

DCI/IC 77-4204

13 JAN 1977

Lieutenant General Robert M. Shoemaker
Commanding General, III Corps
Fort Hood, Texas 76544

Dear General Shoemaker:

In addition to my personal thanks to you for an extremely well organized and educational visit to Ft. Hood, I would appreciate your conveying my compliments to the dedicated professionals at your installation. The generous availability of personal time extended by you, General Meyer, and General Patton was extremely valuable to me. The knowledge of the subjects covered, at all levels, was readily apparent, and the enthusiasm to build and come to grips with problems was contagious.

I was particularly gratified by the frankness in discussions and briefings which addressed both the good things being accomplished and the identification of problem areas. The views and concerns about maintaining quality linguists were of particular interest because the problem has also been of special interest to me since being appointed Director of Central Intelligence. I intend to pass these views and concerns to the ongoing effort which is tasked with the total Community-wide problem. I am also asking [redacted] my Deputy for the Intelligence Community, to ensure that appropriate elements of the Community are made adequately aware of the impact which can be anticipated from problems associated with the maintainability of small populations of expensive and complex equipments. The problem was apparent with your current vintage equipment and will undoubtedly escalate rapidly with the equipments under development.

I am enclosing letters for three individuals who helped provide the visible evidence of all the outstanding capability and effort going on at your organization. I would appreciate your arranging for their appropriate receipt of these letters.

Again, my sincere thanks for an extremely educational and beneficial experience.

Sincerely,

/s/ George Bush

George Bush

Enclosures

Defense

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DCI/IC 77-4204

DCI/IC/OPBD/ [redacted]

Distribution:

Orig. - Addressee, LTG Shoemaker

1 - DCI

① - ER

1 - IC Registry

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DCI/IC 77-4205

13 JAN 1977

Captain Sherrel Mock
Office of Secretary to General Staff
Headquarters, III Corps
Fort Hood, Texas 76544

Dear Captain Mock:

I want to express my sincere appreciation to you for the support you gave to me and my party during our visit to Fort Hood on 13 and 14 December 1976. The motel and transportation arrangements were outstanding, as well as the fast-moving, educational schedule you arranged.

I recognize the difficulty in arranging such a visit and I commend you for a job accomplished in an outstanding manner. Many thanks.

Sincerely,

/s/ George Bush

George Bush

DCI/IC 77-4205

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Distribution:

- 1 - Addressee, Captain Mock
- 1 - DCI
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DCI/IC 77-4203

13 JAN 1977

Lieutenant Colonel William Harmon
G-2, 2d Armored Division
Fort Hood, Texas 76544

Dear Colonel Harmon:

I want to express my sincere appreciation to you for the briefing and tour of your G-2 operation during my visit to Fort Hood on 14 December 1976. I was particularly impressed with the organization and varied activities pursued during a command post exercise.

It is heartening to observe dedicated soldiers--both men and women--enthusiastically accomplishing their assignments under trying conditions. As you know, when you are in the Washington environment you tend to forget what the real soldier endures. Slogging through the mud, talking to soldiers in that kind of situation, quickly brings things back into perspective. Please express my sincere appreciation to your entire organization. They are doing a great job for a great country.

It is heartening to know and observe dedicated professionals like you in the intelligence field. Keep up the good work.

Sincerely,

/s/ George Bush

George Bush

DCI/IC 77-4203

DCI/IC/OPBD/[REDACTED]

Distribution:

Orig. - Addressee, LTC Harmon

1 - DCI

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TO: ER		
ROOM NO.	BUILDING	
REMARKS:		
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ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
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REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

DCI/IC 77-4202

13 JAN 1977

Lieutenant Colonel Dudley J. Gordon
Commanding Officer 522d CEWI Battalion
2d Armored Division
Fort Hood, Texas 76544

Dear Colonel Gordon:

I want to express my sincere appreciation to you for the briefing and tour of your activities during my visit to Fort Hood on 14 December 1976. Your candid, straightforward discussion of the good things being accomplished in the test phase of your new battalion organization, as well as the identification of problem areas, was most enlightening.

I was particularly interested in your views and concerns about maintaining quality linguists. This too has been a concern of mine since I was appointed Director of Central Intelligence. I intend to pass your views to the ongoing effort which is tasked with the overall linguist problem. I am also asking [redacted], my Deputy for the Intelligence Community, to ensure that appropriate elements of the Community are made adequately aware of the overall impact of the maintainability problems associated with small populations of expensive and complex equipments such as you use now and which are being developed.

I was delighted to see the enthusiasm of the men and women of your command, both in the field and at the equipment display area. As you well know, when you are in the Washington environment you often forget about the conditions the real fighting soldiers endure. Slogging through the mud with members of your command brought the realities of the Army back into perspective. Please express my appreciation to all members of your command--they are doing a great job for a great country.

It is gratifying to see dedicated professionals like you leading our tactical intelligence units. Keep up the good work!

Sincerely,

/s/ George Bush

George Bush

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DCI/IC/OPBD [REDACTED]

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Distribution:

- 1 - Addressee, LTC Gordon
- 1 - DCI
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Dick:

I have reviewed the attached memo and find it complete in every way.

I was most impressed by the dedication of the people with whom we talked.

Lt. General Shoemaker was most generous with his time. His knowledge of the subjects was readily apparent and his enthusiasm was contagious. M. Gen Meyer was most impressive also.

I do want to make official comment on the officers you mention in the attached note- to Jennifer, and I await your guidance.

Thanks, Dick.

GB

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1-3-77

Defense

12/28/76

Jennifer,

I've attached a copy of the report on the Ft. Hood trip.

Since Mr. Bush's appreciation of the tactical intelligence problem is to be lost, I am looking for a way to preserve some for the "corporate memory". I feel a particular need for some retention because the so called tactical problem is not too energetically pursued in the DCI arena even though the question of its importance is moot.

If you feel it is worthwhile, and Mr. Bush is so disposed, I would appreciate for record any concurrence, disagreement

INFORMATION

or other comment he might have as to the memorandum subject matter. This would be of considerable help in terms of future work on the problem.

Also, I have just received an answer from the Army as to an appropriate format to use for an official comment from Mr. Bush in order to insure its inclusion in the individuals records (Col's. Harmon and Gordon, and Capt. Block). This will be drafted and sent-up next week.

Thank much for all help,



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DCI/IC 76-2061
27 December 1976

MEMORANDUM FOR THE RECORD

FROM :
OPBD/ICS

SUBJECT: Trip Notes on DCI Visit to Ft. Hood, Texas,
14 December 1976

1. As follow-on to a 6 October 1976 Army briefing on their Direct Support program, Mr. Latimer, Principal Deputy ASD(I)/DDI, extended an invitation to Mr. Bush to visit Army CONUS tactical SIGINT/EW units. Mr. Bush choose to visit Ft. Hood, Texas units on 14 December 1976 and was accompanied by:

Mr. W. Henderson, OASD(I)
Col. K. Greenlaw, OASD(I)

2. The visit provided an opportunity to obtain a first hand appreciation for the progress of Army intelligence in providing support to tactical commanders. The itinerary consisted of:

a. Discussion with LTG R. M. Shoemaker, Commanding General of III Corps, emphasized the capacity for realism, provided by the geography and experience level of personnel assigned, in order to develop concepts and doctrine for weapons systems and tactical intelligence--user and provider interplay.

b. Briefings on the Opposing Forces Unit (OPFOR) which provides realism to training exercises through expertise and application of Soviet forces, strategies and doctrine, with post exercise evaluations and lessons learned.

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c. Visit to 2d Armored Division while a local command post exercise (CPX) was under way, and discussions with MG G. S. Patton, Commanding General, to explore user reaction to the intelligence function being an organic part of his force structure. Also, a briefing by LTC(P) D. Gordon, commander of the organic intelligence unit, the Combat Electronic Warfare and Intelligence (CEWI) Battalion, as to its status and future with a demonstration of equipments currently available.

d. Discussion with MG S. C. Meyer, CG of TRADOC Combined Arms Test Activities (TCATA), and a series of briefings by his staff. These ranged over development and implementation concepts for operational testing and training needs associated with (1) the new systems projected for the 1980's, and (2) the operational implications of continued movement of intelligence into the force mix under operational commanders. Included, was examples of experience gleaned from a previous exercise on input from national assets to operational commanders.

3. Observations:

a. An extremely healthy environment for progress was demonstrated through the enthusiasm, concern and understanding at the senior levels of leadership. Emphasized by General Shoemaker and strongly reflected at all echelons, was the expressed need to push hard for "user articulation of requirements."

b. With respect to national assets input to operational commanders, experience gained from past exercise and conceptual planning appear to be leading to some reasonable efforts. A noted problem, which did stand out as requiring added emphasis in both doctrinal and mechanical areas at the national and operational levels, arises from the volumes of information flowing. As described by briefers, (1) the volume flowing from national assets could cause information inundation at the field force user level and (2) the high-speed data rates associated with the national assets' information mass must ultimately hit a relative choke (e.g., 100 word per minute interface) someplace at or prior to the user.

c. Although current attitudes are enthusiastic about the direct inclusion of the intelligence activities

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into the operating commanders immediate force structure, distinct concerns for immediate deficiencies and the future were apparent.

1) The user is satisfied with the present inclusion as it is simply an add-on of existing peripheral resources--he essentially gave-up nothing as a trade-off. He understands his provider's immediate problems and expresses active support to seek correction. The major problems set forth are linguists and direction finding (DF). Basics of linguist problem include:

- identification and establishment of an appropriate mix to meet division level needs;
- schools are not sufficient;
- difficulty with career incentives as demonstrated by the poor first term retention rate;
- realistic and productive peacetime use;
- maintenance of tactical skills (vocabulary, jargon, etc.); and
- need for a national reservoir of appropriately qualified linguists.

Recognizing the role that DF can play to provide information on pre-hostilities deployment (warning), to aid in the increase of effective use of smaller forces (timing), and to achieve higher attrition of enemy forces (target acquisition), the equipment deficiencies are self-explanatory as to problem basis:

- currently limited to line-of-bearing capability which are slow and only indicate a direction without distance;
- radar equipment is circa late forties;
- jamming equipments are circa '59-'60;
- generally not capable of reasonably dealing with the oppositions use of the frequency spectrum today; and

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- the new equipments briefed are not due until the 1980's--in fact, pre-production prototypes are not even available to aid in current work to develop operations and support concepts.

Further evidence in this area was the equipment static display. In attempting to show Mr. Bush how and what the equipments do, it was noted that less than 20% was operative. This was the first line equipment of the only existing Combat Electronic Warfare and Intelligence (CEWI) Battalion.

2) The provider is equally concerned with predictable future problems. A philosophical summation of the problem was expressed as the fear that "in 17 years, today's lieutenants will stand-up and have the same concerns as today's colonels." Implied is that the user will be less enchanted with his "free" add-on of intelligence when the sophisticated systems enter the inventory with an associated jump in resource requirements which could necessitate other weapons systems trade-offs. Will the enthusiasm to develop concepts and to support them continue? Lower availability and reliability than anticipated from promises held-forth in concept development could generate sufficient frustration to put aside the new toy before it has had a chance. Availability and reliability will be directly affected by the problems associated with small populations of specialized equipments:

- logistics problems to maintain adequate stock levels of unique, expensive parts with low usage frequency;

- maintenance problems to acquire and keep skilled personnel--particularly qualified on the unique equipment; and

- operating personnel problems to train and maintain sufficient numbers of skilled persons within a framework of limited career incentives.

These problem areas are currently seen in the aforementioned description of the linguist problem

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and the inability to maintain acceptable operability levels on equipment which is much less sophisticated than that under development.

4. In summary, the problems observed do not appear to be insurmountable, but rather those associated with a growth process. However, the roots of some of the problems are very deep, and to come to grips with them will require that the present user enthusiasm and understanding be maintained and enhanced with recognition of previous experience gained in the area of support and personnel problems. Also, peripheral resources, such as those available to the DCI, should be continually available to aid in the development process whenever requested.

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