



# MIRC MAGAZINE

A PUBLICATION OF THE MILITARY INTELLIGENCE READINESS COMMAND

VOL. 2, ISSUE 1, JULY 2009

# 2009 YEAR OF THE NCO

# Have the Courage to Help a Buddy

**"One suicide is one too many."**

Kenneth O. Preston  
*Sergeant Major of the Army*

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**CHANGE OF ADDRESS** · *Do not write the magazine.* TPU soldiers should notify their Unit Administrator or Unit Clerk. Members of the IRR and IMA should contact their Personnel Management Team at HRC-STL, 1 Reserve Way, St. Louis, MO 63132-5200.

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**ON THE COVER** – 2009 NCO of the Year Collage

**ON THE BACK COVER** – How to earn \$2,000. The Army Reserve Recruiting Assistance Program (AR-RAP) makes every Soldier a potential recruiter.

**Editor's Note:** the story *Moving Beyond AC/RC Integration with Intellipedia* appearing in the October 2008 issue of the MIRC Magazine should include the following message: "This article was developed on Intellipedia-U and a link to the living version of this document can be found on the author's page at <https://www.intelink.gov/wiki/User:Brian.h.harris> Warrant Officer Steve Olson and Mr. Manny Wilson also contributed to the story.



U.S. ARMY

ARMY STRONG

# ARMY RESERVE



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# AMBASSADOR PROGRAM

**“The Army Reserve Ambassador is a combat multiplier in a non-tactical environment”**

Maj. Gen. (Ret.) Alan D. Bell, Former DCAR

## **Mission and operation of the Ambassadors to the Chief, Army Reserve Program.**

Army Reserve Ambassadors are private citizens who serve the Army Reserve by establishing lines of communication with communities across the country. Ambassadors educate organizations, community leaders and citizens about the capabilities, skills and value of the Army Reserve. They also work with local leaders to recognize and support Army Reserve Soldiers and their families.

- Provide advice to the CAR, Commanding Generals and other Army Reserve Commanders. This includes, but is not limited to, public attitudes toward the Army Reserve.
- Maintain contact with commanders within their areas.
- Disseminate information about the Army Reserve’s objectives, roles, requirements and major programs through speeches and personal contact with national, state, county and local leaders and elected officials.
- Provide advice concerning the development of programs and methods to attain maximum understanding and cooperation between the civilian community and the Army Reserve.



For details on the Ambassador program, or to find out who your Ambassadors are, call:  
**Ambassador Program Coordinator,**  
**Office of the Chief, Army Reserve**  
**Army Reserve Communications,**  
**Phone: 703-601-0871**



To get more information on the Ambassador program, e-mail the Ambassador coordinator at [ambassador@usar.army.mil](mailto:ambassador@usar.army.mil).

# From the Commander, Col. (P) James Young



Col. (P) James Young,  
MIRC Commander

I am very excited to be part of the MIRC and am honored to have been selected as your commander in what I consider the dream job for any MI officer. I am a lucky man – I have a wonderful wife and a very supportive family, good job, great kids, sound health and now command of some of the best Soldiers and civilians in the most powerful military... in the greatest country in the history of the planet.

In addition to my family's unwavering support, the folks most responsible for me being selected are the many officers and NCOs who have worked so hard for me – some of them are reading this document right now. Others have often worked behind the scenes, sometimes probably without enough thanks or appreciation. I realize that there is no way I would be here without the support and hard work of so many people throughout my career.

While I have published parts of this document separately, I would like to share with you my command vision and philosophy, so that expectations are clear. I think most of life's problems can be boiled down to a lack of communication. So, if I am clear with my expectations, I have every confidence that you will exceed my most demanding expectations.

My command vision is for the MIRC to be operationally superb, administratively disciplined, with an unrelenting focus on the mission and Soldier. We are at war and will act that way. We will operate collegially and professionally with our supported Agencies and commands. We will be a proud and capable asset in the USARC, forward looking and well respected within the military intelligence community.

The basic tenants of my command philosophy are as follows:

- a. The standard drives all we do. Our job as leaders is to make sure our units clearly understand the standard and work to meet or exceed it in every aspect. If you demand high standards, your units will achieve them. The Army makes things easy for us in some ways – there are clear standards for just about everything. Know them. Enforce them.
- b. The Army Values make our profession different and they make it better. No other profession has a core set of values so ingrained and so important. Live the values. While I can tolerate honest mistakes in competence and even some errors of judgment, we cannot live with a breach of the Values. We are American Soldiers. Be proud of it.
- c. Trust. Your job is to make your unit more combat ready each day, provide meaningful intelligence to the fight and to lead your units by example in every way. The details of how you lead your units will largely be up to you. Do so in a legal way consistent with regulations, the Army values, sound judgment and command intent. Commander's Intent is not a group of suggestions – it is an order with left and right limits. Understand intent and stay within it.

- d. People make the difference. What makes our Army the most powerful in the world is not our resources, or technology or equipment. It is our people. One of the key focuses of my command tenure will be a focus on our people – Soldiers, families and civilians. You can expect a major emphasis on mentoring, career development, family readiness, evaluations, awards and retention.
  - e. Be humble and introspective. Learn from your mistakes. Share the credit. Be accountable for your actions. Think through how to do things better and – then do them better.
- With regard to how we will operate and my expectations regarding performance, here are some of the key points to remember:
- a. Great organizations do the routine things, routinely. A mark of a well run organization, regardless of size, is the establishment or process and procedures that allow for the routine accomplishment of administrative tasks. When these items take on a life of their own – or suffocate production work and training - it is an indicator that your organization is not being led or managed effectively. To the extent that we have continual problems with administrative metrics in the same units, it is an indicator that our processes or leadership is not effective. My patience here is very limited.
  - b. The Deputy Commander is empowered to speak for me on all issues internal within the MIRC. He is the 2IC and as such is in your chain of command.
  - c. The CSM and CCWO may not be in the formal chain of command but consider them my wise and trusted advisors and plan to lean on each of them for advice. You should follow their counsel regardless of your position or rank. I will.
  - d. Details matter and attention to detail is not the same thing as micromanagement. I have very high expectations for the staff, both in how they emphasize and support the field, and the quality, precision and intellectual rigor of the work they produce. Commanders at all levels will respect the staff and work together with them. Commanders should know their units and how they stack up against the standards.
  - e. I appreciate and expect direct and candid feedback and people that express their opinions clearly and concisely. Speak your mind and do so in a professional and thoughtful way. I encourage each of you to seek a broad range of opinions when making decisions to include reaching down in the ranks to some of our youngest and brightest Soldiers. Know when to salute, move out and support the final decision.
  - f. It is important to me that we go out of our way to build strong and productive relationships with our active duty intelligence counterparts. If this involves going more than half way on a certain issue - then do it. I will spend a good deal of time in this area and expect MSC Commanders to pave the way.
  - g. Understand the CCIR. Report bad news right away.
  - h. Be a solutions provider, not a problem announcer. Constructive and realistic suggestions are part of basic staff and leader work. No sniveling allowed.
  - f. Results matter. Hard work and honest effort are impor-

tant but ultimately, you must deliver. Each of your units has strengths and weaknesses. I certainly don't expect perfection and have made ample mistakes during my previous positions. I will make some in this job. When we make an error, we learn, we fix, hopefully we don't repeat it and we move on. Output is more important than input. Don't tell me how hard you are working; show me the end state of that effort. We should see sustained improvements in every area. Institutionalization of that improvement separates great leaders and command tenures from solid ones.

To those Soldiers I now command – in the most challenging and exciting times in the history of the Army Reserve - you have my trust and my respect and I hope to earn yours in the months ahead. We have a talented and intelligent NCO corps; it is the envy of every Army in the world. We also have officers who understand dedication and mission accomplishment. You all have put me here today. I promise to work hard for you each day. I look forward to serving with each of you and continuing to build our command during this challenging and exciting time to be a Soldier. »

## From the Former Commanding General, Brig. Gen. Leslie A. Purser

*Note: BG Purser commanded the MIRC from December 2007 until September 2009. This article was written shortly prior to her assuming her new position as the Deputy Chief, Army Reserve, Human Capital Core Enterprise*

This is the year of the NCO and this issue of the MIRC magazine is dedicated to our NCOs who have made historic contributions to the growth and strength of our Nation in countless recorded and unrecorded ways. The Noncommissioned Officer ranks date back through more than 200 years of United States Army history. NCOs have provided invaluable service and have made great sacrifices in the line of duty and have continually proven their dedication and a willingness to make great sacrifices on behalf of our Nation.

Three of the MIRC's own NCOs have given their life in this cause since the war in Iraq began.

Sgt. Gregory A. Belanger, 24, of Narragansett, Rhode Island, was killed on August 27, 2003 in Al Hallia, Iraq. Belanger was in a vehicle when an improvised explosive device struck his vehicle. Belanger was assigned to Headquarters and Headquarters Service Company, 325th Military Intelligence Battalion, Ayer, Massachusetts.

Sgt. David T. Friedrich, 26, of Hammond, New York was killed in a mortar attack on September 20, 2003 in Abu Ghraib, Iraq. He was assigned to B Company, 325th Military Intelligence Battalion, Waterbury, Connecticut.

Sgt. Myla L. Maravillosa, 24, of Wahiawa, Hawaii, died in Kirkuk, Iraq, on December 24, 2005 of injuries sustained earlier that day in Al Hawijah, Iraq, when her HMMWV was attacked by enemy forces using rocket-propelled grenades. Maravillosa was assigned to C Company, 301st Military Intelligence Battalion, Honolulu, Hawaii.

These heroes were accomplished military professionals with the well earned moniker "Backbone of the American Army." They were outstanding role models for all Americans and exemplary subjects that truly represented our Nation's moral character and strength. And they gave the ultimate sacrifice in the interest of our national security.

NCOs are the standard keepers for the military and provide a valuable service in training, leading, mentoring and caring for Soldiers. They are accomplished military professionals who have combined civilian and military employment and education opportunities to become an exemplary model of "Army-Strong" leadership.

Every officer fresh from the MI Officers Basic Course remembers his first NCO leader – because it was this NCO who had a

wealth of Soldier experience and the ability to train and advise the newly commissioned officer. I recently had an opportunity to speak at the graduation of the Officers Basic Course (BOLC III) at Ft Huachuca. One of the salient points I made was to listen to that NCO, regardless of rank. That NCO embodies the wisdom that you need, he/she has already earned their rank, and we must trust them and empower them. For most of us, that first assignment laid the groundwork for the type of leaders we became, and it was those NCOs who ensured we led by example, with integrity, honor, and perseverance.

Now, more than eight years into this persistent conflict, the demand for Army Reserve Warrior Citizens is such that 12% of our force is mobilized and deployed at all times. This summer the MIRC had 337 Soldiers mobilized with 296 of them deployed down range. The 338th Joint Interrogation and Debriefing Center and A Company, 301st served or are serving in Iraq providing valuable intelligence support to CENTCOM. Within this FY, parts of the 323d MI Battalion, 203d TECHINT Battalion, and all of the 321st MI Battalion will deploy. In addition, 15 Soldiers from MIG 2600 are mobilized at NGIC to provide support. We are truly proud of all the Soldiers, but particularly the NCOs within these units. They provide inspiration, motivation, guidance and mentoring to our Soldiers and are outstanding role models for all Americans. They're exemplary subjects that are truly representative of the Nation's moral character and strength for all men, women and children.

As Lt. Gen. Kimmons completed his tenure as our Army G2 in February, he said again how impressed he was with the level of support, capabilities and positive attitudes the MIRC has provided by complementing the active component within the intelligence community. I attribute his comments to the thousands of NCOs within our ranks. And as I complete my tour as your Commanding General, I want to also tell you how proud I am of all you have done. I know you are....

Always Engaged. »



Brig. Gen. Leslie A. Purser,  
Commanding General, Military  
Intelligence Readiness Command



# Army Military Intelligence Transformation

by Lt. Gen. John F. Kimmons, Director of the Intelligence Staff, Office of the Director for National Intelligence (DNI)

Our Army has been at war for 7+ years, and remains engaged in operations across the globe. Army Military Intelligence (MI) must continue to man, equip, and train our MI force in sufficient quantities to support commanders at all echelons. For the past several years, we have been transforming Army MI to meet the current operational demands while posturing for the future. To holistically address this transformation, our plan requires the full integration and participation by our Reserve Components (USAR and ARNG). They remain a critical asset of the Army Plan and Army Force Generation (ARFORGEN) model necessary to sustain long-term Army unit rotations in combat. The USAR Military Intelligence Readiness Command (MIRC) is uniquely structured to implement Army MI transformation and the ARFORGEN process.

Army MI transformation is focused on increasing new capabilities and growing capacities to meet the demands of our current wartime needs while preparing for an era of persistent conflict. These efforts are centered on increasing MI capacity and readiness, growing human intelligence (HUMINT) capabilities, force-wide employment of Distributed Common Ground System – Army (DCGS-A) capability, increasing Army cyberspace operations, expanding persistent surveillance and exploitation capabilities, and changing the culture.

By 2013 we will grow Army MI capacity end-strength by over 7,000 military authorizations. This growth already includes a currently deployed USAR MI Joint Interrogation and Debriefing Center (JIDC) BN (338<sup>th</sup> MI BN), with 84 interrogators, as well as four RC MI Battalions within the Battlefield Surveillance Brigade (BfSB) construct.

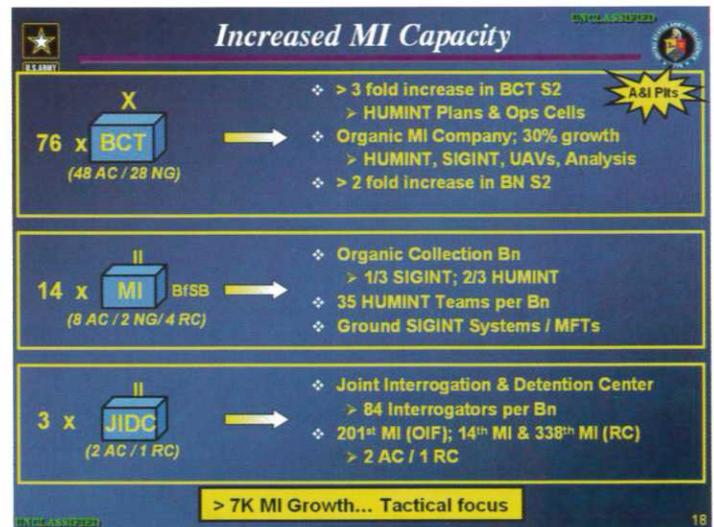
Our total Army HUMINT capacity has now more than doubled since FY04 with the greatest increases (600+ authorizations) in the reserve component. To better perform advanced HUMINT skills training, the Army has partnered with the Undersecretary of Defense for Intelligence and the Defense Intelligence Agency to establish a HUMINT Training Joint Center of Excellence (HT-JCOE) at Fort Huachuca, AZ. The HT-JCOE conducts five advanced HUMINT training courses and is now operating with an expanded student throughput - all synchronized with the ARFORGEN process.

DCGS-A is the Army's cornerstone flat-network intelligence system that connects intelligence analysts to hundreds of intelligence and non-intelligence data sources at all classification levels. This capability provides our analysts the ability to rapidly mine, fuse and visualize layered data to gain an unprecedented level of contextual understanding about their operational environment. DCGS-A is already employed in many of our Army and Joint Reserve Intelligence Centers (ARISCs/JRISCs). By the end of

FY10, organic MTOEs in the total active and reserve Army MI force will be fielded DCGS-A Version 3.0. DCGS-A Mobile Basic (formerly called Version 4.0) will begin fielding in FY12.

Army G-2 is heavily focused on expanding air and ground persistent surveillance and exploitation capabilities to support operations in Iraq and Afghanistan. More than two dozen quick-reaction capabilities are now in both combat theaters. In FY08, the Army approved critical intelligence structure in the Total Army Analysis (TAA) FY10 -15 Force Design Update. This included 20 Cryptological Support Teams, 36 SIGINT Terminal Guidance Teams and five Document and Media Exploitation (DOMEX) Teams within USAR MI battalions. These target exploitation enhancements provide brigade combat teams (BCT) the necessary capabilities to execute full spectrum operations.

By reorganizing USAR MI under the MIRC, a single unified functional administrative command headquarters, the USAR MI Force has significantly increased its readiness. Prior to the creation of the MIRC in September 2005, Duty Military Occupational Specialty Qualification (DMOSQ) was attained by less than 50% of



the USAR MI force. Today, the MIRC has doubled in size to nearly 6,000 authorizations and has greater than 70% DMOSQ. More importantly, the MIRC is now far more capable in responding to the exact operational demands of our deployed commanders. To date, the MIRC has met the needs of every wartime Request for Forces (RFF) levied against USAR MI.

Our Army is working its way through fully operationalizing the Reserve Component. Much of the USAR MI force had already traditionally supported ongoing world-wide operations during drill weekends and annual training. However, today's long-term deployed demands for MI enablers in the RC are greater than ever. The Army's answer to meeting these demands is the ARFORGEN process of continually resetting, training, and deploying personnel and units. Integrating Reserve Component personnel and units into the sequencing and timing of the ARFORGEN process to support combat operations is a challenging task. The MIRC is appropriately structured with the requisite authorities to perform these functions as it task organizes, trains, equips, resources and resets USAR MI forces to provide relevant and ready operational intelligence capabilities to our combatant commanders and the intelligence enterprise.

As the Army continues down the road of institutional adaptation and rebalance, it is increasingly important that the MIRC and Army Reserve Intelligence Support Centers be postured to embrace MI transformation. MI reservists continue to make significant contributions in combat as well as in contingency missions and training exercises. Army MI will continue to transform and evolve to meet future threats and the MIRC remains an important part of the Army Intelligence Enterprise.

Thanks for all your hard work, professionalism and service to our Nation.

LTG John F. Kimmons served as the Army G-2, August 2005 thru February 2009. He is currently assigned as the Director of the Intelligence Staff, Office of the Director for National Intelligence (DNI). »

## Introduction to Military Intelligence at the Southwestern Army Reserve Intelligence Support Center

by Maj. Monica Griffin, Military Intelligence Readiness Command Public Affairs Office

**C**amp Bullis, Texas—Currently there are over 150 career fields to choose from in the US Army. Recently, I had the opportunity to observe one of the Army's elite disciplines, Military Intelligence.

For five days and a total of 40 hours, I observed, studied and even learned the basics of how to become an Intelligence Analyst. Given the proper tools, which are many, you too can acquire a level of Intel knowledge by enrolling in the Introduction to Military Intelligence or IMI course taught at the Southwestern

Army Reserve Intelligence Support Center (SW ARISC). Introduction to Military Intelligence instructors Sgt. 1<sup>st</sup> Class Wacey Holladay, David Phelps, Katie Phelps and David Smith are four of the Army's most facile Intel Analysts with a combined total of 40 years experience in military intelligence. These IMI Instructors provide you with much more than a general overview of the training students receive in courses such as the Intro to Islam/Radical Islam, Intro to MI and exploring inter disciplines such as HUMINT, IMINT, MASINT, SIGINT and TECHINT, Targeting, Reports and Intelligence Tools, Critical Thinking, Intelligence Preparation of the Battlefield (IPB), and Asymmetric Warfare.



Holladay provides instruction to new students.

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***“Don't worry. I will steer you through the rockiness of where we need to go and get you to where we need to be.”***

***—Sgt. 1<sup>st</sup> Class David Phelps***

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Instructors use a mixture of real world experience, doctrine, history and humor to educate prospective analysts on the fundamentals of military intelligence. While instructors will admit that teaching a two week course in one week is challenging, students are reassured that they will learn the necessary skills needed to perform their jobs. “Don't worry. I will steer you through the rockiness of where we need to go and get you to where we need to be,” D. W. Phelps assured students.

The IMI course welcomes students of all ranks and from all branches of the armed forces who require the training for job-related duties and responsibilities. While enrolled in the course, students discover how to help commanders assess their battlespace through the development of intelligence charts, graphs, matrices, doctrinal, situation and event templates, intelligence estimates, intelligence annexes and intelligence summaries.

IMI is more than just a slide show. It's small group discussions, practical exercises, student interaction, instructor demonstrations, documentaries and visual effects. IMI is a training module which trains and prepares Intel Analysts to make rapid, near real-time decisions about enemy intentions and capabilities. »

# A Letter of Thanks to the MI Reservist

By Col. (Ret.) David D. Hale Jr., former Deputy Commander, U.S. Army Intelligence and Security Command

Col. David D. Hale Jr. has spent more than two decades of his 30-year Army career serving in the field of military intelligence. In that time he has had the “great opportunity” to serve with many MI reserve soldiers. Whether stateside commanding the 519th Military Intelligence Tactical Exploitation Battalion at Fort Bragg, N.C., or conducting special missions in places such as Haiti, Bosnia and Afghanistan, Hale consistently found himself working with MI reserve forces and was consistently impressed by their dedication, professionalism and abilities. As he transitioned to retirement, he took a moment to reflect and address the men and women who serve in the MI reserve.

“As I prepare to depart the Army after 30 years of service, I wanted to take this opportunity to thank the MI reserve Soldier for all that you’ve done. I am alive because of you.

I am constantly amazed by what you accomplish knowing the small amount of resources you are given with which to operate. You constantly come through for your country, and I want you to know that it is deeply appreciated.

In 1994, I was selected to become the MI Task Force commander in Haiti, and I had a number of resourceful reserve Soldiers who were there. Their efforts resulted in the discovery of several assassination plots against friendly forces. Their work saved lives.

Equally important to me were the contributions from the reserve Soldiers when I was the MI battalion commander in Bosnia. Those Soldiers in that particular case were on tactical HUMINT teams. Most of them were New York City police officers in their civilian lives back at home. They were outstanding. They understood the street. They understood how to run sources. They understood how to work through interpreters.

During our tour, we were credited with uncovering an assassination plot to kill Maj. Gen. David Grange, the commanding general in Tuzla at that time. We uncovered several additional assassination plots and numerous weapons caches during our time there. I was proud of what those great reserve Soldiers accomplished, and they taught me a great deal in our time together. Their insight was invaluable to me concerning every aspect of running and managing operations.

What those reserve soldiers did was marvelous, and the unit received an intelligence community award from Maj. Gen. Michael Hayden for their work. Additionally, my active-duty

units in Bosnia and Haiti received the Army Superior Unit award. Their success was due, in part, to the work of their reserve counterparts.

When we returned to Fort Bragg, we created the Contingency Operations Course that we taught at Camp McCall. Because the 519th was the Corps’ counter intelligence interrogation and long-range surveillance unit, we had a special expertise. As a result of that expertise, when we came home to Fort Bragg, our primary job was to train counterintelligence (CI) and HUMINT Soldiers before they deployed to Haiti, Bosnia and Kosovo. We had many course or training requirements Soldiers had to successfully complete before they were qualified for deployment. It was a demanding course for everyone involved, and it should come as no surprise that a large part of that training was set-up and executed by reserve Soldiers.

When I deployed to Afghanistan in 2004, I was given the opportunity to go out with a reserve tactical HUMINT



Hale (front center) and members of international forces.

team on a source meet and to sit down with a local warlord. It was a high-risk mission. The team did a superb job of preparing me and getting me to that individual. We went up in both civilian clothes and vehicles. We were a little concerned after we met with him because as we were coming back out, we passed the hulks of burned out Russian and American vehicles. We were, of course, very concerned about improvised explosive devices or

IEDs. The mission was a success, and those Soldiers on the ground made all the difference.

I’ve always been in awe of the many roles a reserve Soldier must play. Never has this been more evident than in my current and final position as the deputy commander of INSCOM. You do your civilian job day-to-day, and while on reserve duty, you serve your country. Then we ask you on a word to separate yourself from everyone you love and, in some cases take a cut in pay, to deploy to war. We require you to flip a switch, come together, organize, train and deploy on a national mission - and oh by the way, if you mess up there will be global negative attention on your unit, the reserves, the Army and your nation. This is no easy task, but you never fail.

You continually fight above your weight. You always come through for us, and I am grateful. I just wanted to take this opportunity as I walk-off into the sunset to communicate that to all of you one last time. Thank you for your service. Thank you for your sacrifice. God Bless you.”

# Making the Grand March

by Maj. Monica V. Griffin, Military Intelligence Readiness Command Public Affairs Office

Washington, DC – The crowd cheered as the Military Intelligence Readiness Command (MIRC) marched a magnificent mile and a half in the Inaugural Parade for Barack Obama, the 44<sup>th</sup> President of the United States. Above the cheers, Soldiers could hear words of encouragement and praise thanking them for their service. A few Soldiers responded with brief smiles and slight nods. This was a day that they would remember, a story that they would tell to their grandchildren and great grandchildren time and time again. What began as a simple e-mail message tasking the command to support inauguration day activities in the national capitol region, ended as a paragraph in history. The MIRC was the only command selected to represent the Army Reserve during inauguration day activities. Parade participants included subordinate unit members from the 203<sup>rd</sup> Military

Intelligence Battalion located at Aberdeen Proving Ground, Md.

As the President and the Chief of Staff of Army looked on, the master of ceremonies announced in a commanding voice, “The Military Intelligence Readiness Command, an Army Reserve command headquartered at Fort Belvoir, Virginia.” While the introduction was

brief, it generated memories which will surely last a lifetime.

Capt. GERALYN BENNETT, MIRC Operations Officer and commander of the grand march, describes her thoughts when asked to lead the formation in the inaugural parade.

“My first reaction was, Wow! Me? I volunteered to be in the parade. I didn’t ask to be the commander. So when asked, I said that it would be an honor. I didn’t think that it was a big deal until I called my Mom and she put me on speakerphone. She gathered the entire family



Geralyn Bennett leads the command formation during the 2009 Presidential Inauguration Parade.

and said, ‘Now say that again’, Mom I was selected to lead the formation in the inauguration parade. After that, my family started planning an inauguration party. Personally, it means a lot to me. Being on active duty 17 years, getting stationed on the east coast and having the opportunity to participate in an event of this magnitude is wonderful. It’s a privi-

ledge to march in any Inaugural Parade, but particularly memorable in this case as we honor our first African American President.”

Preparation for this special event required time, energy and patience. The MIRC relied on the professionalism and experience of Operations NCO and parade coordinator Master Sgt. Nicolas Ammanatidis, 1<sup>st</sup> Sgt. Ortizguzman and Supply Staff Sgt. Hawkins to prepare 100 Soldiers of all ranks for the grand march. Preparations were intensive and included the recruitment and screening of

over 100 Soldiers; ordered over eighty rubberized M16 rifles, ninety wool scarves and dress coats; and conducted two dress rehearsals. Coordination for the event also included months of planning, innumerable phone calls and e-mail messages and several in-progress reviews. At the end of the day, everyone agreed that it was all worth it. Ammanatidis had this to say.

“It was 27 degrees with a wind chill factor of 17 degrees but morale was high. We didn’t even let the weather get us down. It was a very positive and humbling experience to see this nation supporting our new president.”

With a new president and a new experience, the MIRC is looking forward to marching onward to even greater achievements. ]

# The MIRC's First

Story by First Lt. Jonathan Reading, Photos by Capt. Lily Oberiano-Bayasen

On a crisp December 14, 2008 morning at Camp Cropper, Iraq the MIRC saw for the first time its patch worn on the right shoulder by the Soldiers of the 338<sup>th</sup> Military Intelligence Battalion. In attendance from the MIRC, were Brig. Gen. Leslie Purser, COL Jody Daniels and CSM James Murrin, who flew from the United States to specifically place the MIRC patch on the right shoulder of every 338<sup>th</sup> MI BN Soldier. The 338<sup>th</sup> MI BN was officially the "MIRC's First," being the first fully manned battalion mobilized and deployed for wartime service under the MIRC since its conception in 2005.

The road leading up to the 338<sup>th</sup> MI BN's mobilization and deployment was an interesting one, with the Battalion re-activating on October 16, 2007. The 338<sup>th</sup> MI Battalion is the Army Reserves' first Interrogation Battalion. Since its activation, Soldiers of the 338<sup>th</sup> MI BN endured non-stop training in preparation to mobilize on September 8, 2008 for their mission at the Joint Interrogation and Debriefing Center (JIDC) in support of Operation Iraqi Freedom (OIF).

Led by Lt. Col. Fredrick "Tony" Francis, the 338<sup>th</sup> MI BN underwent extensive training, starting with the Joint Analyst-Interrogator Collaboration Course (JAICC). There, the Soldiers experienced their first taste of what interrogating Iraqi Detainees would be like. This course also taught the Soldiers methods and approaches to interrogating detainees as well as working closely with their analyst counterparts in order to exploit actionable intelligence from the "role-players." The course lasted six weeks. Upon its completion in mid-August, the Soldiers moved immediately to Camp Bullis, Texas.

There, the 338<sup>th</sup> MI BN prepared to execute its first FTX, Operation, "OSO FURIOSO." The Battalion was the first unit to train at the INSCOM Detention Training Facility (IDTF). With state-of-

the-art equipment to train ARMY interrogators, the 338<sup>th</sup> MI Soldiers experienced what their pending deployment would resemble while training at the IDTF. Upon completion of Operation "OSO FURIOSO", the 338<sup>th</sup> MI's resources were consolidated and moved to the mobilization site at Ft. Dix, New Jersey.

It was a sunny day on September 8, 2008 when the 338<sup>th</sup> MI arrived at Ft. Dix, New Jersey. At Ft. Dix, intestinal fortitude became the order of the day, every day. Over the next two months the Soldiers were tested mentally and physically on the grueling and often sobering aspects of deploying to a foreign country.

It was at Ft. Dix that the 338<sup>th</sup> MI received a surprise visit from BG Purser during the battalion's HMMWV

to see their friends and family one last time before making the jump "across the pond."

It was only an hour into the month of November when the 338<sup>th</sup> MI arrived in Kuwait. After leaving McGuire AFB on a government contracted jet, the Soldiers endured a 15 hour flight with layovers in Iceland and Hungary. Then after conducting two more weeks of Theater Specific Training at Camp Buehring, Kuwait, the battalion conducted onward movement into Baghdad, Iraq.

The 338<sup>th</sup> MI arrived at their destination in the early morning hours on the 14<sup>th</sup> of November. Immediately upon arrival, the battalion began "Relief in Place" operations with the 201<sup>st</sup> MI BN and a short ten days later, executed the



338<sup>th</sup> Soldiers display their colors while in theater.

Egress Assistance Trainer (HEAT) training. HEAT training can be exciting and dangerous training. Four passengers and a gunner were put in a simulated HMMWV and then 'barrel rolled' several times in the cab of the vehicle to simulate a roll-over. Some Soldiers came out with bumps and bruises, but everyone left a little better for it. Borrowing another Soldier's Individual Body Armor (IBA), the CG took a "hands on" approach to training and assumed the gunner position, executing the drill in textbook fashion: real leadership by example.

At the end of October, with their MRX completed, a well deserved four day pass was awarded to all the Soldiers

"Transfer of Authority," officially assuming the JIDC mission and uncasing, for the first time on foreign soil, the 338<sup>th</sup> MI BN Colors. The mission for which they had trained for so hard and long finally stood before them. The 338<sup>th</sup> successfully completed their mission, returning home just before Labor Day. The JIDC is the premier source for HUMINT in the Iraqi theater of operations and the 338<sup>th</sup> MI BN was the first Army Reserve JIDC Battalion and the first battalion manned, equipped, trained and deployed by the Military Intelligence Readiness Command. The 338<sup>th</sup> MI BN shall be forever remembered as "The MIRC's FIRST!"





# Rebalancing the Army—Institutional Adaptation

By Brig. Gen. Leslie A. Purser, Deputy Chief Army Reserve Human Capital

The Army has made a deliberate effort, over time, to improve how it functions as an organization. Recently you may have heard the Chief of Staff of the Army discuss “Rebalancing the Army”. In order to do that we must effectively and efficiently generate trained and ready forces within available resources. The surest path to the necessary transformation of the Army is the adaptation of a comprehensive enterprise approach. Aligning our institutional systems is part of that process. To do that, a new Army-wide management system has been developed which will become fully operational within the next few months and will provide new governance bodies under a single accountable leader that supports decentralized decision making and execution. This system includes a proposed model of four core management areas: Manning, Readiness, Materiel, and Services & Infrastructure. The Army Reserve is following closely with this rebalancing process. In order to optimize it, we as Reserve leaders must:

1. Attract and retain the very best Warrior Citizens to serve our nation (Manning), prepare, train, and equip Soldiers (Readiness)
2. Provide our Soldiers with the latest mission ready modular force equipment, (Materiel)
3. Provide for the well-being of our Soldiers, Families, Army Civilians, and employers while providing training and unit facilities and secure, redundant communications (Services & Infrastructure).

In order to attract and retain the best Soldiers we must first properly care for the Soldiers we have. As discussed in the first issue of MIRC Magazine, our two largest units (TSC and CSC) lack any type of intermediate level structure, which puts undue stress on the leadership of those two units, and on the MIRC Staff, not to mention on the Soldier needing the support. Recently USARC has granted the addition of two Regional Support Groups to provide staff support. These units together will add up to 170 Soldiers (AGR and TPU) to our structure. One RSG is located in St Louis and the other at Ft Jackson. Our MSC Commanders met in February to discuss the best course of action for use of these units, and a final decision will be made shortly.

Another way to attract and retain the best Warrior Citizens is through IRR Musters. These are annual events held throughout the nation, normally near large metro areas, where IRR Soldiers are ordered to active duty for one day in order to maintain good standing within that element. In FY08 about 9,000 IRR Soldiers showed up for the musters, of which 2,900 joined TPU formations, for a conversion rate of about 30%. The locations with the largest populations of MI Soldiers are Dallas, Phoenix, Seattle, and Baltimore. I encourage leaders

who live near these areas to visit these musters. Your MSC commander has more information on this opportunity.

Providing the best materiel to our MTOE units has the OCAR’s full attention. In the intelligence arena this requirement includes things like access to TRITON III SIGINT systems for pre-deployment training. The TRITON systems are used extensively in Iraq and we know our Soldiers will use them once deployed into theater. It is imperative that we receive training on them before we deploy. However, the MIRC does not ‘own’ any of these systems - a critical shortfall as we mobilize and train units this summer. Ultimately, resourcing is at the heart of the challenge. The USAR in general and the MIRC in particular were originally constituted as key parts of the nation’s strategic reserve. However, since 9-11, while we have been increasingly used as an operational reserve, our funding has continued to ebb and flow as if we were still a strategic reserve. Our access to supplemental funding, always limited at best, has become even more restricted as we compete with the sputtering American economy for dollars. Operationalizing the MIRC demands timely access to required equipment in order to train in support of required missions forward.

Caring for our Soldiers, Families, Army civilians and employers is tantamount. 2,494 of our 5,933 Soldiers are married and they have 3,158 children. We owe our Soldiers and their Families a quality of life equal to the quality of their service, but we must recognize our limits - we may match their service, but never their sacrifice. Our leadership recognizes that an important part of their job is caring and looking out for the welfare of Soldiers and their families, and this is especially inherent in all 1SG and CSM positions. They, in addition to the MIRC cadre of Family Readiness Support personnel must continue to work together to provide an interconnected web of support for Army Reserve Families.



Brig. Gen. Purser and Dr. Estime sign the Army Reserve’s newest employer partnership agreement with Estimate Enterprises, Inc.

The Army Reserve is strong due in no small part to the patriotic support that our civilian employers give to their Soldier-employee. Through mutually-beneficial alliances with businesses that share our valuable human capital, we can strengthen Soldier-employees, Families, employers and communities. The Army Reserve Employer Partnership initiative leverages employer and Army Reserve recruiting, skills training and credentialing, as well as potential health cost sharing. More than 175 partnerships have been signed across the nation and include corporations such as Wal-Mart, IBM, Schneider National, Inc., General Electric, and New York Life. The MIRC POC for this initiative has established relationships with seven corporations. He is now focusing on the contracts within NSA in order to assist in employment opportunities within our SIGINT arena.

I ask for your assistance and patience as the Army rebalances to operationalize the Reserve Component and we work within these four core management areas. Working together, these areas will enable us to realize our ultimate goal: predictable, trained, and ready intelligence Soldiers and units. ▮

## 345<sup>th</sup> Warriors Return Home

by Naomi Gruse, FRG 345th

**S**oldiers, Friends and Families of the 345<sup>th</sup> Military Intelligence (MI) Battalion and subordinate companies gathered Sunday January 28, 2009 across three states; to welcome home Soldiers returning from deployments, some of which began four years ago.

Reserve companies in Jasper, AL; Ft Gillem, GA; and Charlotte, NC held separate "Welcome Home Warrior" ceremonies. The far-reaching battalion family became closer through a simulcast video stream from the main ceremony held at the Battalion's home at Ft Gordon, Ga.

The Chaplain, Capt. Robert Allman, of the 513<sup>th</sup> MI Brigade gave the invocation and praised the "unsung heroes of the cause of peace and freedom around the globe."

Lt. Col. Mario Lijoi, commander of the 345<sup>th</sup> MI Battalion at Fort Gordon, gave a warm welcome home to his fellow "Dragon Slayers" referring to the unit's crest of a medieval knight with a drawn sword.

"I want to encourage everyone in this room to be passionate about life, be passionate about families, be passionate about this great nation we live in. Be passionate about those around you who you serve with, whether it's in the Army, the Marines or anywhere else. And be passionate about the jobs you serve in civilian life. I also want to say to all of you thank you for your service."

Lt. Col. Lijoi went on to introduce the guest speaker as someone who is a true leader and who is passionate about Soldiers.

Brig. Gen. Leslie Purser, Commanding General of the Military Intelligence Readiness Command, (MIRC), was the guest speaker for the event. She spoke fondly of the need for Reserve units in the Army, referring to the comments of the Chairman of the Joint Chiefs of Staff (JCS), US Navy Admiral Mike Mullen, "our Army is the center of gravity for the U.S. military and its center includes the Guard and Reserves."

Brig. Gen. Purser continued giving much praise to the returning Soldiers as she spoke of how strong and courageous they have been. She openly spoke of how proud she was of them and how proud they should be of themselves.

"We are proud of each and every one of them for not only getting the job done under the most hostile conditions, but for representing the MIRC, the Army Reserves, and the United States of America with courage, honor and professionalism."

Family members in attendance were able accompany their Soldier as they received their awards from the Battalion. Significant others received a lapel pin from Kendra Lijoi, Family Readiness Leader of the 345<sup>th</sup> MI Battalion.

Ashanti C. Cates, 15, daughter of CW2 Maurice Cates, said, "I am glad they recognized my daddy for going to war because he really deserves it and I was terrified when he left, but he was strong for our family and so I was strong as well. He went to war and did what he had to do, because that's the kind of person my dad is but now he's back and I hope he doesn't have leave again!"

Family members of the returning Soldiers, who gave of themselves for each deployment, attended a prior ceremony in their honor. The 345<sup>th</sup> Family Readiness Group prepared a light breakfast of fresh fruit, bagels with cream cheese and hot coffee straight from Starbucks as a thank you for the families of the awardees at the Battalion.

Col. Laurence Mixon, Commander of the 513<sup>th</sup> MI Brigade and the incoming Command Sgt Maj. Todd Holiday were in attendance to show support and welcome home the warriors of the 345<sup>th</sup> MI Battalion. ▮



Staff Sgt. Andrew Chizman and his family receive the Welcome Home Warrior-Citizen plaque from Brig. Gen. Purser.

# On Screen or Off Screen, MIRC Soldier Has What it Takes

by First Lt. Shad Lancaster, Commander, B Co. 321<sup>st</sup> MI BN

Last fall the US Army Reserve sought applicants for their new, nation-wide, recruitment commercial. Cadet Thodore F. Kuchta, a senior at the University of Texas – Arlington ROTC program in Arlington was chosen for the commercial. The recruitment video targeted Soldiers with Military Occupational Skills (MOS) that most potential enlistees do not consider before entering the Army Reserve. Bravo Company mainly consists of counterintelligence (35L) and human intelligence collector (35M) specialties, which were desirable specialties the public relations firm of McCann-Erickson felt would fit well into the commercial.

During the interview process, Kuchta discussed typical activities of intelligence soldiers during battle assemblies and overseas deployments. The commercial presented these intelligence activities against the backdrop of his everyday life as an ROTC, college student, TPU Soldier and family member. The filming occurred at Ft. Eustis, Virginia with a number of US Army Soldiers from various MOS's. Kuchta said he felt like a "rock star" during the production, going from scene to scene, working with director Chris Sergeant, the film crew, and other members of the cast.

Most of the cadets in his ROTC Battalion now call him "Hollywood" for the exposure he received, not only through the commercial but through local print media at the university and newspapers around the Dallas/Fort Worth area. Filming took approximately one week, with the final product being a 30 second segment first shown nationally following the BCS National College Football Championship game. The commercial first shows Kuchta in a university library, then quickly transitions to him outfitted in tactical gear, operating in a combat setting and speaking with local tribal elders, all with his MIRC unit patch in view.

Kuchta was an exceptional candidate, having served as an enlisted Soldier and now seeking his commission as an Intelligence Officer as he completes his education. His wife and family are very involved in Bravo Company's Family Readiness Group and are often on-hand during battle assemblies to help with different activities. Great opportunities such as this allow Soldiers to proudly lead and represent the Military Intelligence Readiness Command. ■



Photo of Cadet Thodore "Hollywood" Kuchta

# MIRC and 200<sup>th</sup> MP Command Host Army Reserve Family Program Academy

by Maj. Monica V. Griffin, Military Intelligence Readiness Command Public Affairs Office

The evening began with an ice-breaker, an Army Reserve (AR) version of the hit game show *Jeopardy*. James Cousar, family program coordinator for the 200<sup>th</sup> Military Police (MP) command, explained the ground rules as the fun got underway. Red, yellow, green, blue and pink teams battled each other for the chance to be crowned the greatest AR Jeopardy champs of all time. The ice was broken and the game was a huge success with the diverse audience of Soldiers and family members. The audience was quickly reminded why they registered to attend the Army Family Program Academy (AFPA) when Staff Sgt. Raymond Rodriguez was invited to the microphone. Assigned to the 200<sup>th</sup> MP command, Rodriguez had just returned from his 6<sup>th</sup> combat tour. The audience erupted with applause as he was introduced by Cousar. His words were brief, but lasting.

"What you do is so important. You relieve the stress from families back home." The audience responded with cheers, applause and hugs for both Rodriguez and his wife.

The next day was all about business, the business of learning

***"We have to promote it, we have to embrace it, but...I can't do it alone."***

***—Lt. Col. Tanya Olson***

how to make family programs the best within your command. Pat Williamson, Family Program Director for the 200<sup>th</sup> MP Command, provided an overview of the events to come while discussing a few basics of the quintessential Family Readiness Group (FRG). With over 150 Soldier and family member FRG support personnel in attendance, participants were divided in four different tracks where they attended various break-out sessions on FRG fundamentals which included Commander's Responsibilities, Newsletters, Family Readiness Liaisons' Responsibilities, Volunteer Recruitment and Recognition, Volunteer Reimbursement, Family Readiness Group Operations and Activities, and Family Readiness Group Funds Management. Williams encouraged all participants, specifically commanders, to utilize the resources at their fingertips as well, "They can



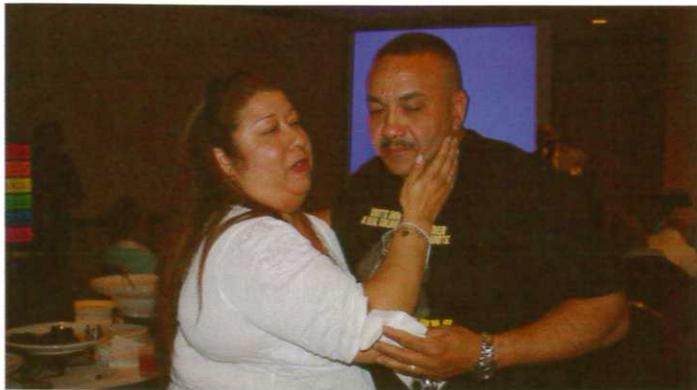
Family Readiness Group Leader and MIRC volunteer instructor, 2500 MIG Dawn Smith discusses family readiness group operations and activities.

be a terrific retention tool for you,” emphasized Williams.

Commanders wasted no time engaging their resources as well— Family Readiness Liaisons, Program Directors and Volunteers. During the Commander’s Responsibilities break-out, Lt. Col. Tanya Olson, commander of the 301<sup>st</sup> Military Intelligence Battalion, explained the significance of having a viable FRG within her command to support Family members while Soldiers are deployed in harms way. “We have to promote it, we have to embrace it, but...I can’t do it alone,” shared Olson.

Break-out sessions equipped Soldier and Family member FRG support personnel with the tools needed to help Families rely on themselves, reach out to others, resolve problems, access accurate information and realize the full potential of the AR as one Army, one Family and one team.

The AFPA was the first of its kind, hosted by the MIRC and 200<sup>th</sup> MP Command at the Dulles Hilton located in Herndon, VA. Program directors are planning to conduct additional training in August 2009. ▶



Staff Sgt. Rodriguez and his wife acknowledge the audience's applause (photo taken by Joanne Acosta).

## MIRC NCOs Inducted into Hall of Fame

By Maj. Monica V. Griffin, Military Intelligence Readiness Command Public Affairs Office

Washington D.C. (March 19, 2009) They sounded off in unison repeating verbatim the Non-Commissioned Officer’s Creed (NCO) as dictated by Sgt. Maj. of the Army Kenneth O. Preston. All 29 NCOs were then inducted into the NCO Hall of Fame. Five of the 29 soldiers were members of the Military Intelligence Readiness Command (MIRC). MIRC inductees included two O9L Soldiers assigned to the MIRC Headquarters, Sgt. Elizabeth A. Carroll assigned to the 203<sup>rd</sup> Military Intelligence Battalion (MI BN), Staff Sgt. Sean A. McClenachan assigned to the North Eastern Army Reserve Intelligence Support Center (NE ARISC), and Sgt. Elizabeth N. Weissbrod assigned to the 203<sup>rd</sup> MI BN.



Staff Sgt. Elizabeth Carroll accepts a coin excellence from Sgt. Maj. of the Army Kenneth O. Preston.

Full ceremonial honors were bestowed upon the new inductees as guest speakers to include Secretary of the Army, the Honorable Pete Geren; Chief of Staff of the Army, Gen. George W. Casey; and Sergeant Maj. of the Army Preston looked on from the review stand.

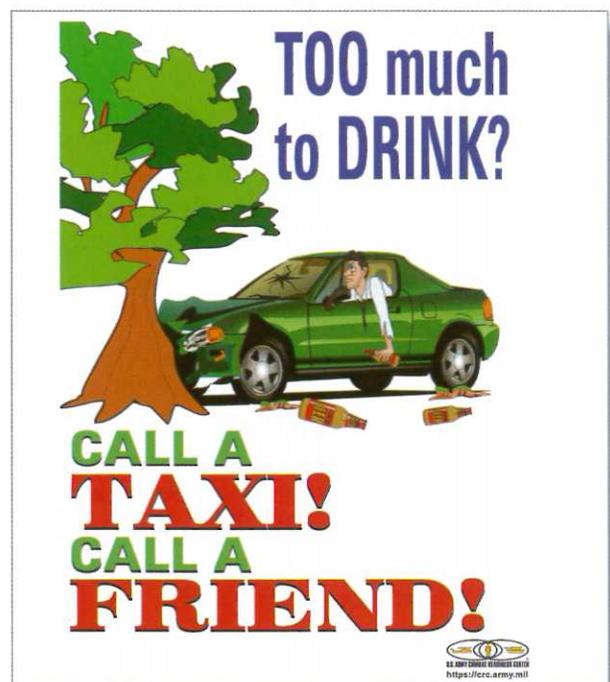
The United States Army Band “Pershing’s Own,” kept time as the Old Guard Soldiers orchestrated ceremonial commands. Family members were astonished as they were formally acknowledged by the Old Guard Soldiers during the Pass and Review. The NCO inductees beamed with pride as they received ceremonial honors.

When asked about the ceremony, McClenachan had this to say, “It was quite an honor to be asked to participate in the ceremony to represent the MIRC and the Army Reserve. I have never seen the Old Guard perform a ceremony before. They do put on quite a show and they are an impeccable host. Fort Myer was the perfect place for this.”

While at the podium, all of the guest speakers highlighted this year’s Army theme, *Year of the NCO*, with General Casey underscoring how instrumental NCOs are in preparing officers for a successful command and career during his address. He ended his speech by encouraging all NCOs to continue to lead the way, not just this year but in the years to come as well. ▶

MIRC Hall of Fame inductees were selected based upon their own merit to represent the Army Reserve during this prestigious ceremony.

Full ceremonial honors were bestowed upon the new inductees as guest speakers to include Secretary of the Army, the Honorable Pete Geren; Chief of Staff of the Army, Gen. George W. Casey; and Sergeant Maj. of the Army Preston looked on from the review stand.



# Military to Military Exchange Program with the Ugandan People's Defense Force

by Lt. Col Stanley Koryta Jr.

On September 13, 2008, MIRC officers, Lt. Col. Stan Koryta, Maj. Neil Harper and Capt. Ryan Averbek, traveled to Uganda where they met with senior Uganda People's Defense Force (UPDF) leaders and a US Military Attaché to exchange information on how to best establish, recruit, train, employ and retain a National Reserve Force in Uganda.

The event began when senior UPDF leaders expressed an interest in developing a professional National Reserve Force they could call upon during times of crisis. The mission was requested by and coordinated through the US Embassy's Office of Security Cooperation, in Uganda to the US Department of Defense. DoD then identified and tasked MIRC officers to participate in this military-to-military exchange event.

The MIRC officers initially met with Lt. Gen. Ivan Koreta, the UPDF Deputy Commander of Land Forces and dual-hatted as the Commander of their Reserve Forces. Following the initial coordination, the MIRC officers presented to UPDF leadership a history of the US Army Reserve and National Guard as well as the current roles and employment of the US Army Reserve Components. The MIRC officers specifically addressed and led discussions regarding mobilization, de-mobilization and retention issues as well as command and control methods.

The MIRC officers also presented the idea of "One Army," specifically emphasizing that our Citizen Soldiers complete the same training requirements and perform at the same level as their active duty counterparts. Once on active duty, there is no difference between the authority or expectations of Reserve soldiers.

The audience for these presentations included, Col. JB Mulindwa, the Director of Administration for the UPDF National Reserve Force as well as the UPDF District Reserve Force Coordinators and their junior officers who serve as

seconded officers to their reserve force. The "seconded officers" are essentially equivalent to our Active/Guard Reserve (AGR) or active component/reserve component officers. The UPDF officers who participated in this event are responsible with standing up a reserve force in their country.

The UPDF officers presented information about the history and current status of their Reserve Force Plan to include concerns they had about standing up a National Guard type of force controlled by local leaders and a National Reserve type of force, controlled solely by the UPDF. They also addressed training issues and budgetary constraints within their military. The UPDF officers also expressed an interest in additional military to military exchange events including a State Partnership where they could continue to share information with the US.

The event concluded with the MIRC officers presenting a "Way Ahead" briefing to the UPDF Chief of Staff for Land Forces, Brigadier Charles Angina, as well as the UPDF leadership

who participated in the event. The MIRC officers' presentation included recommendations on how to best recruit, train, employ and maintain a reserve force. The MIRC officers also recommended that the UPDF consider a review of US legislation and programs such as the Solider and Sailor's Relief Act, the Army Emergency Relief Fund, the Reserve Officers' Personnel Management Act, US Code Title 10, Title 32, Title 38, the AGR program and Operation Blazing Trails. A large portion of the UPDF's final issues and questions related to taking care of their soldiers and conducting operations that would benefit their local communities.

The US Embassy's Chief of Security Cooperation, Major Vincent Golembeski, who was also present, mentioned that there was a desire to continue discussions on the possibility of US assistance to the UPDF in the development of their National Reserve Force.



Lt. Col. Koryta, Maj. Harper and Capt. Averbek with the Uganda's People Defense Force.

The UPDF's request to meet with AR "Citizen Soldiers" of the United States to discuss concerns of starting a professional reserve force shows progressive thinking for a military force which has limited experience with an active reserve force.

The UPDF ultimately focused on how to protect the rights of reserve Soldiers and how their developing reserve concept

could assist economic development in areas local to the reserve garrison. Based upon the visit by the MIRC officers, Uganda may be planning a reserve system similar to the United States Army Reserve with specific adaptations to the social, economic and cultural realities of their country. ]

## The Larry Keith Reyes Story

by Maj. Monica V. Griffin, Military Intelligence Readiness Command Public Affairs Office

After being deployed to Iraq, most Soldiers waste little time packing their duffle bags to head back to the states when given the opportunity to return home to family and friends. With only two days remaining until his return home, First Sgt. Larry Keith Reyes wanted to ensure that the replacement team was well prepared for the mission that awaited them. He took the new team out on what was suppose to be a routine mission to help them get familiar with their surroundings. What was considered tedious, turned tragic when the vehicle that Reyes and the other team members were riding in blew a tire and started to roll down an embankment.

With his M-4 clasped between his knees, the sudden plunge of the vehicle caused Reyes to be thrown forward, sinking his teeth into the butt of his M-4. That wasn't the worst of it.



First Sgt. Reyes and his wife (photo taken at the 2007 301st Dining-out).

Reyes was now partially inside and outside the vehicle and was crushed as the 600 pound up-armored Hummvee door opened and closed on him repeatedly. He was eventually ejected from the vehicle.

Reyes remembers Utah National Guard member, nicknamed "Doc," patching him up before he was loaded into a helicopter. He later learned that his lungs had to be re-inflated and that his front teeth were missing. His teeth were later discovered on an X-ray. They were lodged into his skull.

Reyes doesn't recall much about the accident. He remembers pulling on the gunner telling him to come down because the vehicle was going too fast. He remembers Doc working vigorously to save his life and remembers his stay at Walter Reed Army Medical Center – a hospital stay that transformed his life as told in his own words.

Of his stay at Walter Reed, Reyes said, "Here is where my memory sharpens. I remember a dream like state. I was lying

down in the hospital bed and my wife was resting her head in my lap. I felt like I was floating a bit above the actual scene. Here, I thought that I might have died! I felt like I could ask if I was dead, but I might get an answer that I did not want to hear. So instead, I asked "What about the pain in my arm?" And a voice, that reminded me of my father, that had a calming, forceful peace about it said, "Don't worry about the pain." Again, I thought I must be dead. But I dare not ask for if it is true, then my wife would soon disappear from my sight. So instead, I asked, "What about the pain in my chest?" And again, the voice that surrounded me like a warm summer breeze said, "Don't worry about the pain." At this point, I felt certain that I was dead. I thought for sure that soon, my wife would fade from my sight and I would be told that I was dead. During this encounter, I remember being very calm. I felt no fear, only sadness about having to leave my wife. As I waited for what was next, I just continued to look down at my wife.

I don't remember waking up, I was just awake. I shared my account with my wife. I cannot honestly say that I had no pain after this incident, but I can say that never again did I have any pain worth complaining about. There were no sharp pains, no continuous aches, and no pains to worry about.

The result was three months of uninterrupted time with my wife! I got to see how dedicated she is to me, and how willing she is to put my need first when necessary. I got to see how faithful she is in putting her trust in God. And I truly believe that I got to hear the loving voice of Jesus."

Reyes encourages all deploying Soldiers to conduct pre-combat checks, plan and practice for these types of accidents and if ever in an area where you have to rely on Blue Force Tracker systems, ensure that all of your Soldiers are trained on how to navigate this communication system.

Reyes' quick reaction in his decision to pull the gunner down from atop the fast moving HUMMVEE may have saved the gunner's life. Statistically, most vehicle ejections are fatal. Reyes credits his life being spared to the quick reaction of his team and God.

Reyes spent 15 years in the Florida National Guard prior to enlisting into the Army Reserve for patriotic reasons. He is an Intelligence Analyst assigned to the 301st Military Intelligence Battalion located in Phoenix, Ariz.. ]

# Fort Sheridan Celebrates 10<sup>th</sup> Anniversary as a JRIC

by Lt. Cdr. Tim Hodges

Fort Sheridan, Illinois recently celebrated its 10th anniversary as the original prototype Joint Reserve Intelligence Center (JRIC). The Fort Sheridan JRIC, with 26,000 square feet of SCIF space and another 16,000 of UNCLASS space, has 250 Windows XP workstations and other IT systems. Over 300 reservists, representing 12 reserve units, provide reach-back production for various Department of Defense (DOD) and Federal Government Agencies. The Joint Reserve Intelligence Program JRIP mission, which is to train reservists for mobilization by engaging them in real-world missions during peacetime, supports these reach back efforts.

Fort Sheridan is named after the Civil War Cavalry General, Philip Sheridan. Great Lakes Naval Station, the Navy's only Recruit Training Command, is only seven miles away and is home to over 20,000 sailors. Fort Sheridan is located about 35 miles from downtown Chicago.

The Commander of the North Central Army Reserve Intelligence Support Center (NC-ARISC), the Army Reserve component of the JRIC, is Lt. Col. Robert Burton who reported on August 1, 2008. Since then, Burton has been involved in a myriad of initiatives to improve the facility by clearly defining command relationships and by energizing the greater Fort Sheridan military community.

"The motto of the Military Intelligence Readiness Command (MIRC) is 'Always Engaged,'" said Burton. "Within that construct, it is the intent of the MIRC Commander, to create a collaborative environment in support of Homeland Security as well as increase the day-to-day utilization of the facility." Burton explained that efforts are currently moving forward to do just that. "We have added a few new customers to the JRIC since I've been here and there are plans to add quite a few more in FY10," he said. "A bright future appears

to lay ahead for the Fort Sheridan JRIC."

Besides military personnel, Fort Sheridan's JRIC has tremendous support through civilian contractors, and Fort Sheridan is no different. Phil Rykyto, Defense Intelligence Agency (DIA)-DS/OGT Site Systems Administrator, has been at Sheridan since 1987 when he was an Army Staff Sgt. He became part of the full-time staff in 1990. He is in charge of maintaining work stations, servers and network hardware so reservists can perform their missions. According to Rykyto, the JRIP started shipping computers in October 1996 and Sheridan became a JRIP site in 1997. "Everyone works together at Sheridan," he said. "You can't tell the difference between the staff and the reservists because everyone gets the job done."

In addition to Rykyto, Scott Striker, DIA-DS/OGT System Functionality Manager, is another Fort Sheridan veteran. Striker, a former Naval Intelligence Officer, has worked at the JRIC since 1996. "I am part of the DIA-DS/OGT management team," he explained. "I work with reservists to determine how well the systems are supporting them."

Recently, Striker began another project to make it easier for reservists to track production that improves manday reporting.

"In Spring 2006, JRIP-IM held

some internal communications working groups," he said. "Our discussions determined we needed a better way to share information across the JRIP-IM enterprise." Striker explained the initial focus of sharing information was targeted within internal communications between DIA-DS/OGT entities. "I advocated expanding the SharePoint software capability to the analyst user base," he said. "Sheridan has a large full-time user presence, and I felt we had to track production in a simpler, less labor intensive way."

The result – we can now track JRIC reservists and full-time staff's product, progress, and the man hours being used for research, training, analysis and service administration.

Like all JRIC's, Sheridan's main focus is employing DOD Reservists through a combination of drilling and full-time reservists to support the Warfighter. Of the 300 plus DOD reservists who drill at the Fort Sheridan JRIC, US Navy Reserve Intelligence Specialist First Class Ada Gray, who drills with the 440<sup>th</sup> Airlift Wing in Milwaukee and is currently mobilized, is thankful to be able to utilize the JRIC's location and resources.

"My initial reaction was that it was going to be a long way to commute," she said laughing. "I thought about getting out of the military, but I didn't want to." Gray looked for ways to continue her



Photo of Fort Sheridan Lakeshore

military service and attended a career fair at the 440th. After some soul searching, she decided to “Go Navy” and drill at Sheridan, 43 miles from her home. “Fort Sheridan saved my military career,” she said.

One of the full-time staff members at the Sheridan JRIC is Cdr. Edwin Exum, the former JRISE Chief of Joint Operations (CJO). The CJO is responsible for ensuring the JRISE at Sheridan, which includes over 120 service personnel in three branches, are trained and qualified Intel professionals who are ready for mobilization to European Commander (EUCOM) “We are a force-multiplier for the Warfighter,” said Exum. “Almost every reservist and full-time staff member here produces products that wouldn’t be available to our people in the field. We provide that support.”

Like most JRIC’s, Sheridan’s Soldiers, Sailors, Marines and Airmen are supporting the Global War on Terror however, instead of locating Intel professionals in the desert, they can provide the same support at a North Chicago suburb.

“North Central Army Reserve Intelligence Support Center (NC ARISC) was host to at least five Joint Analysis Center [JAC] reserve personnel who provided daily intelligence briefings to JAC Molesworth in England and the EUCOM J2,” said Exum. “We also provided daily intelligence summaries supporting Counter-Terrorism (CT) and Force Protection (FP) issues.”

Perhaps no one knows how well Sheridan served as an effective reach back asset after 9/11 than Army Lt. Col. Christopher Pellowski, the former Unit Commander of Detachment 3, 3100 Strategic Intelligence Group (SIG) and current full-time Senior Intel Analyst for DIA’s Energy Systems Division at the JRIC at Fort Sheridan.

The 3100 SIG unit was mobilized to Fort Sheridan in the aftermath of the events of September 11 and Pellowski has been on Active Duty ever since supporting Operations Enduring and Iraqi Freedom. His tenure at the JRIC has convinced him, among others, that the JRIC provides the resources to enable

him and other DIA reservists to conduct the same mission production as those who are located at Bolling Air Force Base in Washington, D.C. “We have the same ability to do here what is done at DIA,” said Pellowski. “I was activated to DIA after September 11 and systems-wise, there is no difference.”

The JRIC at Fort Sheridan has seen a few changes since its inception 10 years ago. However, some things never change. Things like commitment, expertise and diligence in getting the right information to the right people at the right time was, and always will be, the foundation of Fort Sheridan’s full-time staff and reservists.

“Using the MIRC’s Motto ‘Always Engaged’ as an azimuth check, we gain a sense of how important it is to keep moving this organization forward by constantly adapting it to the current operating environment (COE),” said Burton. “As intelligence professionals we must continually analyze the threat and adapt to new methodologies. This same analogy can be used to foster open dialog, creative thought, and flexibility amongst the numerous functional and support commands who are jockeying for the same limited resources. Only through cooperation and collaboration will any entity, not just NC-ARISC, function in our current reality and remain viable long into the future.”

## We are the Change We Seek

by Maj. Kerry E. Norman

“We are the change we seek!” So spoke Command Sgt. Maj. Leon Caffie as he addressed the Soldiers of the MIRC and 55th Sustainment Brigade during the Black History Month celebration and observance at the Mosby Reserve Center.

Caffie serves not only as the Command Sergeant Major for the entire Army Reserve but also as a guidon for every Soldier he comes in contact with. A truly motivational speaker, CSM

Caffie began his career as a Soldier in 1970, where he experienced firsthand the struggles that Black Americans encountered daily, describing the civil rights pressure cooker that permeated throughout the United States.

CSM Caffie spoke of the variety of Americans, from presidents to housewives, who fought for the cause of equality and progress for Black Americans. Americans, who during those tumultuous and extremely dangerous times, regardless of race, creed, or background, stood up for what was right and truly American – opportunity for all.

He spoke eloquently of the sacrifices by many throughout the years focusing special emphasis on the Army, and how even until 1963, though Black Americans had served honorably through every war, there existed still separate Black units within Army ranks.

Caffie spoke of how historically the Army as a whole has often taken the lead and served as an instrument of change for our Nation. With pride he highlighted the Army Reserves diversity compared to the other branches of service. “We are a family and when I look the first thing I see is a Soldier, then their rank, then maybe, their ethnicity and gender.”

Finally, Caffie spoke emotionally of how the Army “must” continue its role as an instrument of change as well as continuing to serve as the proponent and standard bearer for what is right. “We are the change we seek” as Caffie has personally demonstrated through his own life.



Command Sgt. Maj. of the Army Reserve (photo taken by Marny Malin, Fort Belvoir Eagle).

# Mixing Ordnance Students, Translator/Interpreters 'Beneficial for Both Sides'

6/1/2009 AUSA Magazine

"As a group, they are fantastic people," Lt. Col. Christopher Richardson, the 187th Ordnance Battalion commander at Fort Jackson, S.C. said about the translator/interpreter Advanced Individual Training students under his command.

He recalled a student from a few cycles back. "He had served in Desert Storm in Saddam's army. He knew the cause was lost because the Americans had air conditioning. Later he worked as an interpreter in the Balkans."

He sees the mixing of the ordnance students and the 09 Limas as "beneficial for both sides. Soldiers coming from the heartland of America are not used to different cultures – very different cultures. They are also exposed to an older population – 32 to 34, probably a little more set in their ways. For the 09 Limas, it is very helpful for them to see 63Bs take correction from NCOs and move on. If you keep a population isolated, they lick their wounds."

Richardson said commanders have been "overwhelmingly positive" in their appraisal of these soldiers in the field. "They see the commitment of having a soldier in uniform. There's a high level of trust there. And they have a soldier who can defend himself."

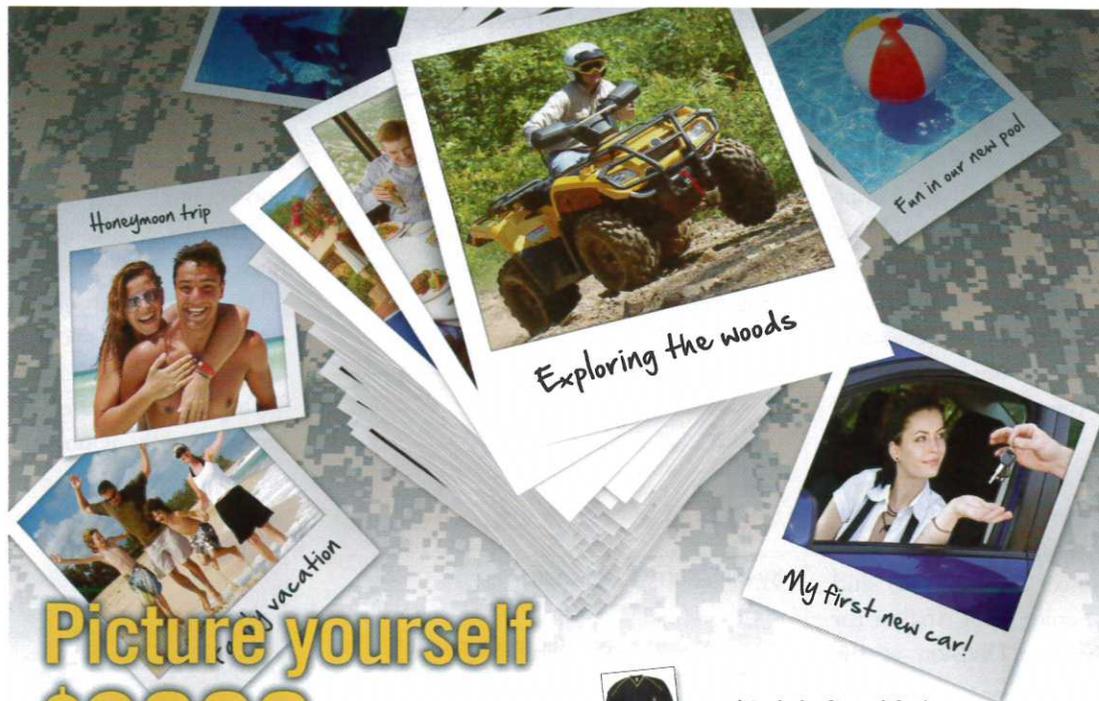
Like Richardson, Maj. Lawrence Snow, who is standing up the Army Reserve's 09 Lima's first provisional company of translator/interpreters at Fort Belvoir, Va., appreciates what these soldiers are going through and will go through.

While at Fort Jackson for a graduation ceremony Maj. Snow stated, "I give them a large amount of credit to go to a foreign country and then to join its military to help us and assist us and then go back to their home country."

Forty-four of Snow's 152 soldiers are deployed to Iraq. Col. Roma Amundson from the Nebraska Army National Guard, also attending the graduation, said, "Not enough people know about the program. They have a very vital role in adding to battlefield understanding."

She believes that her state could be a valuable recruiting ground for the MOS because it is home to 10,000 Sudanese and 6,000 to 7,000 Iraqis who left their countries following the first Gulf War.

"Our brigade is getting ready to go [to Iraq] in a year," Capt. Richard Jones, also from the Nebraska Army National Guard, said. "We're looking to build a relationship with our refugees" and encourage them to support the MOS. ■



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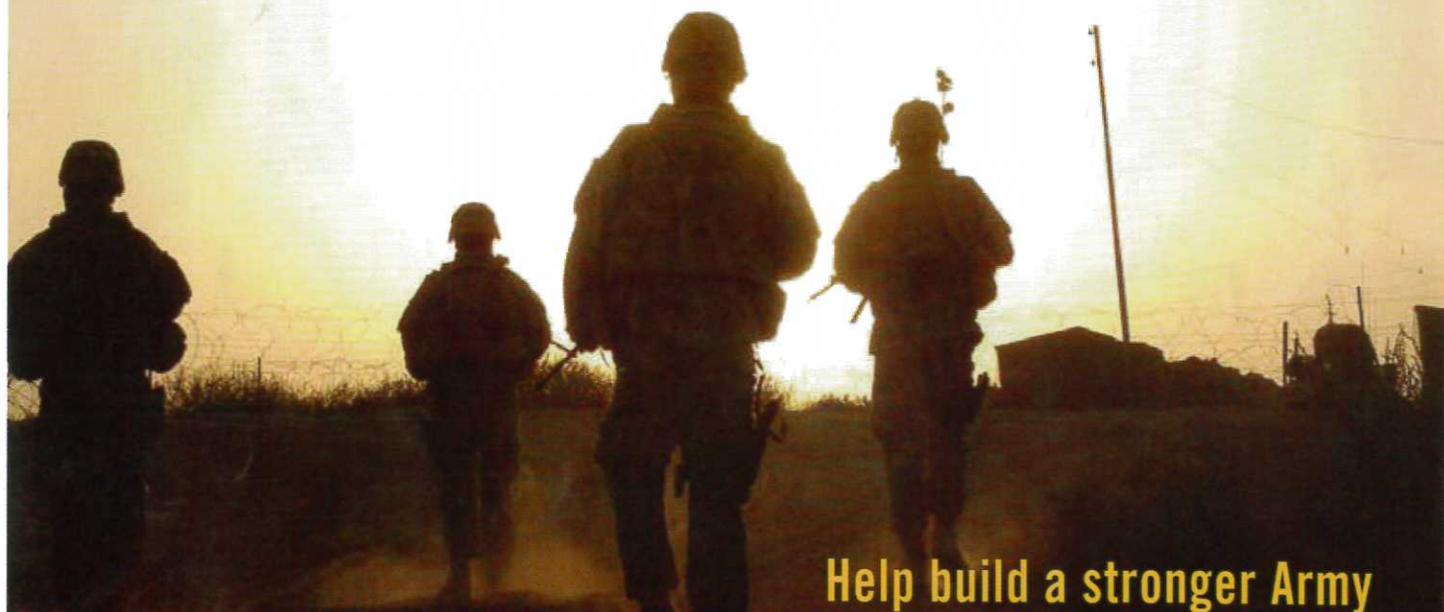
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