



# INSIGHT



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## No slowing down for INSCOM

“Intelligence – on point for the Army”...always a true statement, but never before so pervasively apparent and widely understood. Discussions with Army and joint task force leaders in Iraq, Afghanistan, Kuwait and Germany during October drove the point home. Tactical, echelon above corps and national intelligence assets are the most critical enabler in the Global War on Terrorism – we have enough combat power to get the kinetic job done if, but only if, we can deliver timely, actionable intelligence to positively identify (as hostile), locate and trigger target engagements.

Successfully targeting adaptive enemy targets for kill or capture is easier said than done. It puts an extremely high premium on our ability to fuse all sources of intelligence in near real time and perform focused, collaborative analysis with horizontally and vertically networked intelligence community partners.

The pressing nature of GWOT challenges is driving material, software and procedural solutions at an unprecedented rate. Skilled analyst use of advanced search and visualization tools against current, well populated, multidiscipline databases is becoming an increasingly powerful tool employed at fusion centers across the force. Battlefield “value-added” determinations shape which new tactics, techniques and procedures and applications are incorporated and which are discarded; the “feedback loop” is pretty short and direct. The INSCOM Information Dominance Center, National Ground Intelligence Center, Gordon Regional Security Operations Center, Theater Intelligence Brigades/Groups and others are directly contributing to situational understanding. Nevertheless, we still have a great deal to do.

INSCOM is aggressively collaborating with Army G2 and U.S. Army Intelligence Schools Center to rapidly field software and equipment to assist with the ongoing fight and prepare rotational



DA photo

units for deployment. NGIC is deeply involved in an interagency effort to devise effective measures to counter the challenge posed by improvised explosive devices. Soldiers from the 704th MI Brigade, 513th MI Brigade and 66th MI Group are integral to expanding collection and analysis work as part of the National Security Agency.

None of this would have the intended effect without the selfless dedication and commitment of the INSCOM workers. The talent, innovativeness and aggressive application we saw everywhere was “eyewatering,” spanning active, National Guard and reserve elements. U.S. and coalition intelligence forces are involved in “outdoor team sport” of the most demanding type. INSCOM has never been more integral across the spectrum. We should be proud of our accomplishments and remain steady for the work ahead.



photo by Bob Bills

**Mangual speaks to INSCOM, Fort Belvoir**

*Brig. Gen. Jesus A. Mangual, director of force projection and distribution, Office of the Deputy Chief of Staff, G-4, Department of the Army, was the guest speaker during a Hispanic Heritage Month celebration at the Fort Belvoir Community Club, Fort Belvoir, Va. Oct. 8.*

# Imposter website causing confusion

ARLINGTON, Va. – The two million military and civilian users of myPay are being cautioned to use only the official myPay site when seeking to access pay account information.

“Personal information is valuable and should be safeguarded,” said Claudia L. Bogard, director of Corporate Communications for the Defense Finance and Accounting Service.

“Don’t provide your personal information to any website unless you know it can be trusted,” Bogard said.

Look-alike sites have recently frustrated myPay customers who have been confused by accidentally finding their way to a commercial site that is in no way affiliated with DFAS or the Department of Defense.

DFAS’ myPay is a secure, DFAS-operated website that lets active duty, National Guard and reserve military members, civilian employees, and military retirees and annuitants take charge of their pay accounts online. The official website is found at <https://mypay.dfas.mil/>

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Chief, Public Affairs Office.....Deborah Y. Parker  
 Editor.....Brian Murphy  
 Graphic Designer.....James L. Hubbard

# Carr in driver's seat at 116th MI Group

By Staff Sgt. Andre Butler  
116th MI Group

The former coalition and joint intelligence officer for the stabilization force at Camp Butmir in Sarajevo, Bosnia-Herzegovina, took command of the 116th Military Intelligence Group and the Gordon Regional Security Operations Center at its change of command ceremony at Barton Field, Fort Gordon, Ga., July 30.

Col. Robert A. Carr succeeds Col. Daniel G. Daley, who departed Fort Gordon to become the senior intelligence officer for the United States Special Operations Command at MacDill Air Force Base.

Carr's first assignment was the security officer for the 2nd Combat Engineer Battalion, 2nd Infantry Division in Korea. After successfully completing that assignment, Carr became the deputy security officer, the secretary of the general staff, and company commander of the 588th Military Intelligence Company, 2nd Armor Division, in Garlstedt, Germany.

Afterwards, he was selected to be the assistant Training and Doctrine Command systems manager for the Joint Surveillance Target Attack Radar System, including four months as commander of the army ground element JSTARS operational Detachment 1 during Operation Desert Shield and Operation Desert Storm.

Carr then became the brigade plans and operations officer for the 704th Military

Intelligence Brigade at Fort Meade, Md.

As a warfighter, he also held positions such as the deputy chief of collection and processing at Menwith Hill Station in England, commander of the 721st Military Intelligence Battalion at Fort Gordon, Ga., and assistant plans and operations officer for information operations for the U.S. Army

Intelligence Security Command at Fort Belvoir, Va.

Carr received his Bachelor of Science degree in Business Administration.

He also holds master's in public administration, with emphasis in Comptrollership, from the University of Missouri, as well as a master's degree in strategic studies from the United States Army War College.



photo by Staff Sgt. Andre Butler

***The Color Guard lowers the flags during the playing of the National Anthem during the 116th Military Intelligence Group change of command ceremony at Barton Field, Fort Gordon, Ga., July 30.***

# Information come in many forms

by Staff Sgt. Eric Reinhardt  
66th MI Group

DARMSTADT, Germany – The 66<sup>th</sup> MI Group is not the first U.S. intelligence unit to call the Dagger Complex its home, nor was the *Dagger* the first military-related newspaper published here.

More than five decades ago the U.S. Air Force's 2nd Radio Group Mobile, a signal intelligence unit, built the Dagger Complex as its operations site.

The squadron was headquartered at Ernst Ludwig Kaserne from 1947 to about 1953, when it moved to Cambrai-Fritsch Kaserne. It stayed there until 1971, when it was deactivated.

In 1953 a few airmen decided their unit needed a newspaper and created the *Poop Sheet*, a monthly mimeographed journal about day-to-day life in the unit. The paper had a brief run, from May to August 1953.

Because it wasn't an official publication, its creators enjoyed almost unlimited creative and editorial freedom. From features about the unit's more colorful characters to frank assessments of service life in post-war Darmstadt, the paper's tone was by airmen for airmen.

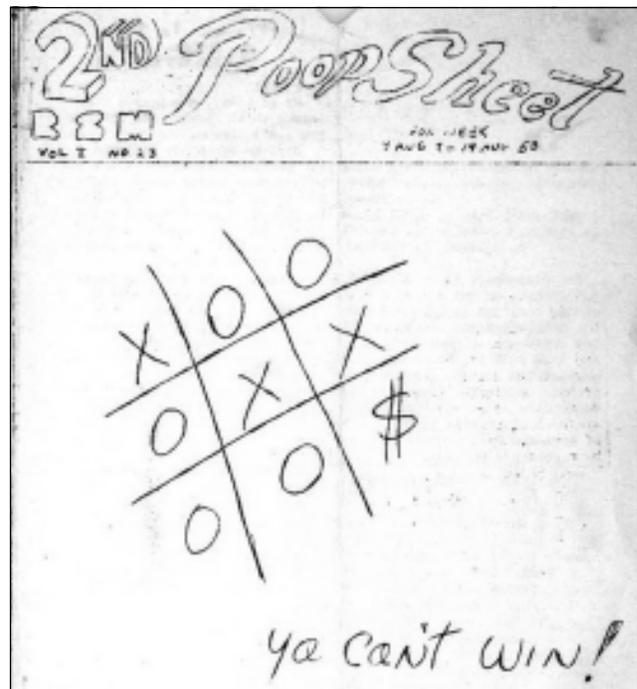
With artful exaggeration, snippets of overheard conversation and straight-from-the-notebook reportage, the paper's approach might be best likened to "gonzo" journalism (a term coined by author Hunter S. Thompson, who got his literary start in Air Force newspapers).

"We didn't have a public affairs function as such," says Leo Franks, of Springfield, Pa., a Morse code intercept operator here in 1953. "The *Poop Sheet* was put together on a volunteer basis in our spare time."

Buzz Hundley, a retired Air Force master sergeant, wrote for the paper in his spare time and now posts the old editions online. He says the "old-timer" references may throw some readers off.

"For starters, 'poop' is a somewhat vulgar word now and today's folks would probably use 'buzz' instead," Hundley said.

The paper's production was primitive by



**The cover of the Aug. 8, 1953 *Poop Sheet*, which was created in what is now the 66th MI Group headquarters.**

today's standards, he said.

"We cut mimeograph masters on a manual typewriter, cranked out the copies by hand and collated and stapled them the same way," Hundley said. "Then we hand carried them through the barracks and put one on every bed."

Though it was well received by the troops, the powers-that-be at the time were unimpressed.

"Some higher-ups didn't care for a few articles that were somewhat critical of some things. So they shut us down using a pretext that we'd printed some sensitive information concerning the number of toilets at the operations site," Franks said. "As if someone couldn't stand across the road and count the number of people going in and out."

You can see excerpts of the old paper on-line via the 2nd RSM Association's website at: <http://mywebpages.comcast.net/2ndrsm/>

"They should be of interest to everyone who was in Darmstadt, regardless of when, because of the descriptions of town, vacations, base and other items that pop up from issue to issue," Hundley said.

# 513th Soldiers take on terrorism

by Spc. Leslie Pearson  
513th MI Brigade

The rain drizzled steadily as the convoy of HMMWV's moved across the field. Soldiers in full battle rattle armed with M16's kept an eye out for enemy movement along their path.

Suddenly heavy fire started coming from somewhere near the middle of the convoy—they were being ambushed. In the midst of the attack someone yelled, "There's a bomb, they've got a bomb!"

With only seconds to spare the Soldiers strategically leapt from their vehicles, firing and moving, they made their way to a safer place and took up defensive firing positions.

After a few minutes, the Soldiers left their positions and gathered around counter terrorism expert Doron Benbenisty, for a briefing on the high risk defensive tactics they'd just practiced.

The exercise was part of an intense week of force protection training conducted by Soldiers in the 202nd Military Intelligence Battalion in order to prepare for future missions in the U.S. Central Command Theater of Operations, said Capt. James Fletcher, battalion plans and operations officer.

According to Benbenisty, he and his team of instructors were contracted by the 513th MI Brigade to teach deployable Soldiers how to better deal with knife attacks, firearm disarmament (shotgun, handgun, assault rifle, and grenade), suicide bombers, detecting booby traps,



photo by Spc. Leslie Pearson

## **513th MI Brigade Soldiers leave the convoy after being attacked.**

enemy deception, defensive tactical shooting in densely populated areas, defensive driving and shooting while moving in hostile environments, enemy attacks involving ambushes and car bombs, and Muslim codes of behavior. The training included both practical and classroom exercises, he said.

"They are an intelligence unit, that's why this kind of training is good for them, because if they were to fall into the hands of the enemy they are very valuable merchandise. Although they are not combat soldiers, we treat them as if they are. They learned practical elements like how to be released from a tied rope and how to escape an execution—now they know how to escape and survive," said Benbenisty.

In 1997 Benbenisty came to the United States for an anti-terrorism assistance program where he met his future wife.

Three years ago, he immigrated to the US and founded Crisis Response International (CRI), which is based in Baton Rouge, La. When developing the exercises and materials for this course, Benbenisty said the group studied things going on in Lebanon and Baghdad.

"When I was in the Israeli defense force, we had to work as a terrorist sometimes and that's why I think like a terrorist and I designed the training to be realistic," he said.

To do that, Benbenisty brought in \$37,000 worth of equipment for the Soldiers to use which included weapons that fired much like BB guns and protective gear such as masks and bullet proof vests.

At the end of the training, the Soldiers were broken down into groups for testing and evaluation by CRI instructors.

For more information, visit: [www.crisisresponseint.com](http://www.crisisresponseint.com).

# 'Soldier Stories' find a new home

WASHINGTON (Army News Service) — Acts of heroism, community service and deeds that exemplify Army values can be found on the Army Homepage's newest feature, "Soldier Stories."

Soldiers who dodge bullets to pull their comrades to safety, and those who are working to improve the condition of run-down Iraqi facilities, schools and hospitals are among those spotlighted at [www.army.mil](http://www.army.mil).

Sgt. Timothy Hicks, an artillery cannon crewmember, knew that the small-arms fire aimed at him was getting closer, but he remained focused. His goal was to get to two wounded soldiers, whose supply vehicle had been hit with a rocket-propelled grenade. Hicks later received the Bronze Star for maneuvering the supply vehicle through a "hot zone" and getting his comrades to safety.

"This new page pays tribute to the men and women who exemplify the Army values," said Col. James Allen, chief of the Command Information Division at the Pentagon.

The "Soldier Stories" website was designed to aid speechwriters who want to express to the world that the Army is at war - relevant and ready, Allen said.



*courtesy photo*

**Sgt. David Trujillo, Spc. Antonio Mora and Spc. Eugene Jensen are a few of the Soldiers featured on the website.**

"By going to the website, writers can get short stories that convey how dedicated, sincere and caring our American Soldiers are. They're doing more than rooting out evil, they're restoring water, electricity, and rebuilding infrastructures.

"If I were writing a speech, I would find it hard to put the pen

down with all the good things that are going on in Iraq and Afghanistan."

The "Soldier Stories" website went live Oct. 30, and will continuously be updated with new vignettes.

If you know a Soldier whose actions deserve recognition, send your vignette to: [arnews@hqda.army.mil](mailto:arnews@hqda.army.mil).

## Correction

The "INSCOM soldiers roll the DISE" article in the October 20 issue of the *Insight* incorrectly said that new equipment was received from the Defense Intelligence Agency. The system equipment fielded and trained was from Joint Mobile Integrated Communication System, Headquarters, Department of the Army G-2 (Intelligence).



*photo by Aaron Westbrook*

**Schoomaker outlines his vision to 2,500 AUSA members Oct. 7 at the Eisenhower luncheon.**

## New CSA vision: more brigades

WASHINGTON (Army News Service) — In his first media roundtable, Army Chief of Staff Gen. Peter Schoomaker turned the Army's goal of a lighter, more agile force up a notch.

Divisions with more brigades — smaller units with almost twice the lethality as the current brigades — is the concept Schoomaker outlined during his discussion with nine reporters Oct. 7. Schoomaker also discussed a list of 15 areas where he wants to see improvements made during his tenure.

On the second day of the annual Association of the United States Army gathering in Washington, D.C., Schoomaker laid out his plans for reorganizing the Army. Although he plans to continue much of the transformation initiated by his predecessor, retired Gen. Eric K. Shinseki, Schoomaker said he won't be using the terms "legacy, interim and objective" to describe the force.

More Army funding should also go toward the equipment that is already in the hands of soldiers instead of future combat systems, Schoomaker said.

"We were looking to the future," Schoomaker said. "But now the focus is on the present. We

have got to make sure that we are doing the right thing by our Soldiers. I don't think we should put Soldiers in harm's way without doing the very best we can to equip them."

Shinseki's vision was an important one, said Schoomaker, who explained that the former chief is a good friend. But Shinseki didn't know when he started his vision, the degree that the Army would be engaged in the War on Terrorism, Schoomaker added.

The 3rd Infantry Division, which recently returned from Iraq, is experienced in dealing with the enemy, Schoomaker said. That's why he charged the division commander at Fort Stewart, Ga., to be the first to develop his new "brigade units of action." Schoomaker said he asked the 3rd ID to tell him what brigades need in order to be more capable within their own footprint. In other words, how can they be more effective against the enemy without more troops.

"I want to know if he can turn his three brigades into five maneuver brigades, and if I provide the right equipment, could they be one and a half more lethal than before," Schoomaker said. "This is just

*(continued on page 8)*

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a question, but I believe with the right enablers it can be done.”

One way to make it happen is to get back to the Soldier concept, Schoomaker said. Soldiers must learn how to perform ground functions – jobs of infantry and military police. Every unit should be able to conduct its own force protection, he said.

Over the last couple of months senior leadership has mandated surveys to find out the Army’s strengths and areas of weakness.

The analysis provided 15 areas that are being addressed. At the top of the list is the Soldier. Schoomaker said that to show how important Soldiers are, the letter “s” in Soldier will always be capitalized in military correspondence, and he encouraged news media and others to do the same.

“Army business is a human endeavor,” Schoomaker said. “It’s not just run on technology. We need to invest in the Soldier.”

One way to look out for the Soldier, his unit and family is unit manning, Schoomaker said. Korea constantly has soldiers coming in and going out. If units rotated there together their families could have stability, Schoomaker said.

“Unit manning leads to unit cohesion and studies have said it leads to combat effectiveness and reduced casualties,” Schoomaker said. “We don’t know what unit manning will look like in the end, but we do know what desired characteristics we want to see — stability and unit cohesion.”

Commanders and Soldiers who train together and deploy together, will return together, he said. Schoomaker has directed that units targeted to rotate to Iraq and Afghanistan will not change commanders. Commanders will not change duty stations and leave their troops behind. Such cases have happened in theater, Schoomaker said.

The 15 focus areas outlined by Schoomaker are:

**The Soldier** – The Army has to invest in the Soldier.

**The Bench** – The Army must build a bench of leaders who think strategically and innovatively at all levels of war.

**Army Aviation** – This investment needs to get close attention to make sure that the future doctrine goes hand-in-hand with joint air-ground

operation.

**Leader Development and Education** – Training and education is not the same. Soldiers train for a controlled environment, but they are educated so they can operate in ambiguous situations.

**Combat Training Centers/Battle Command Training Program** – They must be more relevant and exploit opportunities to improve abilities to incorporate joint partners to a greater extent.

**Current to Future Force** – The current force has to be able to fight today. The future force can’t be fought, it doesn’t exist. The Army has to be ready to go to war with what it has.

**The Network** – The network that is needed is one where communication can be done from anywhere among different organizations on the battlefield.

**Modularity** – A degree of flexibility that would give smaller units more power.

**Joint Expeditionary Mindset** – The Army does not fight alone.

**Active Component/Reserve Component Balance** – There are capabilities that the Army needs immediately but only the reserve components can provide. So there is a lot of cross-training going on now. Also the reserve components are being structured so that they are more useful to the states and governors in terms of Homeland Security.

**Unit Manning** – They’re looking for concepts that will provide greater stability.

**Installations as Flagships** – Installations must be resourced to project power, support tough realistic training and provide for Soldiers, families and civilians.

**Resource Processes** – The Army has processes from how it feeds people to how it equips people. Many of those processes need to be upgraded and brought into more modern standards.

**Strategic Communications** – More communication can take place with the media, each other and improve the lines of communication.

**Authorities, Responsibilities and Accountability** – Sometimes people are given the responsibility for something, but they haven’t been given the resources to be successful. So how can they be held accountable?