

INSCOM **Journal**

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

Almanac 2002





The past 12 months have seen the U.S. Army Intelligence and Security Command sharpen our capabilities and focus our resolve as the Nation embarked on a global War on Terrorism. For our fellow Americans, Sept. 11, 2001, was a shocking and brutal awakening

to the means and ends of terrorism. Our leaders and our Nation have given us our charter. We are undergoing enormous changes as a result.

This special Almanac issue of the INSCOM Journal explains where we are going as well as where we have been. It captures our heritage, and the foundation of all that we will become—as we mark our 25th anniversary this year—and provides a snapshot of our Command today—who and where we are. Moreover, this Almanac helps describe how we will chart a course for the future with our new INSCOM Strategic Plan.

As we set our course to the future, we face far more complex challenges and a different kind of adversary than what INSCOM has faced in the past. To help us meet these challenges, we will rely even more on the keystone of our success: our people. INSCOM soldiers and civilians are the true “movers and shakers” of this command. Leading-edge technology is a necessity for our future—and so are the people, who make the technology work for us. Study our INSCOM award winners in this issue. You will see where our strength as a command resides.

INSCOM will face many challenges in the coming year. By harnessing the best of technology and developing our people, we will meet every challenge and help define the parameters of this new arena.

A handwritten signature in black ink, reading "K. B. Alexander".

Major General, U.S. Army
INSCOM Commander



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U.S. Army Intelligence and Security Command

The INSCOM 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.

The INSCOM Vision

Empower our people to be the dominant intelligence and information operations force, providing innovative solutions that meet expanding intelligence challenges to provide the right information to the Army, at the right place and time. INSCOM must remain technologically advanced and innovative to manage the dynamically changing threat.

Strategic Goals

- Provide actionable intelligence to the Army by leveraging multidiscipline intelligence operations for timely, decisive information to INSCOM's clients.
- Ensure INSCOM's vision, mission and echelon-above-corps concept of intelligence and information operations are embedded into Army and Joint doctrine. This will be accomplished by working with Army and Defense Department leadership to transform intelligence and information operations concepts to meet changing threats.
- Identify and establish relationships and agreements with Defense, intelligence community and other agencies by partnering with members of the intelligence community to advance concepts to support collection and dissemination, security, force protection and information operations.
- Leverage technology for innovative solutions to achieve and maintain a technological lead over America's adversaries.
- Recruit, train and maintain a high-performance, empowered workforce capable of delivering multidiscipline intelligence support to INSCOM clients at all levels; and
- Optimize force structure, facilities and state-of-the-art information technology infrastructure.

Command sets future course through plan

The U.S. Army Intelligence and Security Command of the future will be more out front, agile, flexible and capable of meeting new threats than the organization is today. INSCOM circa 2007 will engage in a more direct relationship with its supported commanders, be more operationally oriented and look to provide warfighters with predictive/actionable intelligence on America's adversaries.

How is that going to happen? By following the road map created to lead the organization into the future: the INSCOM Strategic Plan.

Dan Scarfo, chief of INSCOM's Strategic Management and Information Office, spends a lot of time thinking about the future. He leads the office responsible for coordinating all input into the command's strategic plan and ensures that it complies with both the Army's and the INSCOM commander's visions.

Moving together

Scarfo explained that the current INSCOM commander, Maj. Gen. Keith B. Alexander, and his predecessor believed that it makes good sense for INSCOM, or any agency, to have a formalized document that lays out its path to the future. "That way everyone knows where we're going, what our goals are, what our objectives are, and we're all moving in the same direction," he said.

Unlike some organizations, INSCOM's strategic plan covers a six-year period. "Lots of people believe that 'strategic planning' still means looking 10 or 15 years into the future. That might have been the way to do business when the world was divided into two power spectrums—the U.S. and the Soviet Union," Scarfo said. "We updated plans periodically, but basically the world of the 1960s, 1970s and 1980s was the same and plans changed very little. Then we had the cataclysmic event of the fall of the Soviet empire. Now there is no way to predict what the world will look like more than five or six years out and how we must change to be mission ready. Things change too rapidly."

For that reason, INSCOM's strategic plan looks six years into the future—the current year plus five years. The plan is reviewed and updated every two to three years.

Development of the 2002 version of the INSCOM strategic plan was delayed by the tragic events of Sept. 11, 2001, and the command's total focus on the war against terrorism. However, Scarfo says the INSCOM plan began to change as soon as Alexander took charge in February 2001.

"His idea, as early as February 2001, was to transform INSCOM to prevent a recurrence of tragic events such as the USS Cole. Maj. Gen. Alexander believes that our focus must be to predict and prevent tragedies, not to do after-the-fact investigations to determine how they happened, who was responsible and how, with all our sophisticated technologies, they were able to get past our guard," said Scarfo.

The new INSCOM strategic plan is restructured to bring the vision of actionable intelligence, and all that phrase implies, into the future of INSCOM. The 2002 plan is prevention oriented to make INSCOM capable of detecting critical events before they happen.

"The end-state articulated in the plan reflects Maj. Gen. Alexander's vision of an INSCOM that is much more agile and flexible," said Scarfo. "The new strategic plan emphasizes our reliance on leveraging technology and focuses on the work force, empowering our people with the tools, techniques and training to allow them to be adaptable, responsive and able to provide timely, actionable intelligence to the warfighter. The plan also makes it clear that we intend to strengthen our partnerships with all members of the intelligence community."

Motivating force

The 2002 strategic vision, a major component of the plan, is intended to be a motivating force, encouraging and driving INSCOM employees to attain the goals and objectives set forth for the command.

"The vision begins with the statement 'Empower our people...' because Maj. Gen. Alexander truly believes the INSCOM workforce is the strength of this command. Always has been and always will be," said Scarfo. "The vision helps ensure that INSCOM has a workforce with the abilities and operational systems in place to allow them to accomplish the rest of the vision statement and the INSCOM mission. The intent is to make INSCOM one of the dominant intelligence forces anywhere in the world."

Command's 25 years span worldwide events

Excerpted from the book "25th Anniversary, U.S. Army Intelligence and Security Command," produced by the Command History Office.

The U.S. Army Intelligence and Security Command was established Jan. 1, 1977. Headquartered at historic Arlington Hall Station, Va., a former girls' school acquired by the Army in World War II, the command's assets stretched around the globe. They incorporated the Army Security Agency's headquarters, fixed sites, Continental United States-based signal security elements, selected tactical units and garrisons.

INSCOM also assumed command of the U.S. Army Intelligence Agency at Fort George G. Meade, Md., and various small production elements formerly subordinate to the Army's assistant chief of staff for intelligence and Forces Command.

INSCOM organized four multidiscipline intelligence groups to provide support to the theater commanders: former ASA units were integrated into the 66th Military Intelligence Group in Germany, previously part of U.S. Army Europe; the 500th MI Group in Japan, a USAINTA unit; and the 470th MI Group in Panama, originally assigned to Forces Command. A new MI group, the 501st, was formed in Korea from ASA and MI assets already in place. Although part of INSCOM, these groups were under the operational control of the senior commanders in the theaters.

INSCOM also commanded a variety of discipline-specific organizations. In CONUS, the 902nd MI Group conducted counterintelligence and signal security operations and operated the Army's Investigative Records Repository. The newly established Intelligence and Threat Analysis



Arlington Hall Station, established during World War II, was the first headquarters of the U.S. Army Intelligence and Security Command.

Center carried out intelligence production functions. The CONUS MI Group (later the 704th MI Brigade) provided Army personnel in support of the National Security Agency. Additionally, a number of fixed sites—the old ASA field stations—were not incorporated into the multidiscipline theater support groups overseas but remained standalone organizations directly subordinate to Headquarters, INSCOM.

Projecting power

If the 1970s, on the whole, had been lean years for the Army and Military Intelligence, the 1980s were years of triumph. The Army was expanded to a force of 18 divisions and thoroughly reorganized to fight a high-intensity land war in Europe. At the same time, new light divisions were activated to complement the Army's mechanized forces.

To better support the nation's land forces, INSCOM in turn expanded the scope of its own operations. A new field station—the first since Vietnam—was organized in Hawaii; its sophisti-

cated communications architecture allowed INSCOM to close down older facilities in the Far East. Another field station was created from existing resources in Panama.

In 1982 INSCOM activated the 513th MI Group (later Brigade) to support the newly organized U.S. Central Command, which had been set up to defend American interests in the Middle East. The unit included a technical intelligence battalion, which met a hitherto neglected Army need.

During the 1980s the Army focused its priorities on defending Western Europe against the major threat posed by the enormous forces of the Warsaw Pact. To support U.S. Army Europe and conduct its national missions, INSCOM maintained substantial assets in Europe. The 66th MI Group (later Brigade), headquartered in Munich, Germany, was INSCOM's principal unit in-theater.

Northwest of Munich, INSCOM personnel manned Field Station Augsburg, a large fixed site built around an enormous "Flare-9" Circular Display Arrayed

Antenna. One hundred and five miles behind the Iron Curtain, INSCOM operated Field Station Berlin. Finally, in Turkey, INSCOM personnel and their Turkish counterparts formed the operating complement of Field Station Sinop. Thus, like USAREUR, INSCOM stood on guard throughout the 1980s to protect the nation's vital strategic interests.

The overthrow of the Shah of Iran and the subsequent invasion and occupation of Afghanistan by Soviet troops threatened the stability of the entire Middle East, a region containing oil reserves vital to the West. The situation was not improved when two of the major oil-producing states in the region, Iraq and Iran, became locked in a bloody and inconclusive war that dragged on for eight years.

Eventually, a new unified command, U.S. Central Command (CENTCOM), was organized to deal with contingencies that might arise in the area. To provide intelligence support to CENTCOM's land component, INSCOM activated the 513th MI Group at Fort Monmouth, N.J., in 1982. The group soon fielded an experimental test-bed company (later expanded into the Military Intelligence Battalion, Low Intensity), which was attached to the 470th MI Brigade and deployed to U.S. Southern Command. Furthermore, in case of war in Europe, the 513th faced the challenge of joining up with INSCOM's 66th MI Brigade in Germany.

Tropical campaigns

In simpler times, Americans had been able to view the Caribbean and Central America in uncomplicated terms. The rise to power of Fidel Castro's Communist government in Cuba changed all of this. The United States had thwarted the Soviet Union's

attempt to use Cuba as a missile base in the early 1960s, but the Soviets retained a large intelligence collection facility and a brigade of troops on the island. Castro continued to export sugar to Russia and revolution to Latin America.

In 1979 a Marxist group seized control of the tiny island of Grenada. Soon armed Cuban construction workers arrived to build an airport large enough to serve either tourist flights or a Soviet airlift. A more extreme leftist group staged their own coup in 1983, killing the original ruling cadre and endangering 1,000 American medical students who were pursuing their studies on the island. In response, the United States seized Grenada with a combined force of Army Rangers and Marines.

The short-fused nature of the crisis gave no time for any proper intelligence preparation of the battlefield, but once they secured the island, U.S. forces were supported by INSCOM's counterintelligence and technical intelligence specialists. The 902nd MI Group provided force protection. Counterintelligence agents obtained information that led to a large cache of weapons left behind by Cuban operatives. The 513th MI Group deployed a technical intelligence team to police up Soviet-made equipment captured from the revolutionaries.

The situation was different in Central America, where the U.S. Army maintained a long-standing presence in the Panama Canal Zone. INSCOM's 470th MI Group (later Brigade) provided dedicated intelligence support. The 470th occupied quarters on the Pacific side of the Panama Canal; a subordinate element, Field Station Panama, was located on Galeta Island in the Atlantic. The 470th had largely concentrated its efforts on securing intelligence on the volatile political situation in Panama. Its area of interest expanded during the 1980s, as the



An imagery analyst works at the 470th Military Intelligence Brigade, located for many years in Panama.

unit began to monitor the attempts of a Marxist (and Cuban-allied) government in Nicaragua to foment revolution in El Salvador. Additionally, the unit became intimately involved in a war against narcotics traffickers.

The Pacific frontier

In Europe, INSCOM, along with the rest of the Army, confronted the monolithic threat of the Warsaw Pact. In the Pacific, the threats were more diverse. The Soviet Union maintained large forces in Siberia, the paranoid and reclusive North Korean regime fielded a huge army, and both the People's Republic of China and the Socialist Republic of Vietnam were possible adversaries. A Communist insurrection threatened the stability of the Philippines. Moreover, these threats were spread out over a wider geographical area than could be found in Europe.

INSCOM maintained an active presence in the Pacific throughout the 1980s. Its Hawaiian-based assets supported the Navy-dominated Pacific Command. The most important of these elements was Field Station Kunia, organized on Oahu in



INSCOM troops evaluate a Soviet-built ZSU-23 anti-aircraft vehicle, one of the missions of the 513th Military Intelligence Brigade's technical intelligence battalion.

1980. In 1987 the Army complement at Kunia was redesignated as the 703rd MI Brigade. Additionally, INSCOM troops manned a theater intelligence center at Fort Shafter, adjoining the great naval base at Pearl Harbor.

INSCOM also had major units forward-deployed along the Pacific Rim. On the Korean Peninsula, the 501st MI Brigade maintained an overwatch along the Demilitarized Zone separating Communist North Korea from the Republic of Korea to the south. The brigade provided support to U.S. Forces Korea and its U.S. Army component, the 8th Army. The 500th MI Brigade at Camp Zama, Japan, supported U.S. Army Japan and helped satisfy theater and national intelligence requirements.

A new world order

INSCOM's organization in the 1990s reflected the changing times. Following the end of the Cold War, three major fixed sites in the European Command Area of Responsibility were closed, and the 66th MI Brigade reduced to a provisional group. The 470th MI Brigade in Panama was deactivated, and the 500th MI

Brigade in Japan was reorganized as a group. Other INSCOM elements were reconfigured and integrated into new joint-service Regional Security Operations Centers.

However, the command reentered the production arena after the stand-down of the Army Intelligence Agency in 1992, ultimately commanding a National Ground Intelligence Center at Charlottesville, Va. INSCOM became executive agent for sites in the United Kingdom and Bavaria. Additionally, it entered the developing field of information operations. Meanwhile, responding to a whole array of diverse challenges, INSCOM found itself on the front lines of the intelligence war in Latin America, the Middle East, the Balkans and the Korean Peninsula.

Panama and Kuwait

It was midnight, Dec. 19, 1989. In the small pink chapel that overlooked his unit's compound at Corozal, Panama, the commanding officer of INSCOM's 470th MI Brigade met with his staff and announced, "Ladies and gentlemen, hostilities against Panama will commence in two

hours." Nine U.S. task forces executed a coordinated assault on the Panamanian military and security forces. Operation Just Cause—the American invasion of Panama—had begun.

A long fuse led to the final explosion. In 1979 the United States and Panama agreed that the Panama Canal would be turned over to the host country at the end of the century. In the meantime, certain posts in the Canal Zone would be jointly shared by Panamanian and American forces, in effect placing the thousands of American citizens in the Canal Zone under the gun of a Third World dictatorship.

This arrangement became increasingly untenable. Panamanian strongman Gen. Manuel Noriega had cooperated with the United States earlier in his career. However, after he was indicted by a U.S. grand jury for involvement in narcotics trafficking, he became America's enemy. He forged links with Castro's Cuba, overturned democratic elections with brute force and began a program of increasing harassment against Americans in the Canal Zone. When harassment turned into murder, the United States struck back with overwhelming and decisive force.

INSCOM played a major role in the operation's success. The 470th MI Brigade's Corozal compound was located only a few miles from Panama City, the country's capital. Brigade personnel were intimately familiar with the political situation and disposition of Panama's armed forces. As a result, the brigade was immediately able to provide the Army with the intelligence it needed to perform a decapitating stroke against the Panamanian military/security apparatus.

On Aug. 2, 1990, Iraqi dictator Saddam Hussein's army entered the oil-rich Emirate of Kuwait in overwhelming force and occupied and annexed it. This action violated international law and

threatened the oil supplies of the Middle East. America was quick to respond.

Gen. H. Norman Schwarzkopf, commander in chief of U.S. Central Command, screened the oil fields of Saudi Arabia with a covering force while initiating a massive military buildup to reverse the course of Iraqi aggression. In January 1991 forces of an international coalition began military operations to expel Iraq from Kuwait. Operation Desert Storm, a combined air, sea and ground campaign, quickly smashed the Iraqi military machine and freed Kuwait at a minimal cost in American lives.

An advance guard of INSCOM personnel provided CENTCOM with critical intelligence during the early stages of the intervention. A terrain analysis team assured Army planners that the desert area around Kuwait was trafficable by Army vehicles. Most INSCOM assets arrived later, however, since CENTCOM initially concentrated on rushing combat elements to Saudi Arabia to thwart any further Iraqi expansion. Once the situation stabilized, INSCOM elements poured across the aerial bridge linking CONUS with the Arabian Peninsula. The 513th MI Brigade was finally able to deploy a full range of assets. INSCOM “lifted and shifted” forces to bring intelligence units from Germany and reservists from CONUS.

New technologies

New intelligence-related technologies were key advantages that helped INSCOM to effectively respond to the proliferating number of contingency operations in the 1990s. Developments in satellite communications allowed INSCOM’s forward-deployed intelligence support elements to “reach back” and exploit databases in Europe, CONUS or other secure areas. New types of



An intelligence analyst with the 500th Military Intelligence Group plots coordinates on a map overlay.

sensors and aerial platforms enhanced collection capabilities. The new discipline of Measurement and Signature Intelligence assumed a growing importance.

INSCOM reorganized its units to respond more effectively to regional crises of varying scope. INSCOM’s National Ground Intelligence Center, the command’s production element, provided deploying troops with the necessary threat data. INSCOM’s new mission sites at Bad Aibling, Germany, and Menwith Hill, United Kingdom, were joint-service organizations in which INSCOM soldiers worked closely with Air Force, Navy and civilian counterparts using cutting-edge technologies. INSCOM also began including Army Reserve and National Guard personnel in the same units with Active Army soldiers.

In 1994 INSCOM established a new type of intelligence element, the Land Information Warfare Activity. LIWA was designed to defend the Army’s automated communications and data systems from outside intrusion and to give the Army full capabilities in defensive and offensive aspects of cyberspace conflicts.

A new challenge

INSCOM had originally been formed to meet the intelligence needs of the Cold War. However, by adapting and tailoring its multidiscipline capabilities, the command had successfully positioned itself for the 21st century and was now prepared to confront an increasingly diverse world threat and the new menaces posed by terrorism, weapons proliferation and cyber war. On Sept. 11, 2001, the scope and dimension of the challenges that America would have to face in the new millennium became manifest.

Terrorists crashed hijacked commercial airliners into the Pentagon and the twin towers of the World Trade Center in New York City. It soon became apparent the attack had been orchestrated by a major worldwide terrorist network headed by Saudi multimillionaire Osama bin Laden. America launched a military campaign against the Taliban government in Afghanistan, the country that Bin Laden had chosen as his base and whose regime contained some of his most ardent supporters.

INSCOM assets deployed to Southwest Asia in support of CENTCOM. Force protection units were put on highest alert around the world and in CONUS, and production elements greatly increased analysis and reporting to every level of Army command. INSCOM became the Army’s critical information conduit, compressing, processing and analyzing huge amounts of data gathered by national and service sources into actionable intelligence that could be funneled to commanders and national law enforcement agencies in near-real time. As America prepared to wage war against a new kind of enemy, INSCOM was ready to respond to the challenges facing the nation and its Army.

Command awards honor workforce excellence

Military and civilian employees of the U.S. Army Intelligence and Security Command were honored Aug. 16 in the annual command-wide awards presentation.

The **Albert W. Small Award** is presented to a civilian member of the command in recognition of contributions that are of the highest scope, exceptionally meritorious, worthy of special acclaim and have a direct bearing on the INSCOM mission. This year's recipient is Raymond Walker, chief, systems branch, S-6, 66th Military Intelligence Group. He was directly responsible for managing the largest Army intelligence information technology systems architecture in the European theater. His technical competence ensured significant streamlining and interoperability of computer networks for more than 1,000 users at national, theater and tactical locations, ensuring success on every military deployment, exercise and unit train-up.



Raymond Walker



John Jackson



Alan Vestal



Victor Cintron



Luz Quintero



Irasema Long

The **Colonel Richard F. Judge Award** recognizes two employees, one military and one civilian, who contributed significantly to the improvement of the "one Army military/civilian team" concept within INSCOM. This year's award was presented to two teams, one in the operational field and one in the support arena. The operational team awardees are John Jackson and the Latin America team, Asia Americas Division, National Ground Intelligence Center. The Latin America team—Sgt. 1st Class Alan Vestal, Sgt. 1st Class Victor Cintron, Staff Sgt. Luz Quintero and Chief Warrant Officer Irasema Long—demonstrated teamwork, leadership and vision while supporting Operation Enduring Freedom and the global war on terrorism. The team has been instrumental in providing collection and threat support intelligence to the Army's operational and tactical warfighters.



Linda Holland



Lloyd Roberts

The support team award was presented to INSCOM's safety team, Linda Holland and Lloyd Roberts, G-1, headquarters INSCOM. They are consistently in the forefront ensuring safety and health awareness and that programs and activities are in place to maintain a safe and healthy workforce throughout INSCOM. Immediately following Sept. 11, 2001, the team recognized the need to create a family disaster planning guide for the families of INSCOM soldiers deploying in support of Operation Enduring Freedom.

The **Jackie Keith Action Officer Award** is presented to an outstanding civilian in recognition of singularly significant performance of achievements for which the nominee is primarily responsible. This year's recipient, Kathryn Lenker, G-3, headquarters INSCOM, demonstrated outstanding leadership during the administration, management and policy oversight of the 902nd MI Group's technology protection mission. She is an

exemplary leader and role model for the military and civilian staff. She is an exceptionally gifted staff officer who is a polished and professional representative of the command.

The **Virginia McDill Award** is presented in honor of Virginia McDill, an extraordinary woman who, as a secretary to the commanding general, Army Security Agency, demonstrated competence in her position, dedication to duty and was respected throughout the agency for her knowledge and skill in the field of administration. This year's recipient is Sonia Brown, 206th MI Battalion, 116th MI Group. Her ability to flawlessly execute all her assigned duties while volunteering for a myriad of additional duties has been exemplary. She also volunteered to support the homeless and underprivileged families in the greater Augusta community.



Sonia Brown

The **Local National Employee of the Year Award** is presented to an employee deserving of command-wide recognition for contributions to mission support. This year's recipient is Gudrun Bernal, Heidelberg Military Intelligence Detachment, 533rd MI Battalion, 66th MI Group. Her dedication to duty and outstanding investigative skills ensured the highest quality of work and timely completion of mission requirements. Her professionalism, initiative and outstanding rapport with host nation law enforcement, security and intelligence agencies contributed significantly to the detachment's counterintelligence and force protection investigative missions.



Kathryn Lenker



Gudrun Bernal

The **Equal Employment Opportunity Award** recognizes two employees, one military and one civilian, who achieved outstanding results through effective leadership, skill, imagination and innovation in extending equal employment opportunity to the employees of INSCOM. The civilian recipient is Timothy Edwards, Information Management Directorate, Library Services Division, National Ground Intelligence Center. Largely due to his efforts, the persons with disabilities program committee is well established and maintains an excellent reputation throughout the center. His expertise on disability issues and his extensive contacts with local and national disability communities have resulted in a proactive approach to resolving accommodation and accessibility issues for NGIC employees with disabilities.



Timothy Edwards

The military recipient is Sgt. 1st Class Edgar Weaver Jr., Menwith Hill Station. He single-handedly re-energized the command's interest in multicultural activities and ethnic programs and observances while stressing recognition of ethnic groups and people who have made significant achievements and contributions to society. His efforts promoted and enabled the command's multicultural communities of military and civilian personnel to jointly interact, commemorate and observe national and Department of Defense-recognized ethnic observances.



Clarence Rich

The **Wage Grade Award** is presented to an unsung hero who is vital in the support role of the INSCOM mission. This year's recipient is Clarence Rich, Intelligence Materiel Activity, G-4, headquarters INSCOM. He performs a highly complex and people-intensive mission in direct support of INSCOM. Many of INSCOM's successes in providing premier intelligence support to warfighters are a direct result of his quiet, dedicated and behind-the-scenes support.



Edgar Weaver Jr.

The **Volunteer of the Year Award** is presented to the military or civilian individual and unit or organization that contributed significant volunteer service within their community. This year's recipient of the individual volunteer award is Angie Jones, U.S. Army Foreign

Counterintelligence Activity, 902nd MI Group. Her volunteer efforts significantly enhanced the level of morale, esprit and team building in the military and civilian communities of Munich, Augsburg and Darmstadt, Germany. In addition to providing outstanding morale and physical support to the families and soldiers of those communities, her leadership and role model persona contributed significantly to the development of hundreds of young family members.



Angie Jones

The volunteer team award goes to the community support center staff at Bad Aibling Station, 108th Military Intelligence Group. The selfless volunteer service of the community support center staff to enhance community and family well-being provided a benchmark for unit and organizational volunteer endeavors. When the emergency operations center needed space for the quick reaction force soldiers to rest, the staff quickly placed cots and air mattresses in their newly refurbished training room and provided hot coffee and other necessities 24 hours a day. The community support center staff contributed over 500 hours of volunteer service to the soldiers, civilians and families at Bad Aibling Station. Bettye Donley accepted the award on behalf of the entire community support center team.

The **Nonappropriated Fund Employee of the Year Award** is presented to the outstanding nonappropriated fund civilian employee in recognition of consistently high quality performance. This year's recipient is Robin France, morale, welfare and recreation, 109th MI Group, Menwith Hill Station Community Club. Her achievements in planning and implementing



Robin France

exceptional quality of life programs for the station's soldiers and families were remarkable. Her personal dedication, loyalty and commitment to excellence had a positive impact on the morale and well-being of the soldiers, civilians and family members.

The Quality/Customer Service of the Year Award

is presented to a military or civilian employee in recognition of outstanding commitment and dedication to quality principles and customer service. This year's recipient is Carlton France, morale, welfare and recreation, 109th MI Group, Menwith Hill Station Community Club. He has been instrumental in establishing automation support for the station's MWR programs. Through his dedication and tireless, selfless service, he managed to keep each of the MWR operations equipped with state-of-the-art computer hardware and software, and he developed a professional Web page for the MWR activity that is now accessible to all personnel at Menwith Hill Station.



Carlton France

The **Commander's Plaque for Operational Achievement** is awarded to the nonsupervisory individual who made the single greatest contribution to the operational effectiveness of INSCOM

during the preceding calendar year. This year's recipient is James Johnson, 314th MI Battalion, 116th MI Group. He anticipated requirements and worked to fill gaps in intelligence collection that would have otherwise gone unsupported. He redesigned the process used by the Medina Regional Security Operations Center to manage tactical operations to create a more vibrant, responsive team that greatly improved tactical support to the Army's warfighters.



James Johnson

Awards and Honors in Fiscal Year 2002

*Chief Information Officer Award
for Outstanding Achievement in Information Management—
Office of the Secretary of Defense*
Chief Information Officer office, INSCOM Headquarters

Presidential Rank Award
William S. Rich Jr., National Ground Intelligence Center

*Lieutenant Colonel Arthur D. Nicholson Award—
National Military Intelligence Association*
Chief Warrant Officer Todd A. Robinson, 116th Military Intelligence Group

Army Chief of Staff Award for Excellence in Legal Assistance
109th Military Intelligence Group

Army Chief of Staff Supply Excellence Award
527th Military Intelligence Battalion, 501st Military Intelligence Brigade

Soldier of the Year—U.S. Army Japan
Spc. Charlene Joseph, 500th Military Intelligence Group

*Honorable Mention, Keith L. Ware Journalism Competition—
Department of the Army*
The Dagger, 66th Military Intelligence Group

Healthy Workplace Award—Hawaii Psychological Association
115th Military Intelligence Group



116th Military Intelligence Group



Spc. Thomas Page, Headquarters and Headquarters Detachment, 116th Military Intelligence Group, performs security checks as part of his daily mission at the Gordon Regional Security Operations Center.

Commander:
Col. Dan G. Daley
Command Sergeant Major:
Norman Williams

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

The 116th Military Intelligence Group is comprised of two battalions: the 206th Military Intelligence Battalion at Fort Gordon, Ga., and the 314th MI Battalion at Lackland Air Force Base in San Antonio, Texas. Both battalions provide personnel, intelligence assets and technical

support to conduct signals intelligence operations within the Gordon Regional Security Operations Center, Fort Gordon; the Medina Regional Security Operations Center, Lackland Air Force Base; and worldwide as required.

The Gordon Regional Security Operations Center (GRSOC) 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 has been to ensure that deployed U.S. forces receive the same accurate, timely and expedient information that this far-flung network once provided.

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

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

Stepping up to the primary tenets that underlie 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 every day.

In 1942 Monitor Station One, located in Vint Hill Farms, Warrenton, Va., began serving the intelligence community. The station was redesignated as Vint Hill Farms Station and remained in Virginia until it was relocated to Kelly Air Force Base, San Antonio, Texas, in 1973. It was designated as the Consolidated Security Operations Center and was manned jointly by the Air Force and Army. On Aug. 19, 1993, the CSOC was changed to the Medina Regional Security Operations Center (MRSOC).

The 314th MI Battalion, the Army element of the MRSOC, provides an integrated site for training and operational support to national and tactical areas of multiple geographic commanders. The 314th's accomplishments, as part of the MRSOC, are as impressive as those of the GRSOC.

300th Military Intelligence Brigade



Commander: Col. Mark O. Ainscough
Command Sergeant Major: Jim Mower

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.

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

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

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

The brigade has 19 documented languages. Arabic, Persian-Farsi and Korean are heavily represented, and the brigade has other regionally important languages such as Russian, Chinese, Vietnamese, Thai, Spanish, French, Turkish, Serbo-Croatian and German. Major conflict languages, with closely associated countries, make up 60 percent of the brigade force structure.

The brigade has always had an innovative and difficult mission. It will become more innovative under the Intelligence XXI plan and the Army Intelligence Transformation Campaign Plan. The brigade will provide 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



A soldier of the 300th Military Intelligence Brigade stands watch during the 2002 Winter Olympics in Utah.

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 Stabilization Force in Bosnia. The deployments are both language and HUMINT specific missions.

The battalions support many overseas exercises, such as Ulchi Focus Lens in Korea, Cobra Gold, Peace Shield, African Lion and Balikatan in the Philippines. Many soldiers also deploy to support other INSCOM elements in their organic exercises, an opportunity to ensure that the 300th is synchronized with forces deployed in theater assignments.

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



513th Military Intelligence Brigade

Commander: Col. Jon M. Jones

Command Sergeant Major: Carnell Draughan

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.

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

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

The soldiers of the 201st currently are deployed in support of Operation Enduring Freedom even as others are providing intelligence locally from Fort Gordon.

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

One of the most effective organizations used by TF 202nd was the Mobile Interrogation Team (MIT), the tactics, techniques and procedures of which were developed internally. Since the earliest days of ground combat operations in Afghanistan, MITs were



Personnel of the 513th Military Intelligence Brigade provide intelligence support in the U.S. Central Command and U.S. Southern Command areas of operations.

deployed with specialized units to seek out detainees, screen them, conduct interrogations and provide timely, accurate and relevant intelligence.

The 204th MI Battalion (Aerial Reconnaissance) at Fort Bliss, Texas, conducts airborne communication, imagery and Moving Target Indicator intelligence operations using the Airborne Reconnaissance Low (RC-7) aircraft. The 204th currently is supporting U.S. Southern Command's counternarcotics strategy.

This year the unit has conducted three deployments to South America providing the commander of U.S. Southern Command with near-real time airborne intelligence. Most notably the 204th was directed to deploy on short notice during May 2002 in response to an urgent request by SOUTHCOM. The battalion self deployed over 3,000 miles and conducted its first mission less than 72 hours after receiving the deployment order. The battalion also provides support to the U.S. Border Patrol by participating in aerial reconnaissance operations along the U.S. and Mexican border.

The 297th MI Battalion currently has soldiers deployed to Kuwait and Afghanistan directly supporting the Coalition Forces Land Component Commander headquarters in the U.S. Central Command area of responsibility. They conducted operations through the Analysis and Control Element, unmanned aerial exploitation and Joint Surveillance Target Attack Radar System Common Ground Station.

704th Military Intelligence Brigade



Commander:
Col. Marcus A. Kuiper
Command Sergeant Major:
Randy D. Wilson

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

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 trained soldiers to conduct information superiority operations within the National Security Agency and Central Security Service; has linguist support to NSA, the intelligence community and other U.S. government agencies; and operates the Joint Training Center on behalf of the U.S. Army Intelligence and Security Command, Air Intelligence Agency and Naval Security Group Command. The training center, which provides language and unclassified technical and prerequisite training and

administers language tests, has three components: the Joint Language Center, Joint Learning Facility and Joint Training Facility, each in a separate building with classrooms, computer labs and testing booths.

Foreign language training is accomplished through the Joint Language Center, with a goal of increasing linguist proficiency. The center uses several learning mechanisms, including on-site courses, computer-based training and tutoring. Five-week-long courses in more than 40 languages are conducted throughout the year. On average, students have a one-half level increase in their listening and reading scores on the Defense Language Proficiency Test (DLPT) after they complete the training.

The Joint Learning Facility provides technical training and self-development opportunities to the military and civilian workforce assigned to Fort Meade cryptologic elements. Course topics include mathematics,

communications, signals analysis and computer science.

Students take the DLPT and Defense Language Aptitude Battery at the Joint Testing Facility. Languages from Albanian to Yiddish are covered. In fiscal year 2001, more than 1,400 DLPTs in 38 languages were administered to active-duty and reserve military personnel and civilian employees from the Army, Air Force, Navy and Marines Corps.

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 at Buckley AFB provides technically qualified soldiers to U.S. Space Command, creates "space smart" collection managers and supplies exercise and technical support to tactical commanders.



Sgt. 1st Class Thomas Dorman applies camouflage to Spc. Jason Broome's face prior to a noncommissioned officer induction ceremony at the 704th Military Intelligence Brigade.



902nd Military Intelligence Group

Commander: Col. Michael D. Bisacre
Command Sergeant Major: Johnnie Neill

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.

The 902nd Military Intelligence Group provides direct and general counterintelligence support to Department of the Army activities and all Army major commands. It also provides general support to other military department counterintelligence and intelligence elements, all unified commands, several defense agencies and national agency counterintelligence and security activities and organizations.

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

The 902nd MI Group consists of the Headquarters and Headquarters Detachment, 308th MI Battalion, 310th MI Battalion and the U.S. Army Foreign Counterintelligence Activity.

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

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



Polygraph examinations are conducted by the Counterintelligence Technical Services section of the 310th Military Intelligence Battalion, 902nd Military Intelligence Group.

international treaty verification process throughout the United States.

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

The 310th also houses the group's Information Warfare/Command and Control Protect capability. It consists of the Information Warfare Lab for C2 Protect collection, investigations, media analysis and support to field operations. The Information Warfare Branch trains the Army's computer forensic and investigative agents. The battalion also includes the Freedom of Information Act and Privacy Act office and the Investigative Records Repository.

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

Army JSTARS Company



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

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.

The Army JSTARS Company, a component of the 297th Military Intelligence Battalion, 513th MI Brigade, is the linchpin of all JSTARS E-8C radar



The E-8C aircraft is the airborne platform of the Joint Surveillance Target Attack Radar System.

support to Army warfighters worldwide. The JSTARS Company, integrated into the U.S. Air Force 93rd Air Control Wing at 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 (system of systems) training.

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

JSTARS includes airborne and ground-based segments. The airborne segment consists of the E-8C

aircraft and includes a radar subsystem, an operations and control subsystem and a communications subsystem. The ground-based segment consists of the Army and Marine Corps Common Ground Stations mounted on Humvees and located with maneuver, aviation and artillery brigades and at division, corps and echelon-above-corps operations centers.

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

Assigned Army officers and noncommissioned

officers occupy key operational and staff positions throughout the wing with each of them serving in a dual role as an aircrew member or in a staff or leadership position. 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 the mission aircrew of 18 individuals (Army and Air Force) 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 uninterrupted between the air and ground.

Warfighting skills and techniques have been honed by repeated deployments. In late 2001 JSTARS was called upon to support the air and ground operations of Operation Enduring Freedom in Southwest Asia, where aircrews logged more than 3,000 hours.



Land Information Warfare Activity

Commander:
Col. James M. McCarl
Sergeant Major:
Kris D. Putnam

Mission: The Land Information Warfare Activity provides information operations support to the Army by planning, synchronizing and executing information operations for the commander, and enhances Army force protection through a proactive defense.

Editor's Note: Effective Oct. 16, 2002, the Land Information Warfare Activity was scheduled to be redesignated as the 1st Information Operations Command (Land).

The terrorist attacks of Sept. 11, 2001, illustrated that a lone fanatic, small terrorist group or aggressive foreign adversary could take today's technology and the democratic way of life and use them as weapons against the United States. It is that concept, among others, that the Land Information Warfare Activity was built to combat.

LIWA's men and women have worked to oppose those enemies that fight outside the rules that govern traditional military conflict. LIWA's leadership and workforce know that information operations (IO)—as an element of combat power and a force multiplier—is a critical avenue of approach in warfare. Knowledge is power, and LIWA has used the power of knowledge in synchronization with other military skills to adversely affect enemies' information systems while simultaneously protecting U.S. information avenues and systems.



Soldiers and civilians of the Land Information Warfare Activity have established collaboration with other civil, military and government information centers.

LIWA's mission ranges from executing rapid-reaction capabilities to oppose penetration of Army information systems to providing regional plans officers to assist in coordinating and integrating IO requirements, support, capabilities and activities into theater planning processes. Other capabilities include: coordinate and synchronize IO intelligence and counterintelligence support; conduct IO vulnerability assessments of Army commands; ensure IO interoperability with other military services and allies; and assist development and integration of doctrine, training, leader development, organization, materials and soldier requirements for IO.

Members of LIWA's Field Support; Vulnerability Assessment; Computer Network Operations; and Plans, Intelligence and Training divisions are engaged in every theater of operations worldwide. Each division remains structured to contribute specific and necessary skills to supported commanders.

Over the past year, LIWA continued its mission of integrating IO into the Army structure. Operation Enduring Freedom has brought the importance of well-coordinated IO at tactical, operational and strategic levels to the forefront of the Army's transformation efforts.

LIWA's broad mission has taken it beyond the idea of purely cyber operations into all aspects of IO. In the LIWA construct of IO planning and execution, human decision makers and the people who operate and observe the information networks are as prominent as the systems.

Through the use of full-spectrum IO, LIWA's ability to bring diverse components together to shape the operational battlefield has proven an enormous advantage to land component and theater commanders during Operation Enduring Freedom and other military campaigns and exercises. IO's applicability to agrarian and technology-oriented adversaries makes it a defining element of modern warfare.

This is INSCOM



The color guard of the 902nd Military Intelligence Group at Fort George G. Meade, Md., posts the colors at a ceremony.



Chief Warrant Officer George Vaield of the 300th Military Intelligence Brigade, an Army National Guard unit, in Tuzla, Bosnia, during a Stabilization Force deployment.



The Land Information Warfare Activity supports commanders in every theater. Capt. Christopher T. Enger (right), a member of a Field Support Team, talks to children in Kosovo.

This is INSCOM



Staff Sgt. Elgin James drags a defender with him as he rushes for a first down during the 704th Military Intelligence Brigade's Organization Day at Fort George G. Meade, Md.



Soldiers of the 513th Military Brigade at Fort Gordon, Ga., climb an obstacle on the confidence course.



Col. Michael Rosenbaum, commander of the National Ground Intelligence Center in Charlottesville, Va., leads a company run.

This is INSCOM



Spc. Daniel Fernandez of the 116th Military Intelligence Group at Fort Gordon, Ga., completes the land navigation exercise of the Primary Leadership Development Course.



Spc. Ross Hall of the 331st Military Intelligence Company, an Army Reserve unit, analyzes imagery while deployed to the 66th MI Group in Darmstadt, Germany.



Soldiers from the 500th Military Intelligence Group, headquartered at Camp Zama, Japan, make an annual climb to the top of Mount Fuji, an inactive volcano.



National Ground Intelligence Center

Commander:
Col. Michael Rosenbaum
Command Sergeant Major:
Larry Johnson

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.

The National Ground Intelligence Center is the Department of Defense'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 and Department of Defense and national policymakers.

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

The Ground Systems Directorate has highly skilled specialists such as physicists, chemists,



Products of the National Ground Intelligence Center include scientific and technical intelligence and military capabilities analysis on foreign ground forces.

computer scientists, mathematicians and engineers in the fields of aeronautics, automotive, chemical, electronics, energetics, industrial, mechanical and robotics, along with modelers, simulation experts and other technical specialists evaluating virtually everything that might be used to threaten U.S. soldiers.

Subject areas covered include tanks, infantry fighting vehicles, artillery, rocket launchers, helicopters, gun-based air defense systems, chemical weapons, small arms, mines, trucks, military engineering equipment, unmanned airborne vehicles, command and control systems, radios, radars, electronic countermeasures, camouflage, concealment and deception equipment.

NGIC is the primary agency within DoD 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, looking down hatches and kicking tires. 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 the Army and warfighters need. Consisting of experienced imagery analysts and imagery scientists specializing in physics, chemistry and mechanical engineering, IAD develops and produces a range of sophisticated imagery intelligence products.

66th Military Intelligence Group

Commander: Col. Gus E. Greene
Command Sergeant Major:
Steven K. Faucette

Mission: The 66th Military Intelligence Group conducts multidiscipline intelligence operations and produces predictive all-source intelligence in support of U.S. Army Europe, theater and national customers to gain and maintain information dominance.

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

That support ranges from producing cutting-edge intelligence products to providing daily counterintelligence and force-protection operations to garrison and deployed tactical commanders in the U.S. Army Europe area of operations.

The 66th MI Group is headquartered in Darmstadt, Germany. With detachments throughout Europe, the 66th covers six countries and forward deployed assets throughout the USAREUR area of operations.

The USAREUR commanding general exercises operational control of the group, and the USAREUR deputy chief of staff for intelligence is responsible for requirements, mission guidance and tasking. The 533rd MI Battalion, consisting of a Headquarters and Service Company and three subordinate companies providing logistical and mission support, operationally runs the group.

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

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



Equipment within the Deployable Intelligence Support Element is one of the 66th Military Intelligence Group's assets.

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

The group provides counterintelligence support for force protection by gathering threat assessments for the local commanders. Soldiers and civilians respond to reports of espionage in the local areas, providing threat assessments to protect the soldiers, civilians, family members and facilities in the European theater.

The group also researches information for personal security clearances, providing the interviews and investigations needed to clear personnel serving throughout USAREUR. The Mobile Interrogation Team assists Task Force Falcon in Kosovo with refugee and detainee screenings.

Last year the 66th MI Group fielded an automated Document Exploitation (DOCEX) system, capable of translating documents and various media from 31 languages. The group's DOCEX team has deployed several times in the Balkans and has been tasked to assist in developing Army doctrine on DOCEX.



108th Military Intelligence Group



The command changes hands for the 108th Military Intelligence Group in Bad Aibling, Germany. Left to right: Maj. Gen. Keith B. Alexander, INSCOM commanding general; Col. Susan Huggler, incoming commander; Command Sgt. Maj. Jacqueline Moate; and Col. Clyde Harthcock, outgoing commander.

Commander:
Col. Susan L. Huggler
Command Sergeant Major:
Jacqueline Moate

***Mission:** The 108th Military Intelligence Group serves as a rapid radio-relay station that provides secure communications and research and development for the Department of Defense.*

Mirroring the Army at large, the 108th Military Intelligence Group at Bad Aibling Station, Germany, continues to undergo its own transformation. Much of last year was spent focusing on the base closure originally scheduled for September 2002. The 108th MI Group has successfully balanced its support to national and theater commanders with a partial mission transition.

Throughout the transition efforts, much of the group's leadership was heavily involved with the concept of a European security operations center to be located at Darmstadt, Germany. The intent of this collaboration is to foster a dynamic and versatile approach to better serve the needs of national and tactical consumers of intelligence. The 108th MI Group has played a prominent role in the conceptualization and development of this center.

The events of Sept. 11, 2001, refocused the group's efforts on the war against terrorism. In addition to providing national-level support, the 108th MI Group deployed soldiers to Afghanistan in direct support of Operation Enduring Freedom and ensured the reliable and accurate production of force protection

information to assist in homeland defense through special initiatives in support of Operation Noble Eagle.

A subordinate unit, the Menwith Hill MI Battalion (Provisional), provides trained intelligence professionals in support of the National Security Agency. The Menwith Hill battalion deployed soldiers to Kuwait to support Operation Desert Spring, to U.S. Central Command headquarters and to serve with the J-2 cell at Bagram Air Base, Afghanistan.

As part of a remote Department of Defense facility, the group's soldiers provide many of the support services for Bad Aibling Station. The Bad Aibling Station clinic, staffed by 108th MI Group soldiers, was named the best clinic in southern Germany. The Army Post Office clerks received accolades from the U.S. Army Europe postal inspection team for passing their annual inspection, a first in more than 10 years. Also, the School Age Services received accreditation from the National Association for the Education of Young Children, and the National School Age Care Association accredited the station's Child Development Center. Both accreditations occurred ahead of schedule.

The 108th MI Group remains committed to Army Transformation and dedicated to providing support to national and theater customers. Responsive in its thinking and planning, the 108th continues to demonstrate its versatility and significance to the military intelligence community and the Army.

115th Military Intelligence Group



Commander: Col. David J. Pyle
Command Sergeant Major:
Paul R. Hibshman

Mission: The 115th Military Intelligence Group conducts intelligence operations as the Army component of the Kunia Regional Security Operations Center to meet warfighter and national requirements, and on order provides tailored intelligence support to deployed forces.

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

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

Over the last year the 115th MI Group was busy planning the Pacific intelligence structure of the future. Shouldering the conceptualization of the Pacific Regional Security Operations Center, 115th MI Group facilities personnel worked extensively with other intelligence agencies in Hawaii to plan the Pacific Security Analysis Center, a combined facility housing the all-source intelligence efforts of the Joint Intelligence Center-Pacific and the signals intelligence efforts of the KRSOC in one central location. The concept capitalizes on collaborative intelligence and real-time fusion. With initial money already earmarked for design and programming over the next fiscal year, this state-of-the-art facility is scheduled for completion in fiscal years 2007 and 2008.

The past year also saw major steps in operational innovation by the 115th MI Group. Several projects were set forth to survey and analyze key targets within the nation's primary adversaries in the Pacific



The 115th Military Intelligence Group is the Army component of the Kunia Regional Security Operations Center.

theater. At the same time, an organizational audit spurred major organizational shifts that made Kunia's structure and manning fall in line with national and theater priorities. As a result, several mission areas were consolidated, removed or added.

Transformation supporting Pacific warfighters continued through National Tactical Integration initiatives with the 3rd MI Battalion, 501st MI Brigade in the Republic of Korea. This initiative continues to establish the ability for true "space to mud" operations, allowing KRSOC operators and analysts to access battlefield platforms and work remotely in support of the commander.

Warfighter support through direct augmentation also increased. The 115th MI Group supported more than 10 U.S. Pacific Command joint exercises, providing scenario development support, intelligence scripting and deployments for exercise control cell positions. Additionally, the group supported U.S. Central Command efforts for Operation Enduring Freedom through several deployments and deployed an officer to augment the 25th Infantry Division's Task Force Eagle rotation in Bosnia.



500th Military Intelligence Group

Commander: Col. Mark W. Perrin
Command Sergeant Major: Dan F. Jones

Mission: The 500th Military Intelligence Group conducts multidiscipline intelligence and security operations and provides intelligence support to information and force protection operations in the U.S. Pacific Command area of responsibility.

The 500th Military Intelligence Group, headquartered at Camp Zama, Japan, is one of three INSCOM Pacific units fulfilling the intelligence needs of the U.S. military.

The group's top priority is to collect, analyze, produce and disseminate all-source intelligence to support peacetime, crisis, contingency and major combat operations requirements of forward-stationed U.S. Army Pacific forces, deployed Army forces, components, coalition forces or U.S. Pacific Command joint task forces. The 500th's mission also includes deploying intelligence enablers, including intelligence communications, all-source and single-source intelligence support elements and counterintelligence teams.

The group accomplishes this mission of supporting USARPAC by participating in the Security Cooperation Program, force protection operations, contingency missions and exercises. During fiscal year 2001 the 500th participated in exercises in South Korea; Hawaii; Fort Lewis, Wash.; Alaska and Thailand. Force protection deployments included Japan, the Philippines, Nepal, Thailand and Malaysia.

The 500th MI Group is dispersed strategically throughout the Pacific. The group headquarters houses the Headquarters and Headquarters Detachment, Counter Intelligence Detachment-Japan headquarters and the Asian Studies Detachment. Stationed in northern Japan at Misawa Air Base is the 403rd MI Detachment. Additional subordinate units include the Security Liaison Detachment at Hardy Barracks, Japan, and the 205th MI Battalion at Fort Shafter, Hawaii.

Counter Intelligence Detachment-Japan provides counterintelligence support to force protection for



Range training and qualification on the M16 rifle is standard for troops of the 500th Military Intelligence Group and other INSCOM units.

forces in Japan and deploying Army forces throughout the area of operations.

The Asian Studies Detachment (ASD) exploits open-source information from regional publications and electronic sources, most published in the vernacular. ASD is unique in that most of the division is comprised of Japanese civilian employees, many with extensive military experience.

The 403rd MI Detachment is a signals security organization fully integrated into the joint facility known as the Misawa Cryptologic Operations Center. Its mission is to analyze and report on the joint command and control of ground forces. The 403rd also supports collection operations with co-located Air Force and Navy counterparts.

The Security Liaison Detachment conducts official liaison with Japan's national investigative and security agencies in support of ongoing counterintelligence support to force protection missions. It maintains protocol with decision makers on issues of mutual interest and represents INSCOM and the 500th MI Group commander in promoting the group's bilateral intelligence partnership with Japan.

The 205th MI Battalion provides USARPAC's commanding general and designated commanders with theater level, multidiscipline intelligence and counterintelligence support. Its personnel rapidly deploy tailored intelligence enabler teams throughout the Pacific theater and provide daily situational awareness through all-source collection management, intelligence analysis and intelligence planning functions to the USARPAC commanding general.



501st Military Intelligence Brigade

Commander:
Col. Mary A. Legere
Command Sergeant Major:
Randy N. McMillan

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

The 501st Military Intelligence Brigade, “the Red Dragon Brigade,” continues 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 the combined forces operations of upholding the armistice agreement that ended hostile action on the Korean Peninsula in 1953.

The brigade, headquartered in Seoul, Korea, and its four battalions have become 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 intelligence, signals intelligence, communications intelligence, electronics intelligence, measurement and signatures intelligence and human intelligence.

Under the peninsula’s current political climate, the brigade’s mission focuses on supporting

warfighters by providing indications and early warning of actions by North Korean forces that would threaten a tense but stable peace. If hostilities begin, the brigade mission would shift to providing combined, multidiscipline 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 501st MI Brigade and its four primary battalions trace their lineages to decorated military intelligence units involved on the peninsula since before the Korean War. The 3rd MI Battalion, “Winged Vigilance,” traces its more recent line of aerial reconnaissance and surveillance units in support of forces and commanders in Korea 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.

“Silent Vigilance” is the motto of the 524th MI Battalion, which manages human intelligence collection operations. Teams from the 524th operate from various locations throughout the country performing force protection and liaison missions with ROK forces.



Perimeter Defense Force training is an integral component for personnel assigned to the 501st Military Intelligence Brigade in the Republic of Korea.

The 527th MI Battalion, “Silent Warriors,” provides strategic and tactical SIGINT support to commanders and staffs on the Korean peninsula, commands throughout the Pacific and national consumers.

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

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

PAST 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 D. Thomas Jr.
Aug. 23, 1996–July 10, 1998



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

PAST COMMAND SERGEANTS MAJOR



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



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



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



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



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



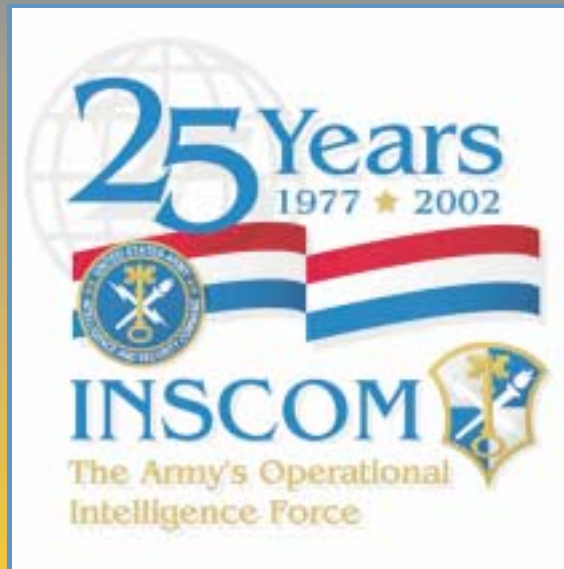
Command Sgt. Maj.
James A. Johnson
Aug. 8, 1993–July 1, 1995



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



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



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.