

INSCOM Journal

Winter 2004



The future of INSCOM



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On the cover

Times are changing for the Soldiers of the U.S. Army Intelligence and Security Command. The workforce is faced with new missions, technologies and challenges. This issue focuses on the transformation of the intelligence world and specifically how this affects INSCOM.

Cover artwork by Brian Murphy



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From the commander's desk

By Maj. Gen. John F. Kimmons
Commander, INSCOM

The competence, agility and professionalism of the entire U.S. Army Intelligence and Security Command force was put to the test during 2003 with an unprecedented level of worldwide deployments in support of the Global War on Terrorism and contingency planning. INSCOM Soldiers and civilians continue to perform magnificently across the board.

We are both enabled and challenged by the dramatic changes which have occurred since the fall of the Soviet Union in 1990.

The explosive expansion of the internet in particular over the last 13 years has driven economic, social and cultural turbulence worldwide (there were about 500 early internet users in 1989...there are now over 600 million; internet usage doubles every 100 days.) The many positive aspects of globalization have been balanced by the concurrent empowerment of terrorists and other adversaries we now confront.

The agility of our targets in response to friendly actions and their ability to move, stage, plan and execute have been hugely enhanced by technology – add Weapons of Mass Destruction proliferation and suicidal determination to that mix and the complexity of our operational environment becomes apparent.

The Army and INSCOM are adapting to change within the context of the Army chief of staff's 16 transformational focus areas.

INSCOM, the Army deputy chief of staff for intelligence and the U.S. Army Intelligence Center and School are charting a "way ahead" to address key needs which became apparent during Operation Enduring Freedom, Operation Iraqi Freedom, throughout the GWOT and other operations over the past two or more years. Several aspects are particularly relevant to INSCOM:

Cultural Change: instilling the concept of every Soldier as a collector; imbuing a joint, expeditionary mindset with competence from space to mud.

We must be capable of focusing military intelligence and non-military intelligence sensors on the



photo by Bob Bills

Maj. Gen. John F. Kimmons.

point of decision.

Creating the Framework: establishment of Regional Focus Centers (RFC) built around INSCOM theater brigades and groups to execute analytic overwatch for Army component commands and brigade-sized task forces.

Modularity: fielding of modular, rapidly employable, tailored capability packages to support any situation.

Human Intelligence/Counterintelligence Transformation: enhancement of the Defense Department human intelligence/CI force by reliable linkage to fusion centers, other collectors, linguists and analysts.

A synchronized Defense Department HUMINT effort will protect the force, facilitate targeting and shape the environment

Rapid Technology Prototyping: employing high potential technology against current intelligence problems and inserting proven capability into ongoing fielding efforts.

INSCOM must lead this change for the Echelon Above Corps (EAC) operational force – the milestones will become clearer in the next few months. Success in GWOT and Army transformation will require strong leadership above all else. I am absolutely confident in our ability to accomplish these objectives. It's a great and historic time to be at INSCOM!

Intelligence world transforming

By **Command Sgt. Maj. Terence McConnell**
Headquarters, INSCOM

Since I enlisted in the Army in October 1974, there have been many changes within the Army's intelligence community. The most significant change was the formation of the U.S. Army Intelligence and Security Command Jan. 1, 1977.

The bringing together of all the Army's intelligence assets into its own command enabled the Army to achieve its intelligence goals with greater speed and efficiency. The establishment of INSCOM promoted the integration of the various intelligence disciplines within the Army and provided it with a practical intelligence structure for the immediate future.

Almost 30 years later, the Army's intelligence community is again going through significant changes to support the Army's transformation effort. Transformation and modernization are not new endeavors for the Army. Global changes caused by the end of the Cold War and the evolving terrorist threats mandate that the Army become more mobile.

A primary Army goal in recent years is the use of technology for increased flexibility so its personnel can fight today's unconventional battles. Rapid advances were made in the development of information technology, communications and guidance systems. The Army planned to use computers and communications systems to connect all weapons systems and give our Soldiers and their commanders distinct advantages in situational awareness and decision-making on the battlefield.

However, with the threat of global terrorism at the forefront, the original transformation plan has changed. Defense Secretary Donald Rumsfeld told Gen. Peter Schoomaker, the Army's new chief of staff, to refocus the Army's transformation efforts on immediate issues. An example of this new alignment is the placement of advanced communication systems for soldiers on the ground and in vehicles in Iraq and Afghanistan.

Recently, the Army released its 2003 U.S. Army Transformation Road Map. The plan outlines the four pillars of transformation. One of these pillars is, "exploiting U.S. intelligence advantages."



DA photo

Command Sgt. Maj. Terence McConnell.

Two of the main goals of the new Army road map are to win the war on terrorism and to modernize existing forces and equipment. INSCOM is supporting these goals with immediate changes command-wide.

To assist with the Army's transformation plan, Schoomaker announced the formation of 16 Focus Areas. The final focus area, which is "actionable intelligence," highlights the near and long-term changes of how intelligence soldiers will do their job more efficiently to support the new 21st Century battlefield.

As we strive to meet the transformation goals the Department of the Army has set, I charge every Soldier, NCO and officer to embrace these changes to ensure we stay at the forefront of our intelligence mission.

As a major player in one of the four pillars of transformation, INSCOM is at the forefront. I know we have the Soldiers to meet this challenge and help the Army form a strong foundation on which to build the future.



The *Changing* Face of INSCOM

Story by Richard Lardner
Intel Watch

artwork by Brian Murphy

A major field experiment aimed at overhauling the way battlefield intelligence is collected and processed is generating positive results just weeks after getting under way, according to military officials directly involved in the Korea-based project.

According to Col. Mary Legere, commander, 501st Military Intelligence Brigade in South Korea, her unit is able to gather information more quickly and understand the data in ways not previously possible.

“The soldiers here are very excited,” Legere said during an Oct. 14 video-teleconference interview from the 501st MI Brigade’s headquarters at Camp Humphrey near Seoul. “There isn’t an element within the brigade that I have, which is an extremely large and multi-disciplined organization, that doesn’t see the direct benefit from this experiment . . . I don’t think we’re going to be stepping back from this. I don’t think we’re going to unplug it.”

Dubbed *Operation Morning Calm*, the goal of the experiment is to link disparate databases that house different types of intelligence — signals, imagery, human, measurement and signature. Once those

databases are connected, intelligence analysts can create real-time assessment and reports from multiple intelligence sources. This improved collection and processing capability is critical for the United States to defeat terrorist threats, defense officials say.

“Humans are very good at multimodal perception,” said James Heath, senior scientist at the U.S. Army Intelligence and Security Command. “We hear something and we look. We look at something and we want to hear. We hear something and we want to hear it better. In essence, some of the techniques that we’re bringing to the table [will] address that — to be able to hear something and look more quickly, or to see something and hear better.”

The Korean peninsula was selected for the experiment because it is an area rich with intelligence-collection capabilities. Tactical and national assets operating on the ground and in the air combine to deliver massive amounts of information every day. But the intelligence is funneled into electronic storage bins where it cannot be easily gathered and assimilated. The sharing problems, commonly known as



courtesy photo

Soldiers in Iraq may benefit from the way intelligence is collected, analyzed and reported because of Morning Calm.

“stovepiping,” stem from technical shortcomings and from rules developed for threats that no longer exist, officials say. Stovepiping occurs in other warfighting commands as well.

“Data doesn’t get better when it ages,” said Heath. “The quicker you get it and understand it, the quicker it’s actionable and useable. That’s the bottom line.”

To break the logjam, *Operation Morning Calm* was born. Technologies and techniques developed by Heath and his staff at INSCOM’s Information Dominance Center (IDC) have been installed with the 501st MI Brigade. The first of *Morning Calm*’s three phases began in July and will last through March 2004. As successful technologies and procedures are identified through the experiment, these will be shared with other warfighting commands.

“The way that we explain this to ourselves and our soldiers is that as intelligence disciplines were developed they each had their own domain and they were never designed to come easily together,” said Legere, who took over command of the 501st MI Brigade in June 2002. “Information gained from human intelligence or any other discipline would go to a specific post office and it would stay there and an analyst would have to go to that, and review that, and then come to a center place and have a discussion.

“IDC technology moves us beyond that, in that we can achieve fusion and see combinations of multi-disciplined intelligence available to each analyst,” she said. “So that an imagery analyst who

doesn’t quite understand what specifically happened at a North Korean target, for instance, can take another discipline immediately and see if there’s any relevant collection that might assist them in understanding what essentially is happening at that specific location with that specific entity on the ground.”

In addition to the assortment of ground and airborne collection systems, the Korean theater offers a multi-service, multinational environment in which to test new methods. U.S. forces in Korea work closely with their South Korean counterparts; Legere notes that a number of Koreans work full-time for the 501st MI Brigade. While *Morning Calm* is attempting to resolve information sharing issues among U.S. forces and intelligence agencies, a separate but related goal is to improve the flow of intelligence between U.S. and Korean forces. Due to classification rules, not all U.S. intelligence can be shared with South Korean forces.

“Out in this theater, every day we challenge releasability requirements because we have allies that we work very, very hard with. We want to make sure we have a common understanding of our threat — where their capabilities exceed ours or ours exceed theirs. We have to share information so we have the same understanding,” Legere said. “IDC technology, because it will bring things together faster, will require us to have very understanding policymakers who are willing to make those decisions quickly so we don’t lose the opportunity to understand some-

“Data doesn’t get better when it ages. The quicker you get it and understand it, the quicker it’s actionable and useable. That’s the bottom line.”

**James Heath
senior scientist,
INSCOM**

thing that has eluded us in the past.”

Beyond Korea, experiment partners include U.S. Pacific Command, which has operational responsibility for Korea, the National Imagery and Mapping Agency and the National Security Agency.

While the immediate focus is on operations in Korea, any success stories from the experiment will be passed on to theaters where U.S. forces are engaged, like Iraq and Afghanistan, Legere said.

“My fellow commanders are aware of what we’re trying to do in Korea, are hopeful of what we’re going to try to do in the Pacific, and hope to see that the lessons we learned here will be quickly exploited around the world wherever there is a U.S. intelligence organization,” Legere said.

“We’re all very interested in seeing success, wherever it is. If *Morning Calm* was occurring in another theater, trust me, I’d be very interested in the results because it would probably make my job here a whole lot easier,” she said.

(This article has been reprinted with the permission of Intel Watch).



photo by Master Sgt. Bill Kimble

Soldiers from the 115th and 500th Military Intelligence Groups can expect to see some changes in the coming years.

An eye on the **future**

By Lt. Col. Wayne L. Crawford
115th MI Group

Transformation is a word often said, but not readily visible to many U.S. Army Intelligence and Security Command personnel assigned to its Pacific Theater-based units. In the near future this will change for soldiers and civilians assigned to the 115th and 500th Military Intelligence Groups. Both units are cooperatively engaged in a program of relocation and realignment to transform the two into a single Theater Intelligence Group for United States Army Pacific Command. USARPAC is ex-

pected to gain the Army's first Theater Intelligence Group, or "TIG," in early fiscal year 2006.

The TIG's mission is to provide timely, actionable, multi-disciplined intelligence to the theater's Army component commander and other decision-making bodies in support of operations with regional allies. Describing exactly what is happening to make this a reality really depends on where one sits. Individual perspective is often shaped by unit assignment and time spent tracking the transformation concept.

Back in 2000, USARPAC

planners studied several options for realigning military intelligence assets in-theater and determined that moving the headquarters of the 500th MI Group from its present location at Camp Zama, Japan, to Hawaii would be optimal for facilitating TIG operations. Moving the 500th MI Group headquarters to the island of Oahu would bring together unit command and control, the Analysis Control Element, and Technical Control and Analysis Element, all within close proximity to the USARPAC security office for enhanced situational awareness and mission

coordination. In early 2001, Maj. Gen. Keith B. Alexander, then commanding general of INSCOM, expressed his support for the initiative and agreed to a target date of June 2004 to relocate the headquarters of the 500th MI Group as part of a larger evolution of the theater's intelligence architecture.

In October 2002, Alexander endorsed an initiative proposed by Army senior intelligence officers in Hawaii to draw down the 115th MI Group staff and re-subordinate the 732nd MI Battalion (the Army's operational component to the Kunia Regional Security Operations Center, or KRSOC) under the 500th MI Group. To some, the inclusion of the 115th in the TIG evolution was a last-minute consideration. But, in fact, the idea of combining Pacific Theater INSCOM units goes back to 1995, when the 703rd MI Brigade turned over command and host responsibilities of the KRSOC to Naval Security Group Activity Kunia. At the time, the 703rd was comprised of three subordinate battalions. As the unit reduced in size and was designated as the 115th MI Group, the staff structure was no longer an efficient fit for supporting both Army component and KRSOC requirements. At the same time, moving the headquarters of the 500th MI Group to Hawaii created its own set of problems because the unit had no facility to move into. The optimal solution was to incorporate the 500th MI Group into Schofield Barracks – home to most Hawaii-based INSCOM units.

The original concept was to simultaneously draw down the 115th MI Group headquarters and relocate the 500th MI Group to Schofield Barracks. One unit headquarters would simply replace another. Unfortunately, what looked like a simple plan actually contained complexities that were not readily apparent. Several actions related to personnel, force structure, and host responsibilities at Schofield Barracks required significant lead-time to complete, but were not initiated until it was certain that the 115th MI Group headquarters would deactivate. Consequently, the target date for retiring the 115th MI Group's colors is June 2005, meaning that for about a year, two of INSCOM's major subordinate commands headquarters will reside side by side at Schofield

Barracks.

Finding space to accommodate Hawaii's newest residents as they arrive from Japan is but one challenge facing the 115th MI Group. The unit is serving as host for the in-bound 500th MI Group, even as its 115th staff initiates steps to deactivate.

"We will execute our responsibilities for this Pacific Theater transition in two broad phases," says Col. Ben Lukefahr, 115th MI Group commander.

"In the first phase, the 115th MI Group will act as host to incoming 500th MI Group personnel and do everything we can to position them for success."

This includes working billeting, training, and all manner of quality of life issues for the soldiers of the 500th MI Group until their command team arrives in Hawaii, sometime in mid-to-late June 2004.



photo by Staff Sgt. Michael Brock

Soldiers from the 115th Military Intelligence Group and the 500th Military Intelligence Group will work together during the transition.

At the same time, 115th MI Group professionals will prepare Schofield Barracks facilities to support both units through renovation projects and expansion of the information technology infrastructure.

Once the 500th MI Group headquarters is positioned at Schofield Barracks, the 115th MI Group will re-focus its energies toward the second phase of transition – unit deactivation. The 500th MI Group staff is already working with INSCOM plans and operations, developing a new battalion force structure to enable the 732nd MI Battalion to meet all KRSOC operational requirements as they replace various group elements in conducting critical functions. In addition, the 115th MI Group must turn over tenant responsibilities to the 500th MI Group and integrate select personnel into the 500th MI Group staff prior to deactivation.

Throughout this transition, Lukefahr cites four items as key to overall success: first, execution with minimal disruptions to 115th MI Group and 732nd MI Battalion operations in support of KRSOC. The 115th MI Group's number one commitment remains providing a trained and ready workforce to provide timely and accurate intelligence to warfighters and national decision-makers.

Second, as the group works toward positioning the 732nd MI Battalion for success as the Army component of the KRSOC, the staff will explore avenues to increase the Army's leadership role. The key is leveraging the battalion's re-structure to expand Army authorizations in critical KRSOC leader positions.

Third, since the 115th MI Group represents INSCOM on Schofield Barracks, the group must work hard to ensure the overall transition is seamless to installation hosts and that the positive host-tenant relationship enjoyed now remains intact for the 500th MI Group.

Finally, leaders must work to ensure the 115th MI Group's most important asset – the Soldiers and civilian professionals and their families – are well cared for in terms of re-positioning within the 500th MI Group, 732nd MI Battalion, or in re-assignments to other organizations.

The key to successfully executing this transition is thorough and timely coordination from group-to-group and from top to bottom internally and externally. Effective communications at all levels will allow the units to identify challenges early and facilitate appropriate solutions during critical transformation times.



photo by Cpl. Cory P. Griffith

INSCOM Soldiers will have to remain alert as they deal with the pending changes on the horizon.



photo by Sgt. Patricia Jaques

Soldiers of Headquarters and Service Company, 105th Military Intelligence Battalion, 66th MI Group complete a tactical road march through the Bavarian countryside. The unit is slated to move to Darmstadt, Germany this spring.

66th MI Group LEADS THE WAY

By Staff Sgt. Eric Reinhardt
66th MI Group

As the U.S. military reviews its force structure in Europe, the 66th Military Intelligence Group continues to provide intelligence support to the European theater and beyond.

“There’s a lot happening right now in regard to transformation throughout the Army, so a lot of things are still up in the air,” said 66th MI Group Command Sgt. Maj. Faron D. Barton.

One thing is definite, according to Barton. The Group’s 105th MI Battalion will be collocated with the 66th MI Group’s headquarters when it moves here from Bad Aibling Station this year.

“Standing up the [European Security Center] is going to be their focal point,” he said. The European Security Center will consist of a fixed station manned by a Soldier and civilian workforce and will include a deployable element of the 105th MI Battalion.

“At this point we don’t know what’s going to happen to our forces in Europe,” Barton said, “but the ESC will be an integral part of military intelligence in Europe for the foreseeable future.”

An Information Dominance Center, established last year, is another key component of the 66th MI Group’s transformation. The facility consists of advanced information systems which allow

analysts to share data with other agencies and colleagues worldwide.

“The 66th MI Group of the future will be centered around the IDC, the ESC and its deployable part,” Barton said.

The Group’s support to force protection throughout Europe will also remain a focal point along with the ESC’s development.

The 2nd MI Battalion will continue its missions to provide counterintelligence support to the European theater and operate the U.S. Army Europe Analysis and Control Element.

“The 2nd MI Battalion will grow along with the 105th MI Battalion,” Barton said.



photo by Staff Sgt. Eric Reinhardt

66th MI Group Soldiers respond to a simulated terrorist attack on their Deployable Intelligence Support Element facility during a field training exercise in October.

Plans to expand the 66th MI Group's overall personnel strength were put on hold due to the uncertainty surrounding force structure in Europe. Until the new structure is settled, Barton said, there will probably not be a major increase in personnel strength at the organization.

It's likely the biggest challenge the 66th MI Group faces as it transforms is ensuring the unit is adequately manned to handle mission requirements.

"The facilities seem pretty well in place," said Barton. "There will be challenges ahead, but I think we've got it about right. We're a very adaptable organization."

"The Army intelligence leadership knows the importance and value of the 66th MI Group as an integral part of the U.S. Army Europe team. I'm confident the future of the Intelligence Corps and the group is in great hands," said Col. Gus E. Greene Sr., commander, 66th MI Group.

Greene helped outline the direction and doctrine of military intelligence transformation while serving at the Directorate of Combat Developments, U.S. Army Intelligence Center and School, Fort Huachuca, Ariz.

He also took part in the Army's "Division Advanced Warfighting Experiment" at Fort

Hood, Texas, which integrated digital communications and battle-field technology from division through battalion level. The exercise was considered one of the pivotal exercises in the Army's "Force XXI" initiative to bring the Army online with the challenges of the 21st Century.

"The group is leading the way for change in INSCOM, and in the rest of the Army," he said.

Last year saw the 66th MI Group "redesignated" from a provisional unit to an active one. In the process it added the 2nd MI Battalion and the 105th MI Battalion (Provisional).

The 66th MI Group, in its various incarnations, has provided intelligence support to the European theater for more than half a century, but the change has given the group more control over its own structure.

The 66th MI Group's mission has constantly evolved since Sept. 11, 2001, and flexibility has been a watchword at the organization.

"I think what's so unique about the 66th MI Group is its ability to change missions depending on intelligence requirements," Barton said.

Barton attributes that ability to INSCOM and 66th MI Group leadership and the Group's "echelon above corps" standing.

Even with the advanced technology that transformation brings, mission success still comes down to people, according to Greene.

"We will accomplish our ever-changing mission while taking care of Soldiers and their families. That's our job as leaders and NCOs," he said.

Military intelligence steps up

By Staff Sgt. Andre Butler
116th MI Group

“As long as the U.S. Army has existed, it has transformed, and it always will,” stated the Army’s 35th Chief of Staff, Gen. Peter J. Schoomaker in his remarks in the Association of the United States Army’s Greenbook. As part of that continuous transformation, the 116th Military Intelligence Group, together with the 513th Military Intelligence Brigade, and with participation from the unit’s sister services, is establishing a Theater Support Activity at the Gordon Regional Security Operations Center.

“One of our main mission development projects here is the Theater Support Activity,” said Command Sgt. Maj. Paul Hibshman, command sergeant major, 116th MI Group. “Through this activity, the GRSOC will bring in intelligence professionals from the tactical side of the intelligence community across all services.” The ultimate goal of the TSA is to give the tactical commanders the best possible support available from the intelligence community.

As Klaus Schwab, the president of World Economic Forum, was quoted in the Greenbook, “We have moved from a world where the big eat the small to a world where the fast eat the slow.”

That theory can also be applied to the intelligence world.

“On the front lines, military intelligence has always been a step behind the combat arms units in a rapidly moving battle,” Hibshman said. “As new warfighting systems were fielded, and our Army’s superior firepower and training led to overwhelming success on the battlefield, the tactical intelligence units found themselves struggling to keep up with the pace of the battle. With the development of new systems and new capabilities, we plan to never allow that to happen again.

“The TSA will better help us keep up with the fight – and the resultant intelligence will help save service members’ lives and aid in the location and destruction of enemy combatants before they can employ their tactics against our forces,” Hibshman said.

For the intelligence community, this is a very important milestone. A goal that is already set and that

the GRSOC professionals are determined to meet. “Measures for this program are already in place and training is being conducted as we speak,” Hibshman said.

“Warfighters in distant lands, far away from home, are giving their lives daily, and it is up to us to make sure this doesn’t happen needlessly. The intelligence that we provide for our customers is a very key element in this fight, and we here at the GRSOC take our jobs, as well as the lives of our fellow service members, very seriously,” Hibshman added.



photo by Staff Sgt. Andre Butler

Warfighters from the 116th Military Intelligence Group go through the gas chamber as part of their Nuclear, Biological and Chemical training. This training is required annually to ensure the Soldiers mission oriented protective posture gear and protective mask works properly.

ONE SOLDIER SHOWS SAVING LIVES, MAKING A DIFFERENCE IS ...

ALL IN A DAY'S WORK

By Brian Murphy
INSCOM Public Affairs Office

It's the type of story Hollywood dreams of. A Soldier goes above and beyond the call of duty to save the day, or in this case, a lady's life. The Soldier didn't do it for fame or fortune. He simply did it because, in his mind, it was the right thing to do. But this story won't be found on television or in any movie theater. This story comes straight from the U.S. Army Intelligence and Security Command.

When it comes to Soldiers, Staff Sgt. Joseph Burkett fits the profile of an "Average Joe." The 32-year-old Kerrville, Texas, native has served in the Army for 12 years. Before Sept. 11, 2001 Burkett was part of the Texas Army National Guard and spent his free time taking classes at the University of Texas.

In November 2002 Burkett was activated and shortly thereafter deployed for Operation Iraqi Freedom. During that time, Burkett served as an operations noncommissioned officer with 1st Information Operation Command (Land).

Burkett returned to Fort Belvoir, Va., May 2003 where he quietly went about his business. As October drew to an end, Burkett was counting down the final few days until he could out-process and head back home.

Since his time on the East Coast was drawing to a close, Burkett had dinner plans with an old friend Oct. 25. He was taking the Metro from Springfield, Va. to Rockville, Md., where his friend lived. While he stood, waiting for his transfer train at the King Street Metro Station, Burkett noticed an older lady standing close to the edge of the platform. She had dropped some of her papers and other belongings and was fumbling to pick them up. As she bent down to collect everything, her handbag fell off of her shoulder. When she leaned down further to pick up the bag, the lady lost her balance and fell off of the platform and down onto the tracks. She landed head first, causing her eyes to roll back into her head from the impact. By this time the warning lights near the tracks began to blink – signaling that a train would be there shortly.

"My initial reaction as soon as I saw her fall was to help her," Burkett said. "It happened so fast, I don't even remember jumping down to the tracks."

Burkett may not remember, but many of the others who were there do.

"It was amazing," said Al Shannon, another Texas native who witnessed that day's events at the King Street Metro Station. "He saw what happened and reacted. There was no thought about his safety. He just did what had to be done. I'd never seen anything like that before."

The next thing Burkett remembers was being on the tracks and trying to get the lady to safety. Burkett tried to help her to her feet, but she was still unable to stand on her own. He lifted her up and leaned her against the side of the platform while retrieving her belongings. Then Burkett began to lift her up to the platform. Finally, two other gentlemen came over and assisted him in getting her back up to the platform. Burkett then pulled himself up to safety. The video from the Metro station's security camera showed that Burkett was able to save the lady about 30 seconds prior to the train arriving.

Since then Burkett has found himself in the spotlight. There have been talks about Burkett receiving a Soldier's Medal for his heroic actions. National media outlets, such as *The Washington Post*, contacted him for the story. In fact, one of the witnesses even looked up his family back in Texas, so they could call and tell them about Burkett's actions. All of which is overwhelming for a low-key individual such as Burkett.

"After having some time to look back at what occurred, I still don't feel like I did anything special," Burkett said. "I was talking with a fellow NCO and he said 'Well, did anyone else do anything to help?' No, they didn't. But I believe that any Soldier there would have reacted the same way. It's what we do. We look out for each other.

"It makes me proud to think that I work with people every day in the Army who would have done the same thing I did if put in that situation," Burkett said.

Proving once again, that Burkett is always thinking of others first.



photo composed by Brian Murphy

Cracking down on travel card



By Spc. Leslie Pearson
513th MI Brigade

In 2002, Bank of America, the current provider of charge card services used by government employees traveling on official business, threatened to cancel its account with the Army because of the service's millions of dollars in outstanding debt.

After gaining the support of Congress to help crack down on abuse cases, the bank decided to give the Army another chance and agreed to continue providing card services to all of its customer agencies and organizations under the terms of the General Services Administration SmartPay program.

Members of Congress introduced bills that would force agencies to conduct credit checks before issuing cards and asked each agency inspector general to routinely audit card programs.

According to Maj. Don Houston, the 513th Military Intelligence Brigade Agency program coordinator, the purpose for the card is to allow Soldiers to perform their mission by charging the things they need during Temporary Duty, but the government travel card is not a credit card.

"The difference between a credit card and the government travel card is a credit card has a revolving balance however the travel card is similar to an American Express Card, it has a revolving balance of zero which means it must be paid in full by the due date," he said.

There are two common instances where Soldiers tend to find themselves in trouble, said Houston - unintentional misuse and intentional abuse.

An example of unintentional misuse, Houston said, could be as simple as using the travel card to make Xerox copies of something while on TDY.

"Even though it's in performance of TDY, printing is not a reimbursable expense," he said. "There's a whole list of non-reimbursable expenses that people may not be aware of and can get themselves into trouble, but forms of intentional abuse are pretty clear cut."

Among the many glaringly obvious Army-wide abuse cases Houston has heard of are Soldiers who have used their cards for cash

advances to pay for dating services, cruises and even elective cosmetic surgery.

"Some Soldiers use the card to supplement their income-a hundred bucks here, another hundred there - and they think as long as they pay the bill they can use the card for whatever they want," he said.

When Soldiers in the 513th MI Brigade use their travel cards Houston knows about it, no matter what it's being used for. He runs weekly reports that allow him to track card transactions and then sends a monthly report, which lists the names of Soldiers who have a delinquency of 60 days or more, to the U.S. Army Intelligence and Security Command. When he sees or suspects abuse or misuse of the card, he reports the Soldiers to their chain of command for resolution, he said.

The Defense Finance and Accounting Service implemented a mandatory split disbursement to ensure that bills are paid on time. With split disbursement's, reimbursements are sent directly to Bank of America and the Soldier

doesn't have to write a check for the payment, Houston said.

"Congress is now giving the Army some adult supervision because BOA has lost a lot of money on this card program and they're not happy about it. It's unfortunate that it's had to come to this, but if that's what's required to make the program a success then that's what we need to do," Houston said.

"There is no excuse for Soldiers not to know that the government credit card is for official travel expenses only," said Capt. Judith Boyd, 513th MI Brigade judge advocate general officer. "Soldiers sign a user agreement form when they receive the Bank of America card and also have to agree to use it for official travel only when the card is activated over the telephone.

"Failure to use the card for only official travel purposes can result in adverse action. The command may initiate an Article 15, issue a memorandum of reprimand, or even pursue a court-martial.

"Leadership and personal responsibility are the keys to ensuring that there is

no abuse. Leaders need to remind subordinates about what constitutes official travel expenses, review monthly statements, and take disciplinary action as appropriate. Individual card holders need to safeguard the card and ensure that it is only used for authorized expenses."

Abuse of the government credit card is often a sign of a Soldier who has money problems.

"In most cases, when the card is being abused it's a sign of deeper financial problems," Houston said. "If someone has to supplement or augment their income with the card then they probably need to go back and look at their personal finances."

The Army offers financial management assistance to Soldiers through Army Community Services where certified financial planners are ready to provide guidance through various classes.

"For the most part, people use the card responsibly but it's the one or two percent who clearly abuse it that's gotten us a lot of negative publicity. As the old expression goes, one bad apple spoils the lot," Houston said.



file photo

The GOOD

The Department of Defense Travel Charge Card Program was created as a lower-cost means to provide funds to authorized personnel only for use during approved temporary-duty missions. Common uses include:

Lodging expenses while on official travel orders; rental car authorized on travel orders; meals while on official travel away from home installation; cash advances for official travel-related expenses such as parking, taxis, toll fees and meals.

The BAD

According to the General Accounting Office, the Army's charge and travel card delinquency rate is the highest in the federal government.

The number of abusive cardholders is unclear, GAO said, because information on fraud cases compiled by the Defense Department is unreliable.

"We have found government employees using their cards to make mortgage payments and pay closing costs, to buy cars, an engagement ring, racetrack betting, Elvis photos from Graceland, a framed John Elway jersey, and even Caribbean Cruises. You name it. They're doing it," said Sen. Charles Grassley, of Iowa.



(Top left) Sgt. Torrey Chambers uses a fellow Soldier to maneuver through the Leadership Reaction Course at Lackland Air Force Base, San Antonio, Texas, this past July. (Background) Spc. Donald Rice hangs upside-down over a pool while maneuvering across a rope.

Back with a Bang

470th MI Group Soldiers busy since reactivation



Down and dirty

The 470th Military Intelligence Group is back - and by the looks of it - better than ever. It seems the unit has moved nonstop since being reactivated in Oct. 2002.

(Right) Sgt. Kelly Mitchell leads Sgt. Dwayne Love to safety during a training exercise called Operation Warrior Spirit June 28.

(Background) Pvt. 2 Rickey Stanfield low crawls his way through an obstacle course.

photos by Spc. Lisa Misevicz



HELPING TOMORROW'S LEADERS TODAY

By Spc. Lisa Misevicz
470th MI Group

Apart from helping her own three children with their normal homework, school and friend issues, Staff Sgt. Lisa Vega sets aside part of her time each week to work with Maria Garza, a first grader at Valley Hi Elementary School. Several Soldiers from the 314th Military Intelligence Battalion, 470th MI Group, volunteer their time during the school year to mentor "at-risk" children in the community and school just outside the gate.

The program centers on helping a child with reading or math homework, but the true goal of the program is to provide children with a positive role model in their life. "His face just lights up every time he sees me," said Spc. Joey Bandao about Juan Hernandez, a third grader at the elementary school.

Juan's grandmother met Bandao at a school holiday party last year and thanked him enthusiastically for providing a positive male influence in her grandson's life.

"He doesn't have a father or an older brother, so I am the only adult male in his life who helps him with his problems," Bandao said.

The teachers at the school identify children who may be "at risk." The school district defines "at-risk" as a child who is in danger of dropping out of school due to socio-economic and academic factors such as slow motivation, poor test scores, high mobility, limited English proficiency and single parent households. Teachers try to address these problems during the school day, but overcrowding of classrooms and recent budget cuts can make it difficult for the school to help each individual child one-on-one.

According to those involved, this program is to try and ensure no child slips through the cracks.

"I am very proud of Maria," said Vega. "She is improving so much compared to last year. Before she could not even read the word 'and,' but now she is reading whole books and getting better at writing."

Most mentors keep the same child for several

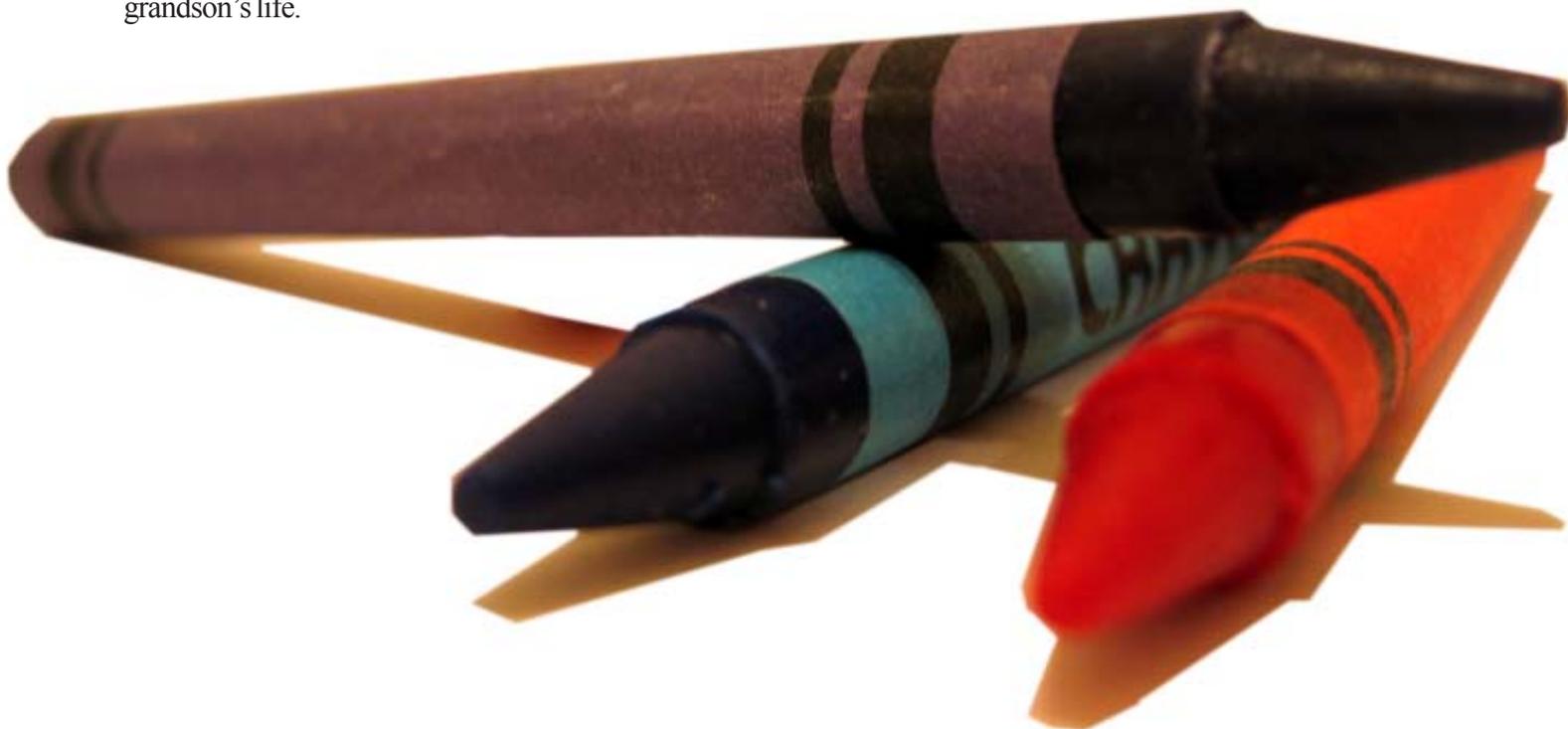




photo by Spc. Lisa Misevicz

Staff Sgt. Lisa Vega, a Soldier with the 314th Military Intelligence Battalion, 470th Military Intelligence Group, reads with Maria Garza, a first grader, at Valley Hi Elementary School in San Antonio, Texas. Vega hopes to provide Garza with a positive role model while spending time with her during the mentoring program.

years or their time on station, building a relationship and sense of trust with that child.

Rebecca Avila, the school's mentor coordinator, believes Soldiers make excellent role models.

"Soldiers bring a sense of responsibility and morality that not just anyone off the street takes into the program," said Avila. "The Army values such as honesty, respect and selfless service trickle down from the Soldier to the child he or she is mentoring.

"Mentoring a school age child is similar in many ways to mentoring a young Soldier," Avila continued. "Both need encouragement, guidance, and a capable teacher. Both require someone taking charge and leading by example. If a new Army Soldier looks to his NCO above him and sees bad leadership, he will see the Army in a bad light. If a child looks to the adults in his or her world and sees bad role models, that child will grow up believing the world holds very

little good for him or her."

Becoming involved in activities such as the Valley Hi Elementary School mentoring program can affect a child's entire life.

"I have witnessed firsthand the powerful impact of volunteers connecting with children through mentoring. Mentoring helps children feel loved and cared for, some for the first time in their lives. And mentoring is equally beneficial for adults. They tell us they get far more from being a mentor than they give," said George Bush, former president and father of current president, George W. Bush, about mentoring.

"One hour a week spent mentoring a child is an hour given in selfless service. To a mentor it may just be a lunch hour, but to a child it could help teach them values they will keep for the rest of their lives. This impacts not only their life, but the community's as well," Bush said.



photos by Capt. Dave Hansen

Dearing Elementary school students get up close and personal with Soldiers of the 513th MI Brigade at Civics Day.

Real American heroes

By Spc. Felicia Thompson
513th MI Brigade

More than 20 Soldiers from the 201st Military Intelligence Battalion, 513th MI Brigade, participated in the annual Civics Day Event for Dearing Elementary School students in Dearing, Ga., Dec. 1.

The Soldiers of the 201st MI Battalion have participated in the Civics Day festivities since 1999. This particular event was special because the Soldiers got a chance to say thank you to students and faculty for sending care packages

of chewing gum, magazines, and playing cards to locations in Kuwait and Iraq when they were deployed during Operations Iraqi and Enduring Freedom.

Dr. Linda Grisham, the Dearing Elementary School principal, called the event a great partnership between her school and the 201st MI Battalion Soldiers. Grisham explained that the students affectionately say the people representing the 201st MI Battalion are “our Soldiers.”

“These Soldiers are heroes to these students,” she said.

And the Soldiers enjoy their time with the children.

“This was a great opportunity for the students to see Soldiers in a non-military environment,” said Lt. Col. Ronald E. Seldon, commander, 201st MI Battalion. “It’s our opportunity to give back to the community.”

The Soldiers involved don’t view this as a chore or an extra duty, but more as a privilege.

“This is a chance for us to show the students who we are on a personal level instead of just on CNN. It helps them appreciate us

as a part of their community,” said Capt. Dave Hansen, a battalion operations officer. “The deployment made things click. We have a real relationship and bonding because of the way they took care of us.”

During the event, more than 450 students divided into small groups of between 16 and 22. They rotated through a five-station setup where the students got a chance to view and become familiar with some of the Soldier’s equipment and training. They also got a taste of some good Army physical training.

“I like to do physical training,” said Scott Bohler, a third grader. “Because you get to race, do jumping jacks and push-ups.”

The students remained at each station for 15 minutes. At the first station, students performed a regimen of push-ups, side-straddle hops and the mountain climber and

learned drill and ceremony, to include marching and saluting.

“This station is fun and they get to get all their energy out,” said Sgt. Lindsey Hyle, a signal analyst and station instructor.

The second station dealt with Nuclear Biological and Chemical. Soldiers instructed students in the proper wear of Mission Oriented Protective Posture gear during a potential NBC attack. MOPP gear is comprised of a M40/42 protective mask, rubber gloves, overboots and a thick jacket and pants that Soldiers wear over their standard issue uniform to protect them from NBC exposure.

Students also got a chance to sit in a military HUMVEE.

“I feel like I am going on a secret mission” Chartrice Jones, a fifth grader said.

Students feasted on Meals Ready to Eat at the third station. Briana Amerson, a third grader,

tried the beef stew.

“It tastes like regular beef stew. It tastes better than my mom’s cooking,” she said.

Communications and a OE254 radio antenna were set-up at the forth station. Students learned official communications as they spoke on the radio, received and sent a signals.

The final station offered camouflage application, a HUMVEE ride, and a cargo net set up. After students stood in line to get their faces painted in shades of green, brown, and black, they climbed in the back of a HUMVEE and were ground guided on a bumpy ride on school grounds. As some students rode in the HUMVEE other played and flipped inside the cargo net.

“Students were excited about this day’s event. They could not wait to get to the HUMVEE,” said Telaine Sneed, a second grade reading and math teacher.

As a treat, Grisham invited the Soldiers to eat a free lunch in the cafeteria with the students.

“They invited us to lunch to enjoy their wonderful cafeteria food,” said Sgt.

William Lawler, a signal intelligence analyst.

Following the full day of activities, Soldiers packed up their gear, and prepared their vehicles for the convoy home.

Hyle expressed how she felt about today’s event by saying, “There’s nothing better than to see the children light up. This is our job, but these kids think we’re super heroes.”



Is it asthma or vocal cord dysfunction?

By Spc. Felicia Thompson
513th MI Brigade

Medical studies indicate an explosion of new asthma cases in the past 20 years throughout the United States. Soldiers diagnosed with asthma can control this condition with medication.

However, there is another medical condition that resembles asthma and may get misdiagnosed. In a report by the National Jewish Medical and Research Center, Vocal Cord Dysfunction is a condition that may be confused with asthma. People with VCD will report asthma-like symptoms to their doctors. Soldiers can suffer from VCD, and it can have an adverse affect on their ability to perform some of their required duties.

According to Maj. Michael Quinn, director of Pulmonary Function Test and Bronchoscope Services, VCD can have an adverse affect on people's lives until treated.

"When we breathe in [the vocal cords] don't close," he said. "People with VCD, the cords come together abnormally and this commonly occurs in situations of stress."

Chris Sechler, a speech pathologist at Eastern Alabama Medical Center, said Soldiers endure more stressful situations when compared to most civilians, especially during training environments like Basic Training, and Advanced Individual Training, to include physical training and other daily duties.

"It's more common to diagnose asthma than VCD because doctors tend not to yell at patients as drill sergeants do," Quinn added, indicating that VCD wasn't considered as often.

Theresa Mann, a transportation management specialist at Fort Gordon and a former soldier said, "They (doctors) told me they were allergies," referring to symptoms related to VCD. "I was getting scared and I thought it was my heart because I couldn't breathe."

Having VCD is especially difficult for Soldiers. Mandatory PT and other forced training causes stress

on the Soldiers muscles. This stress contributes to Soldiers being placed on lengthy profiles or eventually receiving a discharge from military service.

During a VCD attack, doctors insist patients stop the activity they are doing and begin their breathing techniques upon onset of the attack. This is difficult since Soldiers cannot stop their activity in the middle of a company run to begin relaxation breathing, which could take up to 30 minutes for some.

Getting patients to control their stress level is the key to controlling VCD. A stressed patient tends to tighten the muscles around the throat and disables the regular flow of oxygen moving through the airways.

"This obstruction can cause a noticeable wheeze, shortness of breath, light-headedness, dry throat, and/or fatigue," said Sechler.

Some contributors that may cause a VCD attack include upper respiratory infections, exercise, sinusitis, allergies, chemical fumes and odors such as cigarette smoke, perfume, insecticides, acid reflux disease, stress and emotional upset, and temperature changes. Sechler said.

"The contributors that can cause VCD are also the same ones that cause attacks in asthma patients, contributing to the difficulty in distinguishing between the two," Sechler said.

Patients taking medication(s) for asthma should also test for VCD.

"Ten percent of patients diagnosed with asthma also have VCD," Quinn said. "Patients are typically referred to me for asthma evaluation, but have no response to asthma medications."

If patients are not responding to asthma medication, Quinn tries to determine if the patients do have VCD. He analyzes the patients' medical histories. This is followed by a pulmonary functions test to establish their current baseline breathing levels. Once the baseline is established, patients undergo a Methacholine Challenge to induce an asthma attack. He then checks their breathing level again to determine if they have asthma. If the patients do have asthma, they

“It’s easier to diagnose asthma than VCD because doctors tend not to yell at patients as drill sergeants do,”

**Maj. Michael Quinn
director, Pulmonary
Function Test and
Bronchoscope
Services**

should have difficulty breathing.

Even if patients do have asthma, Quinn still performs a laryngoscopy to determine if they also have VCD. Asthma-free patients also receive a laryngoscopy to test for VCD.

A laryngoscope is a long, thin fiber optic scope with a camera on the end that passes through the nose. It gives a close-up view of the functioning of the vocal cords.

While looking at the vocal cords, Quinn said, “I ask the patient to pant as if they had been running for some distance to simulate the vocal cords when placed under stress.”

After these five steps, it is determined whether the patient has VCD alone or VCD in conjunction with asthma.

There is no cure for VCD. The only treatment for the disorder are special exercises taught by a certified speech therapist and counseling sessions with a psychologist who teaches the patient to have better control over breathing and stress control.

Sechler said, one of the things that work for VCD patients are special exercises to increase awareness of abdominal breathing

and relaxing the throat muscles to give the sufferer more control over the vocal cords.

“Learning the proper techniques of relaxation breathing by getting more air into the diaphragm and by not using other areas of the body such as the chest and shoulders seems to be the only relief. I also frequently refer my VCD patients to a psychologist to learn how to relax more effectively,” Sechler said.

“The treatments we do and skills we teach have been found to be helpful for patients,” said Maj. Jay E. Earles, director of Clinical Psychology Residency Program at EAMC. One of the psychological techniques that Earles administers is diaphragmatic breathing. Patients learn to push the air into the diaphragm by using less of the upper body to breathe. Earles teaches this through biofeedback and relaxation training.

He fastens a small, round sensor to the forehead to detect stresses in the face and neck area and three more thin sensors on the patient’s fingers to capture body temperature, perspiration and muscle activity. The sensors receive the information and Earle analyzes the data generated to determine the best treatment.

Lastly, Earles discusses cognitive therapy with patients to inform them how to think about their bodies’ performance during stressful situations and how to remain as calm as possible.

“I am teaching people to slow down the body’s arousal so [they] don’t spin out of control,” Earles said.

“Psychological treatment is six to eight sessions and people

typically learn the skills sooner,” he added. “We want our patients to over learn the skills so it becomes second nature.”

Patients who continually practice the breathing skills do well when encountering stress because they are aware of what their body is telling them.

Mann finally was tested and diagnosed as having VCD. She no longer has the problem that she once did when doing mandatory PT.

“Now, I listen to my body. If I’m not able to run at a particular time, then I either wait or do what I can,” Mann said. She continues, “I preferred the VCD diagnosis than the asthma because it doesn’t require medicine.”



Asthma happens when the bronchi or airways - the tubes that carry oxygen into the lungs - become narrowed and inflamed causing difficulty in breathing. A person with asthma has hypersensitive airways, meaning if he comes into contact with a “trigger,” such as house dust, the muscles in his airways tighten and narrow. At the same time the lining of his airways reddens and swells and mucus is produced. This leads to the characteristic symptoms of wheezing, coughing and shortness of breath.

PLAYMAKERS

513th MI Brigade

story and photos by Spc. Felicia Thompson



The Army defense consistently shut down the Navy attack during their 26-6 championship game victory.



Spotlight

Army quarterback Simeon Boddie dodges the Navy defense as he scrambles for a first down. In addition to playing, Boddie was also the Army coach. See full story on page 28.

Soldiers, Marines and sailors played a flag football championship game at the Richmond Academy High School football field in August, Ga., Dec. 6. The purpose of the game was to raise money for the Toys for Tots annual collection drive to donate toys to underprivileged families during the Christmas holiday season.

Team Army, comprised of soldiers assigned to the 513th Military Intelligence Brigade, took home the trophy after a 26-6 victory.

Chief Warrant Officer Jeff G. Davis, active duty commander, Augusta Marine Reserves, summed up the event as more than just a flag football game.

“The underlying theme for the game was for the military services to come together for a good cause,” Davis said. “This Toys for Tots program extends our spirit – the spirit of giving.”

Simeon Boddie IV, who coached and quarterbacked the Army team to victory, was pleased with the day’s event.

“This game was about fun, the holidays, and the kids. I want underprivileged kids to have a great Christmas like I had when I was a kid,” Boddie said.

The irony of the game was that the Army vs. Navy collegiate football game, which Navy won 34-6, was played later the same day. Although fan turnout was low for the flag football game, Davis has hopes for the future.

“My goal is to one day see the stands filled with the Army and their families on one side and the Navy with their families on the other, similar to the [collegiate] Army vs. Navy game,” Davis said. “My hope is

to also get more of the military and the community out for support of the program,” Davis said.

The Army flag football team struggled at the beginning of the season, but still finished with an impressive 17-2 record.

“It’s a great ending to a great year and we completed all our goals,” Boddie said, with a sigh of relief when the game was over.

Brian S. Burns, Army wide receiver and cornerback, reflected on the season after the championship victory.

“Everybody wanted to play on both offense and defense because nobody wanted to sit back and watch. It created a problem because they couldn’t play as much as they wanted to,” Burns said.

Towards the end of the season, however, the teammates made sacrifices for the good of the team, states Burns.

Many of the Soldiers who played in the game will continue to make sacrifices, this time for their country. The 202nd MI Battalion is scheduled to redeploy back to Iraq early 2004.

“It was great to come back out and play another game before preparing for deployment in support of the war effort,” said Burns.

The Toys for Tots program collects new, unwrapped toys from October thru December each year and distributes those toys as Christmas gifts to needy children as a message of hope that will motivate them to grow into responsible, productive, patriotic citizens, and community leaders, according to the program’s website (<http://www.toysfortots.org/home/>).



The Navy defense could only watch as the Army offense continued to pile up points during the 26-6 victory.

SHOTS FROM THE FIELD



photos by Spc. Felicia Thompson

(Above) Staff Sgt. Daniel Martin, a counterintelligence Soldier with the 202nd Military Intelligence Battalion, shares a meal with Misty Martin, his wife, David “Tyler” Young, their five-year-old son, Courtney DePontee, three, Katelyn DePontee, two, dependents of Sgt. 1st Class Richard DePontee, a 202nd MI Battalion career counselor, and Martin’s three-year-old daughter, Samantha Young.



(Left) Maj. Wolfgang Biggerstaff, executive officer for the 202nd MI Battalion, his wife, Julie Biggerstaff, and nine-year-old son, Ryan, share a meal and some quality time together before Biggerstaff departs for Iraq, Jan. 7. Biggerstaff’s six-year-old son, Chase, and five-year-old daughter, Maggie Lynn, are not pictured.

SHOTS FROM THE FIELD



photo by Brian Murphy

Many Soldiers, past and present, travel to the Vietnam Veteran's Memorial Wall each year to pay their respects.



courtesy photo

Spc. Andrew Frantz, of the National Ground Intelligence Center, inspects the scope of an Iraqi rifle.

SHOTS FROM THE FIELD



photo by Spc. Lisa Misevicz

Sgt. Ricardo Rodriguez, a 470th MI Group linguist, shoots an azimuth during land navigation at Camp Bullis, Texas.

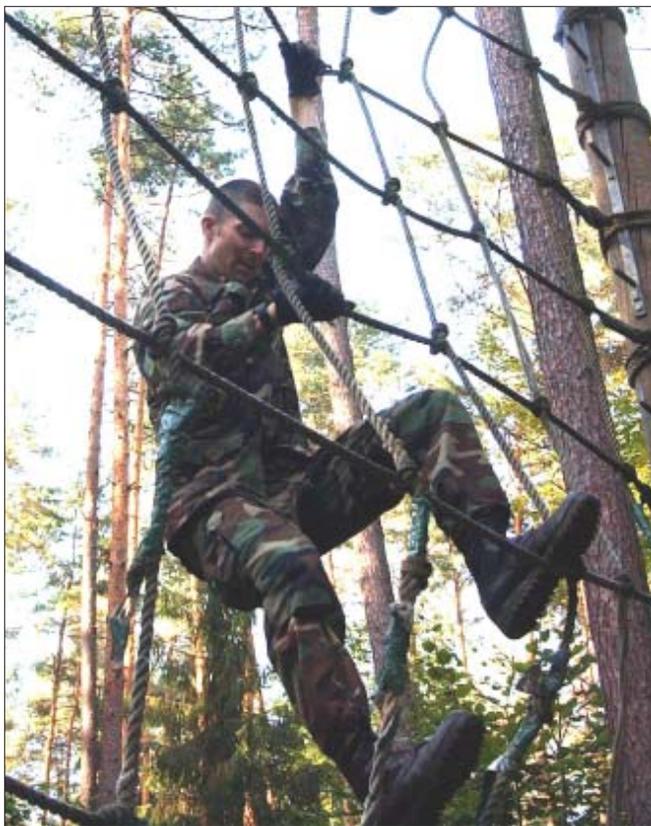


photo by Staff Sgt. Eric Reinhardt

A 66th Military Intelligence Group Soldier races the clock on the Aschaffenburg Training Area's confidence course.



photo by Spc. Leslie Pearson

Sgt. Matt Torre takes a stab at Staff Sgt. Jeremy Lowry during combat training with the 513th MI Brigade.

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