

**INSCOM**

# Journal

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

*Summer 2002*



***Charting a course to the future***

# INSCOM Journal

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

Summer 2002

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**Cover:** A path to the future is laid out in the Army Intelligence Master Plan. The AIMP staff encourages input from intelligence professionals. (U.S. Army photos. Background photo by National Aeronautics and Space Administration)



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# INSCOM's 25th year - Where we've been, where we're going

Since 1977, when INSCOM was organized from the foundations of the Army Security Agency and the Army Intelligence Agency, the command has been the Army's operational intelligence force.

In looking over the last 25 years of military history, we can see the path that has led to Army Transformation, the creation of a force that is versatile, mobile, agile, lethal, responsive and, to add a new

nate commands into a knowledge product that can be delivered to every relevant customer quickly, concisely and appropriately formatted. The Information Dominance Center will be one of the mechanisms to accomplish this.

This effort is built on the work of INSCOM's past and present commanders, soldiers, civilians and contractors. It reflects the experiences and lessons learned during times of war and peace in



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***Providing information is the role of military intelligence, and the challenge now is to go a step beyond information by creating and making available knowledge.***

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descriptor, informed. Providing information is the role of military intelligence, and the challenge now is to go a step beyond information by creating and making available *knowledge*.

Military intelligence has been a pathfinder and ground breaker for many years, even before the Army adopted Transformation. INSCOM is finding ways to go to the next level in collating and meshing the many pieces of intelligence from all of the major subordi-

combat theaters, exercises, war games and the thousands of routine days and nights when INSCOM personnel have stood watch since 1977.

INSCOM is a partner with the other Armed Forces, Department of Defense and national intelligence agencies in supplying and sharing knowledge. The command is working to lay out the Army layer of operational intelligence, pass good ideas to the Air Force, Navy and joint community, and in time be a key component

of the new joint intelligence knowledge architecture.

It's a matter of changing the future of analysis. INSCOM can be its own catalyst for change. We are documenting the process and believe our progress will be helpful to the other partners. The new starting point will be much further along than the current one.

The Army Intelligence Vision sums it up well: See first... understand first... act first... finish decisively. Provide the right person with the right knowledge, at the right time, to make the decisions that will result in mission accomplishment.

I look forward to continuing to work with you to fulfill this vision.

## Working for success

It has been about a year since I became command sergeant major of the U.S. Army Intelligence and Security Command. Not a day goes by that I'm not amazed by the tremendous accomplishments and often herculean efforts of our people.

I want to personally thank the soldiers, civilians and family members for their efforts and support over the last year. It is important that we continue to function as a team.

Just about every day you read or hear about Army Transformation. The Army Chief of Staff, Gen. Eric K. Shinseki, is clear about his intent. To serve as intended, as a strategic instrument of national policy, the Army must change. If the concept of operations and capabilities of the Army are changing, so must military intelligence operations.

This is not predicated solely upon the events that occurred on Sept. 11. This change started as the global environment changed. Lt. Gen. Robert W. Noonan Jr., the Army's G-2, stated "we (military intelligence) exist to support a transforming Army by fielding and sustaining the world's premier military intelligence organization." This, in essence, means that military intelligence must change.

We can no longer afford to conduct intelligence operations with a Cold War mentality. Intelligence operations must be synchronized at all levels to shape the battlespace at all levels.

To successfully operate in the current and future environments, we must ensure that our military intelligence professionals—note I didn't say just soldiers, I said professionals, including soldiers, both active and reserve, our civilians and contractors—are properly trained, our leaders developed, and all understand the direction we are traveling and are committed to change. The Army Intelligence Master Plan lays that foundation for our future. So will INSCOM's strategic plan.

INSCOM, just like the National Security Agency and other organizations, is changing the way it does business. In order to conduct and support dominant intelligence, security, force protection and information operations for military commanders and national decision makers, we are focusing more on maximizing our operational synchronization. That is, coordinating and focusing all of our resources, while leveraging external resources, to bring together every collection discipline and, in near-real time, provide supported commanders with actionable intelligence.

The bottom line is being able to display a common intelligence picture through maximum collaboration.

Due to the diversity of INSCOM's composition, its global presence and multi-disciplined intelligence mission, combined with a dynamic workforce, we are the hub for intelligence operations.



**CSM Terence R. McConnell**

Technological advancements are one part of the solution. The key ingredient in any successful operation has been and will always be an organization's people. Even though individual accomplishments are contributory, a high level of teamwork is the only means through which an organization will succeed.

Our efforts and accomplishments in support of past and current operations have proven that success depends on an ability to leverage national assets and maintain a quality workforce. You are truly at the forefront of codifying INSCOM as the Army's operational intelligence force; however, we must continue to evolve in order to meet changing threats while operating in different environments. By leveraging technology and remaining agile enough to face 21st century challenges, we will be able to meet the Army's intelligence needs.

A handwritten signature in black ink that reads "Terence R. McConnell".

# Soldier, Linguist, NCO titles awarded

By Scott Andraae  
INSCOM Journal Editor

Two points of advice—study hard and love your work—are offered by the soldiers recognized as this year’s cream of the crop in the U.S. Army Intelligence and Security Command.

The command’s Linguist of the Year, Noncommissioned Officer of the Year and Soldier of the Year were honored July 3 in a ceremony at INSCOM headquarters, Fort Belvoir, Va. The trio, and four other competitors for the various titles, advanced through their units by writing essays, answering questions from awards boards and completing physical fitness and common task training tests.

Honorees are Staff Sgt. Thomas Silberman of the 513th Military Intelligence Brigade—Linguist of the Year; Staff Sgt. Michelle Baatz of the 501st MI Brigade—NCO of the Year; and Spc. Gayla Scully of the 501st MI Brigade—Soldier of the Year.

INSCOM’s top enlisted soldier, Command Sgt. Maj. Terence McConnell, lauded the honored troops. “Gen. George Patton was asked the question, what’s the difference between a leader, an outstanding soldier and the rest of the crowd. The answer was the extra mile. These soldiers here today represent soldiers that go the extra mile,” McConnell said.

“They were evaluated on their knowledge of more than 20 military subjects. They were rated on their appearance and their professionalism. One thing I noted during the PT test, even though this was a competition, they were out there cheering for each other. That’s a testament to their professionalism and their dedication.”

In the Soldier of the Year competition, Scully represented the Pacific region. Also competing were Spc. Rose Bullard, 116th MI Group, representing the America region, and Spc. Steven Utech, 109th MI Group, representing the Atlantic region.

“Study,” Scully advised. “Study the ARs and FMs, not the study manuals. If you can, get in a position where you can teach that stuff to someone else, because you’re going to learn it better. Take what you study and apply it to your life, apply it to your position, apply it to your soldiers, apply it to your environment. When you do that, then you don’t have to think about it. It’s just natural for you to respond to a situation like you’re supposed to.”



**Entrants in the Linguist of the Year, Noncommissioned Officer of the Year and Soldier of the Year competitions gather at INSCOM headquarters. Front row (from left): Spc. Gayla Scully, Soldier of the Year; Staff Sgt. Kristina Reed; and Spc. Rose Bullard. Back row: Sgt. Jamal Hughes; Spc. Steven Utech; Staff Sgt. Thomas Silberman, Linguist of the Year; and Staff Sgt. Michelle Baatz, NCO of the Year. (Photo by Robert J. Bills)**

For the NCO of the Year contest, Baatz was the Pacific region entrant. Other competitors were Staff Sgt. Kristina Reed, 704th MI Brigade, representing the America region, and Sgt. Jamal Hughes, 109th MI Group, representing the Atlantic region.

“Don’t just read about the CTT tests, actually perform them,” said Baatz. “Actually get out and do land navigation. Go to the ranges and fire your weapon. Don’t just read the book.”

Selection of the Linguist of the Year is done through nomination packets judged by a headquarters board. Therefore, Silberman was the designated winner when he arrived for the ceremony.

“The more languages you speak and the more proficient you are, the better it is when you submit to be Linguist of the Year,” said Silberman, who speaks Arabic, Hebrew, French, German and Spanish. He is an Army reservist, served on active duty for five years and was mobilized for Operation Enduring Freedom.

“Love what you do,” Silberman said. “Be proud to be a linguist. Learn as much as you can, and learn more languages in relation to your primary language. Focus on other things in being a soldier. It’s beneficial to have high PT scores, to have done things in the Army that have positive standing.”

# Troops take language skills to sea

By Jayme Loppnow  
66th MI Group Public Affairs

Two soldiers from the 66th Military Intelligence Group in Germany spent time cruising the Mediterranean Sea aboard a U.S. Navy ship in support of antiterrorism operations.

Sgt. Michael Klesowitch of the 66th's Hanau Military Intelligence Detachment and Spc. Conan Payne of the Kaiserslautern MI Detachment, both Arabic linguists, served as interpreters on the destroyer USS Hayler during maritime interdiction operations conducted by the U.S. 6th Fleet Joint Forces Maritime Component Command in the international waters of the Mediterranean Sea.

Compliant boarding operations are done in cooperation with the boarded ship's master and crew and are designed to ensure the safety and welfare of legitimate merchant shipping, according to Navy officials. The Navy, in cooperation with coalition

nations, has increased surveillance of merchant activities in the Mediterranean in an effort to deny shipping lanes to anyone who would use them for any activities associated with terrorism.

Klesowitch went aboard one of the ships.

"It was a great experience because I got to perform a real-live mission in support of Operation Enduring Freedom," he said. "I wasn't sure what to expect prior to the boarding, but once the operation started to take place I felt very safe and was confident in my duties."

The inspections of the cargo, manifest and registration on the vessel revealed no significant discrepancies, and no contraband was discovered.

"This mission is a very important one because the face and actions of the enemy have drastically changed since Sept. 11," said Klesowitch. "Any of the motor vessels we are monitoring could contain the piece of the puzzle that we're missing in order to stop the threat of terrorism. Ninety-five percent of



Spc. Conan Payne (left) and Sgt. Michael Klesowitch (center) of the 66th Military Intelligence Group get instruction from Navy Seaman Josef Johnson on how to steer a ship. (U.S. Army photo)

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the time, what [the ships] do is routine, so it's important to be ready for the other 5 percent."

Both soldiers said this deployment has been quite different than what they're used to doing back in Germany.

"Everything is a first," said Payne. "This is my first time to work with the Navy, my first time to be on board a ship."

"The training you get at the schoolhouse can only prepare you so much," said Klesowitch. "There have been times where I've had to perform at a moment's notice because of the high operations tempo. I've taken all the skills that I've learned and applied them to a real-world situation. Now I can take this experience and hand it down to my fellow soldiers who haven't had this opportunity, hopefully to prepare them for when they deploy."

The soldiers' commander said he's thrilled to see them getting such a unique opportunity.

"This mission is the kind of thing that keeps soldiers in the military," said Capt. Meriwether Sale, Company B commander. "It keeps life interesting. I know that these soldiers are really pumped up about it, and they're really enjoying what they're doing."

The experience will give the soldiers a glimpse of the entire military operations picture, Sale said.

"It will give them more awareness," he said. "We don't just live in a little bubble in the Army in our Bravo Company world. There is a bigger mission going on outside of what we do. We play a piece in the game but there are others who play pieces in that game too. The soldiers are able to see another component actually doing its mission. This isn't just a training exercise. This is the U.S. Navy doing great and wonderful things for our country."

"Their ability to do their job translates perfectly into what they're asking them to do on that ship," Sale said. "I think that's why the 66th was picked for the mission, because of our tailored ability to do that."

Besides assisting in the mission, the two soldiers learned a little more about the ship and Navy life on their time off.

"During our down time, we've spent time learning the various aspects of the ship's operation from the officers and crew," said Payne.

Klesowitch learned a few new jobs. "The crewmembers on board the ship are teaching me how to be a helmsman (ship driver) and a quartermaster (navigator)," he said.

"If the 66th ever gets a destroyer of its own, we should be able to drive it," added Payne. "We have also had some close-quarters combat and weapons training with the boarding teams."

The 66th MI Group soldiers said they were thrilled to have an opportunity to assist the 6th Fleet in its mission.

"This is my first time using my language in a real-world situation," said Klesowitch. "It's pretty exciting. At first I felt a little rusty about my Arabic skills, but once I got into performing my duties, it all came back."

"Opportunities like this don't come up very often," said Payne. "I am proud to have been given the chance to help support our country's campaign against global terrorism and to represent the Army in front of my fellow service members in the Navy."

"This is a part of history," Klesowitch said. "I'll have stories to tell my children and grandchildren."



**A U.S. 6th Fleet ship (right) approaches a merchant vessel in the eastern Mediterranean Sea. Two 66th Military Intelligence Group soldiers assisted in maritime interdiction operations like this one. (U.S. Navy photo)**

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# Contributing to intelligence's future

By **Scott Andreae**  
INSCOM Journal Editor

Anticipating that today's young soldier in the U.S. Army Intelligence and Security Command will someday be INSCOM's command sergeant major or commanding general, the office that thinks about the future of military intelligence wants to hear from them now.

"We're always looking for other ideas," said Lt. Col. Nancy "Heath" Davenport, director of the Army Intelligence Master Plan. "I think for the junior personnel out there... what's most exciting for them is to see there is a place that is thinking about their Army of the future."

When the AIMP was established in 1986, its first staff members were officers who went on to lead INSCOM, and the command is a key player in the master plan. Retired Lt. Gen. Paul E. Menoher Jr., at the time a brigadier general, directed the office and was INSCOM commanding general in 1992-93. His deputy, then-Maj. Keith B. Alexander, now wears two stars as the INSCOM commander.

In the years since, the AIMP office has refined and added to its mission. Along with thinking about the future, the office provides more immediate services to the Army intelligence community, such as searching databases to determine how many Army linguists speak a certain language.

"It's quite the gamut," Davenport said. "It could be



**Bob Scruggs and Lt. Col. Nancy Davenport are staff members of the Army Intelligence Master Plan. (Photo by Scott Andreae)**

everything from a phone call from the personnel folks asking once the reservists finish their 180 days, how many other reservists can speak this language—a quick answer they need over the phone to plug into a briefing that's going to somebody—to a major project like putting out the Army Intelligence Transformation Campaign Plan."

Last fall, in reaction to the Sept. 11 terrorist attacks, the AIMP office organized seminars on homeland security that brought together action officers from active duty, Army Reserve and National Guard military intelligence organizations, and, in a

separate session, retired and active general officers to review analysis and recommendations on homeland security.

INSCOM is among the key players in the master plan, along with the Army Training and Doctrine Command, the Army Intelligence Center and Fort Huachuca, and the deputy chief of staff, G-2 (intelligence). The AIMP office is a directorate within the Army G-2.

"We have multiple stakeholders," Davenport said. "When INSCOM needs something, they can come to us. Fort Huachuca comes to us. TRADOC comes to us. G-2 folks come to us

quite a bit, G-8 comes to us quite a bit, and even G-3 sometimes comes to us.”

Bob Scruggs, a retired Army officer, is the AIMP liaison at INSCOM headquarters. Liaisons, who are contractor personnel, are stationed at several of the organizations that have roles in the master plan.

“I share with folks on the AIMP staff and others throughout the intelligence community what’s going on here with Gen. Alexander’s vision and make sure that gets back into what is being thought about, discussed and planned for the future,” Scruggs said. “It’s really a two-way street to try to link what’s going on in all the communities back into the staff in a coordinated fashion so you don’t have one group of folks going off in one direction and not having the community know about it and understand it and what the implications are.”

AIMP is one of the support agents for the military intelligence aspect of Army Transformation, an initiative begun by Chief of Staff Gen. Eric K. Shinseki to create an Army “objective” force in the next 10 to 12 years that can rapidly respond to crises or conflicts around the world. This is a role the office has had for many years, Davenport said.

“People saw that whether the Army transformed or not, it was obvious that Army intelligence needed to transform, because the world was transforming,” she said. “You can go back for years and years and see how Army intel is constantly looking at how we prepare for the future. Then Army Transformation came along. All we had to do was make sure if we were going in one direction when

*(continued on page 10)*

## CG was in from the start

At a lunch with the Army deputy chief of staff for intelligence, Lt. Gen. Sidney T. Weinstein, in the fall of 1985, a newly minted major discussed a proposal to create a plan for bringing together the key players and processes of military intelligence.

In less than a year, the proposal brought the major—Keith B. Alexander, then a student at the Army Command and General Staff College—to his first assignment in the Washington, D.C., area. He stayed for two years, working with an officer who later would become commanding general of the U.S. Army Intelligence and Security Command, the post Alexander now holds as a major general.

Alexander and then-Brig. Gen. Paul E. Menoher Jr., an INSCOM commander in the early 1990s, began the Army Intelligence Master Plan, an effort to coordinate the funding of future Army intelligence programs through national and tactical levels.

“The thought was to come up with a process to show where do we need to invest in now to get to this point in the future,” Alexander said. “It’s like creating your own plans for building a house. I want to have a house here in 10 years or five years or two years. I need to get a foundation. I need to get the walls. I need to get the electricity. I’m going to need money.”

Alexander likened the AIMP to the architecture and roadmap for Army intelligence. He also pointed out the importance of technology.

“When you look at the future, the 15-year plan that most people come up with gets you out only about two years because

technology changes very quickly,” he said. “INSCOM is doing things today that three years ago we didn’t think would be possible for 10 years.”

The commanding general’s chief interest currently is how the AIMP can document and assist the development of the Information Dominance Center. The IDC will synchronize the sharing of knowledge from all INSCOM units, so one unit confronting a particular issue can make use of the resources of the other units.

“Some of those topics that we get into are things like how do we do information dominance, what is the signal intelligence battalion’s role, where the theater intelligence brigades and groups need to be. The better we articulate our course, the easier it is to defend the resources we need, both people and money,” Alexander said.

“The value of the AIMP to INSCOM and the greater intel community is to ensure that we are adequately represented as we go into the resourcing process. It helps give us the rationale to take what we need and where we’re going one step further. It will continue to evolve, but that’s the real thing, to give everybody that roadmap and that architecture for where we’re going and how we’re going to get there.”

Like the AIMP leadership, Alexander encourages input to the thought process from everyone. “It’s all of us, the commanders and the staff, everybody. If everybody can contribute one word, we’ll write a great book. That’s what we’re trying to do—and go fast.”

(continued from page 9)

Army Transformation started, we didn't just give up on the direction we were going and go jump on the bandwagon, rather we needed to just get ours parallel to make sure our Army intelligence transformation was going in the same direction as Army Transformation. That has occurred. We're now in synch with it."

Scruggs and other members of the AIMP staff have taken part in TRADOC-sponsored war

**More information on the Army Intelligence Master Plan is available at:**

**Internet:**

<http://www.dami.army.pentagon.mil/offices/dami-if/>

**E-mail:** [aimp@hqda.army.mil](mailto:aimp@hqda.army.mil)

As INSCOM's commander, Alexander has called for creation of a coordinated program of intelligence

for future-type operations. That's the whole concept of moving into knowledge as the enabler as opposed to data or information and turning that data and that information into knowledge for the commander to make decisions."

In addition, the AIMP has relevancy at the unit level, Scruggs said. "It's a place where you can bring your ideas about what you think the future ought to hold, what the force ought to look like, how we ought to go about working intelligence operations into the future. What should the future S-2 look like? What kind of skill sets should he or she have? What kind of training? What kind of tool sets for sharing knowledge and intelligence with the commander so the commander can make decisions? That kind of capability, that vehicle to get that information and those thoughts into the DCSINT staff and the Army intelligence community is there (through submissions from soldiers to the AIMP)."

Davenport encourages such submissions. "The future is coming, and it's their future, not mine," she said. "They need to be thinking about that future, being a part of that future. Give us your ideas of what you think the future of Army intelligence should be."

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***"People saw that whether the Army transformed or not, it was obvious that Army intelligence needed to transform, because the world was transforming."***

**Lt. Col. Nancy Davenport  
Director, Army Intelligence Master Plan**

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games to shape and develop the objective force, and he and several INSCOM representatives participated in the Army Transformation War Game at the Army War College in April.

"We continue to be involved in a lot of the ongoing dialogue in conferences and symposiums that talk about the current lessons learned out of Afghanistan and the global war on terrorism," said Scruggs. "We're trying to plow that back into what we're thinking and studying about in terms of the future and what the future force might look like, how we will provide intelligence to the commander in those kinds of operations."

collection, analysis and distribution through the Information Dominance Center (IDC), located at INSCOM headquarters and made up of the Land Information Warfare Activity and the Intelligence Operations Center. The AIMP is a useful tool in that effort, according to Scruggs.

"Gen. Alexander is way out ahead of a lot of folks in his vision for the IDC and linking it to the greater INSCOM enterprise," Scruggs said. "A lot of the things that he's putting into place today are really areas that the AIMP supports and has written into the documents, the vision document and briefing and the Army Intelligence Transformation Campaign Plan

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# I-Team News



Command Sgt. Maj. Keith Haubrich, Military Intelligence Corps command sergeant major, awards a coin to Spc. Charlene Joseph, Soldier of the Year for U.S. Army Japan. (Photo by Sgt. Nicole Alberico)

## Army Japan title goes to 500th soldier, again

As one of 50 soldiers stationed at Misawa Air Base in Japan, it's easy for Army personnel such as Spc. Charlene Joseph to be "non-existent." "We usually drive with our berets off," said Joseph, a supply specialist with the 403rd Military Intelligence Detachment, 500th MI Group. "If we keep them on, then they think we are the security forces on patrol."

This past March, Joseph distinguished herself at the air base and stood out among all soldiers stationed in Japan by winning the U.S. Army Japan Soldier of the Year Board. She is the third consecutive 500th MI Group soldier to win the USARJ title.

Joseph didn't want to go before the board in the first place. Soldiers in her unit pushed her to go, to gain confidence and get her "feet wet," she said.

She prepared for the board by studying and studying some more. "The closer the board came, the more I studied," she said. Some of her study periods lasted up to four hours straight.

Joseph didn't have trouble in one particular area but just wasn't sure where to get started. "There is just so much with everything that I didn't know what to concentrate on," she said.

Joseph gives the 403rd detachment credit for her success. Throughout the duty day, soldiers helped her study by asking random questions about the topics on her boards. They also helped her with her uniform and sharpened her board formalities and etiquette. After winning the USARJ Soldier of the Year award she went to Hawaii to compete in the U.S. Army Pacific board.

"It wasn't as bad as I thought it would be," said Joseph. "I didn't win, but it was a good experience."

## Army intel ball is Sept. 7

The 14th annual Army Intelligence Ball is Sept. 7 at the Hilton Hotel at Mark Center in Alexandria, Va. Formal attire of black tie, dress or mess blues, or Class A with white shirt and bow tie, is required. For general information, call (703) 601-1923, DSN 329-1923. For reservations, call (703) 601-0717, DSN 329-0717. E-mail: ArmyIntelBall@hqda.army.mil.

## Control and analysis conference scheduled

The Army Technical Control and Analysis Element will host its 14th annual conference Sept. 23-27 at Fort George G. Meade, Md., with the theme of Tactical Operations in the War on Terror. This event is open to properly cleared SIGINT/EW professionals from the U.S. military and national and allied organizations involved in operations with and support to tactical SIGINT/EW units.

The annual Army TCAE conference provides an opportunity to learn about new techniques and technologies and for units to share operational lessons learned. Details of the conference agenda and procedures for participation are being disseminated through formal messages and will be available on the Army TCAE Intelink Web site. Questions about the conference can be addressed to Chief Warrant Officer Wallace Price, (301) 688-6900, DSN 644-6900.

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# Army G-2, INSCOM win business award

By Deborah Parker  
INSCOM Public Affairs

A team effort between the Army deputy chief of staff, G-2 and the U.S. Army Intelligence and Security Command has taken the Army's intelligence community a quantum leap forward in the cohesive management of its information management and information technology (IM/IT) structures.

In April, INSCOM and the Army G-2 won the Army Knowledge Award for Best Business Practice Initiative for the Automated System Integration Management Intelligence Database (ASID). The system was developed to meet the specific IM/IT management needs of the intelligence community. ASID was one of two submissions recognized this year.

## Tracks assets

According to John R. Nixon, the project's lead engineer, ASID allows INSCOM to track its IM/IT resources across the enterprise, easily keeping tabs on equipment, software and network assets worth hundreds of millions of dollars. The program, built from a Microsoft SQL 2000 database, Microsoft Internet Information Server 4.0/Net framework and ASP.Net, allows IM/IT managers, action officers and leadership to see at a glance what resources are needed to maintain or increase the performance and capabilities of their individual and corporate IM/IT programs.

The ability to centrally administer the health and state of the INSCOM enterprise through ASID has allowed INSCOM to strategically manage its IM/IT investment from a single knowledge base. Additionally, the ASID integrated database produces numerous online reports and tracking documents based on a consolidated data store.

The use of ASID saves money through reduction in expensive data calls and accurate allocation of IM/IT resources. The ability to comprehensively view the entire IM/IT system in one location allows INSCOM to leverage the size of the enterprise to obtain the best discounts for equipment and services from industry.

ASID's biggest boost to INSCOM is a change to the command's business processes. "We just don't have the time or the people to go out and physically count boxes any more," said Nixon. "ASID lets us manage by exception. It shows us where there are

discrepancies in the records or the capabilities, and that allows us to concentrate on those disparities."

ASID's ability to generate a variety of reports from its database and to export that information to other software programs means IM/IT managers can load the acquisition, funding, logistic and operational security criteria for a command and then support each of those internal departments from the same database. Most of the online reports can be conveyed visually, literally letting managers take a "quick look" at their IM/IT resources. The reports also can be delivered as data sheets to allow manipulation by each unit.

## Delivers solutions

The abundance of capabilities inherent in ASID has caught the attention of a number of organizations outside of INSCOM, and they are looking at how ASID can be used to make their own IM/IT business processes more efficient.

Robert G. Adamczyk, ASID lead Web applications developer, said the ability to rapidly develop new capabilities using ASP.Net will allow ASID to deliver solutions to ideas almost as fast as they can be imagined. "We can already demonstrate new concepts within a matter of hours. The most difficult thing we're running into lately is getting good descriptions of the processes we're attempting to automate," said Adamczyk.

ASID also provides the user with the ability to predict the effects of new software on current IT systems, according to Adamczyk. In May 2001, Lt. Gen. Peter M. Cuviallo, Army chief information officer, directed the Army to begin running Windows 2000 on its systems by April 1, 2002. A quick check of the current infrastructure within INSCOM revealed thousands of systems would need replacement to meet the directive.

"Think about the reaction of the folks with those older, slower processors if we had just bought the Windows 2000 and pushed it to the field," said Adamczyk. "The INSCOM CIO used ASID to develop a central acquisition of replacement systems with end-of-year funds that saved over \$2 million and allowed INSCOM to replace all of the obsolete systems in one purchase. That's the kind of smart business decision ASID lets managers make."

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# Teams march in memory of Bataan



**Capt. Mark Lessman (left) of the 704th Military Intelligence Brigade flexes at the eight-mile marker of the 14th annual Bataan Death March commemoration at White Sands Missile Range, N.M. (Photo by Spc. Brian Murphy)**

**By Spc. Brian Murphy**

704th MI Brigade Public Affairs

Some couples shared the moment with a kiss. A few teams celebrated with cigars and ice-cold drinks. One female even did a cartwheel.

When the members of the 704th Military Intelligence Brigade's four teams each crossed the finish line, signaling completion of the 26.2-mile Bataan Death March, they simply smiled, grounded their gear and rested in the shade.

More than 4,100 military and civilian marchers participated April 14 in the 14th annual Bataan Death March at White Sands Missile Range, N.M., which commemorated the 60th anniversary of the surrender of American and Filipino troops to the Japanese in the Philippines during World War II.

Six 704th MI Brigade soldiers participated in 2001. This year, the brigade sent 24 soldiers.

"I am very proud of the soldiers that participated in this year's march," said Capt. Mark Lessman, officer in charge of the Fort George G. Meade march teams. "For some of them this has been the first time they have attempted anything as remotely challenging as the Bataan Death March. Each of them had their own reasons for doing this, and each of them conducted themselves with honor and pride before, during and after the march."

Teams from the 741st MI Battalion and 742nd MI Battalion competed in the male military heavy (with 35-pound rucksack) category, and the two teams and four individuals from the 743rd MI Battalion, out of Buckley Air Force Base in Colorado, competed in the male military light category.

The course covers 26.2 miles of southern New Mexico desert ranging in elevation from 4,100 to 5,300 feet above sea level. The route crosses hilly terrain, winds around a small mountain and returns to the main post through sandy trails and washes.

"After the first 12 miles it becomes more of a mental challenge than physical," said Sgt. 1st Class Todd Harger, 741st MI Battalion team member. "I told my guys to think about the original Bataan Death Marchers. They went a lot further than 26.2 miles and didn't get to stop or receive medical care. If they stopped moving, they were killed. Some didn't even have shoes to march in. But they made it. You just have to put your mind to it."

The 704th MI Brigade teams began training for the event in late February. Team 741st MI Battalion started marching at a distance of nine miles and eventually worked their way up to a "March Off" of 22 miles at the end of March. Team 742nd MI Battalion chose to do some of their training off post, using local trails to train at a distance of 15 miles, while 743rd MI Battalion soldiers enforced a standard of 15-minute miles while readying for the event.

"Last year's march was the toughest thing I've ever done," said Spc. T.J. Curry, 742nd MI Battalion team member. "But I wanted to do it again this year to prove to myself that I could still do it and also to pay respects to those who were involved 60 years ago.

"My hips are a little sore, and I have a few blisters on my feet," Curry said the day after the march. "But I'll probably do it again next year, if I can."

Active and reserve component and retired members, ROTC cadets and civilians competed in light and heavy divisions as individuals and teams. Military marchers in both divisions were required to wear full field gear in addition to the rucksack; civilians wore clothing appropriate for a desert road march. Each team had five members and had to cross the finish line together within 10 yards.

# In '77, command created new identity

By James L. Gilbert  
Command Historian

**Editor's note: The U.S. Army Intelligence and Security Command is celebrating its 25th anniversary. This article examines INSCOM's roots in several military intelligence organizations created after World War II and during the Cold War.**

The 1970s began with the Army in transition. As combat forces were being withdrawn from Vietnam, the Army was facing anticipated cut backs and reforms. In a similar fashion, the Army's intelligence arm was about to undergo a series of reorganizations that would dismantle and rearrange many of its key organizational blocks.

The Army's largest single intelligence component was the U.S. Army Security Agency (ASA). Since the end of World War II, ASA had provided communications intelligence and security support to national authorities and the Army. Its unique vertical command structure permitted ASA to act as an "army within the Army," conducting personnel

recruitment, training, research and materiel development as well as performing operations.

## Worldwide presence

From its headquarters at Arlington Hall Station, Va., the agency oversaw theater headquarters in Europe and the Pacific and a series of permanent collection sites that circled the globe. At one time or the other, there were more than 30 such field stations.

In addition, ASA controlled a number of groups and battalions in support of various Army tactical commands. For example, at the height of the Vietnam War, ASA contributed a group, three battalions and 26 companies/detachments in direct support of combat forces, totaling 5,000 personnel.

Another major intelligence organization was the Army's Continental United States element, the U.S. Army Intelligence Agency, a field counterintelligence operating agency of the assistant chief of staff for intelligence. Headquartered at Fort George G. Meade, Md., this was a new organization carrying out old functions.

In the counterintelligence field, the Army had

## INSCOM Timeline

1977	1978	1982	1983	1989	1990
<b>Jan.</b> U.S. Army Intelligence and Security Command established	<b>Jan.</b> 501st MI Group established in Korea	<b>Oct.</b> 513th MI Group established at Fort Monmouth, N.J.	<b>Oct.</b> INSCOM supports Operation Urgent Fury, the liberation of Grenada	<b>June</b> INSCOM HQ consolidated at Nolan Building, Fort Belvoir, Va.  <b>Nov.</b> Berlin Wall falls  <b>Dec.</b> 470th MI Brigade supports Operation Just Cause in Panama	<b>Aug.</b> 513th MI Brigade deploys during Operation Desert Shield



513th MI Group



Checkpoint Charlie

tinkered with organizational structures in the 1960s, eventually establishing the U.S. Army Intelligence Command (USAINTC) which exercised operational control over counterintelligence activities in CONUS. During the Vietnam War, however, USAINTC had expanded the scope of its activities and became involved in investigating anti-war activists and black militants. This left it vulnerable to charges that the Army had “spied on civilians.”

In 1971, a centralized civilian Defense Investigative Service was created to gradually assume the function of ringing doorbells for background checks in CONUS, a role that had been USAINTC’s bread and butter. On June 30, 1974, a downsized USAINTC was officially discontinued along with its subordinate MI groups.

The remaining USAINTC elements were folded into the U.S. Army Intelligence Agency (USAINTA). Units placed under this agency’s control included a number of small counterintelligence technical elements and several administrative units, including the Army’s Investigative Records Repository. USAINTA also commanded two military intelligence groups that were assigned force

protection responsibilities for Army commands east and west of the Mississippi River. In addition, the U.S. Army Operational Group was created to handle human intelligence.

Following the demise of the U.S. Army Pacific, the 500th Military Intelligence Group, based in Hawaii, was assigned to USAINTA, giving the agency a unique overseas mission. However, the ink had no sooner dried on this wiring diagram before the assistant chief of staff for intelligence and USAINTA were caught up in a second wave of reorganizations.

### System criticized

In 1974 the Army’s chief of staff, Gen. Fred C. Weyand, directed Maj. Gen. James J. Ursano, director of management, to chair a review of Army intelligence subsequently known as the Intelligence Organization and Stationing Study (IOSS). The factors leading up to IOSS were many, but most touched upon the organization of ASA. Program Budget Decisions in 1973 had significantly curtailed Army intelligence resources, making consolidations and cuts within headquarters and support elements inevitable. For example, ASA was forced to eliminate its theater headquarters in Europe and the Pacific.

## INSCOM Timeline

1991	1994	1995	2001	2002
<p><b>Jan. - Feb.</b> 513th MI Brigade supports Operation Desert Storm</p>	<p><b>July</b> Foreign Science and Technology Center redesignated as National Ground Intelligence Center</p>	<p>Land Information Warfare Activity chartered</p>	<p><b>Sep.</b> World Trade Center and Pentagon attacked</p> <p><b>Oct.</b> Operation Enduring Freedom begins</p>	<p>INSCOM celebrates 25th anniversary</p>



Weapons testing by NGIC



Attack on Pentagon



**Brig. Gen. William L. Rolya**

Moreover, the Army Audit Agency and the Army's inspector general had pointed out deficiencies in the way that ASA did business within the materiel development arena. ASA also was criticized for its lack of contingency planning and its struggles in fielding a new generation of electronic warfare/signals intelligence support units. The high walls of secrecy surrounding ASA operations, it was felt, had hampered Army efforts to develop the electronic warfare capability needed to cope with the Warsaw Pact threat.

Finally, ASA was believed by some to be out of step with the larger Army. Critics attributed the latter attitude to ASA's unique vertical command structure that allowed the agency to act independently. Between 1945 and 1970, aspects

of the Army Security Agency had been studied on 11 separate occasions, and each time its vertical command structure had been reaffirmed. However, the World War II generation that had been identified with ASA, helped stand up the command and went on to senior cryptologic positions at the National Security Agency was now retired. No emotional ties remained.

ASA was not the only source of dissatisfaction. At the top, the assistant chief of staff for intelligence was open to criticism for focusing too much of its efforts on HUMINT/CI management to the neglect of the larger military intelligence community. Army production functions were fragmented among various ACSI field operating agencies and Army subordinate commands. Army counterintelligence personnel still suffered from an image of being "spooks."

There was also the perception that military intelligence needed to be reigned in and made more responsive to the Army. In many ways, the Army's intelligence apparatus had performed admirably in support of field commanders in Vietnam, but there was a sense that as a whole it had been too disjoint-

ed and there had been failures. In particular, although ASA had provided commanders in Vietnam with 70 to 80 percent of their timely, accurate intelligence, the Special Security Office intelligence dissemination system had denied access to many officers now in leadership positions. They did not understand that ASA did not control the SSO system.

### **New directions**

Confronted by these problems, the IOSS panel made recommendations that would point military intelligence in a new direction. Prior to IOSS, intelligence support units at corps and below were divided between the various Army operational commands and ASA. IOSS called for their integration into single organizational components, designated as CEWI (Counterintelligence, Electronic Warfare and Intelligence) units assigned to corps, divisions and separate brigades. At the same time, a new multi-discipline major command was to be created at echelons above corps.

After shedding its tactical units and non-operational functions, such as training and materiel development, the Army Security

Agency was redesignated on Jan. 1, 1977, as the U.S. Army Intelligence and Security Command. The new Army MACOM assumed command of USAINTA, ACSI's production elements and the theater intelligence groups that supported Army component commanders in Europe and Latin America. Besides its SIGINT/EW assets, INSCOM now had human intelligence and counterintelligence functions.

Maj. Gen. William I. Rolya was selected to serve as INSCOM's first commander. He was a logical choice. Rolya had been involved in the IOSS from the beginning, as deputy commander and, later, commander of ASA; and ASA had made the largest contribution to the new command in terms of resources and personnel. Moreover, as a Signal Corps officer who had risen from the enlisted ranks, Rolya owed less loyalty to ASA than he did to the larger military intelligence community.

Rolya knew as well as anyone what the planners had in mind when they created INSCOM. For INSCOM to succeed, the disparate institutional cultures of its MI and ASA predecessors would have to be merged into a new identity.

# Shots from the Field

Girl Scouts at Menwith Hill Station, England, sent 126 boxes of donated cookies to U.S. troops at Camp Bondsteel, Kosovo. The cookies were distributed at a rock concert and pool tournament. (Photo by Lillian Quehl)



Staff Sgt. Jay Langton conducts computer forensics in the Information Warfare Branch of the 310th Military Intelligence Battalion, 902nd MI Group, at Fort George G. Meade, Md. (Photo by Tina Miles)



Soldiers of the 500th Military Intelligence Group ensure Old Glory's well-being during retreat at Camp Zama, Japan. (Photo by Sgt. Nicole Alberico)



Dyncorp employees (from left) Arturo Hernandez, Jay Swallow and Al Wilson hang a 25th anniversary banner on the Nolan Building, headquarters for the U.S. Army Intelligence and Security Command at Fort Belvoir, Va. (Photo by Robert J. Bills)

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# Fests in Germany celebrate station's community ties

By Kim Jannsen  
108th MI Group Public Affairs

At many military bases throughout the world, a major complaint is that there is little to keep soldiers, civilian employees and family members occupied on base when they are not working or going to school.

Smaller bases, like those at Bad Aibling Station in southern Germany, home of the 108th Military Intelligence Group, often suffer from a lack of activities due to restrictive budgets and a shrinking customer base. But the folks at Bad Aibling Station haven't let those minor inconveniences keep them from hosting events at this small outpost that make it feel like a big military installation.

While the setting is picturesque, and opportunities to get out and see beautiful Bavaria abound, station residents and German locals gravitate to the base year-round for the Fourth of July Fest, the Annual Station Picnic, the German-American Friendship Fest, the Spring Jam and the Tree Lighting Ceremony and reception. Other smaller events take place throughout the year, but these large events are what distinguish this close-knit community of roughly 1,500 military and civilian employees from other small communities throughout Europe.

The German-American Friendship Fest, which usually takes place in late April, sets the tone for the upcoming fest season. The German-American Friendship Committee, in cooperation with Morale, Welfare and Recreation and numerous booster clubs and private organizations, puts together a two-day festival celebrating the relationship the station has with the communities surrounding Bad Aibling Station. The festival opens with an international flea market and continues through the weekend with entertainment for the entire family. One day is set aside as Family Day, which brings rides, games and a children's parade to the fest grounds at the transportation motor pool. It's an event that draws thousands of people and is a terrific way to welcome the warmer, and occasionally drier, spring weather.

The Fourth of July Fest is a 10-day festival that traditionally has taken place on the station. Security concerns following the Sept. 11 terrorist attacks necessitated some changes, so the new fest



Trees at the entrance to Bad Aibling Station, Germany, are lit in a ceremony attended by participants from nearby communities. (Photo by Kim Jannsen)

venue is the grounds of Brauerei Maxlrain, a local castle and brewery a few minutes from the station. The close relationship between the prince of Maxlrain and the residents of Bad Aibling Station has made it possible for the fest to continue. Complete with rides, game booths and a daily entertainment schedule, there's plenty to keep young and old happy and busy for a week and a half.

In addition to regular festival activities, there's a beer tent that offers everything from breaded and fried pork filets, commonly known as schnitzel, to large soft pretzels and other traditional German cuisine. Booster clubs and other organizations offer hamburgers, hot dogs, ribs and the world-famous one liter mug, or Maß, of various beers and non-alcoholic drinks. Most of the activities are conducted by volunteers from every organization and club in the community. The entire station is involved in the running of the annual event, and the volunteers are very much the backbone of the operation. This



**The 47th annual Fourth of July Fest at Bad Aibling Station, Germany, is one of many events that draw local residents to the station. (Photo by Kim Janssen)**

festival is the highlight of the summer for station residents and the local German community alike.

The Annual Station Picnic is how Morale, Welfare and Recreation at Bad Aibling Station thanks the folks who live and work on base for their hard work and support every year. The picnic typically takes place in mid-August or early September, when the chances for great weather are a little better than the rest of the summer. Station personnel and families come out in droves to spend the day riding the carousels, playing in the jumping castle and other inflatable amusements, playing the organized games and dancing to tunes by local bands. In the evening, the kids are tucked in their beds while the adults enjoy the end-of-summer bonfire and dance party.

The event is free of charge, and MWR provides all the food and drinks for their guests. Station employees look forward to this event as an opportunity to come out for a party that they have most definitely earned with their hard work and dedication the rest of the year.

The local communities also eagerly anticipate the Tree Lighting Ceremony in early December. The decorations on the twin trees standing sentinel at the station's main gate light up the night for miles while the Joseph Haas Choir sings, and the station commander and the mayor of Bad Aibling, or Burgermeister, welcome the hundreds of invited guests from both German and American communities and offer them season's greetings.

For many years this event was the highlight of the holiday season and was open to everyone. Thousands of local residents would pour onto the station to help start the holiday season with their American friends. Security concerns following the events of Sept. 11 compelled the commander to allow only U.S. identification card holders and invited guests access to the festivities.

Consequently, the reception, which was traditionally held in the cavernous transportation motor pool, was moved to cozier quarters at the Bavarian Club, graced with a floor-to-ceiling tree lovingly decorated by dozens of volunteers and surrounded by buffet tables with sumptuous treats prepared by the professionals from MWR's Wildbore Hof. The sound of music fills the hall while the guests make their way through the buffet, which offers such American treats as deviled eggs and chicken wings, carved beef and turkey and typical German dishes such as *Leberkäse* and pretzels, not to mention hot spiced wine known as *Glühwein*.

Throughout the year, Bad Aibling Station provides many opportunities for the local communities to enjoy cultural and recreational opportunities. Tours and tastings at local breweries, organized trips to see the local professional hockey teams, Department of Defense touring shows, the many cultural heritage observances and dozens of other activities give this small outpost deep in the Bavarian foothills the heart of a giant.

# Intelligence museums provide special interest for travelers

For summer travel, or anytime during the year while on vacation or business, several stops of interest for intelligence professionals exist in the form of museums devoted to the history and achievements of intelligence. Here's a glance at the who, what, where and when of five such institutions in the United States, located at prominent centers of the intelligence world.

Admission is free unless otherwise noted.

## U.S. Army Military Intelligence Museum

A comprehensive look at American military intelligence from colonial times to beyond the Cold War. Located on the grounds of the U.S. Army Intelligence Center. Displays include equipment and memorabilia of wartime, peacetime and training operations and programs, with highlights on people such as Maj. Gen. Ralph Van Deman, the "Father of Military Intelligence," and Lt. Col. Charles D. Young, an early military attaché.

**Hours:** 9 a.m.-4 p.m. Monday-Friday; 1-4 p.m. Saturday-Sunday

**Address:** Building 411, Hungerford Street, Fort Huachuca, Ariz.

**Telephone:** (520) 533-1107

**Web site:** <http://usaic.hua.army.mil/History/Html/index.html>

## National Cryptologic Museum

Thousands of artifacts that sustain the history of the cryptologic profession. Located at the National Security Agency headquarters. Exhibits include Enigma and Purple code machines used during World War II, a depiction of military field stations during the Vietnam War and information on William F. Friedman, a pioneering Army code expert.

**Hours:** 9 a.m.-4 p.m. Monday-Friday; closed on Federal holidays

**Address:** Colony 7 Road off Route 32, Fort George G. Meade, Md.

**Telephone:** (301) 688-5849

**Web site:** <http://www.nsa.gov/museum>



Army astronaut Chief Warrant Officer Tom Hennen is depicted (center) in a display at the U.S. Army Military Intelligence Museum. (Photo courtesy of U.S. Army Military Intelligence Museum)



This display in the National Cryptologic Museum shows the locations of military field stations in South Vietnam. (Photo by Scott Andreae)

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## Naval Security Group Command Display

Original equipment, captured enemy flags, ship models and Navy uniforms and patches that document the beginnings and continuing role of naval intelligence. Special emphasis on the codebreaking efforts that lead to successes in the Pacific theater of World War II.

**Hours:** 9 a.m.-4 p.m. Monday-Friday; Saturday-Sunday by appointment

**Address:** Building 511, Naval Technical Training Center Corry Station, Pensacola, Fla.

**Telephone:** (850) 452-6990

**Web site:** <http://www.usncva.org>



Models in the Naval Security Group Command Display show the Japanese aircraft carrier Shinano and the submarine USS Archerfish that sank the carrier. (Photo courtesy of U.S. Naval Cryptologic Veterans Association)

## International Spy Museum

A new museum exploring the craft, practice, history and contemporary role of espionage. Among the exhibits are the School for Spies, an orientation into the world of espionage and the skills essential to a spy, and the Secret History of History, chronicling the history of spying from biblical times to the early 20th century.

**Admission:** \$11 adults, \$8 children

**Hours:** 10 a.m.-6 p.m.; closed Dec. 25

**Address:** 800 F St., N.W., Washington, D.C.

**Telephone:** (202) 393-7798

**Web site:** <http://www.spymuseum.org>



The new International Spy Museum in Washington, D.C., is in a block of historic buildings. (Illustration courtesy of International Spy Museum)

## Central Intelligence Agency Online Museum

The CIA Museum in McLean, Va., is not open to the public. Some artifacts are pictured and described on the agency's Web site, including miniature cameras, a hollow "silver dollar" container and model of the U-2 aircraft flown by Francis Gary Powers.

**Web site:** <http://www.odci.gov/cia/information/artifacts/index.html>



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# Combined 'Go Team' transformation begins in the Republic of Korea

By Capt. Alan G. Rogers  
501st MI Brigade

Transformation—the core of the Army chief of staff's initiative to redefine how the Army will meet future challenges—is driving military intelligence visionaries to rethink our current force modernization and force structure in the Continental United States and abroad.

Recent Army counterintelligence (CI) and human intelligence (HUMINT) initiatives in Korea by a U.S. Army Intelligence and Security Command unit have pushed our current doctrine to the limits in terms of identifying new and creative ways to provide critical and timely information to theater warfighters.

The 524th Military Intelligence Battalion provides operational CI/HUMINT support to the Korean theater of operations. Subordinate to INSCOM's 501st MI Brigade, the 524th Headquarters and Headquarters Company and its two operational line companies have the armistice and wartime mission to provide timely CI/HUMINT support to the theater's warfighters. One of the battalion's transforming methods has evolved into the tactical Go Team concept.

Admittedly, the concept of Go Teams is not a unique one. Army CI/HUMINT teams have deployed to various locations across the globe, from Bosnia and Macedonia to Thailand and Southwest Asia. These teams traditionally deploy with a warrant officer as a team leader, an NCO and a small slice of CI agents. Linguist support comes from organic HUMINT collectors or Defense Language Institute-trained CI agents.

The 524th MI Battalion is experimenting with the next logical progression, fully combined Go Teams. The augmented team will contain its full contingent of U.S. Army CI agents and HUMINT collectors and also include Republic of Korea (ROK) counterparts. The intent is to fully integrate wartime CI/HUMINT operations into the combined campaign plan. The hope is that this broader, combined effort will provide a more complete picture of the battlespace.

The 524th has transformed the tenets of CI doctrine to meet the armistice and hostilities threat across the Korean Peninsula. In armistice, each CI



**Go Team members from the 524th Military Intelligence Battalion collaborate with Republic of Korea soldiers to gather intelligence information during a recent combined ROK/U.S. exercise. (U.S. Army photo)**

resident office (recently termed Military Intelligence Detachment or MID) provides direct support to its host installation and its respective area of operations. The MIDs conduct the full spectrum of the CI/HUMINT mission: a robust liaison program with our ROK counterparts; the conduct of all personnel security investigations, threat statements and assessments; and security awareness briefings, counterintelligence investigations and force protection reporting. In wartime, the MIDs continue their force protection mission but take on an additional responsibility of deploying integrated tactical CI/HUMINT Go Teams in support of the three Republic of Korea Army (ROKA) commands.

The 524th MI Battalion command and ROK/U.S. combined staff planners conjunctively developed the Go Team concept in order to better meet the mission capabilities required by the theater operations plan.

The South Korean peninsula is militarily divided into three distinct areas. First ROKA and Third ROKA cover the northern area while Second ROKA covers the Combined Rear Area. The Capital Defense Corps is responsible for providing coverage to the greater Seoul area where more than 25 percent of the peninsula's citizens reside. The 524th MI Battalion's operational line companies are strategically aligned with their respective ROKA

counterparts.

Over the past year, the battalion has successfully validated the tactics, techniques and procedures of this transforming Go Team vision in a proof of concept demonstration. An exercise in 2001, Ulchi Focus Lens, demonstrated a robust combined Go Team operation across the entire peninsula.

The Go Team is a CI/HUMINT incident response element that can deploy on short notice from its subordinate MID's located across the peninsula. The teams can be tailored to meet different mission requirements and rapidly deploy to any threat area. When a terrorist or Special Operating Forces incident occurs on the peninsula, the Combined Forces Command (CFC) CI/HUMINT control element will notify the brigade to deploy a Go Team to a given location where the team would link up with ROK counterparts. Within a short period of time, the designated MID can provide a rapid deployable Go Team in support of the operation.

Once the Operational Team (OT) arrives at the incident site, the team members quickly set up security, assess the on-the-ground situation, set up the Counterintelligence Human Intelligence Automation Tools Set (CHATS) and provide timely intelligence to the Operations Management Team (OMT) cell via satellite communications (SATCOM). The SATCOM gives the OT the capability to transmit and receive spot reports via secure and unsecure means.

Perhaps the most significant fixture of the battalion's Go Team is that they require no external power source to conduct satellite and CHATS operations. Each team is equipped with commercial-off-the-shelf generators that run long and quiet for extended operations. All of this is quickly and easily transported in a small suite of transit cases.

The OT transmits their spot reports to the next higher echelon; that echelon, the OMT, is usually co-located with a ROK Command and Control Center. The OMT then transmits the spot report traffic to the Company Operations Cell via the same satellite communications architecture, which in turn quickly transmits the information to the theater CI/HUMINT control element and Ground Component Command-Command and Control Center, a component of the 501st MI Brigade. The theater CI/HUMINT control element disseminates the information electronically to a myriad of tactical intelligence and operational consumers.



**524th Military Intelligence Battalion soldiers practice slingload operations with the 17th Aviation Brigade to enhance the rapid response capability of the Go Teams. (U.S. Army photo)**

During Ulchi Focus Lens '01, the CFC C-2 asked the battalion to expand its Go Team configuration by an additional layer. While an OMT deployed to a specific ROK Division headquarters, another element, the Combined Counterintelligence Section, deployed to a ROK corps headquarters.

The ROK 9th Corps commander, Lt. Gen. Young-Ho Cho, recently mentioned his pleasure that U.S. military intelligence was working hand in hand with the ROK Army. He said that the Korean and U.S. assets "provided a combined intelligence capability that could not be broken." Lt. Col. David J. Clark, commander of the 524th MI Battalion, echoed the sentiments, and said it is critically important for the 524th to remain at the tip of the spear in identifying creative ways to work with our Korean allies.

As the battalion continues to train its tactical Go Team concept, future focus will include continued integration of Reserve Wartrace augmentation into the theater's CI/HUMINT architecture, as well as continuing with faster, innovative methods for transporting Go Teams to hot spots on the Korean Peninsula, such as through slingload operations. This year's Foal Eagle and Reception, Staging and Onward Integration exercises will provide yet another forum for CI/HUMINT to identify creative ways to meet the brigade's goal of providing timely, accurate and predictive intelligence to the theater's warfighters.

# Reservists get involved in community

By Chief Warrant Officer Dave Sanders  
3428th MI Detachment

In mid-November 2001 approximately 150 Army reservists were called to active duty to support Operation Enduring Freedom at the National Ground Intelligence Center in Charlottesville, Va. The deployment disrupted their family lives and civilian careers, but not their desire to contribute to the local community.

Master Sgt. Teri Foskett, an intelligence analyst with the 3422nd Military Intelligence Detachment in Fort Sheridan, Ill., has been in the Army Reserve since 1983. This is her first call-up.

She has been involved in theater since high school, both on the stage and as a co-director. Foskett, who served three years of active duty, was part of a base theater troupe in Germany and was active in community theater until 1997.

“This call-up came at a bad time for me professionally,” she said, “but our unit does annual training here and we know the area. Since we were activated, Charlottesville is a good place to be activated.”

During the holidays, Foskett attended a play by the Four County Players in Barboursville, Va., and noticed that auditions were being conducted. She auditioned for and got the role of Frieda in “You’re a Good Man Charlie Brown” and has auditioned for a role in Shakespeare’s “The Comedy of Errors.”



Capt. Bruce Andersen and his wife, Cheryl (second from left), and Amy Hammond, program director at Camp Holiday Trails in Charlottesville, Va., visit with riders. (Photo by Chief Warrant Officer Dave Sanders)

“It makes me feel like a part of the community,” Foskett said. “It has been a positive experience as it gives me an outlet for stress and anxiety caused by the call-up.”

Sgt. 1st Class George Stetkevych, of the 3422nd MI Detachment, volunteers as a hotline operator for the Sexual Assault Resource Agency in Charlottesville. A computer technician in Chicago, he has been mobilized for the first time since joining the reserve in 1989 after four years of active duty.

“This call-up did not come as a surprise,” Stetkevych said. “As reservists we expect this to happen. I did not get called up for Desert Shield/Desert Storm and had mixed emotions about that. I was ready to step up to the plate.”

Stetkevych had wanted to do this type of volunteer work before, but agencies in Chicago were reluctant to have men responding

to calls. “They said that the last person a rape victim wanted to talk to was another man.” He also did not have any experience.

That setback did not deter Stetkevych from pursuing this work when he was mobilized. SARA accepted him into the program and offered a 40-hour training course featuring police officers specializing in rape cases, emergency room nurses specializing in rape trauma and evidence recovery, and psychologists. “We are taught to listen to victims and give support. We refer the callers to the social services that are available to them. We do not give advice,” Stetkevych explained.

The intensive training paid off early for Stetkevych when, after only three weeks on the job, he had an “extreme” case on the phone. A young woman had been raped. Thinking she was to blame and having no one to turn to, she

was contemplating suicide. She called SARA, and Stetkevych intervened.

"I listened to her and got a full-time staff member on the phone. Later on she came in for face-to-face counseling. While there is never an ideal solution to these cases, at least we avoided the worst one." Stetkevych hopes to continue this type of volunteer work in Chicago when his deployment is over.

Capt. Bruce Andersen of the 3422nd MI Detachment was called up for the first time since he began his reserve career in 1986. "I was fired up and ready for it," he said. "I'd have been disappointed if I had not been called up."

His job as a sales representative in the agricultural chemical industry kept him too busy to do volunteer work. In Charlottesville, Anderson and his wife, Cheryl, of Westfield, Wisc., volunteer at the Holiday Trails Therapeutic Riding Center. The center offers horseback riding for children and young adults who are physically or cognitively challenged.

Cheryl Anderson got involved first and asked her husband to help. Now Andersen spends almost every weekend helping out with carpentry, clearing land and building fences. He usually finds other unit members to volunteer along with him. "We are not couch potatoes," he said. "This is a good way for us to give back to the community."

Amy Hammond, the program director, is glad to have the help. Hammond took over the project this spring. "I was hitting walls everywhere I went, and it's nice to have the extra energy," she said. "There is too much for the staff here to do alone. Volunteers

like Bruce and Cheryl are what make it or break it for me."

Staff Sgt. Luz E. Quintero, a resident of Royal Palm Beach, Fla., divides her professional life between the Army Reserve and teaching at an elementary school. A member of the reserve since 1991, she is an intelligence analyst with the 3428th MI Detachment in Miami, Fla.

Soon after settling in at NGIC, Quintero began searching for volunteer work. "I wanted to volunteer at a place where my teaching skills and experience would be useful," she said, "and that is how I began work at the Salvation Army." She began development of a "how to" guide for volunteers who assist in Thursday's "Creation Station," a segment of an after hours child-care program.

"Luz is doing a great job for us. We needed guidance for our volunteers from local high schools and the University of Virginia," said Jim Hart, director of volunteer programs. "We needed a strategy for child development. Our children have special needs due to their transient nature and the cycle of poverty and homelessness they are in."

Capt. Jeff Johannes had been in the 3422nd MI Detachment for eight months when the unit was activated. A long-distance runner, he registered for the 2002 Charlottesville 10-Miler, a charity event. The recipient of proceeds this year was the Charlottesville-Albemarle Society for the Prevention of Cruelty to Animals.

"I saw the flier when signing up for the race and went out there to find out more about it," he said. "I felt sorry for the cats and dogs there and wanted to help, so I took a two-day orientation

course to learn about what I'd be doing.

"I've always liked animals and have had a dog most of my life," said Johannes, "and not having my family here has given me the time to work at the shelter. I walk the dogs and assist in feeding and giving them baths. I also transport injured animals to recuperation shelters. I get a different level of satisfaction by helping animals that cannot help themselves."

Laura Sharp, the foster and placement coordinator at the shelter, is glad to have the help. "Volunteers help make the unadoptable animals adoptable," she said. "We have a skeleton staff here. The human contact is critical for socialization, and this could not happen without volunteers."

These are not the only reservists at NGIC who volunteer their time, but a representation of the community work being done in the Charlottesville area. The work they do for others makes them "three times the citizen."



**Capt. Jeff Johannes, an Army reservist, is a volunteer at the Charlottesville-Albemarle SPCA. (Photo by Chief Warrant Officer Dave Sanders)**

# Reservists take up unit missions



**Warrant Officer Paul Beyers**

**By Warrant Officer John F. Berry**  
513th MI Brigade

Sitting inside an Army hangout in the Middle East, Warrant Officer Paul Beyers took a swig of a cold drink and said he was glad to be there despite missing his wife and newborn son in Florida.

"We're doing real work here. We're making a contribution," Beyers said. "It's worth it because you want your child to grow up in a better world."

Beyers is among the 350 Army reservists called up to serve with the 513th Military Intelligence Brigade since terrorists flew planes into the Pentagon and World Trade Center on Sept. 11. His exact location cannot be disclosed for security reasons.

The 513th is providing the Army with many of the military intelligence soldiers it needs for Operation Enduring Freedom, America's military offensive to destroy terrorism at its source.

Reservists are nearly 20 percent of the 513th, a 1,600-member brigade that wove reservists into ongoing operations shortly after their arrival at Fort

Gordon, Ga., where the brigade is based. Some reservists staffed missions stateside, and many others went overseas to the Middle East and Afghanistan.

## Successful operations

"The brigade's successful operations wouldn't have occurred without the rapid integration of our reserve forces," said Col. Brian Keller, brigade commander. "We rely on reserves to execute operational plans. The 513th force structure is insufficient without the reserves."

Keller said the brigade's intelligence output would have suffered in quality if reservists hadn't been called up. Many of the specialties needed for the war in Afghanistan, especially interrogators and linguists, are often found in the reserve, he said.

Keller said not having reservists would have required active-duty soldiers, many of whom had already served several deployments in the Middle East, to spend even more time away from their families.

Maj. James Craig, operations officer for the 201st MI Battalion, the brigade's signals intelligence battalion, said his unit's personnel shortage was too severe before Sept. 11 to do everything it was asked to do afterward. He said the infusion of reservists made mission accomplishment possible.

"I can't tell the difference between active soldiers and reserve soldiers," Craig said.

Lt. Col William Duffy, a reserve intelligence officer, was sent to the Middle East a week after his Dec. 6 activation. He said the active-reserve integration was "seamless."

"It doesn't matter if you're an active or reserve guy, or if you're a commander or soldier," Duffy said. "It doesn't make a difference. You're doing a mission."

Sgt. Phillip Sabota spent seven years on active duty before joining the Army Reserve. He is among the MI reservists working signals intelligence, or SIGINT, missions with the 201st on Fort Gordon.

"Even though we're not overseas, I still feel like I'm contributing," Sabota said. "I'm doing something I didn't really do before, SIGINT."

Sabota brought his wife and three children with him to Fort Gordon shortly after learning his assignment would keep him stateside. Sabota said he's fortunate to have his loved ones with him, unlike reservists deployed overseas.



**Maj. James Craig, operations officer for the 201st Military Intelligence Battalion, sits on the wreckage of an Afghan military aircraft. (Photo by Warrant Officer John F. Berry)**

“It’s a stress relief,” he said. “There are things about being apart that I don’t have to put up with.”

### **Linguists in demand**

More than half of the reserve soldiers serving with the 513th are from the 345th MI Battalion based in Augusta, Ga. The rest come from four Army Reserve MI units in North Carolina, Maryland and Texas as well as the Florida Army National Guard and the Individual Ready Reserve, a pool of reservists who don’t drill on weekends but are subject to recall.

The officer responsible for finding reservists for the brigade said other active-duty units tried to obtain linguists from reserve units linked to the 513th’s mobilization plans.

“Sure, these guys are part of our ‘wartrace,’ but for Arab linguists, it was a barroom brawl,” said Capt.

Stuart Smith, the 513th’s reserve affairs coordinator. “If you get the first punch off, you get the guys you need.”

Smith said the 513th invested in reserve units by visiting them on drill weekends as well as hosting an annual reserve-affairs conference. In addition, he said, reservists were often included in numerous brigade field exercises.

“The soldiers we have are a result of these efforts,” Smith said. “You sell your mission, and when you do that, people want to participate.”

About 1,300 Army Reserve and National Guard soldiers are stationed in the Middle East, said Col. Clay Lassiter, the senior National Guard adviser in the Middle East.

Lassiter said most of them are military police, military intelligence or supply soldiers. Other common skills include civil affairs, engineers and communication soldiers.

“There’s certain skills the Guard and Reserve have that the active duty relies on,” Lassiter said. “If they had to, they could do it, but it would put them in a bind.”

### **Son’s birth**

Beyers was called up Dec. 3 and reported to Company A, 345th MI Battalion, on Fort Gilliam, just outside Atlanta. His son was born 10 days later. His mother died the next month. He was able to go home on emergency passes for both events before deploying to the Middle East in early February.

He reached the hospital in Sarasota, Fla., minutes before his son was born.

“It was like watching your family form before your eyes,” Beyers said. “You start a family relationship at that moment. If you’re not there, you miss out on it.”

Beyers said he calls home often and regularly exchanges e-mails with his wife. He said he finds ways to cope with his overseas deployment.

“I try not to think about the separation,” said Beyers. “I focus on the job.”

Beyers rises daily about 6 a.m. He wipes his feet on a mat next to his bunk to keep dust out of his tan desert boots. He dresses in front of a black wall locker adorned with pictures of his wife and infant son.

“My son will read about this in history books,” Beyers said about the war against terrorism. “He will say, ‘My dad was there.’”

# Reservists adjust to active-duty life

By Jayme Lopnow

66th MI Group Public Affairs

You've just registered for the spring semester of classes, bought your books and moved into an apartment two blocks from campus. You're all set for your final semester of classes when you find out that you have 10 days to get all your affairs in order for a one-year unaccompanied assignment overseas.

That's exactly what happened for some soldiers in the 323rd Military Intelligence Battalion out of Fort George G. Meade, Md. They were mobilized for duty with the 66th Military Intelligence Group in Darmstadt, Germany.

"It was really tough, considering that many reservists have families, homes and jobs that they had to take care of," said Warrant Officer Roger Thyen, 323rd MI Battalion reservist. "Banks, employers and landlords had to be notified, and many required additional paperwork from the reservist to allow them to take advantage of the Soldiers and Sailors Relief Act."

Thyen was in the middle of a training program as a special agent for the Department of State when he was called to duty. With a little more than five years of prior active-duty service, he said that he was anticipating the activation.

"In the aftermath of the 9/11 attacks, I think every reservist, especially those in MI, had been expecting the call to duty," he said. "With my language skills and HUMINT background, I rather expected to be called up much earlier."

Coming from a military family (his father and brother previously served with the 66th MI Group), Thyen said he's proud to be serving but would like to be more directly involved in the war against terrorism.

"I'm sure that many reservists feel the same way about their nation and their duty as I do," he said. "We are proud to serve, but we'd like to be contributing more directly to Operation Enduring Freedom."

"It's tough being a reservist on active duty," he said. "We face derogatory comments, get treated differently and are not considered 'true' active-duty soldiers when called to serve. Some of the [reserve] soldiers may need a little more work and take some time getting back into the military way of doing



**Spc. Sean McClenachan**

things, but we have made sacrifices to serve in Operation Enduring Freedom, and we deserve just as much respect and fair treatment as any other soldier."

Spc. Sean McClenachan said he feels many people don't understand all the sacrifices reservists make to serve their country.

"I was a supervisor for a corporate security company before I left," he said. "And that is what most active-duty soldiers may not appreciate or understand about our being here; all the things we had to leave behind and prepare for. We all left the stability of our jobs, the knowledge of exactly how our finances were being cared for, and put a half a globe between our families and ourselves. But if what we do here aids the fight against terrorism, then our trip was beneficial."

McClenachan was gearing up to begin a new semester at college before he got the news of the activation of his reserve unit.

"I didn't know whether to register for classes or not," he said. "Eventually, when I did, I got called up."

McClenachan said support from the home front makes his service a little easier.

"A neighbor of mine left a note on my car that said 'I saw the [Army Reserve] sticker on the back of your car. If you get activated and need any help with anything, let me know. Bring home Osama's head for us!' That really made me feel good about what I do."

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# Afghan soldier returns to native land

By Staff Sgt. Eric Reinhardt  
66th MI Group Public Affairs

For one 66th Military Intelligence Group soldier, a deployment to Afghanistan was a chance to see a country that was at once familiar and foreign to him.

“John,” whose name has been withheld for security reasons, was born in Kabul, but grew up in New York City. In April he returned from a four-month deployment in the country of his birth.

When he arrived in Afghanistan last December, he was one of a handful of people qualified to translate the regional language. That meant the missions were varied, demanding and constant.

“For the first couple of months it was just me and one or two other guys who could translate. It was nonstop, one mission after another,” John said.

His work as a translator and linguist took him to some of the least hospitable places on earth, including Afghanistan’s Shahikot region, the setting for Operation Anaconda in early March.

When that operation kicked off in March, he was tasked to provide translation, but the fighting proved too fierce to require it.

“We didn’t really see anyone, but I did have to return fire,” John said. “I was up there on a hilltop for seven very long days. We started taking small arms fire ... and that was something we could pretty much deal with. But I got worried when [the enemy forces] started lobbing mortar rounds. One fell about 100 meters to the rear. I turned, saw a cloud of smoke and thought ‘Wow! That was pretty close.’”

The standoff ended with the help of some air support.

John spent most of the deployment near Khandahar and Bagram, and a couple of missions took him to the city where he was born.

“I went to Kabul only twice,” he said. “I kept thinking what if there hadn’t been a war here? Even after all the destruction, you can tell it’s a beautiful city, and it has a lot of potential. There are some parts of it, with parks and boulevards, that could be almost like Paris.”

He said he saw much there to indicate that Afghans were generally glad to be rid of Taliban rule.

“Overall, it seemed to me they were happy that we were there. Kids would wave at us. Everywhere

you went there were kids flying kites,” John said. “[Under the Taliban] they couldn’t fly kites. They could hardly do anything.”

John wasn’t limited to one specialized task in Afghanistan. One day he would be interviewing detainees at a detention facility, the next he would accompany a Special Forces team on a mission.

“I went wherever I was needed,” he said.

Because of the desperate need for linguists in the country at the time, he added, the workload was relentless. “Now that I’m back and have a little more time to stop and think, all the things I’ve seen and done are just now sinking in,” he said.

As an Afghan-American, John said he’d always wanted to see his native country, but given the last few decades of turmoil there, he thought he might never get the chance.

“To have this kind of opportunity to see Afghanistan is something I never could’ve foreseen,” John said. “Before [Sept. 11] it just seemed that Afghanistan was really isolated and there wasn’t any chance the U.S. would get involved there, especially after the experience the Soviets had. But after Sept. 11, of course, there was a very clear reason.”

He said he had strong personal reasons to want to serve in Afghanistan. “I felt obligated to go as a soldier and as someone who can speak the language. Also, from where I grew up in New York I could see the Twin Towers every day. I haven’t been back since Sept. 11. It’ll be a weird experience to go back home and not see that in the skyline.”

As he was growing up in the United States, John’s parents taught him much about his heritage. He said that made him well prepared for this mission.

“It was overwhelming seeing a lot of the things I’d heard about when I was growing up,” he said. “But I wouldn’t say it was a culture shock. My parents did a good job of educating me about the culture.”

As he sorts through his experiences in that war-torn country, John said he is grateful to have had the chance to go.

“Before Sept. 11, I never imagined that I’d go back to Afghanistan. I thought maybe I’d go as a tourist someday, if things changed there, but I didn’t think I’d ever go back there as a soldier. I’m very happy I went. I’d definitely do it again.”

# Officer rolls to 'All-Army Bowling Team' spot



**Second Lt. Michele Barksdale (front row, third from left) achieved a spot on the All-Army Bowling Team in competition at Fort Jackson, S.C. (Photo courtesy of All-Army Bowling Team)**

**By Spc. Jon Creese**  
501st MI Brigade Public Affairs

Soldiering is all about giving your all in every endeavor. And whether it's basic rifle marksmanship, common task training or bowling, soldiers bring a level of professionalism to everything they do through hard work and training. One 501st Military Intelligence Brigade soldier recently proved this.

Second Lt. Michele Barksdale, a finance officer for the brigade intelligence contingency fund, bowled her way onto the All-Army Bowling Team during tryouts in April.

Landing a spot on the team is no easy task. Barksdale and five

others had to out-bowl all of the other amateur-level competitors in 24 games over four days. The competition was close.

"At the end of the last day, I and another female were tied for sixth place," Barksdale recalled. "She was winning by 24 pins. She missed the last spare of the last game. I needed a spare and nine pins to tie."

Barksdale made the spare and backed it up with nine pins. The two competitors then played a "roll off," which is another full game. They tied again.

"We bowled six games a day for four days straight, then another game after that, and we still had the same score," Barksdale said in disbelief.

Barksdale, a Browns Mills, N.J., native, came through in the second roll off and earned a spot on the team. Three days later she found herself in another competition. As a new member of the All-Army team, Barksdale put her skills to the test against other amateur bowlers from throughout the U.S. Armed Forces at the Armed Forces Bowling Tournament.

She rolled another six games a day for four days straight. Though she did not go on to the nationals, which could have meant a try-out slot for the Olympic bowling team, she is confident she will next year.

The tricky part of playing at the amateur level, she said, is that the lane condition changes every day.

"Sometimes they'll oil the whole lane, other days they'll just oil the center, and then one day they might just oil the outsides," said Barksdale, who describes herself as a power bowler, not a finesse bowler. "Until you get on the lane and bowl your first ball, you don't know how it's changed."

Barksdale said she enjoyed participating in the tournament, and it also gave her a chance to visit with her father, a bowler himself who came to watch her play. The tournament took place at Fort Jackson, S.C., where her father lives. Barksdale said her father, a retired U.S. Army captain, inspired her to start bowling when she was very young, about 3 or 4 years old.



As part of a Habitat for Humanity project in Augusta, Ga., Spc. Timothy Crawford (left) and Spc. Brenda Ayers of the 513th Military Intelligence Brigade pick up debris. (Photo by Sgt. Melinda Thompson)

## Gordon soldiers help turn crack house into home

By Spc. Brian Lamar

513th MI Brigade Public Affairs

In a bad neighborhood on a rough side of town several soldiers meet in front of a house that looked as though it belonged on the set of "Psycho."

This handful of soldiers was there to make a difference, not only in the appearance of a house but in the lives of two needful families in Augusta, Ga. Soldiers from Headquarters and Headquarters Company, 513th Military Intelligence Brigade, teamed up with students in the Signal Officer Basic Course to prepare one of the houses for plumbers, electricians and carpenters to turn the ramshackle house into a warm and cozy home.

"The mission for today is to get this house ready for professionals

to come in and turn this place into something livable," said Hugh Tarcai, executive director for Habitat for Humanity in Augusta. Habitat for Humanity works with local groups such as churches and military units to renovate or build houses for low-income families who have good credit.

"This place looks terrible. I can't imagine anyone ever living here. It is going to take a lot of work to bring this house up to standard," said Christopher Sebastian, a volunteer from Company B, 442nd Signal Battalion.

Although some would have abandoned the project with one glance, the soldiers dug into the ragged, soot-covered building with full speed. "We have had a lot of groups come in to volunteer.

This is the most work I have seen in one day by volunteers ever," said Norman Fife, the director in charge of the building site. "These guys did more work today than any other group could have done in two weeks."

"This is a very unusual day because everyone showed up," Tarcai said. "When big groups of hard workers come, it puts the whole operation ahead of schedule. Sometimes groups like the Boy Scouts will sign up for 20 people to show and only half will make it out, and it puts everything behind schedule."

The house is scheduled to be completely renovated in one year. "If these soldiers keep coming back and working this hard we could get a family in here in no time at all," Tarcai said.

Although renovating a house on a cold Saturday morning is hard work, most of the soldiers didn't seem to mind. "I am glad to have this opportunity to put something worthwhile into a community," Sebastian said. "I am proud to see all these guys from the 513th and 442nd come out to help someone other than themselves. This is what I call selfless service."

HHC's leadership was pleased with the effort and participation of the company. "I feel this is a rewarding type of community service. You get more impact seeing something that you built and completed," HHC 1st Sgt. Patrick Collins said. "I think we had maximum participation, especially with everything going on with our current mission."

Although the soldiers put a huge amount of effort and work into the house, a good bit is left to do. The 513th soldiers have pledged to help again.



**Spc. Daniel K. Main and other members of the 902nd Military Intelligence Group examine information in the Counterintelligence Analysis Control Element. (Photo by Tina Miles)**

## Element supports homeland defense

**By Maj. Arthur Palaganas**  
902nd MI Group

The tragic events that occurred on Sept. 11, 2001, made members of the intelligence community examine the way they conducted business, particularly in the areas of force protection, combating terrorism and homeland defense.

When the 902nd Military Intelligence Group began providing counterintelligence support for homeland defense, the group determined that it needed to be able to rapidly provide information to the 902nd's supported commanders and other customers. Specifically, the 902nd needed to rapidly fuse information, create comprehensive situational awareness products for the U.S. Army and Department of Defense, and rapidly disseminate these products to many agencies. The 902nd also needed to improve its ability to

predict where and when terrorists might strike again in the Continental United States.

The group had been planning to create an Operations Center in Fiscal Year 2002 as a means of synchronizing its varied operations. A Counterintelligence Analysis Control Element (CI ACE) was an integral part of the concept. To meet the new requirements of information fusion, situational awareness and predictive analysis, the 902nd began operating its CI ACE at Fort George G. Meade, Md., before the Operations Center was implemented.

### **Mission: Achieve dominance**

The mission of the CI ACE is to "conduct information fusion, achieve situational awareness and conduct predictive analysis to

protect U.S. Army installations, personnel and technologies, and to integrate with the 902nd Military Intelligence Group Operations Center to conduct operational synchronization to achieve situational dominance."

The CI ACE uses the doctrinal intelligence cycle of collect, process, produce and disseminate.

**Collect**—Receive information collected by 902nd CI agents across CONUS and selected worldwide locations, CI and law enforcement counterparts in DoD and the federal government and from open sources.

**Process**—Validate, evaluate and correlate data, supported by intelligence software tools such as the All Source Analysis System—Light and the Analyst Notebook to fuse information into graphical form.

**Produce and disseminate**—Develop a variety of products to include link analysis diagrams, threat pictures and target folders. These products are disseminated to customers for situational awareness and operational synchronization. The CI ACE production goal is to provide a product that does not duplicate work done by other agencies.

The CI ACE works closely with the group's Army Counterintelligence Center (ACIC) in the development of daily threat assessments. The ACIC provides analytical advice and assistance to the CI ACE and augments the CI ACE with experienced counterintelligence analysts. While the mission of the ACIC will continue to be the "big picture" in support of the Army, the ACIC and CI ACE will work together to ensure that

counterterrorism and force protection gaps in CONUS are identified and filled.

The CI ACE is organized in analytical cells that reflect the missions of the 902nd.

The Force Protection Analysis Cell provides local and regional situational awareness to force protection activities that support installation and major command commanders. It also provides force protection for troops in transit. The CI ACE disseminates force protection products via multiple media sources and the 902nd resident offices. Additionally, the database is passed to the INSCOM Information Dominance Center where it is merged in the center's database to produce an all-source intelligence picture.

The Counterterrorism Analysis Cell develops comprehensive pictures of terrorist cells, networks and other information. This cell fuses and analyzes information in support of antiterrorism. Dissemination often will be more controlled because of proprietary restrictions from federal agencies.

The CI ACE is becoming an effective force multiplier for the 902nd by developing the threat picture for the 902nd's additional missions of technology protection, activities to counter foreign intelligence services (FIS) and computer network operations. The analytical cells supporting these missions are being developed and resourced.

The Technology Protection and FIS analysis cells will apply the same techniques and tools used in force protection and counterterrorism but against a different set of data. These cells will produce target support packages based on the information they gather from a variety of



**Maj. Arthur Palaganas, chief of the Counterintelligence Analysis Control Element, briefs the system at a National Military Intelligence Association symposium. (Photo by Tina Miles)**

sources. These target support packages will be distributed to the 902nd field elements and to federal agencies, thereby allowing operational synchronization to neutralize or exploit foreign threats to Army activities.

### **A key player**

The Information Operations Analysis Cell will work closely with the 902nd's Information Warfare Branch to conduct cyber intelligence preparation of the battlefield and correlate this information with the other target sets to determine any trends or patterns. The challenging job of fusing the numerous graphical data into a comprehensive threat picture will be performed by the CI ACE's Fusion Cell.

The CI ACE has quickly developed to become a key player in the intelligence community. Fostering the daily exchange of information and analysis with the other military services and federal agencies has been key to its analytical capabilities. As a result, these organizations have increased their sharing of information with the ACE.

The CI ACE will continue to foster the working relationship with its DoD and federal government counterparts and look into leveraging other software, systems and technologies to further develop the comprehensive situational awareness picture. The CI ACE will increase its capabilities to receive near real-time data to achieve an improved situational awareness picture.

Members of the 902nd MI Group developed an automated incident submission form that enhances the timeliness of information receipt and streamlines information sharing across the group. This information will be electronically fused into the CI ACE database, the foundation of the interactive Web site that is used to share information with the major commands and installation commanders.

In the near future, the 902nd's Operations Center will be fully implemented. Within the Operations Center, the CI ACE will be integrated with other elements of the group operations staff elements.

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# Enduring Freedom renews chaplain

By Chaplain (Lt. Col.) Eric J. Erkkinen  
INSCOM Deputy Command Chaplain

**Editor's note: Chaplain Erkkinen was deployed to the Operation Enduring Freedom area of operations for six months. He shares his thoughts and photos of the experience.**

The aircraft bears the moniker "Freedom Bird." Whether it is a C-141, charter or commercial jet, returning soldiers board the plane joyfully as they head for home after deployment.

As my "Freedom Bird" went wheels up from Qatar, I departed with mixed emotions that included delight, frustration, anxiety, guilt, satisfaction and relief. Going home brought delight after six months of separation. I felt somewhat frustrated that the mission was not complete. There was anxiety at being "out of the loop" and having to catch up on things back at INSCOM. I felt guilt for leaving while others remained behind. Certainly there was satisfaction at having been able to support Operation Enduring Freedom directly.

Now as I reflect on the experience, perhaps the most prevalent feeling is one of relief. Ever since Sept. 11, anger had crept into my soul and, unlike Operation Desert Storm and Operation Joint Forge (Bosnia), this war became personal for me.

Shortly after the chaotic events of the terrorist attacks, the Army chief of chaplains requested some chaplains to assist in providing ministry at the Pentagon. Having previously worked a mass casualty in Killeen, Texas, in 1991, I was a logical choice to help out.

For two weeks, teams of chaplains and assistants from all the services worked two 12-hour shifts a day during operations. As search and recovery operations wound down in the last days of September, I returned to my normal duties in the INSCOM chaplain's office. But things were not normal. Most of our nation's citizens were overwhelmed by anger and frustration. This manifested itself in renewed patriotism and a determination to "do something." It was evident in flag displays and charitable contributions and donations.

We all busied ourselves in our various jobs to do



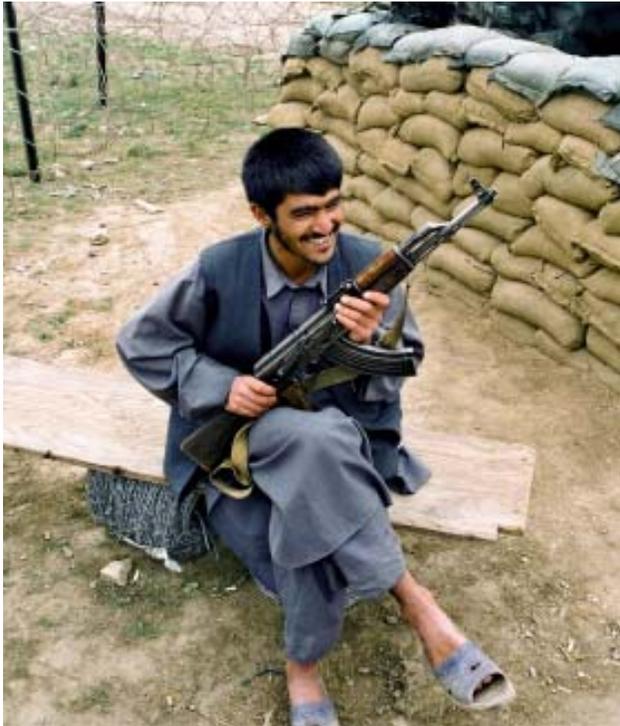
**Afghan children gather around Chaplain (Lt. Col.) Eric Erkkinen in Bagram. (Photo by Sgt. 1st Class Don Edmonds)**

our part to fight the evil we confronted. In all my "busyness," I still felt anxiety. But it was the experience of walking the dark, soot-covered corridors, the sights and smells, and the magnitude of the destruction of the Pentagon building that made this personal.

It made me angrier than I have ever been, though I tried to hide it. INSCOM's command chaplain, (Col.) Sir Walter Scott, undoubtedly sensed this when I asked him if I could volunteer for any taskers that came out of the Army chief of chaplains office. He agreed to let me go, and in November a request came to support U.S. Central Command.

For six months, I had the privilege of serving CENTCOM and U.S. Army Forces, Central Command in Qatar. Highlights of the deployment were trips to Pakistan and Afghanistan. The photos from Qatar, Pakistan and Afghanistan capture some of the people and places where our military is making a difference every day.

One of my missions was to conduct interviews and record them on tape, capturing ministry lessons learned from chaplains supporting Operation Enduring Freedom. I visited Chaplain (Lt. Col.) Fred Hoadley, the 10th Mountain Division chaplain and formerly the 902nd Military Intelligence Group chaplain, in Bagram, Afghanistan. He spoke of the challenges of the mission and ministry of his chaplains. One battalion chaplain was with a platoon that came under attack during cave-searching operations. He said that the soldiers deeply



**His assault rifle, manufactured in 1960, is a prized possession of this man in Bagram, Afghanistan. (Photo by Lt. Col. Eric Erkkinen)**

appreciated his calming presence in the middle of conflict.

That is what we chaplains are all about. Whether in the chaos of battle, recovery operations after a terrorist attack, heated exchanges in staff meetings, counseling in crisis or any other conflict situation, the chaplain's task is to offer a different perspective to the situation. Most often, it is a much-needed spiritual perspective, or a caring one, or comfort, or simply God's presence.

Having done this for six months in Operation Enduring Freedom had the salutary effect of relieving most of my anger left from the events of Sept. 11. I will admit, however, that memories will linger awhile yet. But now I have a renewed appreciation for the thousands of military and civilian people who are working tirelessly in the war against terrorism, and particularly the deployed ministry teams.

I deeply appreciate our command's willingness to allow me to deploy and return. I thank God for a loving family and all the support they give every day. We still have much to do.



**A young girl sits on a wheel from a destroyed armored vehicle in Bagram. (Photo by Lt. Col. Eric Erkkinen)**



**A truckload of camels keeps an eye out on the world in Doha, Qatar. (Photo by Lt. Col. Eric Erkkinen)**

# *Army Intelligence Vision*

*Transformed Army Intelligence Team  
Projecting knowledge at the point of decision  
Empowering the Objective Force to*

*See First...*

*Understand First...*

*Act First...*

*Finish Decisively!*