



Moments in MI History

How Did We Get Here?

The U.S. Army Intelligence School Moves to Fort Huachuca (Part 3 of 4)

by Lori Stewart, USAICoE Command Historian

This year is the 50th anniversary of Fort Huachuca as the Home of Military Intelligence. In recognition of this significant milestone, *Military Intelligence Professional Bulletin* (MIPB) is publishing a history of how Army intelligence training transitioned from being scattered across the United States after World War II to its current location at Fort Huachuca, Arizona, in 1971. MIPB will publish this story in four parts.

January–March 2021 issue

- ◆ The Story Begins at Fort Holabird.
- ◆ What's Wrong with Fort Holabird?
- ◆ MG Joseph McChristian and the Intelligence Center Concept.

April–June 2021 issue

- ◆ Blakefield Report Recommends Fort Huachuca.
- ◆ Could Fort Lewis Be a Better Answer?

July–September 2021 issue

- ◆ The Smith Study.
- ◆ Readyng the New Home.

July–September 2021 issue–Bonus Column

- ◆ Congressional Blowback.
- ◆ The Realization of a Dream.

Author's Note: All primary documents used in the writing of this article are in the historical documents collection at the U.S. Army Intelligence Center of Excellence. This includes correspondence related to the various studies, study reports, newspaper articles, testimony and statements given during the congressional hearings, the Army's information papers in preparation for the congressional hearings, the General Accounting Office's report, and the final report of the congressional subcommittee. Also used were the annual historical reports of the U.S. Army Intelligence School for 1966 to 1970 and the U.S. Army Intelligence Center and School for 1971 and 1972.

Introduction

On 4 May 1971, the U.S. Army Intelligence Center and School (USAICS) Commandant COL Charles W. Allen and CSM Clyde Fields unfurled the school colors at Fort Huachuca, Arizona, and proclaimed USAICS open for business. This action concluded an almost 5-year effort to find the ideal “home” for military intelligence (MI). The story involves multiple staff studies and cost analyses, congressional investigations and hearings, careful movement planning, and critical liaison between the staff at Fort Holabird, Maryland, and Fort Huachuca. Ultimately, it was the first step to the consolidation of several disparate Army intelligence training efforts into one entity now known as the U.S. Army Intelligence Center of Excellence.

The Smith Study

The Army was seriously considering Fort Huachuca as the site for its Intelligence Center, but political opposition put

the plan on hold. At the same time, MG Joseph McChristian, Department of the Army Assistant Chief of Staff for Intelligence, received data that made him doubt whether Fort Huachuca could support such a large center. He thought that Fort Lewis, Washington, would be suitable for a variety of reasons and made a pitch for Fort Lewis to GEN Bruce Palmer Jr., Vice Chief of Staff of the Army. GEN Palmer disagreed, saying that the center should go to Fort Huachuca, but to placate MG McChristian, he briefed Army Chief of Staff GEN William C. Westmoreland who deferred the decision in favor of yet another study.

So, on 24 September 1970, an independent study kicked off under the chairmanship of MG E.P. Smith, the Assistant Chief of Staff for Force Development. The Smith Board was directed to examine the feasibility of establishing an intelligence center and to recommend what activities it should include and where it should be located.

Unlike MG William H. Blakefield, commander of the Army Intelligence Center, MG Smith was not limited to any particular locations, so the size of his proposed center was not influenced by the limitations of any particular post. MG Smith's conclusion was that an intelligence center based on the 1968 U.S. Army Continental Army Command Center Team Concept, which collocated a branch school with its combat developments agency, was most desirable and feasible. He also reached the same conclusion as MG Blakefield and recommended that the intelligence center be located at Fort Huachuca.

MG Smith estimated that initially the intelligence center would be comprised of 912 permanent party military and civilian personnel (not including dependents) and a daily load of 2,000 students. An additional 723 personnel spaces were set aside for the future addition of the 184th MI Company and 14th MI Battalion if and when resources (primarily water and housing) permitted. His study, then, called for a total long-range population of 3,635. As for the cost, he estimated \$65.3 million, which included \$4.7 million for the initial move and immediate renovations at Fort Huachuca plus \$45.7 million for long-range construction of housing and academic facilities. The remaining \$14.9 million would cover the move of the 184th and 14th, if deemed possible at a later date.

When briefed on the Smith Board's recommendations, GEN Westmoreland reaffirmed his approval of the transfer of the U.S. Army Intelligence School (USAINTS) to Fort Huachuca, declaring, according to one attendee at the meeting, "Let's do it!"¹ Approval by the Secretary of the Army followed 2 days later, and MG McChristian backed the decision in mid-November. The public announcement was delayed until the appropriate congressional committees were briefed in mid-December.

Reading the New Home

On 5 January 1971, less than 3 weeks after the approval was granted, the USAINTS Commandant, COL Allen, sent a letter to the Deputy Chief of Staff for Military Operations, Department of Army, requesting a movement directive be published authorizing relocation commencement on 15 January. Some effort had been made as early as March the previous year before the relocation had been temporarily suspended. A team from Fort Huachuca and Sierra Vista, including the superintendent of Sierra Vista schools, visited

Fort Holabird to brief the staff and faculty on conditions at Fort Huachuca and the civilian community, and in early May, USAINTS personnel had visited Fort Huachuca to survey the available space. With all the approvals in place, the relocation effort kicked into high gear with the activation of a Movement Control Office at Fort Holabird to coordinate the transfer and liaise with personnel at Fort Huachuca. At this time, USAINTS civilian personnel were notified and advised of their options for relocation.

Members of the advance party arrived at Fort Huachuca on 28 January and established USAINTS Forward in one of the buildings in the old World War II cantonment area, which would serve as the school's academic campus until new facilities could be constructed.



The World War II cantonment area that served as the U.S. Army Intelligence Center and School's first academic complex.

U.S. Army photo

They began setting up preliminary operations for the move: coordinating classroom areas, barracks, equipment and supplies, and off-post housing. The serious housing issue became immediately clear. Relocating personnel were told it was best to leave their families in Maryland until they could locate adequate housing at Fort Huachuca or in the surrounding communities. When COL Donald M. Phillips, the Director of Instruction, arrived and took command of USAINTS Forward on 17 February, he directed that several barracks be set aside to house incoming personnel until other housing could be arranged.

By the end of the first week of February, a contract had been let for the refurbishment and renovation of the classroom and barracks buildings, including rewiring and installing air conditioning. Labor and material costs had skyrocketed 54 percent since the cost estimates had been made the previous year. Consequently, USAINTS personnel



U.S. Army photo

Headquarters of the School Brigade in Building 67116.

tackled some of the smaller renovations themselves, such as painting, cleaning, carpentry, and grounds work, with materials provided by the post. According to one local news article, “As a measure of their desire to make Ft. Huachuca a permanent home, the men and women of the organization worked almost 11 man-years in a self-help program, refurbishing academic facilities, barracks, and mess halls.”² Because the school was to be located in an area previously planned for demolition, structures and roads had not been maintained, leading the post commander to request additional funds to cover road repairs and the replacement of

plumbing fixtures, heating equipment, doors, and doorjamb. By mid-April, 33 of 170 buildings had been renovated and work on another 46 begun.

Because academic operations continued at Fort Holabird while Fort Huachuca was being readied, the movement of the main body was conducted in phases beginning on 1 March. As a course graduated at Fort Holabird, the instructors and support staff closed down their operations and turned their facilities in; they then traveled to Fort Huachuca and prepared for the start of their next class at the new location. An advanced party of the School Brigade,

under the command of Deputy Brigade Commander LTC T.C. Gettings, and the First Student Battalion, commanded by CPT T.W. Flinchum, began operations at Fort Huachuca on 1 March.³ On 23 March 1971, USAINTS was redesignated USAICS.

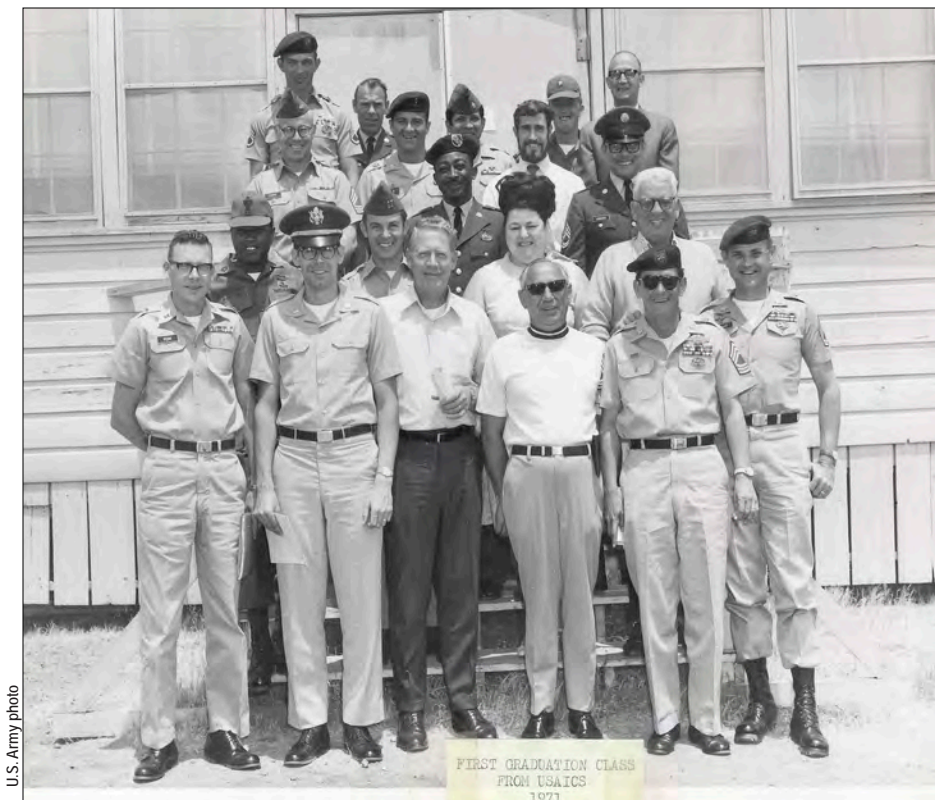
Six weeks later, on 3 May, COL Allen officially relocated to Fort Huachuca and published General Order 1, attaching USAICS to Sixth Army for administrative and logistical support. In a ceremony the following day attended by 300 staff, faculty, and students, COL Allen officially unfurled USAICS’ colors. MG W.B. Latta, Post Commander and Commanding General of the U.S. Strategic Communications Command, welcomed the new organization, declaring: “You are the beginning of something. The beginning of permanent roots for the intelligence school.”⁴ COL Allen hosted a second ceremony later in the afternoon for USAICS personnel only, at which he officially closed USAINTS Forward and opened Headquarters, USAICS.

As the first six classes began on 4 May, 71 percent of USAINTS personnel had completed the relocation, and USAICS was prepared to conduct 32 different courses to a daily student load of 1,200 to 1,300.



Photo courtesy of CW5 Rex Williams, U.S. Army, Retired

Sign at the Main Gate of Fort Huachuca in 1971, listing the U.S. Army Intelligence Center and School as a tenant.



The first class to graduate from the U.S. Army Intelligence Center and School in 1971.

Over the next several months, additional personnel made the move, including 46 of 146 civilian personnel previously employed at Fort Holabird. In the months following, USAICS hosted the Commanding General of U.S. Army Continental Army Command, GEN Ralph Haines, as well as Secretary of the Army Stanley R. Resor and Sergeant Major of the Army Silas Copeland. On 2 September 1971, COL Elvin Dalton assumed command of USAICS, replacing COL Allen.

That same day, the last class in session at Fort Holabird, an MI Officer Advanced Course, graduated, thus terminating intelligence training at the Maryland post. The move was officially complete and the Army had its new Intelligence Center. ✱



COL Elvin Dalton, Commandant, U.S. Army Intelligence Center and School, September 1971 to May 1973.

Endnotes

1. COL Ben Anderson, handwritten note, n.d.
2. "Intelligence School Celebrates 1 Year at Fort Huachuca," *Huachuca Scout*, 31 August 1972.
3. The brigade commander COL R.W. Bertholf remained at Fort Holabird with the brigade until mid-May. The Second Student Battalion also remained at Fort Holabird but deployed its companies in phases. Company D was the last major subordinate element to deploy to Fort Huachuca on 30 September 1971.
4. "I-School Standard Planted; 'Permanent Roots' Take Hold," *Huachuca Scout*, n.d.

Next time in this series:

- ◆ Congressional Blowback.
- ◆ The Realization of a Dream.