qatar. Mr. (b)(6) also took a short operational visit to Egypt and Saudi Arabia during INTENSE LOOK in August.

(U) In January, the POLAD attended a four-day conference in Tokyo sponsored by USPACOM and the East Asian Liaison group on Embassies' Emergency Action Planning. Following this conference, the POLAD took the initiative in organizing a similar conference for the embassies in USCENTCOM's AOR. Co-hosted by the State Department and USCENTCOM, this conference was held in Nairobi on 7 and 8 June. The USCENTCOM contingent was headed by Maj Gen Robert Taylor, the Deputy USCINCCENT.

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(U) During the year, the POLAD's office was OPR for visits of the US Ambassadors to NATO, Saudi Arabia, Oman, Kuwait, the UAE, Yemen, Somalia, Iraq, and Jordan. Mr. (b)(6) made presentations to the security assistance organization chiefs in January, the Air Force Special Operations Crisis Management Seminar at Hurlburt Field, Florida, in April and August, the CINC's Commanders Conference at Fort Bragg in May, and Allegheny College in July.

(U) In the continuing effort to strengthen USCENTCOM's working relationships with State and the Embassies, the POLAD arranged the second annual State-USCENTCOM Roundtable in Washington, DC on 5 December. It was jointly hosted by the JCS and State and the USCENTCOM attendees were headed by Maj Gen David C. Rohr, Deputy USCINCCENT. The POLAD also sent two USCENTCOM activities cables to all ambassadors and charges during the year. Upon the departure of Lt Col (b)(6) USAF, in August, Lt Col (b)(6) USAF, assumed the duties of the Deputy POLAD.

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## DISTINGUISHED VISITORS TO HEADQUARTERS, UNITED STATES CENTRAL COMMAND

1984

### JANUARY

- 5 Dr. [REDACTED] (b)(6)  
Director of Mobility, Office of Undersecretary of Defense  
for Research and Engineering
- 9 Messrs. [REDACTED] (b)(6) and [REDACTED] (b)(6)  
House Appropriations Committee, Surveys and  
Investigations
- 10 Brigadier General Roy L. Nelson  
Commander, 377th Theater Army Area Command
- 11 Mr. [REDACTED] (b)(6)  
Political Counselor to US Embassy, Ankara Turkey
- 11 Admiral James Gracey  
Commandant of the Coast Guard
- 11 Mr. [REDACTED] (b)(6)  
Assistant Deputy Director for Research, DIA
- 13 General Thomas M. Ryan, Jr.  
Commander in Chief Military Airlift Command
- 13 Mr. [REDACTED] (b)(6)  
Area Director for Foreign Affairs  
Standard Oil of Indiana
- 13 Vice Admiral Thomas J. Hughes  
Deputy Chief of Naval Operations, Logisitcs
- 13 Mr. [REDACTED] (b)(6) (ES-3)  
Deputy Director for Resources and Systems
- 14 Major General Leo J. LeBlanc, Jr.  
Commanding General, 3rd Marine Aircraft Wing  
El Toro, California

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- 17 Lieutenant General Phillip D. Shutler, USMC (Ret)  
Director for DOD/IDA South Atlantic Lessons Learned  
Study
- 17 Major General Edward C. O'Connor  
Commander, US Army Security Assistance Center
- 17 Lieutenant General John L. Piotrowski  
COMUSCENTAF and Commander, Ninth Air Force
- 17 Brigadier A. W. L. McKinnon  
United Kingdom Land Forces
- 19-20 Rear Admiral William J. Ryan  
Commander, Defense Fuel Supply Center
- 20 Mr. Ralph Regula (Republican, Ohio)  
House of Representatives
- 20-24 General P. X. Kelley  
Commandant of the Marine Corps
- 21 General John W. Vessey, Jr.  
Chairman Joint Chiefs of Staff
- 26 Colonel [redacted] (b)(6)  
Commander, Air Weather Service
- 27-28 General P. X. Kelley  
Commandant of the Marine Corps
- 29 Jan- Visit of the NATO Nuclear Planning  
2 Feb High Level Group
- 30 Jan- Commodore R. G. Heaslip  
1 Feb Director, Defence Commitments (Rest of the World)  
US/UK Planners Conference
- 30 Jan- Security Assistance Conference  
3 Feb
- 30 Jan Brigadier General F. Scanlon  
Military Assistant to the Commander in Chief  
US Pacific Command

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## FEBRUARY

- 1-2 Ambassador David M. Abshire  
US Ambassador to NATO
- 2-3 Mr. [REDACTED] (b)(6) Jr.  
Minister-Counselor, US Interests Section, Baghdad
- 3 Mr. [REDACTED] (b)(6)  
Director, Tactical Technology Office  
Defense Advanced Research for Projects Agency, (DARPA)
- 6-7 AOR Ambassadors' Visit  
  
His Excellency Ejaz Azim  
Ambassador of Pakistan
- 8 Honorable Louis L. Giuffrida  
Director, Federal Emergency Management Agency
- 9 Major General Joseph Fant  
DCG, Second US Army, Ft Gillem, Georgia
- 8-10 Lieutenant General Ibrahim Abdel Ghafour El Orabi  
Chief of Staff, Egyptian Armed Forces
- 10 Ms. [REDACTED] (b)(6)  
Chief, Projection Forces and Analytical Support, OSD
- 15 Major General Grayson D. Tate, Jr. USA  
Deputy Director, Defense Nuclear Agency
- 16-17 Lieutenant General William J. Livsey  
COMUSARCENT
- 16-17 Ambassador Walter L. Cutler  
US Ambassador to Saudi Arabia
- 21 Brigadier General Houston P. Houser  
Chief of Staff, Third US Army
- 22 Mr. [REDACTED] (b)(6)  
Director, Energy and Transportation Policy  
Office of the Assistant Secretary of Defense,  
Manpower, Reserve Affairs and Logistics
- 22 Mr. [REDACTED] (b)(6) GS-18  
Director, CIA Policy and Coordination Staff

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- 22-23 Kuwait Air Force Officers
- 22-23 Major General Click D. Smith  
Deputy Director for Logistics (Strategic Mobility), J-4  
JCS
- 23 Colonel [redacted] (b)(6)  
Chief, Morocco-US Liaison Office
- 24 Canadian National Defense College  
  
Major General Leonard V. Johnson, CD  
Commandant of the National Defence College
- 24-25 Rear Admiral Joseph H. Miller  
Deputy Director of Naval Reserve Advisory Council  
Quarterly Meeting
- 27 Vice Admiral Johan Hendrik Balthazar Hulshof  
Commander and Chief, Royal Netherlands Navy
- 28-29 Major General Jacques Guichard  
Deputy Chief of Staff, Operations  
Headquarters French Armed Force
- 27 Feb- Commodore Alvin S. Newman  
1 Mar COMNAVCENT
- 27 Mr. [redacted] (b)(6) SES-1  
Deputy Director for Transportation  
Directorate of Transportation, Energy and Troop Support  
HQ DCSLOG

## MARCH

- 1 Dr. [redacted] (b)(6)  
Assistant Secretary of Defense for Manpower  
Installation and Logistics
- 2 Colonel [redacted] (b)(6) (USAF)  
Deputy Commandant of Armed Forces Staff College
- 2 Vice Admiral Edward A. Burkhalter, Jr.  
Director, Intelligence Community Staff
- 4-5 Colonel [redacted] (b)(6)  
Chief, Morocco - US Liaison Office

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- 5 Mr. [redacted] (b)(6)  
Foreign Correspondent for the Orlando Sentinel
- 5 Brigadier General William B. McGrath  
Deputy Director, Planning Resources, J-4, OJCS
- 6 Mr. [redacted] (b)(6) SES-5  
Chairman of the Signals Intelligence (SIGINT) Committee
- 8 Commodore [redacted] (b)(6)  
Chief, Studies, Analysis, and Gaming Agency (SAGA), JCS
- 8 Mr. Richard Halloran  
New York Times Correspondent
- 9 Mr. [redacted] (b)(6)  
Institute for Defense Analyses
- 11-12 Mr. [redacted] (b)(6) SCES-5  
Chief, G Operations Analysis Group, NSA
- 15 Lieutenant General R. T. Herres  
Director, Command, Control, and Communications Systems,  
OJCS
- 16 North Atlantic Assembly Subcommittee  
(On out of Area Security Challenges to the Alliance)
- 8 Mr. [redacted] (b)(6)
- 19 Major General Edward C. O'Connor  
Commander, US Army Security Assistance Center
- 19 Lieutenant General Bennett L. Lewis  
Deputy Assistant, SecDef Mobilization Planning and  
Requirements
- 23-25 Major General Walter R. Longanecker, USAF (Retired)  
Special Assistance to the Assistant Chief of Staff,  
Intelligence, HQ USAF
- 28 Major General Alastair W. Dennis  
Director of Military Assistance Overseas  
Ministry of Defence, United Kingdom
- 29-30 Brigadier General Girard Seitter, III  
Director of Health Care Operations  
Office of the Army  
Surgeon General

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30 General Leopold Chalupa  
Commander in Chief, Allied Forces Central Europe

APRIL

5-6 Brigadier General William A. Bloomer  
Assistant Wing Commander, Third Marine Aircraft Wing

10-11 Major General Charles W. Brown  
Assistant Deputy Chief of Staff, Logistics  
(Security Assistance) DA, (ADCSLOG)

13 General Goert L. J. Huyser  
Chief of Defense Staff, The Netherlands

18-19 Capt. [redacted] (b)(6)  
USN, CMEF/Chief of Staff Designate

19 Rear Admiral Edward A. Wilkinson, Jr.  
Director, Defense Mapping Agency (DMA)

20 Ambassador Byong Hoin Lew  
South Korean Ambassador to the US

22-23 Pakistan National Defence College  
  
Lieutenant General S. M. H. Bukhari  
Commandant Pakistan National Defence College

23 Mr. [redacted] (b)(6)  
Dept of State, Director of the Office for India, SRI  
Lankas, Maldies and Bhutan

25 Brigadier General Robinson  
Deputy Executive Director for Chemical/Nuclear Matters

25-27 Mr. [redacted] (b)(6) SES-4  
Deputy Director, WWMCCS ADP Technical Support

25-27 Dr. [redacted] (b)(6)  
Assistant Secretary of Defense, Health Affairs

30 Mr. William J. Casey  
Director of Central Intelligence Agency

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## MAY

- 1 Mr. Roy Gutman  
Correspondent for Newsday
- 2 NDU General/Flag Officer Course
- 2 Major General Harley A. Hughes  
Deputy Chief of Staff, Operations Plans  
Headquarters, Strategic Air Command
- 4 Lieutenant General Theodore G. Jenes, Jr.  
Commander, US Army Forces Central Command
- 7 Lieutenant General Geoffrey H. Howlett  
General Officer Commanding, Southeast District  
of the British Armed Forces
- 10-11 Mr. [REDACTED] (b)(6)  
Director of System Evaluation  
Division, IDA
- 14 Ambassador George M. Lane  
USEUCOM Political Advisor
- 15 Mr. [REDACTED] (b)(6)  
Chief Engineer/Scientist  
Defense Communications Agency
- 15 Rear Admiral Avrit, OPNAV-4  
Strategic Sealift and USN/USA Cargo Offload Discharge  
Systems
- 15-16 Major General Monroe T. Smith  
Commander, Air Force Acquisition  
Logistics Center
- 15-17 Brigadier General Claude T. Ivey  
US Defense Representative to Pakistan
- 16-17 Mr. [REDACTED] (b)(6)  
Vice Director Management Operations DIA
- 16-19 US/UK USCINCENT Planners Conference
- 18 Mr. [REDACTED] (b)(6)  
Director, Strategic Concepts Development Center

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- 18 Ms. (b)(6)  
Member of House Appropriations Committee,  
Surveys and Investigations
- 22 Brigadier General Michael H. Alexander  
WWMCCS Information System Joint Program Manager
- 24-25 Mr. (b)(6)  
USIA Adisor

## JUNE

- 3-5 AVM (b)(6)  
Chief of Sultan of Oman's Air Force  
and  
AVM (b)(6)  
Assistant Chief of the Defence Staff (Commitments)  
MOD London
- 4 Spanish Joint Staff College
- 12-13 Major General William E. Klein  
Vice Director, Plans and Policy Directorate, OJCS (J-5)
- 12 Colonel (b)(6)  
Chief of USAF Medical Service Corps  
Office of the Surgeon General  
Washington, DC
- 12 Mr. Bruce Van Voorst  
Correspondent for Time Magazine
- 12-13 Lieutenant General Gilbert Forray  
Commanding General, French Rapid Action Force  
and  
Brigadier General Michel de Noray  
French Military Attache
- 15 Chief Judge Robinson O. Eerett  
Court of Military Appeals
- 17-19 Brigadier General Stanton R. Musser  
Chief, Office of Military Cooperation, Cairo, Egypt
- 18-20 Brigadier General P. N. Scheidel  
Air Force Chief Security Police

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22 Brigadier General James L. Crouch  
J-6 for USREDCOM

JULY

6-8 Lieutenant General Jack N. Merritt  
Director of the Joint Staff

9-10 Brigadier Stephen R. A. Stopford  
Military Attache, British Army Staff

10 General Robert W. Sennewald  
Commanding General, Forces Command

11 DIA Scientific Advisory Committee

11-12 Major General H. J. Coates, MBE  
Australian Defence Attache

16 Major General Spence M. Armstong  
Chief, US Military Training Mission, Saudi Arabia

16 Saudi Arabian Land Forces (SALF) Officers

16 General Wallace Nutting  
USCINCREC

17 Ambassador John R. Countryman  
US Ambassador to Oman

19 Air Marshall Donald Hall  
Deputy Chief of Defence Staff, UK

20 Ambassador Paul H. Doeker  
US Ambassador to Jordan (Designate)

20 American Trade and Finance Company

24 Mr. (b)(6)  
Deputy Assistant Director of National Security  
and International Affairs Division (Systems),  
Congressional Budget Office

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- 25 Mr. [redacted] (b)(6) & Dr. [redacted] (b)(6)  
Deputy Assistant Secretary of Defense for Logistics  
and Materiel Management & International Program Analyst
- 30-31 Major General Kenneth D. Burns  
Deputy Assistant Secretary of Defense (near Eastern and  
South Asian Affairs), OSD/ISA

AUGUST

- 1 Commodore Newman  
COMUSANAVCENT
- 3 Mr. [redacted] (b)(6)  
Chief of Station (Designate) to the UAE
- 10 Lieutenant General Theodore G. Jenes, Jr.  
COMUSARCENT
- 15 Ambassador Anthony Quainton  
US Ambassador to Kuwait
- 17 Brigadier General Wayne O. Jefferson  
Deputy Director for C<sup>3</sup> Connectivity and Evaluation, JCS
- 20 Lieutenant General Charles J. Cunningham, Jr.  
Deputy Chief of Staff for Programs and Evaluation  
HQ USAF
- 23-24 Mr. [redacted] (b)(6)  
Director, Arabian Peninsula Affairs  
and  
Mr. [redacted] (b)(6)  
Director, Office of Regional Affairs, near Eastern and  
South Asian Bureau
- 24 Brigadier General Robertson  
Commander Middle East Division Corps of Engineers
- 27 Mr. [redacted] (b)(6)  
Deputy Staff Director, Senate Committee on  
Foreign Relations

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- 28 Mr. [redacted] (b)(6)  
Designated Political-Military Officer  
American Embassy, Djibouti
- 28-30 Mr. [redacted] (b)(6) GM-15  
Deputy Director for International Activities, OASD(HA)

SEPTEMBER

- 14 Royal College of Defence Studies
- 18-20 Colonel [redacted] (b)(6)  
Commander, Jordanian Special Forces (JSF)
- 20-21 Ambassador William A. Rugh  
American Ambassador to Yemen (YAR) (Designate)  
and  
Mr. [redacted] (b)(6)  
Director, Office of Egyptian Affairs (NEA/EGY)
- 23-24 Mr. [redacted] (b)(6)  
Director of International Logistics, OSD  
and  
Ms. [redacted] (b)(6)  
Office of International Logistics, OSD
- 24 Mr. [redacted] (b)(6)  
Secretary General, Dutch Ministry of Defense  
The Netherlands
- 24 Dr. [redacted] (b)(6)  
Deputy Assistant Secretary of Defense  
Policy Analysis
- 24-25 Ambassador G. Quincy Lumsden  
US Ambassador to the United Arab Emirates
- 25-26 The Belgian Parliament Defense Committee

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- 26-27 Major General Nabil Ibrahim Ayub  
Chief of South Section and Vice Egyptian Air Force  
Training Authority (Plus Four)
- 26-27 Lieutenant General John T. Chain, Jr.  
Director of Bureau Politico-Military Affairs  
State Department

OCTOBER

- 5 Lieutenant General Julio Alfredo Fernandez Torres  
Chief, Argentine Joint Staff
- 9-10 Dr. [REDACTED] (b)(6)  
Director of the Strategic Concepts Development Center  
of the National Defense University
- 10-11 Rear Admiral William J. Ryan  
Commander, Defense Fuel Supply Center
- 11 Mr. [REDACTED] (b)(6)  
Chief Test Pilot for the F-16 Program at General Dynamics
- 11-14 General Sir Edward Burgess  
Deputy Supreme Allied Commander, Europe
- 18 Brigadier General R. Boyd  
Commander, International Logistics Center
- 22 General Richard G. Stilwell (Ret)  
Deputy Under Secretary Defense for Policy
- 22-24 Brigadier General Philip M. Drew  
Assistant Deputy Director, Political-Military Affairs,  
JCS/J-5
- 24 Mr. [REDACTED] (b)(6)  
USIA NEA Area Director
- 26 Brigadier General James W. Ray  
Commander Middle East Division Engineer
- 31 Admiral George E. R. Kinnear, II  
Grumman Corporation

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## NOVEMBER

- 1-2 Major General Wesley H. Rice, USMC  
Director, Joint Special Operations Agency
- 5 Dr. [REDACTED] (b)(6)  
Director of Mobility, Office of the Undersecretary of  
Defense for Research and Engineering
- 5 Admiral Sir William Staveley  
Commander in Chief, Fleet, UK
- 5-7 Rear Admiral Bruce A. Harlow  
Assistant Judge Advocate General for the Navy for  
Operations and Management
- 5-9 Annual USCENTCOM Legal Conference
- 6-7 Admiral Theodoros Deyiannis  
Chief, Hellenic National Defense Staff
- 6-8 Major General Hardin L. Olson, Jr.  
Director, Strategic Plans and Resources Analysis Agency
- 6-8 Major General Ernest C. Cheatham, Jr.  
Commanding General, I Marine Amphibious Force
- 13 Colonel [REDACTED] (b)(6)  
TAC and USCENAF Surgeon
- 13 Brigadier General (P) Claude T. Iey  
US Defense Representative to Pakistan
- 14 Major General Norman G. Delbridge  
Deputy Chief of Engineers, Corps of Engineers
- 16 Honorable John O. Marsh  
Secretary of the Army
- 20-21 Rear Admiral Edward K. Walker, Jr.  
Chief of Supply Corps and Commander Naval Supply  
Systems Command
- 24-27 Major General Abdullah Al-Tassan  
General Director of Central Inspections  
Ministry of Defense and Aiatio, Saudi Arabia

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- 25-26 Lieutenant General Aslam Beg  
Chief of the General Staff, Pakistan Army
- 27-28 [redacted] (b)(6)  
Deputy Director of Budget (Operations), Hq USAF
- 29 Nov- Brigadier General Stanton R. Musser  
3 Dec Chief, Office of Military Cooperation, Cairo Egypt

## DECEMBER

- 3 Ambassador Peter S. Bridges  
Ambassador Designate to Somalia  
and  
Mr. [redacted] (b)(6)  
Charge d'Affairs, Baghdad
- 4 Financial Working Group Meeting
- 4 Major General Maurice C. Padden  
Vice Director for Operations, JCS
- 4 Lieutenant General Theodore G. Jenes  
COMUSARCENT
- 6 Dr. Fred C. Ikle  
Under Secretary of Defense for Policy
- 12 Major General John M. Brown  
USA, Deputy Chief of Staff, Comptroller, FORSCOM
- 11-14 General Sir Edward Burgess  
Deputy Supreme Allied Commander, Europe
- 12 Brigadier General Frederick E. Sisley, USMC  
Deputy Director J-3, EUCOM
- 12 Major General Donald J. Fulham, USMC  
Director J-5, US Forces Korea
- 14 Lieutenant General Julius W. Becton, USA, (Ret)  
Director, Office for Disaster Assistance, Agency for  
International Development, Department of State
- 14 Mr. [redacted] (b)(6)  
Deputy Director for Plans, Production and Operations  
Defense Mapping Agency

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- 14 Mr. [redacted] (b)(6)  
Deputy Assistant Secretary of Defense, Installations
- 17 Brigadier General Wayne O. Jefferson, Jr.  
Deputy Director for C<sup>3</sup> Connectivity and Evaluation,  
JCS, USAF
- 18 Brigadier General John T. Stihl, USAF  
Assistant Chief of Staff for Information Systems, Hq USAF
- 18 Major General Norman E. Archibald, USA  
Director, Joint Tactical Command, Control and  
Communications Agency
- 27 Mr. [redacted] (b)(6)  
Professional Staff Member, Senate Committee on Foreign  
Relations

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## GLOSSARY

AASE	Army Aviation Support Element
AAVS	Aerospace Audiovisual Service
ADP	automatic data processing
AFB	Air Force base
AOR	area of responsibility
AT&T	American Telephone and Telegraph
AUTODIN	automatic digital network
AUTOSEVOCOM	Automatic Secure Voice Communications
AUTOVON	automatic voice network
AWACS	Airborne Control and Warning System
BBC	British Broadcasting Corporation
BG	brigadier general (US Army)
BGen	brigadier general (USMC)
Brig Gen	brigadier general (USAF)
C <sup>2</sup>	command and control
C <sup>3</sup>	command, control, and communications
C <sup>3</sup> CM	command, control, and communications countermeasures
C <sup>4</sup> S	command and control, communications, and computer systems
CAA	Combined Arms Army Command Arrangement Agreement
Capt	captain (USAF and USMC)
CAT	crisis action team

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CIA	Central Intelligence Agency
CID	Criminal Investigative Division
CINC	commander in chief
CITS	USCENTCOM Imagery Transmission System
Col	colonel (USAF and USMC)
COL	colonel (US Army)
COMIDEASTFOR	Commander, Middle East Force
COMINT	communications intelligence
COMSEC	communications security
CONPLAN	concept plan
CONUS	continental United States
CPT	captain (US Army)
CPX	command post exercise
CSSE	Computer Systems Support Element
DACT	dissimilar air combat tactics
DART	deployable ADP response team
DCA	Defense Communications Agency
DCS	Deputy Chief of Staff
DEC	Digital Equipment Corporation
DEFCON	Defense Readiness Condition
DESIST	Decision Support System for Terrorism
DIA	Defense Intelligence Agency
DIDHS	deployable intelligence data handling system
DITS	Digital Imagery Transmission System
DMA	Defense Mapping Agency

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DOD	Department of Defense
DRB	Defense Resources Board
ELINT	electronic intelligence
FAA	Federal Aviation Administration
FHE	Forward Headquarters Element
FMA	foreign military sales
FORSCOM	Forces Command
FTX	field training exercise
GDIP	General Defense Intelligence Program
Gen	general (USAF and USMC)
GEN	general (US Army)
HF	high frequency
HQ	headquarters
HUMINT	human intelligence
IDHS	intelligence data handling system
IG	Inspector General
IMINT	imagery intelligence
IOC	initial operating capability
JCS	Joint Chiefs of Staff
JCSE	Joint Communications Support Element
JDA	Joint Deployment Agency
JDS	Joint Deployment System
JMP	Joint Manpower Program
JOPS	Joint Operations Planning System

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J-SAK	Joint Attack of the Second Echelon
JSCP	Joint Strategic Capabilities Plan
JSPD	Joint Strategic Planning Document
JSPDSA	Joint Strategic Planning Document and Supporting Analysis
LANTCOM	Atlantic Command
LASH	lighterage aboard ship
LOC	lines of communications
LTC	lieutenant colonel (US Army)
Lt Col	lieutenant colonel
Lt Col	lieutenant colonel (USAF)
LTG	lieutenant general (US Army)
LtGen	lieutenant general (USMC)
Lt Gen	lieutenant general (USAF)
MAC	Military Airlift Command
MAF	Marine Amphibious Force
Maj	major (USAF and USMC)
MAJ	major (US Army)
Maj Gen	major general (USMC)
Maj Gen	major general (USAF)
MEDNTPS	Mediterranean Near Term Prepositioned Ship
MFO	Multinational Force and Observers
MG	major general (US Army)
MGySgt	Master Gunnery Sergeant

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MIDEASTFOR	Middle East Force
MOA	memorandum of agreement
MOU	memorandum of understanding
MPL	Master Priority List
MSG	master sergeant (US Army)
MSgt	master sergeant (USAF and USMC)
MWR	morale, welfare, and recreation
NAS	Naval Air Station
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NCO	noncommissioned officer
NEO	Noncombatant Evacuation Order
NIS	Naval Investigative Service
NSA	National Security Agency
NSC	National Security Council
NTPF	near-term pre-positioning fleet
OCONUS	outside the continental United States
OMC	Office of Military Cooperation
OPCOM	operational command
OPLAN	operations plan
OPORD	operations order
OPR	office of primary responsibility
OPSEC	operations security

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OSD	Office of the Secretary of Defense
OSI	Office of Special Investigations
PACAF	Pacific Air Forces
PACOM	Pacific Command
PAL	Permissive Action Link
PDRY	People's Democratic Republic of Yemen
POL	petroleum, oil, and lubricants
POLAD	Political Advisor
POM	Program Objective Memorandum
PPBS	planning, programming, and budgeting system
RDJTF	Rapid Deployment Joint Task Force
ROC	required operational capability
ROWPU	reverse osmosis water purification unit
SAC	Strategic Air Command
2Lt	second lieutenant (US Army)
Sgt	Sergeant (USAF and USMC)
SHF	super high frequency
SIGINT	signals intelligence
SIOP	Single Integrated Operations Plan
SOAF	Sultan of Oman's Air Force
SOCENT	Special Operations Command Central
SOF	special operations force
SSgt	staff sergeant (USAF and USMC)
TAC	Tactical Air Command

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TACSIM	tactical simulation system
TDY	temporary duty
TFW	Tactical Fighter Wing
TOPCAT	tactical operations planner collection and tasking
TOR	terms of reference
TPFDD	time phased force deployment data
TPFDL	time phased force and deployment list
TRADOC	Training and Doctrine Command
TRW	Tactical Reconnaissance Wing
TSgt	technical sergeant
TUSA	Third United States Army
UAE	United Arab Emirates
UHF	ultra high frequency
US	United States
USAF	United States Air Force
USAFE	United States Air Forces in Europe
USARCENT	United States Army Central Command
USAREUR	United States Army Europe
USCENTAF	United States Central Command Air Forces
USCENTCOM	United States Central Command
USCG	United States Coast Guard
USCINCCENT	Commander in Chief, United States Central Command
USCINCPAC	Commander in Chief, United States Pacific Command

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USCINCREC	Commander in Chief, United States Readiness Command
USEUCOM	United States European Command
USIA	United States Information Agency
USLANTCOM	United States Atlantic Command
USMARCENT	United States Marine Forces, Central Command
USMC	United States Marine Corps
USNAVCENT	United States Navy Central Command
USNAVEUR	United States Naval Forces Europe
USPACOM	United States Pacific Command
USREDCOM	United States Readiness Command
USSOUTHCOM	United States Southern Command
USSR	Union of Soviet Socialist Republics
VIP	very important person
WRM	war readiness material
WWMCCS	Worldwide Military Command and Control System
YAR	Yemen Arab Republic

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