



INSCOM **Journal**

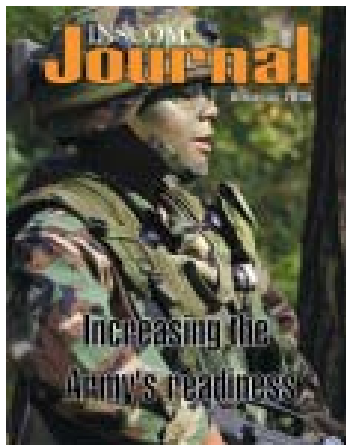
Almanac 2005

**Increasing the
Army's readiness**



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On the cover

Actionable intelligence is one of Army 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. Accomplishing this means providing situational understanding to commanders and Soldiers with the speed, accuracy and confidence to impact current and future operations.

Cover photo by Pfc. Jason Merrell



illustration by Pfc. James Felkins

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Send articles, photographs or story ideas to the INSCOM PAO at pao@inscom.army.mil, or copies to 8825 Beulah St., Fort Belvoir, VA 22060. For additional information, call (703) 428-4965.

Maj. Gen. John DeFreitas, III
Commanding General

Command Sgt. Maj. Maureen Johnson
Command Sergeant Major

J.P. Barham
Chief, Public Affairs

Brian Murphy
Senior Editor

Sgt. Tricia O. Ortiz
Public Affairs NCO

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This is

The logo for INSECOM is displayed in large, bold, blue capital letters. A decorative chain of metallic spheres is draped across the letters, starting from the left and ending under the 'M'.

From the commander's desk

By Maj. Gen. John DeFreitas, III
Commander, INSCOM

As your new commander, it is my distinct pleasure to command this command. First, let me say that we are not just “an” intelligence organization. We are “the” Army’s operational intelligence command and the intelligence bridge to the Army war fighter. We are a world class, global organization dealing in the full spectrum of intelligence disciplines.

This means our units conduct intelligence collection, analysis and dissemination in a wide range of intelligence disciplines to support military commanders and national decision makers as they fight the Global War on Terror.

An important part of our national decision making process is the Congress, who has entrusted our Armed Forces with the missions of preserving national peace and security and defending the United States. We optimize national, theater and tactical partnerships for providing war fighters and national leaders the intelligence products that are crucial to America’s security and defense.

We have a dedicated and highly-skilled workforce of Soldiers and civilians. We realize that to recruit and retain good people under times of constrained resources and high operational levels, we must continue to take care of all our personnel. Since we are a value-based command, we subscribe to Army and INSCOM values that stress teamwork and caring for people. We have a



photo by Brian Murphy

Maj. Gen. John DeFreitas, III.

variety of community partnerships, quality-of-life and support programs for our Soldiers, civilians and family members.

As the Army’s Operational Intelligence Force, INSCOM must be trained and ready at all times. I firmly believe that effective battle-focused training is our Army’s anchor of professionalism during these often-turbulent times. Our mission success is directly dependent on our training; therefore, we cannot relax our standards.

The Army and our nation could not have been successful in our numerous military operations over the last two decades, without INSCOM’s efforts. And you, the members of INSCOM make it what it is — a key player in national security and military power. Our intelligence community grows

bigger each day, as evidenced by the global missions we are continually called upon to perform. The complexities of modern technology, socio-economics and international politics have increased the boundaries of our community past our town, our state and our nation.

I am proud to say that at INSCOM we are actively participating in paying our share of freedom’s bill. Over the past 28 years, our Soldiers, civilians and contractors have made great sacrifices for our Army and our nation. Some of our patriots have paid with their lives. It is your patriotic spirit and love for America that makes our country indivisible and unbeatable. Be proud of your accomplishments and the liberties that all Americans reap from your sacrifices and hard work.

Actionable Intelligence

**By Command Sgt. Maj.
Maureen Johnson**
Headquarters, INSCOM

It has been an eventful year for INSCOM, our country and our world. America is at war. Our Intelligence family is working hard to ensure that America succeeds in winning the Global War on Terrorism. This effort has not been without cost. As of this writing more than 1,873 American Soldiers have died fighting the GWOT and that number will rise before victory can be declared. America's leaders, our coalition allies, international agencies and the government and citizens of two new democratic states, Afghanistan and Iraq, persist in their work to achieve a much desired end state of a free, peaceful, self-governing nation.

INSCOM continues to focus on the GWOT. Our Soldier's and civilian's achievements reflect the speed and effectiveness of attacks against the insurgents. INSCOM's ability to provide focused, target-specific intelligence, on demand and on time, allows 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 become stable, 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.

We know the future is still filled with complex challenges and is accompanied by ever more



photo by Bob Bills

Command Sgt. Maj. Maureen Johnson.

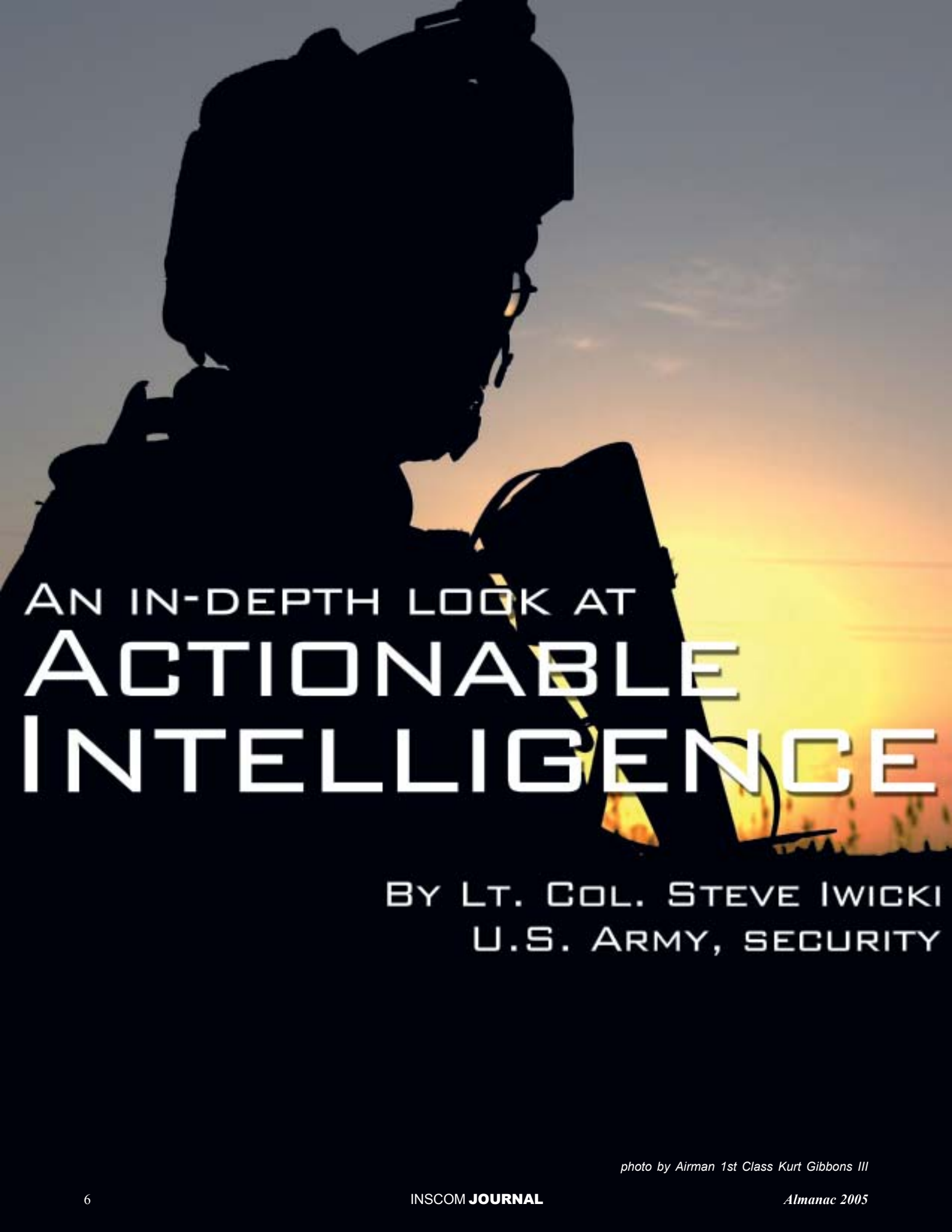
sophisticated adversaries. Finding and tracking terrorists, their organizations and the networks used to hide their efforts is an effort that lights the darkness that tyrants use to shroud their atrocities, as they attempt to enslave those people who seek democracy. It is a constant struggle, but we will win. The workforce within INSCOM accepts the mission while transforming and remaining 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 tirelessly to provide vital, usable intelligence to both warfighters and national decision makers at the highest level. 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 hide or disguise their operations forever. Their threat is exposed and people of good conscience everywhere will act to eliminate these groups.

The theme of this issue is "Actionable Intelligence" - one of 17 focus areas of the Army's transformation plan. With this transformation positive changes in the force structure will come. As with all changes, comes some resistance, but we must remain flexible and adaptive as INSCOM changes, grows and expands its capabilities. This will take time, be patient and be part of the solution.

You all serve our country at a time of great consequence. Our successes are known worldwide and their impact is beyond measure. I'm proud to be part of this great team.



AN IN-DEPTH LOOK AT
**ACTIONABLE
INTELLIGENCE**

BY LT. COL. STEVE IWICKI
U.S. ARMY, SECURITY

photo by Airman 1st Class Kurt Gibbons III

As a member of Army intelligence, Lt. Col. Steve Iwicki knows first hand, what the future holds for the U.S. Army Intelligence and Security Command and the rest of the intelligence community.

This column focuses on the effects a high deployment operations tempo and a resource-constrained environment are having on the pace of military intelligence transformation.

The main point to remember is that supporting the war effort is the MI community's top priority. Logically, one would think that units undergoing modular transformation and returning to operations Iraqi Freedom and Enduring Freedom would get all the necessary resources to meet the new Objective Table of Organization and Equipment (OTOE) structure design. We have charged the system with recruiting additional personnel and procuring more equipment, but there is an unavoidable, short-term time lag associated with this process. We have challenges ahead of us.

STATE OF INTELLIGENCE

Over the past 18 months, senior leaders of the Army staff conducted numerous visits with our deployed forces in the field and those units undergoing a modular conversion. These visits keep our Army's leadership current with lessons learned from ongoing operations and often identify issues returning units have with their future modular design conversions. As a result, we are going through a period of refinement in the Army's



photo by Staff Sgt. Eddie L. Bradley

The military intelligence community's top priority is to continue to support the Global War on Terrorism.

modular conversion.

It is important that everyone understands some of the realities associated with growing new intelligence capabilities within the modular force. We are successfully competing with other Army resourcing requirements. We are balancing operational requirements with those of transformation and are simultaneously bringing as much stability as possible to our intelligence force. Army intelligence continues to rapidly move forward with our modular transformation while continuing to be a key enabler for the Global War on Terrorism.

ARMY'S NEW MODEL

The Army has a new strategic context to how we cycle Army training and readiness. It recognizes that continuous full-spectrum operations is the default condition. It acknowledges that major combat

is followed by sustained stabilization and reconstruction to create conditions for enduring victory in the GWOT. Most importantly, it recognizes that the old readiness paradigm is obsolete. Our new unit rotation, reset, and unit stabilization model means the Army is not "all ready, all the time."

The new Army Force Generation model provides a steady-state supply of trained, ready, cohesive, modular Army Forces for continuous full-spectrum operations. It means more predictable unit-rotation schedules for the Army, Soldiers, families, and employers. The basis of the model is a common operational readiness cycle defined as the recurring, structured progression of increasing unit readiness through the reset/train, ready, and available phases, culminating in full mission readiness and availability to deploy.

Active Component (AC) Operational Deployment Cycle —



photo by Staff Sgt. Jorge A. Rodriguez

One of the biggest issues military intelligence Soldiers face is a high level of deployment operations tempo.

for planning purposes, AC units are available for one operational deployment every three years.

Reserve Component (RC) Operational Deployment Cycle — for planning purposes, RC units are available for one operational deployment every six years and available for non-federalized commitments for every year not deployed.

For the active component, the goal of the operational readiness cycle breaks out to three distinct one-year phases:

Reset/train phase — when units redeploy from operations, recover, reorganize, stabilize personnel, receive new equipment, and conduct individual and collective training culminating in the commander's validation that the unit is ready.

Ready phase — when units are apportioned to combatant

commanders for planning, conduct mission preparation and collective training with higher operational headquarters, and may deploy if additional operational capability is required.

Available phase — when units are in their assigned deployment periods and may receive alert, mobilization, and deployment orders.

In the near-term as we grow the Army from 33 to 48 brigade combat teams, we have compressed the reset/train and ready phases into a one-year cycle. This will improve as we grow more BCTs and the Global War on Terrorism rotational requirements eventually decline with increased stability in Iraq. The reserves will follow a similar operational readiness cycle stretched out over six years.

RESOURCE PRIORITIES

Relief is on the way. This current year and Operation Iraqi Freedom rotation 2005-07 represent the “hump year” for Army military intelligence. The activation of new units starting next fiscal year will begin to reduce the current deployment operations tempo for the MI Corps. We are continuing to “grow” the MI Corps and the Army will continue to recruit and train more Soldiers. The U.S. Army Intelligence Center has the capability to train the required MI growth.

We are expecting increased promotions for our enlisted and junior noncommissioned officers. We are helping the Army rewrite warrant officer accession requirements to include eliminating the physical profile restriction, extending time-in-service eligibility to 15 years, and eliminating the require-

ment to attend training at Fort Rucker, Ala., for staff sergeants and above. We also are working on increasing retention bonuses for all our MI specialties.

As the Army G2 (intelligence) leaders travel around the Army, commanding generals consistently share great stories about their MI Soldiers and their contributions to successful missions. Military intelligence is on the front lines providing needed support to our combat arms comrades. There are many MI heroes amongst us receiving deserved recognition. The 202nd MI Battalion had 11 awards for valor during this last rotation. The 224th MI Battalion conducted an eight-hour operation in Afghanistan this summer that saved the lives of a Special Forces team. The Hunter UAV units continue to provide outstanding support with this high-demand low-density system. INSCOM's Information

Dominance Center is providing continuous tactical overwatch of the 3rd Infantry Division in Iraq. Military intelligence is clearly a major element of combat power and always out front.

(Lt. Col. Steve Iwicki retired from the U.S. Army April 29 and accepted a position as vice president of intelligence planning with a civilian firm in Washington, D.C. Iwicki will continue to provide intelligence support and consulting in defense of our nation).

Units deploying in support of GWOT missions are at the top of the priorities list for personnel resources and equipment. Even as a priority one unit, there will still be some "just in time" fills of personnel and equipment. Many wonder, what is causing this to occur?

In the case of equipment, it is often the production capacity of companies producing our systems. The Shadow, Unmanned Aerial

Vehicle (UAV), is a great example where production of this system is optimal and running 24 hours a day. It would take significant Army investment and two years for the manufacturer to build a second factory and production line to increase output.

For our personnel, the challenge is greater as we grow. The assignment of our initial entry Soldiers is rather straightforward based upon unit priorities. The assignment of experienced Soldiers complicates the process. The real issue is that our MI Soldiers are rotating faster than our MI unit flags. Resolving this issue is a top priority.

Every time an MI unit comes home from a deployment, the personnel go on "stop move" status for 90 days to recover the unit's equipment and spend some time with their families. After 90 days, the Soldiers are eligible for a



photo by Staff Sgt. Suzanne M. Day

A JIDC is a battalion-size organization that will have a specific mission of resourcing a theater interrogation and debriefing center in such places as Abu Ghraib and other prisons.

permanent change of station move. Often, our MI Soldiers relocate to a new unit already preparing for its next deployment. On average, this gives our Soldiers six to nine months to move their families, train with their new units, and redeploy back into GWOT. Resolving this high level of deployment operations tempo is our greatest concern.

THE FUTURE

MI Branch is facing another tough year in meeting our ever-growing mission requirements. The Intelligence Center and school is doing a great job of training the MI Force, particularly 2,500 additional Skill Level-10 Soldiers this year, as well as supporting our Army at War with the numerous mobile training teams.

The Army Staff is working to begin activation of the MI battalion in the Battlefield Surveillance Brigade starting next January. The Army has agreed to resource a minimum of five new active component MI battalions, and potentially we may see as many as nine AC battalions. There will also be four new MI battalions in the U.S. Army Reserve and two new MI battalions in the U.S. Army National Guard. These new units are critical to developing a larger MI force pool, thus reducing the MI deployment operations tempo.

The MI battalion will consist of a headquarters and headquarters company, a collection and exploitation company, and two counterintelligence and human intelligence companies. The two unresourced elements are a UAV company and a technical collection (Prophet) company. The Army is working

closely with the national community to activate and field the technical collection company equipped with the Prophet Hammer System at the same time as the MI battalions. The UAV company is unfeasible before fiscal year 2007, due to equipment production shortages.

We are also standing up a new organization called the Joint Interrogation and Debriefing Center (JIDC). This battalion-size organization will have a specific mission of resourcing a theater interrogation and debriefing center such as Abu Ghraib. There will be two Active Component JIDCs and two Reserve Component JIDCs. The first AC JIDC will activate next January, and deploy during the 2006-08 Operation Iraqi Freedom

rotation. The AC JIDCs will align with the 470th MI Brigade and the 513th MI Brigade — both of the U.S. Army Intelligence and Security Command. While these are under the Unit of Employment Y (UEy, a blending of corps and army capabilities) for command and control, they may deploy to any theater. The addition of the JIDCs will further reduce the resourcing strain on the rest of the MI force.

Overall, the MI priority of fill for personnel resourcing and equipment is:

1. Brigade Combat Team company.
2. Unit of Employment X (UEX, currently division level) G2.
3. MI battalion.
4. Joint Interrogation and Debrief-



photo by Spc. Jeremy D. Crisp

Although there will be some changes, INSCOM and the military intelligence community will continue to support the Operation Enduring Freedom and Operation Iraqi Freedom Soldiers on the ground.



photo by Staff Sgt. Suzanne M. Day

Although there will be some changes, INSCOM and the military intelligence community will continue to support the Operation Enduring Freedom and Operation Iraqi Freedom Soldiers on the ground.

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5. Theater Intelligence Brigade.

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eight-hour operation in Afghanistan this summer that saved the lives of a Special Forces team. The Hunter UAV units continue to provide outstanding support with this high-demand low-density system. INSCOM’s Information Dominance Center is providing continuous tactical overwatch of the 3rd Infantry Division in Iraq. Military intelligence is clearly a major element of combat power and always out front.

(Lt. Col. Steve Iwicki retired from the U.S. Army April 29 and accepted a position as vice president of intelligence planning with a civilian firm in Washington, D.C. Iwicki will continue to provide intelligence support and consulting in defense of our nation).



And the

Each year, the U.S. Army Intelligence and Security Command honors the best and brightest of the workforce through several programs - including the Command Awards, the Noncommissioned Officer of the Year, Soldier of the Year and the Linguist of the Year programs.

**The awards the Soldiers and civilians receive recognize accomplishments in both operations and support roles.
Here are this year's winners:**

winners are...

Albert W. Small Award

Raymond D. LaFave
902nd MI Group

Col. Richard F. Judge Award

Sgt. Maj. Fernando Martinez-Irizarry
Headquarters, INSCOM

Col. Richard F. Judge Award

Richard G. Hanscom
Headquarters, INSCOM

Jackie Keith Action Officer of the Year

Robert W. Garrett
902nd MI Group

Virginia McDill Award (Support)

April C. Davis
Headquarters, INSCOM

Virginia McDill Award (Operational)

Cynthia G. Thomas
902nd MI Group

Local National Employee of the Year

Werner F. Beck
66th MI Group

Annual Wage Grade Award

Michael W. Corbin
National Ground Intelligence Center

Volunteer of the Year

Sgt. Joel T. Reeder
66th MI Group

Equal Opportunity Award

Staff Sgt. Eric T. Anderson
500th MI Brigade

Equal Employment Opportunity Award

Jennifer B. Farabee
Headquarters, INSCOM

Quality/Customer Service Award

Justo E. Flores
Headquarters, INSCOM

Noncommissioned Officer of the Year

Sgt. Evan Pacer
704th MI Brigade

Soldier of the Year

Pfc. Philip Charles Michael Fox
501st MI Brigade

Linguist of the Year

Sgt. Joshua Bigger
500th MI Brigade

66th

MI Group



Commander:
Col. Peter B. Zwack
Command Sergeant Major:
Joseph J. Paul

The 66th MI Group provides timely, relevant, and actionable intelligence to forward stationed and deployed commanders throughout the European Command or wherever directed.

Focused support includes daily United States Army Europe Analysis and Control Element all-source and fused Information Dominance Center-Extension (IDC-E) intelligence products, providing and maintaining the secure communications architecture for theater and USAREUR units, conducting continuous Counterintelligence and force protection operations. Increasingly expeditionary, the 66th MI Group has trained intelligence professionals deployed in direct support of Operations Enduring Freedom (Afghanistan), Enduring Freedom Tran-Sahel (Africa), Iraqi Freedom (Iraq), Enduring Support (Bosnia),



file photo

MISSION: The 66th Military Intelligence Group conducts theater level multidiscipline intelligence and security operations and, when directed, deploys prepared forces to conduct joint/combined expeditionary and contingency operations in support of U.S. Army Europe and European Command.

Kosovo Force (KFOR), and to Global War on Terrorism missions throughout many of EUCOM's 93 countries.

The 66th MI Group's highest operational priority remains protecting USARUER forces and families. This is accomplished through the efforts of the intelligence professionals assigned to the 66th MI Group Headquarters and Headquarter Company; 2nd MI Battalion and its numerous military intelligence detachments throughout Europe; the 105th MI Battalion, ESC and Army Europe Technical Control and Analysis Element; or to the 109th MI Battalion at Menwith Hill Station, United Kingdom.

The 66th MI Group is "Always Out Front" anticipating

emerging missions and requirements. Project Foundry initiatives are conducted by maximizing "operational training" opportunities for tactical forces, U.S. Army Reserve, and National Guard Soldiers. A leader in theater transformation efforts and executing USAREUR and EUCOM theater security cooperation strategies, the 66th MI Group aggressively pursues military-to-military initiatives with allied nations and host nation liaison activities to create a more productive intelligence architecture that enhances force protection and counterterrorism efforts in theater.

All missions are accomplished in an effort to protect the Soldiers, civilians, family members and facilities in Europe.

116th

MI Group



Commander:
Col. Stephen G. Fogarty
Command Sergeant Major:
Lori Brown



file photo

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

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.

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.

300th MI 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



file photo

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.

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 groundbreaking 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.

470th

MI Group



Commander:
Col. Richard H. Sadler
Command Sergeant Major:
Dennis Rydell

The 470th Military Intelligence Brigade is a multi-component unit within the U.S. Army Intelligence and Security Command and is comprised of the 204th MI Battalion (aerial exploitation), 314th MI Battalion, 377th MI Battalion (communications and electronic battalion), and the Operations Battalion, Fort Sam Houston, Texas.

The 204th MI Battalion, located in Fort Bliss, Texas, conducts airborne intelligence electronics warfare operations in support of US Southern Command's counter-narcotics strategy. The 314th MI Battalion, out of Lackland Air Force Base, Texas, supports operations and technical training to provide deployed U.S. forces with accurate and timely information. The operations battalion continues to support deployments with intelligence



file photo

Mission: The 470th MI Brigade 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.

analyst and counter-intelligence personnel to operations worldwide. The 377th MI Battalion, out of Orlando, Fla., provides communications and electronic support to the area of responsibility.

By the end of 2005, a new unit, the 201st MI Battalion (interrogation) will be activated within the 470th MI Brigade.

While the main focus is to provide multi-disciplined intelligence and counter-intelligence support through the subordinate battalion to U.S. Army South and U.S. Southern Command, the 470th MI Brigade 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 Brigade continues to provide support to the combatant commander, U.S. Southern Command in Central and South America by providing leading edge threat vulnerability assessments - allowing commanders to use manpower and assets more efficiently.

The 470th MI Brigade 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.

500th MI Brigade



Commander:
Col. James A. Phelps
Command Sergeant Major:
Christopher Mitchem

The 500th Military Intelligence Brigade, located at Schofield Barracks, Hawaii, provides multi-disciplined intelligence support for joint and coalition Warfighters in the U.S Army Pacific area of responsibility.

The 500th MI Brigade has theater-wide collection and analytical responsibilities at the tactical, operational, and strategic levels. Simultaneously, the brigade provides continuous force protection assessments, tactical and strategic overwatch, red teaming, and AOR situational awareness for the warfighting decision makers.

With the 115th MI Group's inactivation and the resubordination of the 732nd MI Battalion in June, the 500th MI Brigade now has command and control over four battalions with Soldiers and civilians stationed from Australia to Alaska and



file photo

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.

literally everywhere in between.

The 205th MI Battalion, located at Fort Shafter, Hawaii, mans the Army Pacific Intelligence Center under the Operational Control of the U.S. Army Pacific intelligence.

Military Intelligence Battalion-Japan, located at Camp Zama, contains the residual elements of the 500th MI Group and as a provisional unit is the foundation for further growth as the Forward Collection Battalion expected to be resourced in 2007.

The 301st MI Battalion, located in Phoenix, Ariz., is the Reserve Component Theater Support Battalion under the operational control of the 500th MI Brigade. The battalion provides multi-disciplined intelli-

gence support to USARPAC and Pacific Command using reach operations and on order deploys tailored collection teams to support tactical operations and exercises forward in the area of responsibility.

The 732nd MI Battalion, located at Schofield Barrack, Hawaii is the newest addition to the brigade. The 732nd conducts signals intelligence operations to meet theater warfighter and national requirements.

Through the integration of evolving technology, leveraging the combination of reachback analytical support and optimally positioned modular intelligence collection teams, the 500th MI Brigade continues to support warfighting decision makers with predictive and actionable intelligence.

501st MI Brigade



Commander:
Col. Steven W. Peterson
Command Sergeant Major:
Michael P. Denton

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



file photo

Mission: The 501st MI Brigade provides combat information and multi-discipline intelligence to Joint and Combined Warfighters.

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 liaisons with ROK forces. The unit also deployed Task Force Mongoose in support of Operation Iraqi Freedom last January.

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.

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.

513th

MI Brigade



Commander:
Col. David King
Command Sergeant Major:
Lenton Griffin

The 513th Military Intelligence Brigade is comprised of two battalions and one Task Force: 202nd, 297th and TF 201. Each unit has a unique mission that plays a vital role in the mission of the brigade as a whole.

The 201st MI Battalion was activated on Sept. 30 1982 at Fort Monmouth, N.J., as part of the 513th Military Intelligence Brigade. The battalion has been actively engaged in virtually every major military contingency operation since Desert Storm, to include multiple deployments to Kuwait and Saudi Arabia in support of Operation Southern Watch, three rotations to Somalia in support of Operation Restore Hope, two deployments to Honduras, as well as deployments to Haiti, Ecuador, Colombia, Chile, Mexico, Qatar, Australia, Singapore, Korea, Bosnia, and Kosovo.



file photo

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.

On Oct. 14 2004, the 201st MI Battalion was redesignated Task Force 201 in order to meet Department of the Army requirements for ongoing intelligence transformation. The soldiers of Task Force 201 work every day to provide the intelligence that enables commanders to fight terrorism and its sponsors.

The 202nd MI Battalion is headquartered at Fort Gordon, Ga., and provides continuous counterintelligence and human intelligence support throughout the continental United States and the U.S. Central Command area of responsibility. The battalion's forward presence includes offices in Iraq, Afghanistan, Qatar, and Kuwait.

As part of the transformation, the 202nd MI Battalion is building organizational constructs needed to provide supported commanders with continuous, long-term, and forward deployed operational-level

counterintelligence and human intelligence capabilities.

The battalion superbly served the Nation during Operation Enduring Freedom and two separate deployments in support of Operation Iraqi Freedom. The 202nd MI Battalion earned the Meritorious Unit Citation during its most recent OIF deployment.

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

The 297th MI Battalion conducts operations through the Analysis and Control Element, unmanned aerial exploitation, Common Ground Station, measures and signal intelligence, and Information Dominance Centers—Extended.

704th

MI Brigade



Commander:
Col. Dennis A. Thornton
Command Sergeant Major:
David Roper

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



file photo

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.

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, and tomorrow’s intelligence leaders are developed. Assigned personnel live and work in an atmosphere which reflects their personal and professional pride.

902nd MI Group



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

The 902nd Military Intelligence 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 902nd MI Group has company headquarters detachments and resident or field offices in 37 other locations worldwide.

The 902nd MI Group consists of the Headquarters and Headquarters Detachment, 308th MI Battalion, 310th MI Battalion



file photo

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.

and the U.S. Army Foreign Counterintelligence Activity.

The HHD provides personnel administration, training and logistical support to the 902nd MI Group's headquarters and designated units at Fort Meade.

The 308th MI Battalion conducts counterintelligence operations throughout the continental United States to detect, identify, neutralize and defeat the foreign intelligence services and international terrorism threats to U.S. Army and selected Department of the Defense forces, technologies, information and infrastructure.

The 310th MI Battalion conducts worldwide counterespionage/counterintelligence investigations, counterintelligence operations and multidiscipline counterintelligence technical operations in support of the Army and defense agencies in peace and war.

FCA is a multi-function, strategic counterintelligence activity that supports U. S. Army and national counterintelligence and counterterrorist objectives by detecting, identifying and providing a unique operational "window" into foreign intelligence organizations.

NGIC



Commander:
Col. John M. Chiu
Command Sergeant Major:
Christina Washington

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,



file photo

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.

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.

1st IO (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



file photo

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

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.

JSTARS



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

The Army Joint Surveillance Target Attack Radar System Company, a component of the Military Intelligence Detachment (Provisional), 138th MI Company, is the linchpin of all JSTARS E-8C radar support to Army warfighters worldwide. The JSTARS Detachment, part of the U.S. Air Force 116th 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 situation and assists in the delay, disruption, and destruction of enemy forces.



file photo

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.

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-8C in near-real time and sent, uninterrupted, to the ground stations. Both the E-8C and ground stations simultaneously exploit radar data relevant to the 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. JSTARS aircrews logged more than 5,000 hours in 2004 while supporting the air and ground operations in support of the Global War on Terror.

CCF

Commander:
Col. Raymond S. Hilliard
Sergeant Major:
Charles Brainard

Formed in 1977 as part of the U.S. Army Military Personnel Center, CCF serves as the U.S. 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. CCF 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 candi-



file photo

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

dates; 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 Afghanistan and 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.

ITRADS

Commander:
Col. Kevin Peterson
Sergeant Major:
vacant

The U.S. Army Intelligence and Security Command Training and Doctrine Support Detachment

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

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.

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



Maj. Gen. John F. Kimmons
Aug. 28, 2003–
July 31, 2005

COMMAND SERGEANTS MAJOR



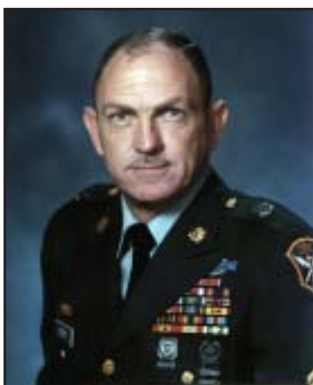
**Command Sgt. Maj.
Lee K. Stikeleather**
Jan. 1, 1977–Sept. 30, 1979



**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 Staff Sgt. Terrence Hayes

2nd Lt. Aaron Smith, executive officer, Company A, 206th Military Intelligence Battalion, 116th MI Group, chips a shot onto the green during the Fitness Fest Golf Tournament at Gordon Lakes Golf Course, Fort Gordon, Ga., April 26.

SHOTS FROM THE FIELD



photo by Tina Miles

Members of the 902nd Military Intelligence Group head out on a motivational run during physical fitness training.



photo by Staff Sgt. Twana Atkinson

Soldiers from the 500th Military Intelligence Brigade react to a scenario during a training exercise.

SHOTS FROM THE FIELD



photos by Pfc. Jason Merrell

SHOTS FROM THE FIELD



photo by Senior Master Sgt. Dawn Hester



photo by Sgt. Tricia O. Ortiz

(Opposite, Top) Soldiers from the the 532nd Military Intelligence Battalion, 501st MI Brigade, practice close quarter combat.

(Opposite, Bottom) 501st Military Intelligence Brigade Soldiers practice convoy battle drills during a training exercise.

(Above) Members of the U.S. Army Special Forces prepare for a parachute jump from a C130 in West Virginia.

(Left) Soldiers begin the land navigation portion of the National Capital Region Soldier and NCO of the Year competition at Fort Pickett, Va., Aug. 4-9.

SHOTS FROM THE FIELD



courtesy photo

An INSCOM Soldier walks along the improvised bridges made from wooden pallets to avoid a flooded street in Iraq.



photo by Tina Miles

A proud father, redeployed from Iraq, introduces his baby to fellow Soldiers of the 902nd Military Intelligence Group.

SHOTS FROM THE FIELD



photo by U.S. Army

Go Army, beat Navy

Joe Nemechek's Army Chevrolet leads David Stremme's Navy Dodge down the Chicagoland Speedway front stretch during the USG Sheetrock 400, July 10. This marked the first time both Army and Navy competed in a NASCAR race. They finished in the same order, with the Army coming in 15th and the Navy in 16th place in Stremme's first NEXTEL Cup start.

Nemechek began driving for the Army Racing Team in 2003, after joining the team for the final four races of the season. In October 2004, Nemechek took the Army car to Victory Lane for the first time ever — taking the checkered flag at Kansas Speedway. Nemechek ended the 2004 season with three top-five finishes, nine top-10 finishes and won the pole position twice.

A soldier in camouflage gear is shown from the chest up, wearing a large backpack and holding a radio antenna. The background is blurred, showing a building and some foliage.

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 measures 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.