A nighttime photograph of military vehicles, possibly Humvees, with their headlights on, creating a strong green glow. The scene is dark, with the primary light source being the headlights and the overall green tint of the image.

INSCOM **Journal**

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

Spring 2003

**Intelligence instrumental in
Iraqi Freedom success**



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Cover photos by Spc. Andres J. Rodriguez

After receiving intelligence of a possible terrorist attack in the hotel area, soldiers from the 101st Airborne Division (Air Assault), out of Fort Campbell, Ky., search vehicles and conduct patrols to maintain security near Mosul, Iraq, June 20. These actions are used to seize illegal weapons and to show anti-American and terrorist forces that they are capable of maintaining control and destroying the enemy even during hours of darkness in support of Operation Iraqi Freedom.

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Former Commander states, ‘Future of INSCOM is bright’

By Brian Murphy
INSCOM Public Affairs Office

The Army’s rate of transformation over the last several years has been unprecedented in its 228-year history. Army intelligence has had to maintain an incredible pace itself as it crafted new doctrine and support structures to provide the needed intelligence to a lighter, leaner, highly mobile combat force operating at its highest operations tempo in decades. The U.S. Army Intelligence and Security Command – the Army’s operational intelligence force – under the former command of Lt. Gen. Keith B. Alexander, has been a prime muscle mover in the development and exploitation of the state-of-the-art technology that will deliver real time, actionable intelligence to the supported warfighter.

So, when discussions about the future of military intelligence and INSCOM arise, it only makes sense that people want to hear what Alexander has to say.



photo by Bob Bills

Alexander helped Army intelligence maintain an incredible pace during his INSCOM tenure.

To fully understand how much the Army’s way of conducting business has changed during Alexander’s tenure, one must go to the beginning.

According to Alexander, much has changed in the 29 years he has been in the Army. When he first signed on to wear camouflage, military intelligence focused heavily on the Soviet Cold War. Looking at the 8th Guard’s Army in East Germany and tracking it, required an intelligence system that could find specific vehicles, radios and radars, and help U.S. forces to understand specific locations of units on the battlefield. From those locations, leaders could then discern the intent of those units, said Alexander.

“Jump to where we are today, where the threat is much more diffused,” he said. “The threat is terrorists, narcotics traffickers, foreign intelligence and conventional threats. The threat spans from low-intensity all the way up to a regional conflict. Adversaries understand that they cannot take on the United States symmetrically. The consequence of that is that the threat has to hide their activities and camouflage their intent.

“We, as an intelligence community, have to identify that activity, somewhat analogous to finding a weak signal in background noise. How do you find a terrorist in a population of a million people? How do you find their counter intelligence? All of this is much more difficult today. The system has changed. What we used to throw away, we now have to focus on. This requires better collection, better processing systems and significant changes in our analytic capabilities,” said Alexander.

Some of the biggest challenges in military intelligence today evolve from the significant amount of data we collect.

“As I look at it, the most difficult challenge we have today in military intelligence is data mining,” Alexander said. “We collect an awful lot of information that goes into all of these different databases by single discipline (i.e. – Signal Intelligence, Human Intelligence, etc.) From those databases single-source analysts develop a report that is sent to an all-source analyst. What the all-source analysts need is access to all the data and product reports.”

When asked how he feels the Army has supported these challenges, Alexander doesn't hesitate to reply.

"During my time here at INSCOM, the Chief of Staff of the Army and Department of the Army have supported 100 percent all that we are doing here during our transformation and our operational tempo. That endorsement by our senior leadership bodes well for INSCOM," he said. "There is a lot of transformation that has to take place across the board in military intelligence. I think the Army has, and will continue lead the way in intelligence transformation."

It used to be that the Army would gather its own information while each of the other services and agencies would gather their own. Getting these branches to share the collected information in the past was always difficult.

"In an operation like Iraqi Freedom or Enduring Freedom the services work closely together," said Alexander. "The Coalition Forces Land Component Commander, Lt. Gen. David D. McKiernan, was responsible for both the Army and the Marine forces. We work very closely in that regard. There is some competition amongst the services, but when push comes to shove, we work well together."

Iraqi Freedom has been a very hot topic for INSCOM. Thousands of active duty and reserve soldiers, civilians and contractors from INSCOM directly supported the operation.

"A majority of INSCOM has been focused on Iraqi Freedom and Enduring Freedom for the last six months," said Alexander. "Our objective here was to synchronize what each of our units is doing and to support our forward deployed forces. We needed to ensure that the 513th Military Intelligence Brigade and the Coalition Forces Land Component commanders got the intelligence support they needed."

Making sure everyone gets the support needed isn't always easy. Sometimes it means making changes "on the fly."

"We've had to evolve how we operate," said Alexander. "Many people would say 'don't do it during the operation.' Our approach has been, 'if it a good idea then why delay?' We need to take those good ideas and continue to evolve our intelligence systems. Our soldiers, civilians and contractors have worked extremely hard during all of this and many



photo by Bob Bills

Alexander reflects on his time with INSCOM.

have worked long hours and shown personal commitment and resolve while working towards accomplishing the mission.

Their hard work and dedication has not gone unnoticed, said Alexander.

"Years ago, one of the questions people asked was 'Who is INSCOM,'" he said. "I don't think they ask that question anymore. And now the question is – how far can we go with what we have been able to do? We've got a tremendous running start and we have to keep pushing forward. I am proud of our transformation and where we've gone. We're leading the way for the entire intelligence community."

The reason INSCOM has been able to lead the way, according to Alexander, is the INSCOM people making it happen.

"We have great soldiers, civilians and contractors in our system," he said. "I think the quality of our people has improved significantly over the 29 years I've been in."

"We have absolutely superb individuals who are more technically competent, better educated and better disciplined. When you look at the combination – we have better technology and better soldiers – we have a great military and the prospects for our future are bright," Alexander said.

Summer safety reminder

By Command Sgt. Maj. Terence McConnell
Headquarters, INSCOM

As we approach the summer months, safety becomes paramount. With the nicer weather there will be an increase in outdoor activities, to include water related events. If you plan on going into the water, make sure you know how to swim. Also, swim only in supervised areas and make sure you take a buddy.

Don't mix alcohol and swimming. Alcohol impairs your judgment, balance, and coordination, affects your swimming and diving skills, and reduces your body's ability to stay warm. Know how to prevent, recognize, and respond to emergencies.

Additionally, many of our people will take advantage of warm weather by traveling, vacationing and spending time with family and friends. Summer is also the time of year that many of our soldiers will move on to new duty stations.

This year, INSCOM has already lost one soldier in an automobile accident-related incident. That is one soldier too many. The truth is 40,000 people die each year in car accidents, and many of those individuals are today's youth. Car accidents are the leading cause of death for people under the age of 35.

I charge all leaders to continue to make use of all accident prevention measures available to them. Continue to conduct your safety briefings and "keep your eyes on the target." Something as simple as enforcing seatbelt rules can save lives. This was illustrated recently when one of our soldiers was involved in a serious car accident that caused her vehicle to roll over several times. When she was



courtesy photo

"Enforcing seat belt rules save lives," McConnell said. 40,000 people die each year in car accidents.



DA photo

Command Sgt. Maj. Terence McConnell.

extracted from the vehicle, emergency medical personnel determined that she only suffered minor scrapes and bruises. Because she was wearing her seat belt, she is still with us today. Seatbelts do save lives.

Locally, units should use risk assessments for all training events being conducted. Remembering that "We train as we fight" and all training should be tough and realistic will ensure that all training is conducted in a safe manner. Consider the experience and abilities of the participants. Bottom line – conducting training safely doesn't mean sacrificing the quality. It simply means minimizing the risks.

Enforcing safety standards and correcting any deficiencies is not just a leader's responsibility. Anyone that recognizes a potential problem needs to become involved in correcting or reporting it. Safety begins with education and awareness, and is not limited to our workforce. Be sure to include family members in the processes of prevention and correction.

We can work, train, and have fun during the summer months, as long as we do it in a safe manner and take care of each other.

Defense secretary, CENTCOM commander meet 704th soldier

By Staff Sgt. Brent Hunt
704th MI Brigade

Not many soldiers get a chance to spend the day with the secretary of defense and a four-star general, but one soldier from the 704th Military Intelligence Brigade did just that.

Sgt. Traci Williams, collection manager at the Overhead Collection Management Center (OCMC) in the National Security Agency, Headquarters and Operations Company, 742nd Military Intelligence Battalion, 704th MI Brigade, was selected to accompany Secretary of Defense Donald Rumsfeld and Gen. Tommy Franks, commander, U.S. Central Command, as they briefed Congress on Operation Iraqi Freedom.

“When I meet Gen. Franks and Secretary Rumsfeld it was a great experience,” said Williams. “I’ve seen them on television constantly and then I actually got to meet them. They are both really down-to-earth people.”

The day started out when former Maj. Gen. Keith B. Alexander, commanding general, U.S. Army Intelligence and Security Command, tasked the 742nd MI Battalion to get a top-notch soldier, who supported Operation Iraqi Freedom, to the Pentagon by 11 a.m. to go to Congress with Franks and Rumsfeld. Williams, who has been named the OCMC Performer of the Quarter and the Year, was an obvious choice. She also is an INSCOM soldier who was working missions in support of CENTCOM.

“My job dealt with the Iranian area of interest and search and rescue,” said Williams. “We were put from days to mids to the night shift. We worked 12 days before we got a day off. Our team got hit the hardest, because we got switched from the different shifts without a break.”

After Williams was selected to go, she headed to the Pentagon to meet with the secretary of defense. “Secretary Rumsfeld gave me a coin and I got to spend about a half-an-hour in his office,” said Williams. “After that we spent the rest of the time at the Pentagon with Gen. Franks and he gave me a coin as well.”

After lunch, Williams went to Capitol Hill and was taken to a meeting with about 50 senators. Rumsfeld and Franks made a speech on Operation Iraqi Free-



photo by Staff Sgt. Brent Hunt

Sgt. Traci Williams, Headquarters and Operations Company, 704th MI Brigade, received coins from Secretary of Defense Donald Rumsfeld and Gen. Tommy Franks, commander, U.S. Central Command, for her role in Operation Iraqi Freedom.

dom and they incorporated Williams’ biography with their speeches.

Then the group went to the House of Representatives, where Rumsfeld and Franks gave the same speech, but this time the congressmen gave the soldiers a standing ovation.

“It was great meeting Gen. Franks and Secretary Rumsfeld. The best part about the trip, though, was meeting the guys who were on the ground during Iraqi Freedom,” said Williams. “I actually got to meet the guys who I inadvertently helped during the Iraqi War.”

“Sgt. Williams was a true professional,” said Capt. Gregory Keeney, commander, Headquarters and Operations Company, 742nd MI Battalion. “She had a great day and she did not stop talking about the day until we hit Laurel on our way back.”

513th MI Brigade supports Operation Iraqi Freedom



photos by Sgt. Brian Lamar

After receiving intelligence information from the 513th MI Brigade, soldiers from the 766th Explosive Ordnance Company insure complete detonation of live rounds in the Middle East.



(Above) A soldier from 759th EOD places rounds in a conex awaiting transport back stateside.

(Left) Sgt. 1st. Class Brian Field (left) selecting and assessing rounds with Sgt. Daryl Kissusundi.



photo by Staff Sgt. Michael J. Brock

Spc. Garrett Carr, 408th MI Company, carries his gear out of the water as he prepares for the next part of the exercise.

115th MI Group soldiers complete “Water Wings” training

By Staff Sgt. Michael J. Brock
115th MI Group

Terrorist cells are actively targeting a major land mark in the state of Hawaii. Maybe not right now, but the scenario could happen

and if it does, the soldiers of the 115th Military Intelligence Group will be ready for the task.

Soldiers from the 408th Military Intelligence Company, 115th MI Group, successfully

completed Water Wings training in which soldiers infiltrated an area by land, sea and air to conduct an exercise on signals intelligence (SIGINT) operations at the tactical team level. The exercise was to

infiltration an area, conduct direction finding operations on the target and pass the target to another team to eliminate/secure the target said 1st Sgt. John Senchak, acting sergeant major 732nd MI Battalion, 115th MI Group.

“My soldiers, those of the 408th MI Company, asked me to coordinate for some sort of adventure training that involved helicopters,” said Senchak. “It grew from there into a joint training exercise that served all four services’ needs to conduct joint operations, homeland defense operations, and local security operations.”

Getting this exercise off the ground took a lot of coordination from both Senchak and Capt. Holly Smith, 408th MI Company, commander.

“I had to work through the commander, Hawaii Army National Guard, to get the CH-47 platform; the Coast Guard Integrated Support Command to get the 110-foot Cutter and zodiac support; through the 125th Military Intelligence Battalion’s LRSD (Long Range Surveillance Detachment) to get access to the 225th Aviation Regiment for helo-cast operations, the UH-60 platform, and the zodiac safety boats to run the drop zone; Marine Corps Base Kaneohe Bay for land use; the 125th MI Battalion’s LLVI (Lowlevel voice intercept) teams for tactical SIGINT operations equipment and training,” said Senchak.

“It is refreshing to do something on the tactical side of the



photo by Staff Sgt. Michael J. Brock

Spc. Marlene Denis, 408th MI Company, inspects her equipment before her first jump from a helicopter during Water Wings exercise.

house,” said Pfc. John Schleicher, 408th MI Company clerk. “I would definitely do something like this again.”

There are several developing plans to conduct “joint” operations in the future, said Senchak.

“We intend to provide foreign

language speaking soldiers to deploy on ships/boats at sea in and around Hawaii to safely enhance Coast Guard interdiction operations and training,” Senchak said.

“We are also planning joint operations between the 125th MI Battalion’s LRSD teams and the



photo by Tina Miles

Fort Meade area civilians make donations at one of the 902nd MI Group drop boxes.

902nd MI Group shows support to deployed personnel

By Tina Miles
902nd MI Group

The 902nd Military Intelligence Group has over 60 members deployed due to current worldwide events. The total number consists of men and women, soldiers (both active and reserves) and civilians of the “Deuce.”

As an expression of their support and gratitude, members of the 902nd MI Group are collecting “care package” items to mail to our deployed personnel. Several drop-boxes have been placed in various areas of the group headquarters for donations. As the boxes become full, the items are packaged for distribution to those 902nd personnel that are deployed.

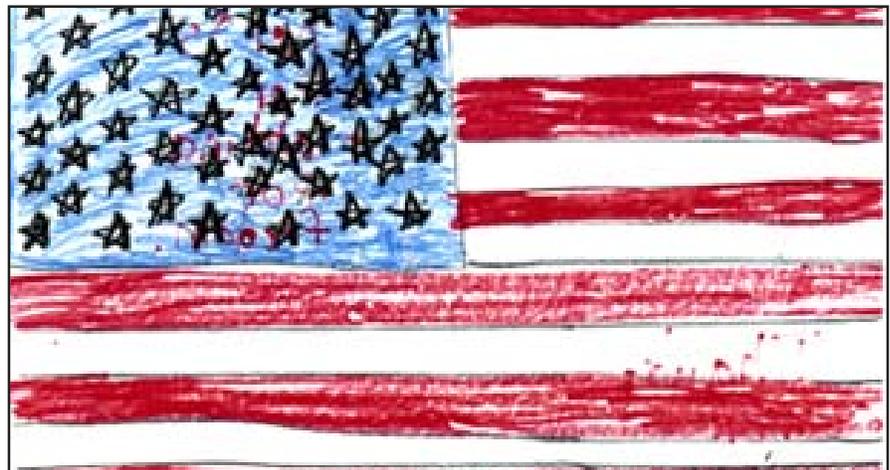
The concept stemmed from

similar programs being conducted by the USO and other agencies. The idea has been well received with donations pouring in daily.

The drop-boxes are filled with items of necessity: baby wipes to batteries; as well as with those 902nd MI Group strictly for

comfort, such as gum, candy, magazines, and games.

Collecting and mailing these items is just one small way to say “Thank You!” and that they are thinking about “extended family members” who are away from home.



Local residents show support for deployed 902nd MI Group soldiers.

Funeral detail: honoring those who make ultimate sacrifice

Commentary by 1st Lt. Stacy Bare
66th MI Group

Monday morning, March 24, I came in a few minutes early to check the news and read my email before the day began.

On CNN's website I read an update about the war in Iraq and saw that six members of our Air Force had been killed in a helicopter accident in Afghanistan.

One of those men was Staff Sgt. John Michael Teal. I knew him as Mike. He was a friend, a classmate, and a fraternity brother of mine at Ole Miss.

The war now had a face and a name. Sadly, by the time we have moved our troops out of Iraq, Afghanistan, and the Balkans, we may all have known someone who has given the final sacrifice.

The verse from John rang true in my mind. What greater act of love can one show another than to put our life on the line so that others may live? I can think of no other. When we take the oath of our positions, we accept the truth that we're willing to lay our life down for our friends, for our nation.

Two hours later, my commander called me in to his office to let me know that for the month of April I would be the funeral detail officer in charge for the 233rd Base Support Battalion in

“Greater love has no man than this, that one lay his life down for his friends.” John 15:13



courtesy photo

Bare and other soldiers from the 233rd Base Support Battalion perform the solemn duty of funeral detail in Darmstadt, Germany.

Darmstadt, Germany.

There is no position in the U.S Army that I could be more honored to serve in. The soldiers and noncommissioned officers I'm working with have expressed similar sentiments. Funeral detail is a very solemn duty at any time of the year, no matter the circumstances surrounding the service member who has given their last breath for his or her nation.

In the armed services we are sometimes asked to bury our friends, our peers, our superiors, our subordinates or those who served years before us and paved the way for the advances that our national defense forces now have at their advantage.

Regardless of the age, rank, or disposition of the man or woman underneath the flag in the coffin, he or she has done more than 90

percent of Americans. They have served. While their lives may not have been taken during a military mission like Staff Sgt. Teal, they have put their life on the line for others who were not able to do so. We have to be aware at all times that we may be called on to make the ultimate sacrifice for our nation.

In the event that someone from the 233rd Base Support Battalion family is called to make that sacrifice, those of us on the funeral detail, take as our most solemn duty and honor to ensure that those who have breathed their final breath for our great nation are treated with utmost dignity and respect, and that their family members and loved ones understand how thankful our nation is for their gift to all of us.

May we never have to be called to duty.



photo by Jayme Loppnow

A German soldier inspects under vehicle while an American soldier searches inside at the Dagger Complex.

German Bundeswehr bolsters Dagger security

By Jayme Loppnow
66th MI Group

Army posts throughout the 233rd Base Support Battalion have seen an increase of German army soldiers manning gates and serving as guard force in the last three months. March 22, the Dagger Complex began hosting the Bundeswehr soldiers as well.

“When we went to [force protection condition] Charlie, we felt we needed additional support,” said Capt. Vanessa Hicks-Callaway, Headquarters and Headquarters Company, 66th Military Intelligence Group commander.

Hicks-Callaway also emphasized that Dagger Complex soldiers were previously used for guard

force, which took away from mission work.

“Our soldiers are not here to pull guard duty,” she said. “They are here to produce intelligence and to support the intelligence mission, so now we can get back to business. With our current deployment status, we were running out of soldiers and the Bundeswehr helped us meet the requirements for [the threat level] and we are still able to do our daily intelligence mission without overtaking soldiers.”

While the Bundeswehr lightened the load of the Dagger Complex soldiers, the Military Police are getting relief as well.

“We are able to concentrate all

of our efforts on the Special compartmental information facility which is our primary mission while [the German soldiers] are handling perimeter security,” said Sgt. Charles Graham, military police. “There are a lot more of them so it makes us a lot more secure.”

Germany and American political relations may have recently been strained due to the Iraq war but that has not affected the military relations, according to Hicks-Callaway.

“There is a difference between the military mind set and the political mind set. If you are a soldier and you see some action out there, a soldier wants a piece of that action and when these guys

arrived, there was no animosity; they were ready for the mission, very friendly. I think it will do wonders with relations militarily.”

German Army Staff Sgt. Tossteu Hüse said political relations have not affected him.

“It’s very important and it is our job,” he said. “My unit told me to go to Darmstadt and do search and security here and it’s OK.”

“The people are friendly,” said German Army Pvt. 2 Heiko Voigtländer. “I have no problems with the American people.”

“In addition to doing force protection, they are also a show of force,” said 1st Lt. Todd Masilon, HHC executive officer. “When you see a bunch of [the German soldiers] around, people might think twice about this being a soft site.”

The German soldiers came fully prepared and didn’t need additional training for their mission, said Hicks-Callaway.

“These guys are soldiers,” she said. “When they came on board the first day, they had their rucksacks, wet weather gear, and their NBC gear. They came equipped with the knowledge on weapons training, how to clear the weapons and how to search a vehicle.”

The Cambrai Fritsch Dining Facility is catering soup and coffee daily to the soldiers along with meals provided by the German Army unit.

“We are doing the best we can to provide them with a comfortable area based on the area and facilities that we have available,” said Hicks-Callaway. “I believe that we have made them as comfortable as we possibly can.”



photo by Jayme Lopnow

A German servicemember patrols during guard duty at the Dagger Complex.

Remembering the Holocaust

Survivor shares experiences with KRSOC members

By Staff Sgt. Michael Brock
115th MI Group

Some people claim that the Holocaust is only a fairy tale. Others say that the number of people killed is an exaggeration, but for one person the numbers and the Holocaust are all too true.

In front of a somber crowd, Dr. William Samelson shared his Holocaust experience at the Kunia Regional Security Operations Center Cultural Heritage Committee's Days of Remembrance Observance.

The observance began with a presentation by the Multi-Cultural Heritage Group and then moved into the candle lighting prayer ceremony. Eight candles representing the mothers, fathers, orphans, elders, unknown heroes, fighters, families and victims were lit as a prayer was said.

This is the second year that Samelson has shared his experience of the Holocaust with the members of the KRSOC. This year, he spoke of helping. Whether it was about the Holocaust or the war in Iraq; he had a message for the service members.

"Thank you for what you are doing," Samelson said. "People tend to look the other way when bad things happen. I'm happy to see a response."

Samelson also shared his story about how it was growing up in concentration camps.

His ordeal started Sept. 1, 1939 when Germany invaded



Poland. During his time in captivity, he saw pure evil and pure kindness. He recalled one chemical factory in which he worked as a young man.

The supervisor called a starving and barely able to work Samelson into his office. To Samelson, that usually meant that he was being transferred to a death camp because he wore out his usefulness and could no longer work.

But on this occasion, the supervisor asked if Samelson could clean his office. The gentleman left the office and Samelson found a sandwich in the supervisor's jacket and proceeded to eat the food.

For the next several months,

Samelson cleaned the office every other day. And every time Samelson cleaned the office there would be a sandwich in the pocket. This went on until Samelson was transferred to a different camp.

"To this day, I know that gentleman saved my life," Samelson said. "The bad thing is, I never knew his name."

But it was his act of pure kindness and many others that helped him through the ordeal. Samuelson said it was hard to believe how the ideals of one man could change those of an entire country.

"It is for this reason that we must never forget the past," he said.

Bad Aibling to Darmstadt move set for 2004

By Staff Sgt. Eric Reinhardt
and Jayme Loppnow
66th MI Group

The 105th Military Intelligence Battalion, 66th MI Group, based at Bad Aibling Station, could start moving to Darmstadt as early as next April, planners told a meeting of local military community leaders here March 11.

Bad Aibling is scheduled to close Sept. 30, 2004, however, the group aims to move its people and assets here between April and July 2004, according to Dan Southworth, chief of the 66th MI's Bad Aibling Transition Cell.

A few of the battalion's personnel will form a new detachment at Menwith Hill Station, England, but the bulk will go to Darmstadt.

That would put as many as 169 new soldiers and 12 Department of the Army civilians in Darmstadt.

In two years' there could be more than 300 new soldiers here if all goes to plan, Southworth said.

The Group will start assigning incoming 105th MI soldiers to Darmstadt Oct. 1. After that, some of those soldiers could be temporarily assigned to Bad Aibling if mission dictates.

The incoming soldiers will be assigned here to avoid forcing them to make two PCS moves in the same year, he explained.

Bad Aibling was originally scheduled to close operations Sept. 30, 2002.

When 9/11 happened, Bad Aibling Station got a couple years' lease on life, Southworth said.



photo by Staff Sgt. Eric Reinhardt

An American soldier stands guard at Dagger Complex, future home of 105th MI Battalion.

However, the group had already begun outfitting its Darmstadt facilities to accommodate the move, including a 2,500 square feet expansion to Dagger Complex's secure facility, and renovated office space on Nathan Hale Depot.

A plan for a 7,000 square feet expansion at the Dagger is also under review, with a view to completion next summer, Southworth noted.

Preparation is also underway at the Bad Aibling end.

"We're in the process of identifying when missions and personnel will transition to Darmstadt and other locations," said Lt. Col. Michael Childers, 105th MI Battalion commander.

"We have weekly in-progress reviews to identifying key decision points and actions that allow us to stay on timelines. We're also identifying those individuals that must move, want to move to Darmstadt and those that will be allowed to PCS to their next duty

station."

Childers, who spent two years in Darmstadt before taking command of the 105th MI last summer, called the move bittersweet.

"This is the most family time and nicest environment that I have had in 20 years of service. My family loves this area so naturally I will be sad to leave," he said.

"From an operational perspective, I understand fully the reasons we are preparing to move to Darmstadt and support the concept plan for our future.

"INSCOM, USAREUR and the 66th have worked extremely hard to build capabilities in Darmstadt that will allow the 105th to continue to support the commanding general, USAREUR and this theater's intelligence needs," Childers said.

Soldiers stationed in Bad Aibling say they understand the need to move to Darmstadt, but will miss the station's comparatively idyllic setting at the foot of the

(continued on page 16)

Polygraph: An intelligence tool in growing demand

By Chief Warrant Officer 3
Joseph Castleberry
902nd MI Group

The Polygraph Branch, 310th MI Battalion, conducts counterintelligence scope polygraph screening examinations in support of Department of Defense Special Access Programs, the Department of the Army Cryptographic Access Program and the National Security Agency on a routine basis. In addition, operational examinations are conducted in support of Offensive Counterintelligence Operations, Counterintelligence/Counterespionage Investigations and Counterintelligence Force Protection Source Operations. With the current Global War on Terrorism and other significant events occurring throughout the world, the mission continues to increase. During the last fiscal year, the branch conducted 1137 counterintelligence scope polygraph screening examinations and 68 operational examinations. These numbers are expected to increase dramatically in the near future.

The Army continues to lead the way when utilizing polygraph in the tactical arena. US Army examiners were the first polygraph personnel to go to Guantanamo Bay, Cuba and Kandahar and Bagram, Afghanistan pursuant to the GWOT and the search for Osama Bin Laden. While other agencies waited to see if polygraph would yield favorable results in such an environment, Army examiners proved it could, conducting



photo by Joseph Castleberry

Limited Access Interpreters view information relating to secret trips to Iraq and close associations with government officials in Iraq.

sensitive examinations to determine the veracity of information reported by known/suspected Taliban/al Qaeda members. In one instance polygraph nullified a significant biological weapons threat while in another it aided the State Department by clearing one of our allies of direct involvement with al Qaeda. It has also cleared some individuals of direct involvement with al Qaeda and allowed commanders to better utilize assets available.

As an investigative aid, polygraph has helped investigators in closing numerous investigations. In cases where a polygraph was requested, numerous allegations have either been proven or nullified due to the polygraph. This has led to a significant increase in the number of requests received. In the screening environment, polygraph has identified numerous security concerns and identified possible threats on a continuous basis. However, on several occa-

sions, examinees have admitted to having classified/sensitive information outside of government control. The polygraph has identified these possible threats and recovered the information.

The Department of Defense continues to expand the use of polygraph because of its proven benefit. The 902nd MI Group polygraph examiner strength may increase from the current ten examiners to twenty-five over the next five to ten years. This includes adding various programs and requiring even more polygraphs in those areas where intelligence is susceptible. The House Permanent Select Committee on Intelligence recently concluded that the polygraph was one of the best tools available to safeguard intelligence information. It is another tool which commanders can use to safeguard information. This has many looking to expand its uses to other jobs where leaks can occur.



photo by Joseph Castleberry

The 310th MI Battalion routinely conducts polygraph screenings.

The polygraph is still one of the best, and sometimes the only means available to determine the veracity of information. In the tactical environment, the Army has proven to be the expert. However, it still has a long road ahead. There is a need to educate those in the tactical environment on the uses and benefits of polygraph. Clearly spelling out the ways in which we can benefit the command. Branch personnel currently teach a two

hour block of instruction to the Counterintelligence Force Protection Source Operations Course and the 35E course at Fort Huachuca, Ariz, on a recurring basis. Examiners also furnish instruction to units throughout the continental United States when requested. Polygraph, like any other specialty cannot be learned overnight. Experience is an invaluable asset that must continue to be protected.

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Austrian Alps.

“I have more friends in Darmstadt who I know from previous units,” said Spc. Liam Burke, “but being here in Bavaria and being closer to other countries is also nice. It goes both ways.”

“I like it here so I’m in no hurry to leave. I’ve been to Darmstadt a dozen times and I didn’t enjoy it a whole lot,” said Spc. Cyrus Bernard. “Darmstadt has massive amounts of traffic and it’s pretty dirty. It’s pretty crowded in the military community. It’s a lot quieter

down here.”

Among the quality-of-life issues of greatest concern to 233rd BSB officials at the March 11 meeting were housing and high schools.

Options discussed included reversing a plan to close Aschaffenburg’s high school to accommodate new students and busing some to nearby schools in Heidelberg or Wiesbaden.

Housing officials suggested that a crunch in single-soldier barracks space might be alleviated with broader permission for sergeants and above to live off post.

A deeper look

March 31, 1998, a divided United States Supreme Court, in *United States v. Scheffer*, held that the results of a polygraph examination could be banned from use in a criminal trial because there is simply no consensus that polygraph evidence is reliable. The court found that the scientific community, the state, and federal courts were extremely polarized on the matter. Five of the justices noted: “there is much inconsistency between the Government’s extensive use of polygraphs to make vital security determinations, and the argument it made in that case stressing the inaccuracy of these tests.” The court found nothing inconsistent in the government’s use of the polygraph for personnel screening and as a tool in criminal and intelligence investigations because, it said, such limited out-of-court uses of polygraph techniques differ in character from, and carry less severe consequences than, the use of polygraphs as evidence in a criminal trial.

Justice Stevens in a dissenting opinion supported polygraph use by the Department of Defense, because examiners were trained in its own Polygraph Institute, “which is generally considered the best training facility for polygraph examiners in the United States.”

The court put to rest argument against the continued use of this technique as a tool in national security investigations.



photo by Staff Sgt. Brent Hunt

Sgt. Maj. of the Army Jack Tilley pays a visit to the non-commissioned officers of the 704th Military Intelligence Brigade at an NCO induction ceremony held at McGill Hall, March 21.

Tilley, 704th MI Brigade welcomes 20 newest NCOs

Staff Sgt. Brent Hunt
704th MI Brigade

The Army's top enlisted man, Sgt. Maj. of the Army Jack Tilley, was one of over 200 noncommissioned officers who gathered to welcome 20 new NCOs into the corps at a 704th Military Intelligence Brigade NCO induction ceremony held in McGill Hall at Fort George G. Meade, March 21.

"Never forget who you are. Take your job seriously," said Tilley. "Don't just talk about taking care of soldiers, really take care of soldiers."

The ceremony started with every NCO in the building rising and reciting the NCO creed. Each new sergeant then filed singly to the stage where they signed the creed side-by-side with Command Sgt. Maj. Randy Wilson, command sergeant major,

704th MI Brigade.

Signing the creed represents the NCOs contract with the corps and their promise to live by and uphold the creed and the standards of the U.S. Army.

"What a great honor for me to be a part of this ceremony today," said installation Command Sgt. Maj. Earl Ware, who was also a guest speaker for the event. "Today, 20 NCOs have passed their task, condition and standard

to become sergeants.”

“There will be days when you have to stand-up for what is right and not what’s popular,” continued Ware. “Make the Army’s seven values the foundation of everything you do. Remember there is always someone watching you. Soldiers that watch you will make decisions based on what you do.”

The NCO corps was established in 1778 when Baron Von Stueben recognized the need for leaders to supervise the troops in what is commonly known as the “Blue Book”.

In his regulations for the order and discipline of the troops of the U.S., Von Stueben wrote: “The choice of an NCO is an object of greatest importance.

“The order and discipline of a regiment depends upon their behavior, that too much care can not be taken in preferring none to that trust, but those who by their merit and good conduct are entitled to it.

“Honesty, sobriety and a remarkable attention to every point of duty, with neatness in their dress are indispensable requisites.

“A spirit to command respect and obedience from the men, expertness in performing every part of the exercise and an ability to teach it are also absolutely necessary.”

Next for the new NCOs, Pfc. Stephen McGarry, Headquarters and Operations Company, 742nd MI Battalion, 704th MI Brigade, entered the room cloaked head to toe in camouflage and he addressed the new NCOs with the “Soldiers’ Request.” “Sergeant,

treat me with respect. For no heart in all the world is more loyal than the heart of an American soldier. Sergeant, train me, so that one day I too can be called sergeant, trainer of soldiers, the backbone of the Army. Train me to accept those responsibilities that are yours, train me to train my soldiers to be the

greatest defenders of freedom in the world. Sergeant, train me, so that I too can earn the title sergeant,” said McGarry.

To wrap up the emotional ceremony, Tilley handed each new NCO a sergeant major of the Army coin, a Sept. 11th coin and a sergeant major of the Army pen.



photo by Staff Sgt. Brent Hunt

Newly inducted non-commissioned officers with the 704th Military Intelligence Brigade sit at attention waiting to sign the NCO creed with Command Sgt. Maj. Randy Wilson, command sergeant major, 704th MI Brigade, at an NCO Induction Ceremony in McGill Hall at Fort George G. Meade, Md., March 21.

524th MI conducts real-world training

By Sgt. Lorin T. Smith
501st MI Brigade

A riot ensues outside the 524th Military Intelligence Battalion's compound. The crowd gets out of hand, and a Molotov cocktail is thrown over the fence. The ignited fuel explodes and kills the Headquarters and Headquarters Company first sergeant and knocks the commander unconscious.

Instantly, the battalion's Quick Reactionary Force goes into action and sets up a defensive perimeter. A specialist begins performing first aid on the two casualties. And watching over her shoulder the whole time was Spc. Frederick Pennachi, 501st Military Intelligence Brigade and part of the 524th's External Evaluations team.

The HHC set up shop at Camp Carroll near Taegu, Company A headed north to Third Republic of Korea Army Headquarters, while Company B deployed to the enemy prisoners of war cages also near Taegu. The Second Republic of Korea Army Headquarters housed two elements of the 524th: the deployable intelligence support element and counterintelligence/human intelligence elements. And riding along with the units were members from the evaluation team.

Most of the 524th was evaluated by observer/controllers from various units in the brigade, but soldiers from the 500th Military Intelligence Brigade at Camp Zama, Japan, were also flown here, including Lt. Col. Michael K. Godfrey, who participated as the



photo by Sgt Lorin T. Smith

One of the many MPs working at the EPW cage during the RSOI exercise checks an enemy Prisoner of War for any contraband. The MPs provided security and in-processing at the cage, while Company B, 524th MI Battalion interrogated the POWs.

senior Observer/Controller (O/C).

According to Lt. Col. David Clark, 524th MI Battalion's commander, the battalion's objective during the EXEVAL was to validate the unit's Mission Essential Task List (METL), provide force protection to U.S. forces and validate combined interrogation tactics, techniques and procedures.

The five-day annual EXEVAL was conducted in conjunction with the peninsula-wide Reception, Staging, Onward Movement and Integration (RSOMI) exercise in March. The reason for combining the two exercises into one was to evaluate the battalion on METL items in an exercise that is intended to prepare the U.S. forces located

in Southern Korean for war with North Korea, said Capt. James Mera, 501st MI Brigade EXEVAL team. Mera was the driving force behind the EXEVAL planning.

“There is no sense in recreating the wheel by making an exercise for the EXEVAL,” Mera said. “It makes the RSOI exercise as realistic as possible when the soldiers are actually involved in war-like scenarios.”

The mini-scenarios the EXEVAL team chooses to use come from a myriad of tactics used in actual war throughout history.

“Some may seem like weird scenarios, but they are realistic and

are very possible in today’s world,” he said.

They made North Korean propaganda pamphlets and distributed them around the HHC compound. They notified the gate guards of a hurt soldier with the intent of seeing how the battalion notifies higher headquarters and how the battalion’s personnel section will track it.

“We want to have the unit prepared for when the time does come,” he said.

The evaluation’s design was for O/Cs to oversee and provide doctrinal tips to individual sections and areas the brigade and battalion

wanted looked at in accordance with the METL, Mera said.

Planning an EXEVAL is not easy, Mera said. He started the planning in early January. First, he looked at 524th’s METL and picks out certain tasks that he and his crew want to test the battalion soldiers on.

“It all plays into how well the battalion and company levels follow the brigade and battalion field standard operating procedures,” Mera said.

Then, he presented those tasks to the battalion commander, who either gave his blessing to test it or

(continued on page 21)



photo by Sgt Lorin T. Smith

Soldiers from the HHC, 524th MI Battalion, place their company commander on a stretcher for evacuation after a Molotov cocktail “exploded “ in the unit’s compound during the battalion’s EXEVAL.

(continued from page 20)

to change it for another one he thought was more important.

“The EXEVAL is really for the battalion commander so he can see what areas his battalion is strong in and areas he needs to improve in,” he said.

After Clark had looked at the list, it made its way to the brigade commander, and she tweaked it as

well.

Once the chain has given the go-ahead on the tasks to be looked at, the O/Cs are briefed on what MESLs are going to be used.

Once the exercise starts, the MESLs are “injected” into the battalion’s everyday operations, and the evaluated soldiers must properly react to the MESL and still accomplish their mission.

The O/C team had a major roadblock occur during the exercise, with the battalion working real-world missions along with the exercise.

The brigade’s guidance to the team was to see how the information within the unit flowed.

“I thought this was on the money; it’s a big key issue,” Mera said. “You need to have everyone be able to talk to each other quickly and directly.”

Mera pointed out that the little scenarios they put into play weren’t done for fun.

“We don’t make MESLs to check the block – we look and see how they work based on the mission,” he said.

When Company A goes to war, not much changes in their day-to-day operations while under armistice.

The unit maintains concentrated collection efforts and were how the unit conducted intelligence collecting and applied it to units on the ground or critical targets like airports and helicopter pads, or assessing the threat levels near these areas, Chon said.

“Our armistice mission is to do this everyday,” he said.

As part of RSOI, Company A assisted in the movement of Task Force 2nd Battalion 34th Armor by providing intelligence collection support while the task force moved up MSR 1.

“We check the local threats by talking with law enforcement and Korean military intelligence agencies to gather information and help paint the threat assessment,” Chon said.



photo by Sgt Lorin T. Smith

Simulated enemy prisoners of war “captured” during the peninsula-wide RSOI exercise were placed in a prisoner’s of war camp. The prisoners provided interrogation training and EXEVAL testing for 524th MI Battalion.

Each company's EXEVAL was different from the next, as the 524th is made up of different intelligence assets. So for Company A, their evaluation focused mainly on human intelligence collection at the company-level and military intelligence detachments, and real-world war issues like nuclear, biological and chemical attacks or power outages.

Company B, on the other hand, dealt with entirely different scenario.

Working at the EPW cages along with the Republic of Korea army, the interrogators and interpreters that comprise the company spent the RSOI exercise interviewing dozens of "prisoners of war." According to Staff Sgt. Dan Pittman, Company B's human intelligence noncommissioned officer in charge, their EXEVAL consisted of scripts they created internally to keep the training as real as possible. The unit wanted more lifesustaining tasks evaluated. This means that the EXEVAL team might take away the heat in the tent for a night or disable a computer. The soldiers working had to find a way to stay warm and finish their reports with pen and paper.

Pittman said the prisoners acted by the script they were given. The interrogators and interpreters do not know the script, and the only clues they are given on who to interrogate are from the MPs who do the initial in processing.

"The EXEVAL team was not nice," Pittman said. "They would pull stuff out, or make our communication gear go dead – nothing

ever worked the way it was supposed to, and it made us have to think on our feet."

When prisoners are brought to the EPW cage, they are first processed through the U.S. side. After 72 hours, the prisoners must be turned over to the Republic of Korea. Because of the Geneva Convention, the U.S. must also keep tracking those same prisoners through the entirety of the war, Pittman said.

"We are still responsible for their well-being," he said.

The reason intelligence soldiers work alongside the MPs at the cage is for interrogation only. The MPs segregate the EPWs into four groups: enlisted, officer, male and female.

"Our job is to prioritize who we want to talk to through interrogations," Pittman said. "The MPs do an initial evaluation which helps us be better prepared with the right questions."

Pittman said that interrogations aren't like the movies. There is no physical damage or graphic threats with a lot of swearing – being convincing is the name of the game.

"We convince them that is in their best interest to talk to us – it is the right thing to do," he said.

To be as convincing as possible, prisoners are offered whatever they want, whether it is a cigarette, water, soda or a candy bar. They are separated from the rest of the prisoners and are interviewed.

Basically, Pittman said, the cage works like this: the prisoners come in, are screened by the MPs,

are prioritized into who is most important for the soldiers to talk to, we prepare for the interrogation, interrogate, write down the information, analyze it and send it out to the proper units. All this has to be done before the Republic of Korean soldiers receive prisoners at 72 hours.

Getting the full dose of many of the MESLs was Pfc. Derek Voorhis, Personnel Security Investigation Division, HHC. Voorhis worked in the guard shack, and his job was to check badges and serve as part of a battalion QRF.

"It's a change of pace to go to the real field," he said. While on the exercise, he learned how to evaluate casualties, react to chemical exposure, and Molotov cocktails.

The most exciting scenario, according to Voorhis, involved a soldier losing his mind and guards containing him.

"The soldier went off the deep end – (the QRF) responded by taking up defensive positions. He took hold of a hostage, so we flanked him and created fields of fire. The situation ended peacefully when he gave up, and we got the hostage back safely," Voorhis said.

"Interrogations aren't like the movies. There is no physical damage or graphic threats with a lot of swearing - being convincing is the name of the game."

*Staff Sgt. Dan Pittman,
524th MI Battalion*



photo by Sgt. Russell C. Bassett

Lt. Col. Kenneth Diller, deputy commanding officer for the 501st Military Intelligence Brigade, provides an overview of the brigade's capabilities during a news media interview May 22 at Camp Humphries, Republic of Korea.

501st MI Brigade displays capabilities

By Sgt. Russell C. Bassett
501st MI Brigade

The 501st Military Intelligence Brigade showcased the strength of the Republic of Korea/U.S. Intelligence-community alliance at their capabilities display at Camp Humphreys, Republic of Korea, May 21-22.

The display was designed to provide U.S. and Republic of Korea intelligence professionals with a better understanding of the brigade's equipment, systems and missions, and to enhance the

brigade's partnership with their ROK intelligence counterparts, said an 8th Army news release.

The brigade allowed intelligence professionals from all Eighth Army units including the 2nd Infantry Division into their base of operations on Wednesday.

Republic of Korea intelligence professionals, including the students of the ROK Intelligence Academy, members of the Korean Defense Intelligence Agency and of the Korean Security Agency attended the demonstration Thursday.

The brigade opened the event by showing attendees, the missions of the intelligence gathering airplanes, the counter-intelligence, and the Deployable Intelligence Support Element (DISE).

"The 501st mission is to provide combat information and multi-disciplined intelligence to joint and combined warfighters," said Col. Mary Legere, 501st MI Brigade's commander. "On a daily basis we collect, analyze, synthesize and produce intelli-

gence regarding the North Korean People's Army."

Maj. Fern Sumpter, plans and operations officer of the 532nd MI Battalion, one of the 501st's subordinate units, and the officer in charge of the DISE, said the brigade's soldiers are what enable the unit to successfully accomplish its missions.

"If you look around at our soldiers you'll notice the most senior soldier sitting at a piece of equipment is a specialist," she said. "They are the experts in the field. That is the first thing the commander notices - how great our soldiers are."

Spc. Angelica Capuchino, electronic warfare intercept repairer, 3rd MI Battalion, who helps ensure that the equipment of the intelligence gathering airplanes is working properly, said she believes

in the importance of her work.

"I like MI because we actually work - we have things to do everyday," she said. "Mission is top priority here. These planes are running actual missions and we send them out every day."

Soldiers of the 501st have a real-world mission so they must remain vigilant; however, according to Legere, this does not slow the brigade's training objectives.

"On a daily basis we can never take our eyes off the North, so our mission occurs 24-7 and our training occurs simultaneously with that," she said. "We train in this brigade extremely hard."

Legere went on to say that the reason the 501st trains so often is because it is constantly working with the ROK Army.

"The 501st MI Brigade has been in this country for over 50 years,

since the inception of the ROK Army Intelligence Corps," said the commander, who has had three tours in Korea. "In eight months this brigade has exercised 21 times with our ROK counterparts."

On Thursday, over 200 students from the ROK Intelligence Academy were on site to learn from the brigade's soldiers, and Legere stressed the importance of the ROK/U.S. alliance in intelligence gathering on the peninsula.

"One of the most unique features about the MI Brigade is that our structure is actually combined," she said. "In each of our battalions there are ROK soldiers assigned and the information is shared on a daily basis because we are all part of the same organization. By having ROK soldiers in our formation, that happens very smoothly and very routinely," Legere said.



photo by Sgt. Russell C. Bassett

Spc. Sam Larson (right) gives Spc. Edrick Alemany, both of the 66th MI Group, a demonstration on how to wire a satellite antenna on the Trojan Soldier Portable Remote Intelligence Group system. The system allows the battalion to support battlefield commanders in USAREUR whenever and wherever required.

Intelligence has been there since day one

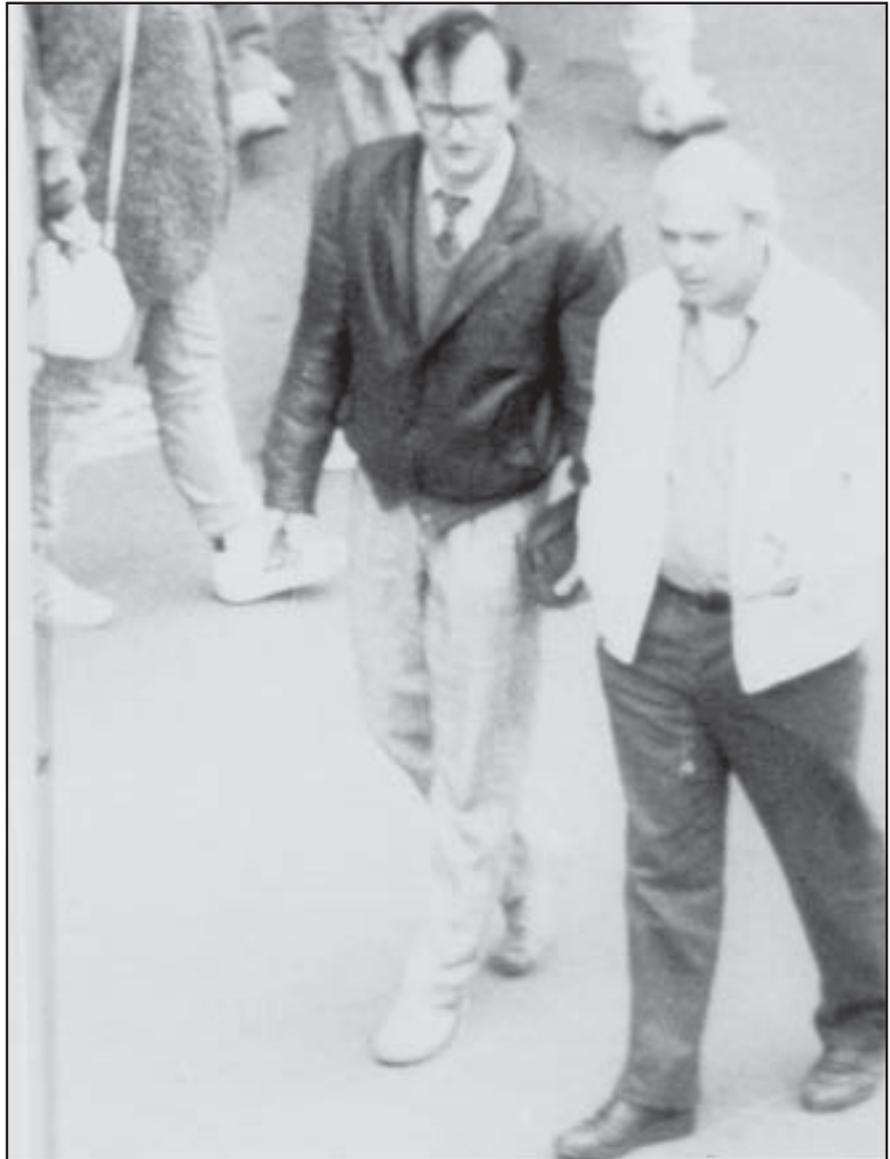
By Thomas Hauser
INSCOM history office

The idea of armed conflict dates as far back as civilization and, by this token, the same could be said for that of intelligence. The great military leaders who are remembered in the pages of history books valued their intelligence assets, while lesser men who did not are found in the narratives of the defeated or the obscure.

The lessons of using intelligence during the Cold War did not fall on deaf ears when the U.S. Army combined all of its single and multidiscipline elements into one major command. The Intelligence and Security Command has already made a place for itself among military success stories. Despite beginning during a downturn in U.S. fortunes in the 1970s, INSCOM has persevered and evolved to make a worthy account of its accomplishments.

The years following the Vietnam War were not good for the nation or the Army. The nation had been scarred by the strategic failures of the war and the divisive attitude of the public. The Army had suffered deep institutional wounds and had become isolated from society. Recruiting a high-quality volunteer force was not an encouraging prospect. The Army chief of staff declared that he was presiding over a “hollow Army.” Strangely enough, this time period proved to be a regeneration for military intelligence.

In 1974 a panel of senior officers headed by Maj. Gen. James Ursano conducted an overall study of Army intelligence. After an in-depth assessment, the panel recommended a complete transformation



courtesy photo

1985 was known as the year of the spy. A surveillance photo captures former Army sergeant Clyde Conrad (right) and his handler shortly before Conrad's arrest by FBI and INSCOM counterintelligence agents.

by combining almost all Army intelligence functions, which had previously been dispersed, into one command.

October 1, 1977, INSCOM opened for business and soon proved its worth. By bringing together a wide variety of intelligence disciplines, INSCOM created the conditions for a higher level of cooperation in order to

accomplish its mission of performing multi-discipline intelligence, security, and electronic warfare functions at echelons above corps. It also provided a centralized structure for the administration of personnel and logistics in support of national agencies and theater commanders.

INSCOM came into existence on the eve of a series of crises in



courtesy photo

Former Secretary of Defense Casper Weinberger examines Soviet equipment seized by INSCOM specialists.

foreign affairs. U.S. hostages were taken in Iran. The Soviet Union invaded Afghanistan. North Korea continued to increase its military presence on the DMZ. A Soviet-backed Cuba established a presence in Africa and Latin America. These events were the impetus to reshape the strategic policy of America in which INSCOM would play a part.

In response to the growing threats abroad, a new administration adopted a more confrontational approach toward America's adversaries and revitalized national defense. As the Army expanded to a force of eighteen divisions, INSCOM, to better support the land forces, increased its scope of operations. New field stations were organized in Hawaii and Panama. In 1982, INSCOM activated the 513th MI Group to support the

newly established Central Command, which would defend American interests in the Middle East. Finally in 1986, theater MI Groups were designated as brigades for the purpose of uniformity.

INSCOM participated in one of its first combat actions in 1983 during Operation Urgent Fury, a campaign to liberate the island of Grenada and rescue American medical students. The counterintelligence agents of the 902nd MI Group, drawing on local sources, located a large cache of weapons left behind by Cuban operatives, and the 513th MI Group deployed a technical intelligence team to police up captured equipment for examination.

1985 is often remembered in intelligence circles as the year of the spy with the revelation of spies

like John Walker. Unfortunately Walker was not an isolated incident; INSCOM counterintelligence agents in Europe were able to track down Clyde Conrad, a retired Army noncommissioned officer who was the key figure in an espionage network that betrayed NATO war plans to the Hungarian Intelligence Service. Arrests of lesser members of the spy ring followed.

As the decade of the 1980s ended, INSCOM made a notable change. In 1986 INSCOM had consolidated its headquarters at Arlington Hall Station, but the post did not prove entirely suitable. Built in the 1920s, Arlington Hall did not have the size or the electrical wiring to support the expanding communications or automation systems of the command. As a solution, the

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command made the decision to relocate to a purpose-built facility located on Fort Belvoir, Va. in accordance with Army policy to locate as many facilities as possible on large installations. Consequently INSCOM headquarters moved in stages during the summer of 1989.

The move was completed just in time. Later that year INSCOM was tasked to participate in Operation Just Cause, a military intervention in Panama against the criminal regime of Manuel Noriega. The 470th MI Brigade, which was stationed only a few miles from Panama City, was immediately able to feed the Army with intelligence needed to deliver a decapitating stroke to the Panamanian military.

August 2, 1990, the Iraqi army invaded Kuwait. To reverse the course of Iraqi aggression, US forces deployed for an offensive which began in January 1991. Known as Operation Desert Storm, Coalition forces led by the US quickly liberated Kuwait and removed the threat from Saddam Hussein, the Iraqi dictator, for the time being. An advanced guard of INSCOM personnel provided Central Command with critical intelligence during the early stages of the intervention. A terrain analysis team was able to assure Army planners that the desert area around Kuwait was trafficable by Army vehicles. The 513th MI Brigade provided the most advanced measures of electronic warfare with SANDCRAB and secure communications with an improvisation of the TROJAN system.

New intelligence-related technologies were key advantages that helped INSCOM to respond effectively as a part of the growing

number of contingency operations. The enhanced TRACKWOLF high-frequency, direction finding system became an integral tool for intelligence. INSCOM personnel helped man the Joint Surveillance Target Attack Radar System (JSTARS), which proved successful in Desert Storm. In 1994 a completely new type of intelligence element was established: the Land Information Warfare Activity (LIWA). LIWA was the Army's first venture into information operations.

INSCOM acquired production elements from the Army Intelligence Agency on threat assessment which were combined to establish the National Ground Intelligence Center (NGIC) in Charlottesville, Va.

After the attacks on the USS Cole and the World Trade Center, the mission of INSCOM changed dramatically. Originally designed to

meet the needs of the Army in the Cold War, INSCOM adapted and tailored its capabilities to confront a diverse world threat and new menaces posed by terrorism, weapons of mass destruction, and cyber warfare. In response to acts of terrorism, the nation responded swiftly, using diplomacy, law enforcement, and military intervention to begin dismantling the terrorist apparatus. As a part of this process INSCOM took immediate and decisive action to accelerate its ongoing restructuring into an operational headquarters. One indication of progress in this venture came in 2001 when US forces launched a military campaign against the Taliban government in Afghanistan, and INSCOM assets deployed to provide force protection.

Presently with Operation Iraqi Freedom drawing to a successful conclusion, the process of remodeling INSCOM for the future would appear well in hand.



courtesy photo

INSCOM units used the TROJAN system to provide secure intelligence communications links during times of conflict.

Tides of change swirl at INSCOM

By Lt. Gen. Keith B. Alexander
former commander, INSCOM

“There is a tide in the affairs of men, which, taken at the fold, leads on to fortune; omitted, all the voyage of their life is bound in shallows and in miseries. On such a full sea are we now afloat, and we must take the current where it serves, or lose our ventures.” Shakespeare, Julius Caesar, Act IV, Scene III.

Looking at the words of Brutus as he urged his companions to grasp the advantage that time and commitment to their cause were offering, I am moved to compare his poetic speech to the circumstances we – as a Nation and a command – find ourselves in today.

This is possibly my last chance to “talk” to each of you in this personal way, to share with you my feelings about this outstanding organization, its wonderful, dedicated workforce and the waves of change on which we find ourselves. Nowhere, has the current of transformation been as eagerly sought or as enthusiastically accepted as here at INSCOM. When I assumed command more than two years ago, the world was a different place and the work of intelligence was performed in traditional, methodical ways. The world community had received indications and warnings that the nature of conflict might be turning: the first World Trade Center



photo by Bob Bills

Alexander addresses INSCOM after his promotion July 2.

attack, the embassy attacks in Africa, and the bombing of the U.S.S. Cole. Still, it seemed to all but a few that these were isolated incidents.

But then, with the attacks on the World Trade Center, the Pentagon and the crash of United Airlines Flight 93 in Pennsylvania, all Americans could see that the tide had turned in an abrupt and alarming way. It was immediately evident to us that INSCOM would have a definitive part to play in the new war on terrorism.

Following the tragedy of 9/11 you revealed to the Army and the Defense Department what I had

always known, that I had been given command of one of the military’s premier intelligence organizations. As a result of your efforts from February to September 2001, INSCOM was well into its transformation and certainly well ahead of the intelligence community. New tactics, techniques, and procedures; new systems with powerful visualization tools; new organizational structures; and some new organizations. Timelines had been reduced while missions had been expanded; and throughout it all, you, the people who make this command one of the Army’s best,

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never faltered. Deployments and reserve call-ups were flawlessly executed, 24/7 work schedules were taken in stride, and building and equipment renovations and replacements were accepted for the inconveniences they are – but none of these factors kept you from getting the job done and to a standard that would make any commander proud.

INSCOM's major subordinate commands rose to the challenge of doing business in a whole new way, and in many cases they became the

instigators of change. From Kosovo to Afghanistan and from the Philippines to Iraq, the excellence of your work and your work ethic remain the best representatives of our command to our customers. America, our Army, and our INSCOM are indeed afloat on a full sea of change, but unlike some others we are thriving in that environment and through our endeavors we have helped secure the future of our Nation.

Soon, I will be exchanging the familiar halls of the Nolan Building for the complexity of the Pentagon.

I look forward to the opportunities my next assignment offers and I know I'll still see many of you frequently, but I also know that I'll miss the daily interaction with the wonderful soldiers, civilians, contractors, and families of INSCOM. I'll never forget the successes you made possible, your loyalty, your courage and devotion to duty. I won't say "good-bye," because the intelligence community is small and the Pentagon is close. However, I will say God Bless each of you, our Army and our command, and God bless America.



photo by Bob Bills

Rumsfeld visits INSCOM

Maj. Gen. Keith B. Alexander, commanding general, U.S. Army Intelligence and Security Command, gives Donald H. Rumsfeld, secretary of defense, a tour of the Information Dominance Center in the Nolan Building June 23. During his visit, Rumsfeld received thorough briefings on INSCOM collaborative intelligence efforts and the command's advanced capabilities and visualization tools.

You are invited to the

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Reservations:

CPT George Cleveland

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Formal Attire: Black Tie, Dress or Mess Blues, or Class A with White Shirt and Bow Tie



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INSCOM's Mission

To synchronize efforts of all INSCOM elements and operations to provide multidiscipline intelligence, security, force protection and information operations in support of theater component warfighters, the intelligence community and other national-level agencies and decision makers.