



# Insight

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## Sept. 11: Remembered

On a horrifying day three years ago, as the World Trade Center crumbled, the Pentagon billowed smoke and a Pennsylvania field blazed, America, her citizens, and much of the world changed forever. America and its military had felt the lethal blows of terrorism in the past, but the events of 9/11 were undreamed of.

The idea that our borders could be penetrated by terrorists, who for months planned this terrible, cowardly attack on our neighbors, friends and loved ones, was inconceivable to most Americans.

All of us remember where we were that tragic day. I sat, after returning from my morning run, watching what I first thought was a commercial for a new disaster movie. When I realized it was live footage, I sat in silence and disbelief, asking myself why and how this happened.

There are many answers to that question, but perhaps the best one is it happened because of fear – because the American way of life is a serious threat to those who would rule the world through pain and terror. It happened because we could not imagine that such evil existed in the world and would strike our shores. It was an act

meant to divide our country, but instead it made us united and strong.

In the days following 9/11, I remember a cartoon that depicted an American eagle sharpening its talons. That simple sketch symbolized our commitment to freedom and our resolve that justice would meet those who use the killing of innocents as a political tool.

Our actions in Afghanistan and Iraq prove our determination that people everywhere will, one day, be free of the menace of terrorism.

Three years ago America's finest demonstrated the very fabric that our nation is made from – courage, daring and selfless service. Since 9/11, our military and civilians, many deployed to Afghanistan and Iraq, show those same qualities every day.

More than 1,100 of our military comrades have lost their lives in the war on terrorism. They are in our thoughts and in our hearts. The people of America are grateful for their courage and sacrifice.

The peace loving people of Afghanistan and Iraq, those who want a bright, liberated future for their children, feel the same. The families of our lost and wounded will never be



*DA photo*

forgotten. Thanks to them, the world is a safer place.

U.S. Army Intelligence and Security Command Soldiers and civilians continue to support American and coalition warfighters on the ground, in the air, and at sea, with the intelligence they need to accomplish their missions on a daily basis.

Our Intel Warriors continue to perform above expectations. They share the bravery, determination and commitment of a long line of Soldiers and civilians who have fought to maintain our way of life for more than 220 years.

That tenacity and resolve is not only our heritage, but a part of our very soul. We will always go where needed. That is our vow and our sacred duty.

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# Commentary: NCOs key to winning war, peace

by Roger W. Putnam  
Army News Service

BAGHDAD, Iraq — History has taught us many lessons on what to do after a war is won.

Germany and Japan are just two examples of defeated countries that rose from the ashes of defeat to become leaders in the international community with the direct assistance of the United States. In no small respect, the U.S. military's noncommissioned officers and their troops became the ambassadors of goodwill in these countries, and played a major role in winning the hearts and minds of the people.

Earning the trust of the people is essential if any reconstructive effort or peacekeeping mission is going to be successful.

Today's problems in Afghanistan and Iraq are similar. Noncommissioned officers and their troops are the ones seen everyday on the streets of the cities and towns. It is their behavior that shapes the views of the local population and reflects what America is all about.

One of the hardest tasks for the NCO is to not blame all the people for the acts of a few. We have trained our Soldiers to be war fighters, and justifiably so, but America's Soldiers are still filled with compassion for children and the downtrodden.

It is difficult for NCOs to see their Soldiers attacked by insurgents and not become cynical toward the populace. But, thank God, our NCOs have proven they have the values and ability to put those feelings aside and perform



photo by Spc. Sean Kimmons

**Staff Sgt. Chris Golde, a squad leader with Company A, 1st Battalion, 21st Infantry Regiment, befriends a Kurdish child during a dismounted patrol in Kirkuk, Iraq.**

the acts of kindness we see them doing the world over, especially in Iraq and Afghanistan. Cynicism only undermines our ability to build a rapport with the population.

The NCO is instrumental in ensuring the populace understands America's values and that it is a truly compassionate country. In Vietnam, our Soldiers built orphanages and schools, treated the sick, and spent untold hours assisting the Vietnamese, even while being attacked daily by insurgents.

U.S. Soldiers have performed similar deeds in every conflict our country has been involved in, and the NCO has always been at the forefront of these activities. Without the

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*This Month in History***Intelligence codebreakers key to success in Pacific****by History Office**

Intelligence and Security Command

Perhaps the greatest singular triumph of Army Intelligence is the work performed by code breakers on the eve of World War II.

Their efforts, most notably those of William F. Friedman and Frank B. Rowlett, would help to shorten the war and save countless lives.

The story has all the suspense of a spy thriller, full of science and eccentric scientists, and moments when the fate of nations was shaped by exhausted men and women laboring over strange machines.

Mr. Rowlett, a soft-spoken, courteous Virginian and former mathematics teacher, joined the Army's Signal Intelligence Service, headed by Friedman, in 1930.

His first mission was to ensure that U.S. military codes were the best and most secure that could be devised.

The second was to undertake the peacetime interception and analysis of foreign code and cipher communications. Early in 1932 Rowlett's group began studying and solving "machine" cipher systems.

While still producing codes for the War Department, the group began working on decoding



*Department of the Army photo*

**Flanked by her fellow "code breakers, Genevieve Grotjan made a significant breakthrough September 1940 in the solution of the "Purple" code, which led to victories in the Pacific during World War II.**

Japanese diplomatic communications.

By the end of 1938, they were able to read every Japanese cryptosystem then in use. However, in mid-1939, a new kind of cipher machine was installed in major Japanese Embassies.

The solution of the new cipher proved to be a slow and laborious task. After 18 months, in September 1940, Genevieve Grotjan made a significant breakthrough in the solution of the cipher nicknamed the "Purple" code in September 1940.

The remarkable result of an intense collection effort was that Friedman's and Rowlett's team constructed entirely by analysis a machine capable of deciphering

the chief Japanese diplomatic cipher. Translated Japanese diplomatic traffic known as "Magic" soon began to reach the highest levels of government.

The work of the Army codebreakers made it possible for a relatively small U.S. force to intercept a Japanese invasion fleet and win a decisive victory in the Battle of the Coral Sea, thus saving Australia and New Zealand; enabled the crippled American fleet to turn the tide in the Pacific War at Midway; and, by decoding messages from Japan's ambassador in Berlin, even gave our forces invaluable information on German war plans.

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I love being a Soldier, and I am proud to work alongside those who pledge to serve their country and to fight its enemies, foreign and domestic. Duty, Honor, Country – these three words inspire and

motivate all of us to protect our borders; assist our allies; and lend a helping hand to those too fearful or weak to help themselves.

We will always remember 9/11. It was not an attack on a

place – New York, the Pentagon or a quiet Pennsylvania field – it was an attack on the spirit of our country. As Americans we all lost someone that day and, until the war on terrorism is over, it will serve as our battle cry.

# Gen. Myers: Military Bearing Pressures ‘Extraordinarily Well’

by Jim Garamone

American Forces Press Service

WASHINGTON – The military is bearing a large share of the global war on terrorism and military personnel are handling the pressure “extraordinarily well,” the chairman of the Joint Chiefs of Staff said here Sept. 8.

Air Force Gen. Richard B. Myers said during an interview that military members remember the events of Sept. 11, 2001, and that the sense of purpose they felt in the days after the attacks in New York and Washington is still fresh in their minds.

Myers said the service members involved in the global war on terrorism “clearly understand what the stakes are and what this is all about.”

The chairman said service members also know that they brought hope to more than 50 million people in Afghanistan and Iraq.

Myers also cited American aid to the Philippines to defeat Abu Sayyaf on Basilan Island, and efforts to secure the Horn of Africa with 1,400 U.S. troops based in Djibouti, as other examples of the missions American military members are doing.

Military members and their families know the United States is a nation at war, Myers said. And they know the coalition against terrorism is making progress. Myers pointed out that



photo by Sgt. Michael Abney

**Clouds of dust are kicked up by the rotor wash of a CH-47 Chinook helicopter as it comes in for a landing to pick up security forces during a Humanitarian Aid mission in Afghanistan Sept. 6.**

in Afghanistan, presidential elections will be held Oct. 9.

Under United Nations supervision, more than 10 million Afghans have registered to vote in the first free elections in more than 30 years. What’s more, he said, about 42 percent of those registered are women.

Under the Taliban, women couldn’t go to school or receive medical care, let alone vote.

The chairman admitted that security will remain a challenge and that he expects violent factions in Afghanistan to try to disrupt the elections and try to stop progress.

Contrasting Iraq today vs. Iraq in March 2003 also is useful, the chairman said. Before major combat, Saddam Hussein used brutal tactics to keep the popula-

tion under control. U.N. officials estimate that Saddam and his Baath Party compatriots killed outright at least 500,000 people. Other estimates put the number higher.

Saddam had weapons of mass destruction and used them on his own people – mostly the Kurds in the northern part of the country – and against its neighbors – against Iran during the 1980-1988 Iran-Iraq War, the chairman said.

He defied the United Nations resolutions put in place after the first Gulf War and treated the oil-for-food program as his own private bank. Saddam Hussein never gave up the hope that the 19th province in Iraq would be Kuwait, Myers said,

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and he was shooting at coalition aircrews every day as they enforced the Northern and Southern “no-fly” zones. “And now he’s in jail and will be on trial very shortly,” Myers said.

The Iraqi interim government is “pretty much accepted as legitimate by the Iraqi people,” the chairman said, and the United Nations is shepherding the political process. Elections are scheduled for January, with final elections set for December next year. Schools and clinics are open and working and the coalition is working with Iraqis to repair the infrastructure Saddam neglected.

“Iraq sent a soccer team to the Olympics,” Myers said. The team did well in the games and “wasn’t beaten for not winning a medal,” as when Saddam’s son ran the country’s sports program.

The chairman said that things are changing in Iraq, and the troops who have contact with Iraqis understand how much they appreciate the changes. But Iraq “is still a very challenging environment and unfortunately we still have a lot of tragedies over there both for our troops and innocent Iraqi citizens.”

Myers said leaders understand

the troops are fighting in tough nasty conditions. He said forces in Iraq fight in 120- and 130-degree temperatures while wearing full protective gear. Still, service members know it is “better to fight extremists in Fallujah than it is to let them fester there and fight them somewhere else,” Myers said.

Myers thanked military members and their families for their sacrifices. He said Americans need to understand the sacrifices that American military members and their families are making.

“There are parts of America that understand pretty well,” Myers said. “There are others probably where every day goes on and it’s just another nice day in the United States of America. They don’t have a good appreciation for the sacrifices made by others on their behalf.”

But if those Americans think about it, they will understand that what’s standing between them and “perhaps the severest threat our country has ever faced” is the United States military.

Myers said all Americans are counting on servicemembers. “Our children and grandchildren are counting on them and I’m very confident that they will do

**“The most important thing that we have when we go into combat ... is the resolve of the American people. With the American people resolved, there’s no issue at all,”**

**Gen. Richard B. Myers,  
chairman of the Joint  
Chiefs of Staff**

the right thing,” he said.

Myers said that when he travels in the United States he always reminds Americans that this is a nation at war. “I think people need to be reminded,” he said. “There are no Victory Gardens like World War II.

We’re not saving scrap metal or rationing rubber and gasoline. It’s pretty much business as usual for most of the population.

“On the other hand, the most important thing that we have when we go into combat ... is the resolve of the American people,” he continued. “With the American people resolved, there’s no issue at all.”

### **Time to make a difference**

Maj. Gen. John F. Kimmons, commanding general, U.S. Army Intelligence and Security Command, encourages all Soldiers, civilians and contractors to participate in the democratic process by voting.

Those individuals wishing to vote need to ensure they have registered prior to local deadlines. For example, the Constitution of Virginia requires individuals be registered in the precinct in which they live by Oct. 4 in order to be qualified to vote Nov. 2.

The military offers a Voting Assistance Guide to help individuals understand procedures for registering and voting in their state or territory of legal voting residence.

For more information on federal voting policies, go to the Federal Voting Assistance Program’s Web site at: <http://www.fvap.gov/>

## INSCOM NCO of the Year



*photo by Pfc. Jason A. Merrell*

**Yongsan, Republic of Korea -- Sgt. Samuel E. Cowell, 532nd Military Intelligence Battalion, receives the 8th United States Army Sergeant Audie Murphy Award from Lt. Gen. Charles Campbell, commander, 8th Army, during induction into the Sergeant Audie Murphy Club ceremony July 16. Cowell was also selected 8th U.S. Army Noncommissioned Officer of the Year and Intelligence and Security Command NCO of the Year. He will be competing Sept. 12-17 in the Army's third NCO of the Year competition at Fort Lee, VA. Readers can look for a story about Cowell and his accomplishment in a future issue of the INSCOM Journal.**

## U.S. STRATCOM sponsors transformation symposium

Columbia, Md. – United States Strategic Command is sponsoring the “Government Symposium on Intelligence, Surveillance, and Reconnaissance Transformation...Showing the Way Ahead” Sept. 28-30 at the Adam’s Mark Hotel, Denver, Colo. The symposium will bring three-letter government agency directors and senior military personnel together to discuss the challenges and opportunities ISR transformation presents.

The impetus for this sym-

posium is the Unified Command Plan, Change-2 (UCP-2), signed by President George W. Bush, which directs the consolidation of historically discrete Department of Defense ISR functions under one unified command. UCP-2 tasks STRATCOM with this responsibility, and the Initial Operating Capability for commands unified ISR functionality is October 1.

The symposium features briefings on contemporary issues by intelligence community and DoD leaders, including

USSTRATCOM, Joint Forces Command, the Defense Intelligence Agency, the National Security Agency and the National Geospatial-Intelligence Agency. Preliminary topics are DoD ISR Integration, ISR Advocacy, Information Integration, and Network-Centric ISR.

For additional information, visit: [www.federalevents.com](http://www.federalevents.com), or call 888-603-8899.

*(Editor’s Note: This is a privately sponsored event, and is not affiliated with INSCOM or its personnel.)*



photo by Sarah Underhill

**The Assault Kitchen is scheduled to replace the Kitchen, Company Level Field Feeding in 2007. The Assault Kitchen was developed by the Food Service Equipment Team under Product Manager Force Sustainment Systems at the U.S. Army Soldier Systems Center in Natick, Mass.**

## Assault Kitchen to feed troops faster

by Curt Biberdorf  
Army News Service

NATICK, Mass. — The ability to quickly feed hot meals to forward-deployed, fast-moving warfighters is what the Army will gain when the Assault Kitchen delivers its heat-on-the-move capability to the field.

Intended to replace the "Kitchen, Company Level Field Feeding" beginning in 2007, the Assault Kitchen will provide a better way to feed company-sized military units, according to officials.

The Assault Kitchen was developed by the Food Service Equipment Team under Product Manager Force Sustainment Systems at the U.S. Army Soldier Systems Center in Natick, Mass.

"The KCLFF is an assort-

ment of odds and ends. Many times, frontline units don't take it to the field other than a component here and there," said Doug Brown, a mechanical engineer and project officer for the Assault Kitchen.

"They tend to not want to operate with the whole system because of the setup involved. It takes more time and effort to use when compared to the AK." The Assault Kitchen consists of a Humvee and trailer packed with equipment that either eliminates, transfers or replaces the collection of loose KCLFF items with a setup where every component has its place on a mobile platform.

A Humvee carries six insulated beverage containers, three pan carriers to keep food trays warm, five insulated food containers, a 5-gallon fuel can, fire

extinguisher, utensil box, maintenance kit for the ration heater, and a ration heater to prepare Unitized Group Ration-Heat and Serve tray packs or No. 10 food-service cans strapped into the cargo area.

A trailer carries eight water cans, an ice chest, three tables, cargo netting to hold tray pack boxes, stock pots, a cradle for use in preparing hot beverages and an awning to cover the serving area during bad weather.

The heart of the AK is its ration heater, officials said. It uses non-developmental and commercial technology that allows operation on common battlefield fuels, and it draws electricity generated from the Humvee through a mounted power inverter.

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We used already-developed ration heaters and as many existing pieces of commercial equipment as possible," said Scott Mannka, an engineering technician, about the 1-year-old project that produced two prototypes. "It's the only way we could build AK prototypes fast."

The AK heater tank is turned on with a switch and operates for 10 hours on 5 gallons of fuel. The portable, stainless steel water tank heats up to 18 tray packs, 15 No. 10 food-service cans or a combination of the two in 30-45 minutes, and it can heat them while driving, which is not an option with the KCLFF's open flame burners, according to Brown.

Thermostatic control assures the heater tank's water temperature stays below the boiling point, but a relief vent is a backup to prevent overpressure. Other safety features include sensors or switches to shut off the burner if the water depth in the tank falls below 6

inches or the heater tank exceeds specified angles.

The Assault Kitchen feeds up to 250 troops in one location or as many as 500 troops daily in multiple locations, and setup is completed in as little as 10 minutes with two cooks, according to Brown. Packing up to be ready to "jump" to the next feeding site is equally as fast.

Two approaches to using the Assault Kitchen were followed during a user demonstration earlier this year. Brown said both prototypes were praised by troops who tried them.

In January at Fort Stewart, Ga., troops tried a "pit stop" feeding method, hauling the kitchen to the Soldiers with a fuel and ammunition supply convoy. Tankers and infantrymen either met the kitchen and convoy at a designated location or the supply convoy went to them.

At the National Training Center at Fort Irwin, Calif., in March and April, the kitchen stayed with forward units at all times and was re-supplied

with rations and water whenever possible.

"The vision at first was not to stay with a forward unit at NTC," Mannka said. "They liked it a lot. They were impressed. They gained confidence with it every day they used it."

The team plans on refining the system and completing additional testing during the next two years, combining the best features of the two prototypes into one prototype before production approval in 2006. Brown said current plans for production are for the Army, Marine Corps, and potentially the Air Force, to combine their requirements for the Tray Ration Heater and the Assault Kitchen into a large economical production contract.

For more information about the U.S. Army Soldier Systems Center, visit [www.natick.army.mil](http://www.natick.army.mil)

*(Editor's note: Curt Biberdorf is the editor of the Warrior magazine.)*

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noncommissioned officer, many of these endeavors would not have succeeded, or even existed. The NCO has to be the positive influence in both peace and war. NCOs make things happen.

The NCO must always remember that planning is done at a higher level, but implementation of orders is an NCO responsibility. The NCO is responsible for teaching and

training his or her subordinates, not only in war fighting techniques, but also how to approach the populace, how to understand and appreciate their culture, and how to treat them as they would want to be treated.

Trying to understand the rules they live by is as foreign to our culture as ours is to theirs. A smile to civilians from one of our troops is a language that anyone can understand, and lays a foundation that reconstruction can build on.

NCOs and their troops are crucial to showing the population that America liberates, not conquers; that we truly want to help their people gain a better life. It is imperative that NCOs realize that they are the key to winning not only wars, but also the peace.

*(Editor's note: Roger W. Putnam is a retired command sergeant major who served as the VII Corps CSM in the early 1980s.)*

# 29TH ANNUAL *Army Intelligence Ball* SATURDAY ~ SEPTEMBER 25TH ~ 2004



Co-Hosts:  
Deputy Chief of Staff, G-2 and  
Commanding General, Intelligence and Security Command



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