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Focus on the Future

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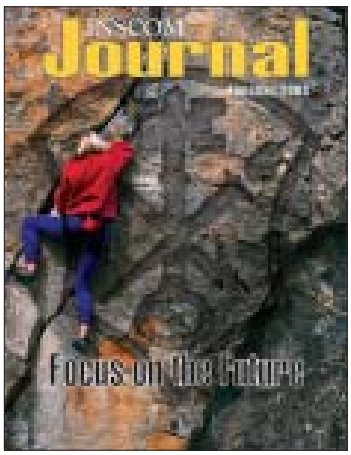

On the cover

Actionable intelligence is one of Chief of Staff Gen. Peter Schoomaker's focus areas to channel Army efforts to win the global war on terrorism and increase the Army's relevance and readiness. This means providing situational understanding to commanders and Soldiers with the speed, accuracy and confidence to impact current and future operations.

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From the commander's desk

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

This year's Almanac column is written on the third anniversary of the Sept. 11th extremist attacks against America, our citizens and our free, democratic, and pluralistic way of life. We are beginning the fourth year of the Global War on Terrorism - our servicemembers and Defense Department civilians have accomplished magnificent feats over the last three years. Our enemies paid dearly for the evil they inflicted on the civilized world. But, to quote Gen. (Ret.) Tommy Franks, we are at a "crease in history;" engaged in a Joint, interagency, coalition fight of global proportions. The outcome will determine the world's security, prosperity and opportunities for generations to come. This is a war we must win on our terms. In this conflict, INSCOM plays a linchpin, combat-enabler role worldwide - more than 700 of our Soldiers and civilians remain forward deployed in harm's way, fully leveraging INSCOM's vertical and horizontal reach in support of the Joint fight.

Over the past year, I've had the opportunity to visit every INSCOM unit and element. One characteristic stands out clearly across all intelligence disciplines and organizational levels. Aggressive, hands-on leadership remains INSCOM's foremost strength and the principal reason for our success under relentless wartime conditions. It's what drives tough, relevant training, enables us to build tightly cohesive and highly self-confident intelligence teams, and enables our people to push the envelope in order to make intelligence happen as part of the Joint intelligence team. I've seen it across INSCOM at every rank; at field sites in Iraq and Afghanistan, on the Korean demilitarized zone, and at other worksites worldwide. Leadership derives from integrating Army Values into our daily operational rhythm, both on and off duty, doing what's right as a matter of routine, fixing things as we go and standing accountable. Leadership in depth is the American military's greatest strength and our Army's most deadly asymmetric advantage. It represents the essence of Army Chief of Staff Gen. Peter J. Schoomaker's challenge to each of us …"Are you wearing your dog tags today?" It's at the heart of professional soldiering - something each of us needs to build on every day and ingrain in every member.

photo by Bob Bills

Maj. Gen. John F. Kimmons.

As Soldiers, we understand that the Global War on Terrorism constitutes full contact outdoor sport of the most serious kind. It's equally clear that battlefield success derives directly from high fidelity, all-source intelligence fusion and efficient dissemination in tactically useful form. Lt. Gen. Keith B. Alexander, Army deputy chief of staff for intelligence, has grouped the associated requirements into a transformational mandate called actionable intelligence. It's one of Gen. Schoomaker's highest transformation priorities and will constitute the measure of merit for intelligence

work over the coming years. It entails a fundamental change in our mindset; moving us towards a culture that optimizes every Soldier's role as both a collector and the ultimate consumer. It entails provision of fused, tactically relevant intelligence down to brigade and battalion level as the driver for operational action and means for precision strike. It compliments significant information technology advances that now allow us to rapidly structure large volumes of reported data, effectively organize it for analysis, and see signatures, linkages, relationships and other features central for effective planning and targeting. Successful counter-terrorist, counter-insurgency and contingency operations depend upon our ability to harness the power of these capabilities and significantly improve the way we process and analyze collected information in support of the fight. INSCOM is deeply involved in many aspects of this critically important effort.

Actionable intelligence nests within the Army's central transformation objective - to increase the modularity of our maneuver forces, consistent with the increased need to deploy smaller, but increasingly lethal combat elements worldwide. Our brigade combat teams are growing in number and becoming more deployable and situationally aware. Organized around units of employment at the two and three star leader level, these units are inherently joint. Increased intelligence capabilities at Brigade Combat Team level are linked upwards, through an expanded special compartmented information/collateral communications framework hubbed around Distributed Common Ground System (DCGS) workstations, to all-source fusion centers at higher levels (to include INSCOM). This puts a premium on rapid all-source fusion analysis and multi-discipline information sharing across security domains in support of tactical operations at battalion and brigade levels. INSCOM's Information Dominance Center and theater brigades are leading Army efforts to standardize tactics, techniques and procedures (TTP) for use by DCGS equipped fusion centers as part of a Tactical Overwatch concept. INSCOM will begin using Overwatch TTP in support of forces deployed to Operation Iraqi Freedom over the coming year. The command is concurrently applying these same advanced all-source processing and fusion techniques against threat warning; cueing and targeting challenges on the Korean Peninsula as part of a multi-year, undersecretary of defense for intelligence sponsored program called Project Morning Calm.

INSCOM remains a leader of constructive change within both the Army and greater intelligence community - this encompasses many additional actionable intelligence initiatives underway in support of GWOT and contingency operations. Our Soldiers and civilians make direct, high impact contributions 24/7, often at great personal risk, to the war on terrorism and contingency successes worldwide; operating in the shadows as "quiet professionals." I could not be prouder of INSCOM's exceptional contributions as the Army's Operational Intelligence Force.

photo by Brian Murphy

The Information Dominance Center and INSCOM theater brigades are leading the way.

Fighting the Global War

By Command Sgt. Maj.
Maureen Johnson
Headquarters, INSCOM

It has been a tumultuous three years for INSCOM, our country and our world. America and her partners have waged two successful wars to liberate countries once under the heel of the harshest regimes of recent memory. The victory had a terrible cost, as of this writing over 1,100 American Soldiers have died during the Global War on Terrorism. That number is sure to rise before year end, because though the wars are won, peace continues to elude the people of Iraq and Afghanistan. Still, our government, our coalition allies, international agencies and the government and citizens of these two new democratic states persist in their work to achieve the much desired end state of free, peaceful, self-governing nations.

In the months and days prior to the start of operations Enduring and Iraqi Freedom, INSCOM aimed its considerable operational abilities toward the campaigns. The command became an instrumental part of the successful prosecution of the conflicts. Our achievements are reflected in the speed and effectiveness of the attacks. INSCOM's ability to provide focused, target-specific intelligence, on demand and on time, allowed warfighters to achieve one of our nation's most noble objectives - the preservation of life for all concerned. As the environments in these regions continue to stabilize, INSCOM Soldiers and civilians persevere in supplying multi-discipline intelligence, security and force protection data - actionable intelligence - for land component commanders and other agencies supporting the rebuilding efforts. INSCOM products have contributed to the successful capture of many of GWOT's most wanted offenders.

We know the future is still filled with complex challenges and ever more sophisticated adversaries. Finding and tracking terrorist organizations and lighting the deliberate darkness that tyrants use to shroud their atrocities has always been, and will always be, an uphill struggle. Nevertheless, the people of INSCOM accept that mission as our command continues to transform itself to remain one of the most innovative, technologically advanced members of the intelligence community.

In the Middle East, the Pacific, South America and other regions around the world, INSCOM Soldiers and civilians labor to provide vital, usable information to both warfighters and national decision makers. With the help of these committed individuals, terrorist organizations like al Qa'ida, Aum Shinrikyo and the Revolutionary Armed Forces of Columbia can no longer disguise their operations. Their threat is exposed and people of good conscience everywhere will act to eliminate these groups.

The theme of this *INSCOM Journal* is actionable intelligence - one of 17 focus areas, identified by the Army chief of staff as part of Army transformation. With this transformation will come positive changes in the force structure. As with all changes, comes some resistance, which I equate to the challenge of changing the current mindset to adapt to the future force. We must remain flexible and adaptive.

INSCOM is at the forefront of this cultural change. Our place in the development of this concept is directly attributable to the hard working men and women of our command. With their continued dedication and commitment the fulfillment of that goal is within reach. They serve our country at a time of great consequence, their successes are worldwide and their impact beyond measure. I'm proud to be part of their team.

photo by Bob Bills

Command Sgt. Maj. Maureen Johnson.

photo by Sgt. Christopher Kaufmann

Applying information age approaches changes the way the Army fights, but not the nature of war.

Taking an in-depth look at
The new way of war

by Lt. Col. Stephen K. Iwicki
U.S. Army, Security (G2)

The six critical initiatives of Focus Area Actionable Intelligence fundamentally change the way the Army thinks about and performs intelligence collection, analysis, production, and dissemination. Our focus is to transform both our analysts and software tools from Industrial Age processes aided by technology to true Information Age processes that allow us to leverage advanced software tools to process, analyze, and visualize the vast amounts of information available today.

Background

We need better data tools that are capable of processing millions of data elements and presenting this information visually to the analyst, thereby allowing a human to see the relevant information contained in, for example, 200,000 messages rather than having to read and analyze each individual message. Some of these advanced tools, such as STARLIGHT data software, are in use today and are radically changing the way we do intelligence analysis.

Army Field Manual 3-0, Operations, identifies information as an element of combat power. As we increase our communications capabilities and develop better network-centric battle command practices, our tactical commanders are significantly increasing their appetites for more information and higher situational awareness. Applying information age approaches changes the way we fight, but not the nature of war. The difference is that by better leveraging information and situational understanding we are able to mass effects, rather than mass combat forces. This enables us to better develop the situation out of contact, engage the enemy from standoff distances without detection, and mass effects to decisively defeat the enemy at the time and place of our choosing.

Army intelligence must also adapt to achieve dominant knowledge, address the changing nature of the threat, and fight within the

contemporary operating environment we face today. As the larger defense intelligence community transforms, the Army plays a major part in developing the investment strategies, business practices, and collection capabilities that ensure protection of the needs of our Soldiers. In Sept. 2003, Secretary of Defense Donald Rumsfeld personally chose "optimize intelligence capabilities" as one of his top ten priorities.

The U.S. intelligence community has always tried to balance its ability to support government leadership and the military or the warfighter. Typically, the intelligence community's definition of the warfighter has equaled the combatant commands down to as low as the joint task force. Today, more is required. Today, we need to leverage the intelligence community to support three groups: our government's leadership, military commanders, and our tactical units, down to individual servicemen and woman engaged in combat operations on the land, sea, or in the air. This is a significant change, requiring an enterprise approach for the conduct of the U.S. intelligence community's business. It is a significant challenge, but one that is achievable.

Army intelligence transformation is leveraging joint, national, and interagency capabilities to align with the three components of our Army's transformation strategy: the transformation of Army culture, the transformation of processes, and the development of inherently joint transformational capabilities. Given our knowledge of the threat and the lessons learned since Sept. 11, 2001, our transformation process is enabling our Army with new combinations of processes, concepts, capabilities, people, and organizations necessary to conduct full-spectrum operations and achieve dominant knowledge of the battlespace.

Traditional intelligence methods and products served the U.S. forces well during the major combat operations (MCO) phase of Operation Iraqi Freedom. However, we fell short of achieving the desired level of situational awareness for our forces on the attack because of the lack of adequate on-the-move communications and the inability to rapidly fuse all-source intelligence from disparate data sources.

During the stability operations phase of OIF, intelligence sensing requirements shifted dramatically from identifying Iraqi military forces, to identifying insurgent groups and their respective intentions. This significantly increased human intelligence requirements as well as select technical collection capabilities. What really changed

photo by Johnny Bivera

A lot has changed for the Army and the country as a whole since Sept. 11, 2001. The U.S. intelligence community learned from the terrorist attacks to improve how business is conducted.

was a much greater reliance on dominant knowledge to attack the threat surgically in an urban environment, vice using overwhelming firepower against a conventional threat on a relatively open battlefield.

Focus Area Actionable Intelligence is addressing these concerns through the development of six critical initiatives. The focus area originally developed 22 new initiatives as part of its mission analysis. As a result of further review, these six were deemed direct and interdependent enablers to the modular changes of our new Unit of Action (UA) force structure.

Tactical Overwatch

The concept of "tactical overwatch" is not new, but was previously constrained by an inadequate technological framework to facilitate rapid sharing, fusion, and visualization within tactically useful timelines. Tactical overwatch mitigates the current risk to our forces on the move and leverages all available data within the intelligence community to support our tactical units.

An example of the problem overwatch addresses would be the situation a brigade S2 (security) in the 3rd Infantry Division faced while advancing on Baghdad. The brigade had been advancing for a period of time before it hit a sand storm and came to a tactical halt. The brigade S2 established his limited tactical communications and proceeded to download his message traffic. He had more than 900 e-mail messages exceeding one Megabit apiece. Even if he had the bandwidth to download this traffic, he did not have sufficient personnel or processing power to make sense of it. What he needed was one message to update his common operational picture (COP) and a place to send his commander's request for information (RFI) that would quickly provide an answer.

The honest fact is that today the brigade's RFI would compete with other requirements at the division analysis and control element (ACE). Despite our best efforts, often brigade RFIs would fall to a lower priority than the division commander's requirements. We can do better, and one way to resolve this issue is the creation of dedicated tactical overwatch teams at the theater ACE. Embedded within the theater

photo by Sgt. Jeremiah Johnson

By using new technology, the intelligence community can now get information to Soldiers on the ground in Afghanistan or Iraq in near-real time, enabling them to accomplish the mission faster.

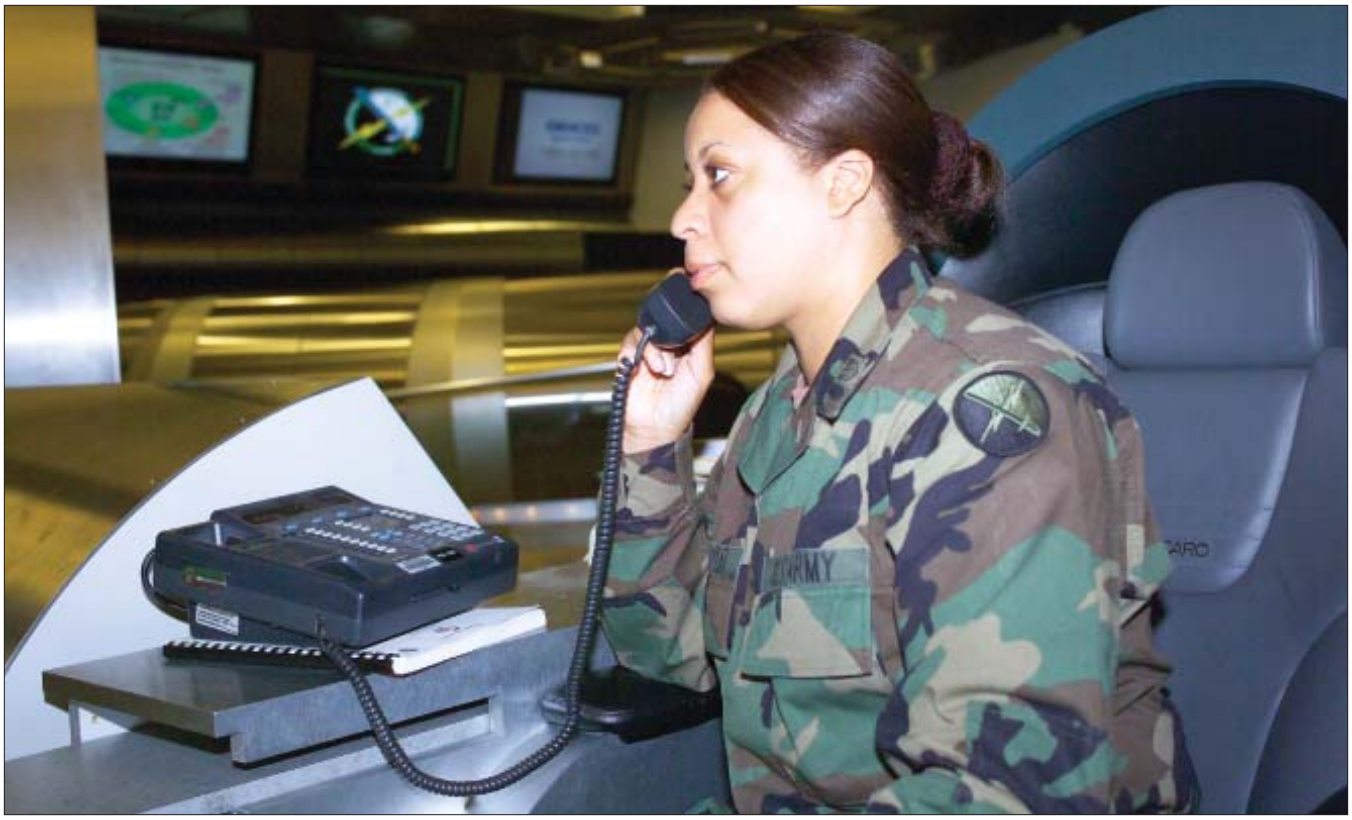


photo by Brian Murphy

The INSCOM Information Dominance Centerhas pioneered processes and methodolgies for rapid fusion analysis.

ACE, these teams' sole mission is to provide a tactical overwatch capability dedicated to units in the field down to brigade level. We are building four tactical overwatch teams into the MI force structure of each theater intelligence brigade. The UEx G2 (division of today) will be allocated a percentage of overwatch teams, similar to the way we allocate priority of fires, and the G2 will decide how to apportion the overwatch support.

Formalizing "tactical overwatch" as a discrete, downward-focused mission task is necessary to harness the power of forward area and national collection, analysis and synthesis of information from shared databases, advanced processing, and distributed visualization. Tactical overwatch will provide responsive support to designated tactical forces during low situational awareness-high vulnerability periods - e.g., tailored, fused assessments, targets, cueing, and warning at classification levels they can use instead of megabytes of information. Overwatch teams will also be capable of rapidly merging the essence of restricted intelligence community reporting from sensitive compartmented information (SCI), collateral (secret), and unclassified domains into succinct answers for our tactical forces. Tactical Overwatch is already in a proof-of-concept phase providing support to 3ID during its preparation, deployment, and employment in OIF 3.

INSCOM's IDC

The U.S. Army Intelligence and Security Command's Information Dominance Center is a state-of-the-art operational intelligence organization. The IDC has pioneered processes and methodologies for rapid fusion analysis of complex threat networks and activities. It uses "cutting edge" software tools developed by nationally ranked software developers sitting side-by-side with analysts against all-source, all-classification databases comprised of data-tagged signals intelligence, human intelligence, imagery intelligence, counterintelligence, sensor measurement and signatures intelligence, and tactical and open-source reporting.

IDC extensions are established in each of the INSCOM theater intelligence brigades and Joint Task Force headquarters in both Iraq and Afghanistan. IDC fusion analysis leverages national, theater, and tactical reporting to rapidly establish threat association and linkages; recognize threshold events, activity patterns, and anomalies; and understand the

photo by Brian Murphy

Soldiers working in the INSCOM Information Dominance Center understand the significance of information "buried" within an ever-increasing volume of collected material.

significance of information "buried" within an ever-increasing volume of collected material. The IDC extensions can quickly visualize the resulting answers and analysis, and share them with IDC extension nodes and, through existing networks, down to tactical consumers. The fielding of a software bridging capability between the IDC and the interim Distributed Common Ground System-Army (DCGS-A) during the fourth quarter of fiscal year 2004 will facilitate near-real-time sharing and visualization across the top secret SCI and secret collateral domains. The IDC is an intelligence force multiplier for deployed Army and joint forces. The IDC will also execute the tactical overwatch proof of concept with 3ID during OIF 3.

The Pantheon Project

Today, any new technology that has intelligence applications requires prompt incorporation into the intelligence system. To that end, we are implementing a rapid fielding capability through the creation of the Pantheon Project. The project has brought together a team of 10-12 elite, world-class individuals from business, academia, and government to address and solve the hardest technical problems, creating technological or procedural solutions for the enhancement of tactical through national intelligence echelons. These solutions will then be rapidly spiraled forward into the Intelligence Community and tactical units.

This program will integrate emerging capabilities into a software integration lab within the IDC, a collaborative effort between the Pantheon Project, the IDC, and the DCGS-A program. The software integration lab will then operationalize these emerging capabilities and integrate them into the next version of DCGS-A software fielded to the force. The Pantheon Project provides us the benefits of world-class expertise within a constrained government budget.

Intelligence centerpiece

DCGS-A is the centerpiece of the future Army intelligence framework and is the enabler for all intelligence operations at all echelons from the brigade to national level. DCGS-A is also part of a joint Distributed Common Ground/Surface System (DCGS) family of systems under simultaneous development by all the services. For the Army, DCGS-A is already a

Future Force Program of Record originally designed to field a capability in fiscal year 2008. DCGS-A replaces all of our intelligence processing systems such as the All-Source Analysis System (ASAS), Tactical Exploitation of National Capabilities (TENCAP) systems, CI/HUMINT Information Management System (CHIMS) and CI/HUMINT Automation Tool Set (CHATS), and the Integrated Processing Facilities (IPFs) for Guardrail Common Sensor. We have begun accelerating DCGS-A to the field in a spiral development approach and have fielded interim DCGS-A fixed-site capabilities to the theater intelligence brigades and groups. We are expanding this effort and will provide the Army with increasing capabilities that correspond to improvements in automated fusion and information visualization technologies down to the maneuver battalion level. We are currently testing and fielding an interim DCGS-A capability to 3ID, which will redeploy to Iraq with this new capability.

The objective DCGS-A will fuse and integrate data from all collectors and sources. This includes national-level, non-intelligence Army sensors, and other service platforms. Additionally, DCGS-A will receive and exploit information available in the Joint, interagency, and multinational arenas. This will enable the Army to leverage the essence of the vast amounts of data available at various classification levels and provide our Soldiers a COP and a running intelligence estimate. The COP will provide situational awareness and the running estimate will add predictive analysis to enable our Soldiers and commanders to move from situational awareness to situational understanding.

Project Foundry

Project Foundry complements Army efforts to infuse greater intelligence capacity in UEx and UA elements by providing a vehicle to integrate a percentage of tactical intelligence Soldiers into ongoing live-environment intelligence operations and expose them to complex theater environments. Project Foundry will involve a significantly larger percentage of "tactical" intelligence Soldiers in "real world" intelligence operations of theater and national relevance (SIGINT, HUMINT, CI, and analysis). Assignment of Foundry soldiers is to combat UEx/UA maneuver units (and they wear that "patch"), but their stationing is with their families at geographically dispersed UEy intelligence brigades

photo by Sgt. Michael Abney

Project Foundry will involve more tactical intelligence Soldiers in theater and national level intelligence operations.

for the same period of stabilization as their assigned tactical unit, then they receive reassignments based on Army needs.

Project Foundry has three primary goals:

- Provide Soldiers with better technical training for their military occupational specialty skills.
- Expose Soldiers to the cultural issues associated with the region in which they will operate.
- Enable Soldiers to contribute to the overall intelligence effort of the nation.

During the Foundry stationing period, UEy intelligence brigades will exercise operational control of Foundry soldiers, employing them on live-environment intelligence missions, but returning them to their parent UEx/UA units for scheduled major training events and pending contingency deployments. Foundry will infuse more highly trained and experienced teams into "early deployer" combat units. Foundry soldiers will also receive cultural, religious, ethnic, and environmental experience that continental United States (CONUS) bases cannot effectively replicate. This concept is similar to the Navy "Ship Rider" program where they station intelligence sailors with national intelligence units and agencies to hone their technical skills in preparation for deployment with the fleet.

Red Team University

We need to integrate a better ability to see ourselves as the enemy sees us as part of our routine planning and operations. The standard intelligence preparation of the battlefield process does not sufficiently address asymmetric threats. To meet this challenge, the U.S. Army Training and Doctrine Command is establishing a "Red Team University" (RTU) under the Combined Arms Center at Fort Leavenworth, Kan. The RTU will be modeled after the School of Advanced Military Studies (SAMS) in that it will have an advanced curriculum open to all branches of the Army. The first pilot course will be during the 2004-2005 academic year. RTU graduates will serve as staff advisors to our units and to regional red teams at the theater level.

The Army will assign red team-trained personnel to unit staffs; they will actively participate during the planning process to ensure proper consideration of both conventional and asymmetric threats. Other red team personnel will be available to conduct final reviews of operational plans and for special projects addressing areas of concern to commanders.

To achieve this capability, we need to establish and ramp-up an initial core red team capability for each regional theater of operations. We have stood up an initial core

photo by Sgt. April L. Johnson

One of the Project Foundry goals is to expose Soldiers to the cultural issues associated with the region where they will deploy, enabling Soldiers to have a quicker transition once on the ground.

photo by Staff Sgt. Ashley Brokop

Transformation to information age processes will allow the Army to improve the Soldier's understanding of the battlespace and re-inforce the chief of staff's "every Soldier is a sensor" mentality.

team to meet immediate Army needs and lay the foundation for expansion of this capability to each regional theater. This core group will comprise full-time threat and functional experts (information operations, Special Operations Forces, logistics, etc.) who will develop a broader network of regional, cultural, and subject-matter experts from across the Army and the intelligence community. These experts will holistically assess proposed Blue Force operations from an adversary's perspective, identify weaknesses, wargame mitigating solutions, and determine second and third order effects.

The Future

Transforming to information age processes allows us to leverage the essence of the vast amounts of information available today. This radically changes the way we do business and dramatically improves the commander's and Soldier's understanding of the battlespace. The Soldier, whether intelligence analyst or operator, will interface directly, and in near-real time, with the information required for current operations. We have begun to ingrain the concept that "Every Soldier is a sensor" within the Army. Tactical commanders nearest to the fight will leverage modular, tailored packages to develop intelligence, while receiving support from a network of analytic centers providing overwatch.

The success of actionable intelligence will be judged by the ability of our Soldiers to operate more efficiently, with greater situational awareness, prevailing in an environment very different from that of even our recent past. They will accomplish their missions and return home safely using our asymmetric advantages of advanced technology, precision firepower, and a pervasive presence to destroy the terrorist networks threatening us today. Actionable intelligence will be the key to those advantages. Our Army and nation demand no less.

(Iwicki assumed duties as the deputy director of Task Force Actionable Intelligence in Nov. 2003. He previously served as the senior intelligence officer for the Army's Objective Force Task Force and the acting deputy director for Intelligence within the White House Office of National Drug Control Policy).

photos by Sgt. Reeba Critser

Spc. Wilfredo A. Mendez, of the 501st MI Brigade, was named the Army's Soldier of the Year Sept. 17.

INSCOM Soldier puts his Best foot **forward**

WASHINGTON, D.C. — After a week of enduring physical and mental anguish, Staff Sgt. Andrew J. Bullock and Spc. Wilfredo A. Mendez took home the titles of 2004 Department of the Army Noncommissioned Officer and Soldier of the Year in a Sept. 17 ceremony at Fort Myer, Va.

"Never quit" was a motto instilled in the 20 candidates representing 10 major commands. But there could only be one winner.

Bullock is a Ranger instructor with the 5th Ranger Training Battalion, Fort Benning, Ga., and he represented Training and Doctrine Command in the competition.

Mendez is an intelligence analyst with 3rd Military Intelligence Battalion, 501st MI Brigade, U.S. Army Intelligence and Security Command, Camp Humphreys, Korea.

"From the bottom of my heart, it's an experience of a lifetime," said Sgt. Russell Burnham, the 2003 Soldier of the Year. "It's demanding at times, but I wouldn't trade it for anything. There are no words to describe the opportunity or experience I had. It's a shame only one person can have it."

"It's a great opportunity and a chance to meet many Army leaders and make life-long connections," said his wife, Elizabeth Burnham.

During the week-long competition, which started Sept. 12,

Soldiers competed in the Army Physical Fitness Test, written exam and essay, day and night navigation, warrior task testing, day and night weapon qualification, a six-mile road march, NBC fire and other events at Fort Lee, Va.

Then the Soldiers completed the last leg of the competition Sept. 16, in Crystal City, Va. - the board, which was presided over by Sgt. Maj. of the Army Kenneth O. Preston.

While waiting for the results, the Soldiers toured Washington, D.C., and attended a *Spirit of America* show at the MCI Center.

Then the time came to announce the winner at Fort Myer.

"All the competitors are here because they know what it takes to be a winner," Preston said before he announced the winners. "Take what you've learned in the past week and getting up to the event and apply it to your daily life."

Both the winners said they felt relief when their name was called.

NCO winner Bullock is a native of San Diego, Calif. He has deployed to Kosovo, Egypt and various rotations to the National Training Center, Fort Irwin, Calif.; and the Joint Training Readiness Center, Fort Polk, La.

Mendez is from Rio Grande, Puerto Rico. He is working toward a bachelor's degree in business administration, and is a graduate of the Combat Life Saver Course and Airborne School.

Still limping from the road march at the award ceremony, Mendez said, "the whole week has been a perfect challenge. The battlefield replications and timed events are there to show you what you're made of."

"It's an extreme privilege to represent NCOs, especially those who are deployed, because I'm sure there are NCOs who wanted to be here but couldn't," Bullock said.

The next step for these winners is to accompany Sgt. Maj. of the Army Kenneth O. Preston in various travels as spokespersons for the Army.

"I'm looking forward to going with the sergeant major of the Army overseas and visiting troops," Bullock said. "They deserve more accolades - by far more - than I did here. They're putting their lives on the line."

Staff Sgt. James P. Rehl represents U.S. Army Europe in the Department of the Army Noncommissioned Officer of the Year board Sept. 16, in Crystal City, Va.

66th Military Intelligence Group

Commander:
Col. Peter Zwack
Command Sergeant Major:
Faron Barton

As the U.S. Army ground intelligence component in Europe, the 66th MI Group provides all-source intelligence, analysis, human intelligence operations and counter-intelligence support to protect, sustain and gain information dominance while supporting U.S. European theater commanders.

That support ranges from producing cutting-edge intelligence products to providing daily counterintelligence and force-protection operations to garrison and deployed tactical commanders throughout the USAREUR area of operations.

The 66th MI Group is headquartered at the Dagger Complex in Darmstadt, Germany, centrally located in the European region and 30 minutes from USAREUR Headquarters. With detachments throughout Europe, the 66th MI Group covers six countries and forward deployed assets in the Balkans, and provides significant contributions to Operations Enduring Freedom and Iraqi Freedom.

The U.S. Army Intelligence and Security Command provides administrative control. The commanding general, USAREUR, exercises operational control. The Deputy Chief of Staff for Intelligence USAREUR is responsible for requirements, mission guidance, and tasking of the 66th MI Group and exercises staff supervision.

The group's intelligence products are formulated from requests by commanders on the ground in the regions where they are conducting operations. Intelligence officers use the information to prepare follow-on missions and tasks in their areas of operation.

The 66th MI Group pulls data and intelligence reports from many different organizations and input media from around the world. These products provide a web architecture of intelligence information for commanders on the ground to tailor to their needs.

In addition to daily intelligence production, the Group can provide a big-picture view at an operational level through its Deployable Intelligence Communications System that provides a reach-back intelligence capability of communication networks in the theater.

The group provides human intelligence and counterintelligence support for force protection, producing threat assessments for local commanders throughout the theater.

Soldiers and civilians respond to reports of espionage to the local areas, providing threat assessments in an effort to protect the soldiers, civilians, family members and facilities in the European theater.

MISSION: The 66th Military Intelligence Group conducts multidiscipline intelligence operations and produces predictive all-source intelligence in support of U.S. Army Europe, theater and national customers in order to facilitate the gaining and maintaining of information dominance.

115th Military Intelligence Group

Commander:
Col. Benjamin D. Lukefahr
Command Sergeant Major:
Joseph J. Paul

With the campaign against terrorism defining the face of national strategic objectives, the role of timely, accurate and relevant intelligence has been placed at the forefront of the country's military priorities.

The 115th Military Intelligence Group at Schofield Barracks, Hawaii, focused this year's transformation efforts on re-energizing the Kunia Regional Security Operations Center's (KRSOC) signals intelligence mission. As KRSOC made major strides in the creation of a joint working environment, the 115th MI Group populated key leadership positions throughout all areas of the command, from taking over three of the KRSOC's major directorates to providing well trained 732nd MI Battalion officers to serve as Senior Watch Officers.

Over the last year, the 115th MI Group was busy working in concert with U.S. Army Pacific, INSCOM, and the 500th MI Group to facilitate the relocation of the 500th MI Group headquarters from Japan to Schofield Barracks. This action represents but one step in the overall re-modeling of INSCOM's Pacific Theater intelligence architecture to create efficiencies and enhance overall support to warfighters and decision makers. Over the next two years, the 115th will transition along with the 500th MI Group to provide robust command and control as part of a new and evolving Theater Intelligence Group (TIG), while giving emphasis to posturing the 732nd MI Battalion for continued success as the Army component of the KRSOC.

The past year also saw continued steps in operational innovation by the 115th MI Group. Several projects were set forth to survey and analyze key targets. To date, the results have been praised by elements of the national intelligence community for the information provided. At the same time, the unit demonstrated through a number of venues its commitment to being the Army's "premier intelligence unit."

The group supported more than six U.S. Pacific Command joint exercises, providing scenario development support, intelligence scripting and deployments for exercise control cell positions.

Additionally, the group supported U.S. Central Command efforts for Operation Enduring Freedom and Iraqi Freedom through deployments to CENTCOM Headquarters, Jordan, Kuwait and Qatar.

Mission: The 115th Military Intelligence Group provides trained and ready professionals to meet requirements of the Kunia Regional Security Operations Center, Pacific Warfighters, and national decision makers, while simultaneously setting conditions for success as a key player in the transformation of the theater's intelligence architecture.

116th Military Intelligence Group

Commander:
Col. Robert A. Carr
Command Sergeant Major:
Paul Hibshman

The 116th Military Intelligence Group, located at Fort Gordon, Ga., provides personnel, intelligence assets, and technical support to conduct signals intelligence operations within the Gordon Regional Security Operations Center, and worldwide.

The Gordon Regional Security Operations Center was established in 1994 as the third leg of a triad of sites designed to meet the nation's changing needs for regional intelligence support and to accommodate the fiscal realities of the 1990s, including the closing of many of the intelligence community's overseas locations. GRSOC's primary mission is to ensure deployed U.S. forces receive the accurate, timely, expedient information that this far-flung network once provided.

Training is an essential tool in ensuring that people and processes are ready to meet the challenge of this demanding environment.

Accordingly, GRSOC rapidly established itself as a leading provider of operational, technical, and - especially - language training. In this way, it has grown to integrate the training and operational needs of both national and tactical personnel in one centralized location, serving local personnel as well as visitors from across the country and around the globe.

Senior guests, inspectors and a steady stream of daily visitors acknowledge GRSOC as a model organization, recognition confirmed by many prestigious personal and organizational awards.

Stepping up to the primary tenets that underlay the very creation of the organization - support to military operations, continued access despite the loss of overseas real estate, and a skilled workforce ready to tackle the latest in technology, GRSOC is a success story that continues to be written daily.

Working continuously - 24-hours a day, seven days a week, the 116th MI Group provides warfighters with the intelligence needed to serve and protect this nation from all of its enemies.

Mission: The 116th Military Intelligence Group executes dominant intelligence, security and information operations to answer national, theater and component commanders' intelligence requirements. The unit also commands, controls and provides full-spectrum support to organic elements and Gordon Regional Security Operations Center components.

300th Military Intelligence Brigade

Commander:
Col. Jeffrey Mitchell
Command Sergeant Major:
Jim Mower

The 300th Military Intelligence Brigade (Linguist) provides trained and ready linguist and military intelligence soldiers to commanders from brigade through Army level. The organization has five-soldier teams with unique language and military skills, including human intelligence collectors, translators, interpreters, counterintelligence agents and signals intelligence voice interceptors and analysts.

The 300th MI Brigade is an Army National Guard element with headquarters in Draper, Utah. Its battalions are in Washington, California, Florida, Utah, and Louisiana, with companies in Massachusetts and Illinois and a separate team in Guam.

The brigade has 1,400 documented linguist team positions, which have changed radically over the past several years and will continue to transform to meet the Army Language Master Plan.

The 300th MI Brigade has 19 documented languages. Arabic, Persian-Farsi and Korean are heavily represented, and the brigade has other regionally important languages. Major conflict languages, with closely associated countries, make up 60 percent of the brigade force structure.

The 300th MI Brigade has an innovative and difficult mission. It will continue to be more ground-breaking under the Intelligence XXI plan and the Army Intelligence Transformation Campaign Plan. The brigade provides linguists and human intelligence Soldiers across the spectrum of operations. Its teams have been identified to provide linguist support to the Interim Brigade Combat Team Prophet system and to support theater-level forces and reach operations from the Continental United States.

The six battalions of the 300th MI Brigade are partially deployed to support current operations, and others are preparing for continued rotations. Deployments include Operation Enduring Freedom, Multinational Force Observer Sinai and the Stabilization Force in Bosnia. The deployments are both language and human intelligence specific missions.

The battalions have responsibilities to support INSCOM units, specifically the 501st MI Brigade, 513th MI Brigade and 500th MI Group. They also support the 18th Airborne Corps and I Corps and are integral parts of many operational and contingency plans.

Mission: The 300th Military Intelligence Brigade (Linguist) provides language and military intelligence support to INSCOM subordinate units, other wartrace commands, Army theater commands and the Department of Defense in multiple contingencies.

470th Military Intelligence Group

Commander:
Col. Rey A. Velez
Command Sergeant Major:
Jacqueline Moate

The 470th MI Group, at Fort Sam Houston, Texas, is a multi-compo unit within U.S. Army Intelligence and Security Command and is comprised of the 204th MI Battalion (aerial exploitation), Fort Bliss, Texas; 314th MI Battalion (Medina Regional Security Operations Center), Lackland Air Force Base, Texas; and the Operations Battalion (Provisional), Camp Bullis, Texas.

The 204th MI Battalion conducts airborne intelligence electronic warfare operations in support of U.S. Southern Command's counter-narcotics strategy. The 314th MI Battalion currently supports operations and technical training to provide deployed US forces with accurate and timely information. The operations battalion continues to support deployments with intelligence analyst and counter-intelligence personnel to operations worldwide.

By the end of 2004, two new units will be integrated within the 470th MI Group. The 377th MI Battalion (communications and electronic battalion), Orlando, Fla., and the 399th MI Company, Fort Sam Houston, Texas.

While the main focus is to provide multi-disciplined intelligence and counter-intelligence support through the subordinate battalions to USARSO and SOUTHCOM, the 470th MI Group also supports U.S. Central Command and U.S. Pacific Command with intelligence specialist personnel. The counter-intelligence personnel provide force protection support for individuals deploying throughout these areas.

The 470th MI Group continues to provide support to the combatant commander, SOUTHCOM in Central and South America by providing leading edge threat vulnerability assessments to higher headquarters. This allows commanders to use manpower and assets more efficiently.

The 470th MI Group was constituted July 12, 1944, as the 470th Counter Intelligence Corps Detachment and activated at Quarry Heights, Panama Canal Zone July 31, 1944.

The unit was redesignated the 470th MI Group in 1966. The 470th MI Group was reassigned to INSCOM Jan. 1, 1977.

Mission: The The 470th MI Group provides timely and fused multi-discipline intelligence in support of U.S. Army South, U.S. Southern Command and other national intelligence agencies - extends trust, builds partnerships and fulfills military-to-military relationships within the area of responsibility. On order, deploy the group or select personnel and equipment tailored to support a wide spectrum of operations worldwide.

500th Military Intelligence Group

Commander:
Col. Jim Phelps
Command Sergeant Major:
Christopher Mitchem

The 500th MI Brigade headquarters is located at Schofield Barracks, Hawaii. The brigade's top priority is to collect, analyze, produce and disseminate all-source intelligence to support peacetime, crisis, contingency and major combat operations for forward-stationed U.S. Army Pacific forces, deployed Army forces, components, coalition forces or U.S. Pacific Command joint task forces.

The 500th MI Brigade's mission also includes deploying intelligence enablers, including intelligence communications, all-source and single-source intelligence support elements and counterintelligence teams.

The 500th MI Brigade is dispersed strategically throughout the Pacific. The 205th MI Battalion provides USARPAC, its MSCs, and designated joint force commanders with continuous theater and operational level, multi-disciplined intelligence and counter intelligence support. On order, the unit rapidly deploys tailored intelligence enabler teams in support of contingencies throughout the USPACOM area of responsibility.

It consists of the Headquarters and Headquarters Detachment, Company A, Company B and Company C.

Company A provides multi-discipline analytical support. Company B provides counter intelligence/human intelligence and force protection through liaison with U.S., Japanese, and other Asia-Pacific national level intelligence, security, and law enforcement agencies. Company C conducts intelligence exploitation and collection. The 205th MI Battalion's personnel rapidly deploy throughout the Pacific theater and provide daily situational awareness through all-source collection management, intelligence analysis and intelligence planning functions to USARPAC.

The 500th MI Brigade also includes the MI Battalion Japan (Provisional) headquartered at Camp Zama, Japan, and the 301st MI Battalion. The MI Battalion Japan provides theater-level multi-disciplined intelligence support to Army and Joint forces in the Pacific AOR and worldwide.

The 301st MI Battalion is located in Phoenix, Ariz., and is the Reserve Component Theater Support Battalion that supports the 500th MI Brigade.

Mission: The 500th Military Intelligence Brigade provides multi-disciplined intelligence support for joint and coalition war fighters in the U.S. Pacific Command area of responsibility. Maintain an expeditionary mindset in order to support theater strategic engagement with tailored, trained, deployable intelligence support packages which provide increased battle command, situational awareness and force protection.

501st Military Intelligence Brigade

Commander:
Col. Steven Peterson
Command Sergeant Major:
Franklin A. Saunders

The 501st Military Intelligence Brigade has a legacy of service as the eyes and ears for the longest-standing stabilization force mission in U.S. military history. The brigade is dedicated to supporting combined forces operations upholding the armistice agreement that ended hostile action on the Korean Peninsula in 1953.

The brigade, headquartered in Seoul, Korea, along with its four battalions, is a uniquely configured military intelligence organization incorporating all forms of traditional and developing intelligence collection, analysis and dissemination technologies. The 501st MI Brigade is the only Army unit of its kind containing organic assets that span the full array of intelligence disciplines: imagery, signals, measurement and signatures, and human intelligence.

Under the peninsula's current political climate, the brigade's mission focuses on supporting warfighters by providing indications and early warning of actions by opposing forces that might threaten a tense, but stable, peace. If hostilities begin, the brigade mission shifts to providing combined, multi-discipline intelligence and force protection support to the United Nations Command/Combined Forces Command, the CFC Ground Component Command and their subordinate units (primarily the 8th U.S. Army and the forces of the Republic of Korea).

The 3rd MI Battalion traces its aerial reconnaissance and surveillance mission to the deployment of OV-1 Mohawk aircraft to Korea in 1964. The battalion conducts intelligence collection with RC-12 Guardrail and RC-7 Airborne Reconnaissance Low aircraft.

The 524th MI Battalion manages human intelligence collection operations. Teams from the 524th MI Battalion operate from various locations throughout the country performing force protection and liaison missions with ROK forces.

The 527th MI Battalion provides strategic and tactical intelligence support to commanders on the peninsula, commands throughout the Pacific, and national consumers.

The 532nd MI Battalion, houses brigade elements that bring the whole collection effort together. This operations battalion processes, analyzes, produces and disseminates intelligence. Subordinate units, located throughout the peninsula, include assets such as the Deployable Intelligence Support Element, a package of personnel and equipment that can take intelligence databases to warfighters and operations in remote locations.

The 368th MI Battalion, an Army Reserve unit headquartered in Phoenix, Ariz., comprises the fifth battalion under the 501st MI Brigade's structure. This relationship results in continuous involvement and integration of elements of the 368th in the brigade's operations and training.

Mission: The 501st MI Brigade provides combat information and multi-discipline intelligence to joint and combined warfighting commanders and staffs in the Republic of Korea.

513th Military Intelligence Brigade

Commander:
Col. David King
Command Sergeant Major:
Carnell Draughn

The 513th Military Intelligence Brigade is comprised of four battalions: the 201st, 202nd, 204th and 297th. Each battalion has a unique mission that plays a vital role in the mission of the brigade as a whole.

The 201st MI Battalion, Fort Gordon, Ga., has been actively engaged in almost every major military contingency operation since Operation Desert Storm, including deployments to Kuwait and Saudi Arabia in support of Operation Southern Watch. It supported rotations to Somalia, Honduras, Haiti, Ecuador, Colombia, Chile, Singapore, Korea, Bosnia and Kosovo. The battalion maintained an active tactical presence in Southwest Asia through contingency deployments and training missions in support of the commander of U.S. Army Forces Central Command.

Soldiers of the 201st MI Battalion are currently are deployed in support of Operation Enduring Freedom. Others are providing intelligence locally from Fort Gordon.

The 202nd MI Battalion is also stationed at Fort Gordon. In the six months after Sept. 11, 2001, deployed Task Force 202nd MI became one of the largest producers of Intelligence Information Reports (IIRs) in the Defense Department. In May 2002, the task force completed screening of several thousand detainees, conducted more than 2,500 interrogations, and produced more than 1,000 high-quality IIRs focused on the warfighters' critical information requirements.

One of the most effective organizations used by TF 202nd MI Battalion was the Mobile Interrogation Team (MIT). Beginning in the earliest days of ground combat operations in Afghanistan, MITs deployed with specialized units to seek out detainees, screen them, conduct interrogations and provide timely, accurate and relevant intelligence.

The 204th MI Battalion (Aerial Reconnaissance), Fort Bliss, Texas, conducts airborne intelligence electronic warfare operations. The battalion is under operational control of the 470th MI Group.

The 297th MI Battalion has Soldiers deployed to Kuwait and Afghanistan directly supporting the Coalition Forces Land Component Commander headquarters in the U.S. Central Command area of responsibility.

The 297th MI Battalion conducts operations through the Analysis and Control Element, unmanned aerial exploitation and Joint Surveillance Target Attack Radar System Common Ground Station.

Mission: The 513th Military Intelligence Brigade deploys in strength or in tailored elements to conduct multidiscipline intelligence and security operations in support of Army components of U.S. Central Command, U.S. Southern Command and other theater Army commanders.

704th Military Intelligence Brigade

Commander:
Col. Dennis A. Thornton
Command Sergeant Major:
Randy Wilson

With the motto of "Here and Everywhere," the 704th Military Intelligence Brigade has subordinate battalions at Fort George G. Meade, Md., and Buckley Air Force Base, Colo., with additional elements assigned in support of Army and joint commands such as U.S. Central Command, U.S. Joint Forces Command, Army Special Operations Command and Army Forces Command.

The 741st MI Battalion at Fort Meade provides Soldiers to conduct information superiority operations within the National Security Agency and Central Security Service; linguist support to the National Security Agency, the intelligence community and other U.S. government agencies; and operates the Joint Training Center on behalf of the U.S. Army Intelligence and Security Command, Air Intelligence Agency and Naval Security Group Command.

The 742nd MI Battalion, also at Fort Meade, conducts contributory analysis and reporting through the Army Technical Control and Analysis Element, carries out information operations and supports the Trojan satellite communications system.

The 743rd MI Battalion, Buckley Air Force Base, Colo., provides technically qualified "space smart" Soldiers for exercises and in support of tactical commanders.

The 704th MI Brigade maintains a community-wide reputation for excellence as a result of its quality Soldiers and civilians.

This "team of teams" sets the operational standard for all military intelligence brigades. Professionals and their dedicated support experts fully satisfy all intelligence requirements and are prepared for any contingency.

A challenging environment exists where those assigned are encouraged to grow beyond their own expectations; an environment where tomorrow's service and joint intelligence leaders are developed. Assigned personnel live and work in an atmosphere which reflects their personal and professional pride.

Mission: The 704th Military Intelligence Brigade conducts synchronized full-spectrum signals intelligence, computer network and information assurance operations directly and through the National Security Agency to satisfy national, joint, combined and Army information superiority requirements.

902nd Military Intelligence Group

Commander:
Col. Gregg Potter
Command Sergeant Major:
Richard Walker

The 902nd MI Group provides direct and general counterintelligence support to Army activities and major commands. It also provides general support to other military department counterintelligence and intelligence elements, unified commands, defense agencies and national agency counterintelligence and security activities and organizations.

The 902nd MI Group headquarters and subordinate battalion activity headquarters are located at Fort George G. Meade, Md. The group has company headquarters, detachments and resident or field offices in 29 other locations inside and outside the continental U.S.

The group consists of the Headquarters and Headquarters Detachment, 308th MI Battalion, 310th MI Battalion and the U.S. Army Foreign Counterintelligence Activity.

The HHD provides personnel administration, training and logistical support to the 902nd's headquarters and provides billeting for the group soldiers and several designated units on Fort Meade.

The 308th MI Battalion conducts baseline counterintelligence security operations, collection and investigations in support of Army installations, and active and reserve forces throughout the United States. It conducts vulnerability assessments and focused collection efforts at major Army and Defense Department research, development and testing facilities, including large contractors. The battalion also provides CI security advice and assistance to joint and national-level agencies and multidiscipline counterintelligence support to the international treaty verification process throughout the United States.

The 310th MI Battalion is the Army's largest defense counterespionage asset. It conducts counterespionage/counterintelligence investigations, CI operations and multidiscipline CI technical operations in support of Army and defense agencies in peace and war. It is the only Army unit that can employ all of the CI disciplines in a comprehensive operation.

The FCA supports U.S. Army and counterintelligence activities through detecting, identifying and providing unique operational "windows" into the plans, intentions, and activities of foreign intelligence organizations directed against the U.S. Army. A significant mission of the FCA is to counter the threat from proliferation of weapons of mass destruction and high-technology weapons systems.

Mission: The 902nd Military Intelligence Group conducts counterintelligence activities to protect the U.S. Army, selected Department of Defense forces and agencies, classified information and technologies by detecting, identifying, neutralizing and exploiting foreign intelligence services and transnational terrorist threats.

Joint Surveillance Target Attack Radar System Company

Commander:
Col. Larry W. Fleniken
First Sergeant:
Michael Ables

The Army Joint Surveillance Target Attack Radar System Company, a component of the 297th Military Intelligence Battalion, 513th MI Brigade, is the linchpin of all JSTARS E-8C radar support to Army warfighters worldwide. The JSTARS Company, part of the U.S. Air Force 93rd Air Control Wing, Robins Air Force Base, Ga., provides exclusive Army interface in centralized wing planning and coordination efforts that enable decentralized execution of E-8C operational missions and Army-wide Common Ground Station/E-8C training.

JSTARS is a theater battle management platform that provides command and control, intelligence, surveillance and reconnaissance support to a joint force commander's campaign objectives. JSTARS contributes to an understanding of the enemy and friendly situations and assists in the delay, disruption, and destruction of enemy forces.

JSTARS includes airborne and ground-based segments. The airborne segment consists of the E-8C aircraft and includes radar, operations and control, and communications subsystems.

The ground-based segment of JSTARS consists of the Army and Marine Corps Common Ground Stations located with maneuver, aviation, and artillery brigades and at division, corps, and echelon-above-corps operations centers.

The radar data is collected and processed onboard the E-8 in near-real time and sent, uninterrupted, to the ground stations. Both the E-8 and ground stations simultaneously exploit radar data relevant to their commanders' battle management, intelligence, and targeting priorities.

Assigned Army officers and noncommissioned officers occupy key operational and staff positions throughout the wing. For example, within the wing headquarters Army personnel are the deputy wing commander and chief of wing plans and exercises, and within the squadrons the director of operations and scheduling, standards and evaluations, and tactics NCOs.

Aboard the E-8C the same officer, as deputy mission crew commander, is second in command of a mixed Army and Air Force aircrew, including communications and radar technicians, airborne weapons officers, airborne intelligence personnel, and surveillance and tracking personnel. The same NCO is qualified as an airborne tactical surveillance supervisor and is the pivotal interface who ensures the radar data flow is uninterrupted between the air and ground.

Warfighting skills and techniques are honed by repeated deployments. In late 2001, JSTARS supported the air and ground operations of Operation Enduring Freedom, where aircrews logged more than 3,000 hours.

Mission: The Army Joint Surveillance Target Attack Radar System (JSTARS) Company provides Army aircrew members aboard JSTARS aircraft to support surveillance and targeting operations of Army land component and joint or combined task force commanders worldwide.

U.S. Army Personnel Security Clearance Facility

Commander:
Col. Timothy O'Neill
Sergeant Major:
Master Sgt. Dave Leboeuf

Formed in 1977 as part of the U.S. Army Military Personnel Center, CCF serves as the US Army's executive agency for personnel security determinations in support of Army world-wide missions.

The CCF mission is to grant, revoke, and deny eligibility based on personnel security background investigations and continuing evaluation reports. It conducts liaison with other federal agencies and service organizations. It became a part of the U.S. Army Intelligence and Security Command in October 2002.

Additionally, CCF screens drill instructor, recruiter and command sergeant major candidates; conducts senior officer and civilian promotion board screenings; and supports the Immigration and Naturalization Service by assisting with soldier citizenship applications.

Over the past year, CCF played a central role in the processing of more than 500 security clearances as part of the Army and Defense Department Contract Linguist Program. These linguists play a critical role in the conduct of combat operations in the Middle East.

Located at Fort Meade, Md., the organization has approximately 100 full time personnel and is augmented by more than 30 Army reserve soldiers on two-year active duty assignments.

Mission: Grant, deny or revoke security clearances and determine Sensitive Compartmented Information access eligibility for the total Army and DA contractors.

INSCOM Training and Doctrine Support Detachment

Commander:
Col. Kevin Peterson
Sergeant Major:
Lawrence J. Haubrich

The U.S. Army Intelligence and Security Command Training and Doctrine Support Detachment supports the military intelligence proponent in concert with INSCOM for organization, materiel, and personnel issues by supporting TRADOC and MI sponsored integrated concept teams, workshops, and training.

ITRADS also manages the Army's inventory of Counterintelligence Special Agent Badge and Credentials, and Military Intelligence Representative Credentials.

ITRADS publishes the Army's administrative policies and procedures for managing the program, and enforces the regulatory requirements through its inspection program.

ITRADS also leads the effort for the development of a field manual special text for intelligence reach as part of a matrix team consisting of ITRADS, INSCOM, and other intelligence agencies.

Mission: Collaborate with national, joint, and Army agencies and organizations to support U.S. Army military intelligence proponent and INSCOM requirements.

National Ground Intelligence Center

Commander:
Col. Dalton Jones
Command Sergeant Major:
Dan Jones

The National Ground Intelligence Center is the Defense Department's primary producer of ground forces intelligence. NGIC produces scientific and technical intelligence and military capabilities analysis on foreign ground forces required by warfighting commanders, the force modernization and research and development communities, Defense Department and national policymakers.

The Forces Directorate studies foreign ground forces from the operational through small-unit level, maintaining detailed knowledge of current foreign ground force capabilities as well as a focus of five, 10 and 20 years in the future. They examine foreign armies from a perspective that includes battlefield operating systems, doctrine, tactics, techniques and procedures, training, maintenance, logistics, and order of battle.

The Ground Systems Directorate has highly skilled specialists such as physicists, chemists, computer scientists, mathematicians, and engineers in diverse fields from aeronautics to robotics, along with modelers, simulation experts, and other technical specialists evaluating virtually everything that might threaten U.S. Soldiers.

Subject areas range from tanks, infantry fighting vehicles and chemical weapons to unmanned airborne vehicles, command and control systems and more.

NGIC is the primary agency within the Defense Department responsible for the acquisition-requirement management and exploitation of foreign ground systems materiel and helicopters.

NGIC's Foreign Materiel Program gathers military intelligence, characteristically found on recent battlefields or other places foreign materiel may be available. This extremely complex process involves factors such as materiel availability, prioritized customer requirements, funding, and test site availability.

Visualization is critical to military intelligence, and NGIC's Imagery Assessments Directorate (IAD), headquartered at the Washington Navy Yard, is singularly capable of providing the pictures warfighters need. Consisting of experienced imagery analysts and scientists specializing in physics, chemistry, and mechanical engineering, IAD develops and produces a range of sophisticated imagery intelligence products.

Mission: The National Ground Intelligence Center produces and disseminates all-source integrated intelligence on foreign ground forces and supporting combat technologies to ensure that U.S. forces have a decisive edge on any battlefield.

1st Information Operations Command (Land)

Commander:
Col. Mark Johnson
Sergeant Major:
Mia Kelly

The 1st IO Command (Land) supports active and reserve Army and other land component commands to facilitate planning, integration, synchronization, and execution of multi-disciplined IO in all phases of land warfare.

The 1st IO Command (Land) is chartered as the focal point for Army IO and is responsible for providing Army-wide IO support to warfighting tests, experiments, exercises, and real-world conflicts.

In recent years, priority command activities were focused on support to U.S., NATO, and coalition operations in the Balkans, Afghanistan, Iraq, and the Global War on Terrorism as well as intensified efforts to protect the Army information infrastructure.

The Plans, Intelligence and Training Division (PITD) has regionally focused IO and IO-related intelligence planning teams assigned to provide reach-back planning and special studies support. PITD planners are involved prior to, during, and after exercises and real-world contingencies. They are principal contributors to IO doctrine development and integration, including the synchronization of IO efforts in the Army's Transformation Roadmap.

The Army Reprogramming Analysis Team - Threat Analysis assigned to PITD is the Army lead in support of efforts to identify and report changes in worldwide electronic threat signature information that could require reprogramming of Army Target Sensing Systems, including aviation.

The Computer Network Operations Division encompasses the functional capabilities of protecting the Army's data-handling networks from hostile actions and disrupting adversary information-dependent processes.

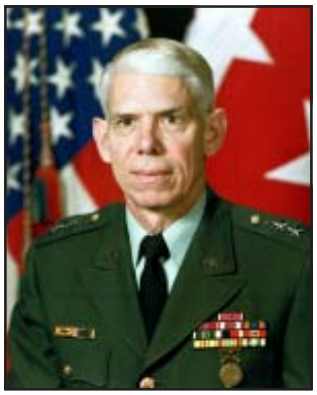
The Field Support Division augments the IO capabilities of active and reserve Army, joint and coalition warfighting commands with multi-disciplined field support teams that furnish the full-spectrum of multi-disciplined expertise in planning, synchronizing, de-conflicting, integrating, guiding, and assessing the execution of IO during contingency operations and exercises.

The command's involvement with the visionary, advanced-technology Information Dominance Center and collocation with INSCOM's equally advanced Intelligence Operations Center at Fort Belvoir, Va. provides robust, fast-turnaround, reach-back access to national and regional databases for reports, studies, and other data-seeking requirements from the field.

Mission: The 1st Information Operations Command (Land) acts as operational focal point for Information Operations for the Land Component commander.

Past INSCOM Commanders

Maj. Gen. William I. Rolya
Jan. 1, 1977–March 17, 1981



Maj. Gen. Albert N. Stubblebine III
May 7, 1981–June 27, 1984

Maj. Gen. Harry E. Soyster
June 27, 1984–Nov. 21, 1988

Maj. Gen. Stanley H. Hyman
Nov. 21, 1988–Oct. 10, 1990

Maj. Gen. Charles F. Scanlon
Oct. 10, 1990–Aug. 12, 1993

Maj. Gen. Paul E. Menoher
Aug. 12, 1993–Sept. 20, 1994

Brig. Gen. Trent N. Thomas
Sept. 20, 1994–
Aug. 23, 1996

Maj. Gen. John Thomas Jr.
Aug. 23, 1996–
July 10, 1998

Maj. Gen. Robert W.
Noonan Jr.
July 10, 1998–July 13, 2000

Maj. Gen. Keith B. Alexander
Feb. 12, 2001–
July 2, 2003

Past Command Sergeants Major

Command Sgt. Maj.
Lee K. Stikeleather
Jan. 1, 1977–Sept. 30, 1979

Command Sgt. Maj.
Douglas B. Elam
Oct. 1, 1979–Oct. 30, 1981

Command Sgt. Maj.
George W. Howell Jr.
March 15, 1982–Dec. 30, 1984

Command Sgt. Maj.
Sammy W. Wise
Dec. 30, 1984–July 16, 1987

Command Sgt. Maj.
Raymond McKnight
July 17, 1987–June 18, 1993

Command Sgt. Maj.
James A. Johnson
Aug. 8, 1993–July 1, 1995

Command Sgt. Maj.
Sterling A. McCormick
July 1, 1995–July 11, 1998

Command Sgt. Maj.
Ronald D. Wright
July 11, 1998–July 13, 2001

Command Sgt. Maj.
Terence McConnell
July 13, 2001–Nov. 19, 2003

SHOTS FROM THE FIELD

photo by Spc. Leslie Pearson

(Above) Soldiers from the 513th Military Intelligence Brigade climb the wall obstacle as part of the confidence course at Fort Gordon, Ga.

photo by Tina Miles

(Left) The Baltimore Orioles mascot and friend, Brandon Aldridge, son of Sgt. William Aldridge, supply sergeant, 310th MI Battalion, 902nd MI Group spend time together during the 310th MI Battalion's family readiness group July cook out.

SHOTS FROM THE FIELD

photo by Pfc. James Felkins

(Above) A 513th MI Brigade Soldier simulates decontamination in an Nuclear, Biological, Chemical enviroment during NBC training at Fort Gordon, Ga.

(Right) Loved ones share a precious moment prior to the 902nd MI Group's departure to Iraq from Fort Meade, Md., last December. The 902nd MI Group Soldiers were deployed as part of a task force in support of Operation Iraqi Freedom.

photo by Tina Miles

SHOTS FROM THE FIELD

photo by Bob Bills

(Above) Maj. Gen. John F. Kimmons, commanding general, U.S. Army Intelligence and Security Command, welcomes a well-known visitor to the INSCOM Building, Fort Belvoir, Va. last December. During his visit, Santa sang Christmas carols with Fort Belvoir Elementary school children and INSCOM employees.

(Right) An INSCOM Soldier suffers through the pain by wrapping his feet while participating in the 88th annual Nijmegen March in Germany last July. The march lasted four-days and took participants on a 100-mile journey.

file photo

SHOTS FROM THE FIELD

photo by Pfc. James Felkins

The Joint color guard participates in the 116th MI Group change of command ceremony at Fort Gordon, Ga.

INSCOM's Vision

The Army's operational intelligence force - engaged worldwide as part of the joint/interagency team; conducting multi-discipline collection, fusion and analysis to generate actionable intelligence in support of the Global War on Terrorism and regional contingency operation.

A network of horizontally integrated fusion centers which leverage shared national databases. Persistent intelligence, surveillance and reconnaissance, tactical reporting and advanced analytical tools.

Joint, interoperable counterintelligence/human intelligence, signals intelligence, and measurement and signatures intelligence modules capable of rapid deployment/employment - with linkage to the fusion center network.

Tactically useful, rapid prototype initiatives developed, vetted and fielded in partnership with the intelligence community, industry and academia.

Tough, joint-savvy intelligence leaders at every level.