

The Voice

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file photo
Brigade Commander Col. Deborah J. Beckworth and Command Sgt. Maj. Randy Wilson, brigade command sergeant major, take time out of their schedules to enjoy some hula dancing.

BY SPC. BRIAN MURPHY
Editor, The Voice

Happy birthday to us. Happy birthday to us. Happy birthday, dear Army. Happy birthday to us. Happy birthday to us.

The 704th Military Intelligence Brigade celebrated the U.S. Army's 226th birthday by donning a new headgear, the black beret, during a ceremony here June 14.

The black beret was a birthday present from Army Chief of Staff Eric K. Shinseki to all soldiers throughout the Army, after he decided last year to make the switch from the battle-dress uniform (BDU) soft cap to the black beret with commemorative flash.

"The key to the Army's success has always been both the reverence for the traditions that make our nation great and its flexibility and willingness to change," Shinseki said. "This new millennium, as a tangible symbol of our transformation, our unity, and

our commitment to excellence as the Army, we will begin wearing the black

"The Army commemorates our heritage by wearing both the colors of George Washington's Continental Army, the black of night that he wore in Washington as he crossed the Delaware and the black of the grease that kept our tanks on track in Operation Desert Storm."

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duty, and selfless service to the nation will remain the hallmark you, the soldiers of the United States Army, carry with you into the 21st Century. I

During the Company C, 741st Military Intelligence Battalion's beret ceremony, the most junior soldier and the soldier with the longest tenure, Pvt. 2 Matthew Hubbard and Sgt. Maj. Nester F. Coris, cut a cake in honor of the Army's birthday.

During the Headquarters and Headquarters Company, 704th MI Brigade ceremony, Capt. Paul Kirschbaum, company commander, read Shinseki's words to the troops in formation.

Although each of the ceremonies varied, the aspect remained the same — each ceremony ended with the playing of The Army Song.

"As this year's birthday goes, this year's history. And as far as the future goes, Shinseki's gift of the beret could have been worse ... he could have given us a gift certificate."



Brigade Commander addresses 704th soldiers

BY COL. DEBORAH J. BECKWORTH
BRIGADE COMMANDER

Happy New Year! Wow! Can you believe another year passed? Its been fast, furious, challenging, and full of unexpected demands. Even so, you, the men and women of the 704th Military Intelligence Brigade excelled, no matter what the challenge. Yes, we lost some of our own - soldiers, family members, and friends. But let's not forget them, and always keep them in our prayers and remember them during our successes.

I'd like to take this opportunity to reflect on some of those successes you've had over the past year and to thank you for your untiring dedication, loyalty, and selfless service to this great nation.

As you all know, Army and NSA transformation was at the forefront of the brigade in 2001. The entire leadership team engaged in a strenuous mind drill of answering the question, "How do we transform the 704th MI Brigade to support the Chief of Staff of the Army's vision while simultaneously playing a viable role in the future of NSA and its mission priorities?" In an attempt to answer this question, we rewrote the Brigade's Vision, Mission, and Mission Essential Task List. That then transcended down to battalions and companies, with each company now having a mission and METL that are operationally aligned, battle-focused, and better postured to meet future Title 10 and Title 50 demands.

We've created a Strategic Transformation Plan for the brigade that proposes re-assignment of critical technical skills across the NSA to better meet expected demands of strategic, operational, and tactical intelligence customers in the new world order of today. But, not all of our time was spent on the development of a strategic plan. We continued to support worldwide operations on a daily basis, especially in support of Operation ENDURING FREEDOM.

Over the past year, we conducted a total of 98

deployments with 119 soldiers to 31 countries on 6 continents (minus Antarctica)! In addition to deployments, through the ATCAE and other offices, we've redirected many soldiers to new missions, which now are at the forefront of this nation's fight against counterterrorism.

In the area of reenlistment, junior leadership worked hard and engaged itself into retaining quality soldiers, with more success being felt this past year than in the past 3-4 years. Early in 2001, we met our initial quarterly goal for the first time in

over 10 quarters! Solidifying the Receiving & Holding Platoon's role, along with efforts to streamline and add quality to training moved ahead with great progress. And speaking of training, we've witnessed huge improvements across the board, in both technical and Army required training areas. All of you know language training is a hot topic here, but did you know that 99 percent of our linguists have DLPTs of 2/2 or above? I guarantee that no other Army unit has this quality! Kudos to all of you for keeping those high

standards and kudos to the Joint Training Center/Joint Language Facility for assisting you! Our performance at the Defense Language Institute's Annual World-Wide Language Olympics speaks for itself.

The command sergeant major and other senior noncommissioned officers, led an effort to radically improve Common Task Training and testing, range qualification, and physical fitness. Improvements in these areas continue to be seen in the Quarterly Training Briefs. The 704th MI Brigade continued in its history of strong performance at NCOES schools. In 2001, we sent 214 soldiers to PLDC, BNCOC, ANCOG, 1SG, CSM, and Battle Staff schools, with many being honor graduates or members of the Commandant's List!

Now I would be remiss not to mention the fantastic civilians on the Brigade team. For the first time in many years, the brigade used all of its civilian training budget and we're already well on our

What you do every-day counts. It counts to this unit, it counts to this Army, and it counts to the citizens of the United States. Without you, we would not be the free country we are today. I

- Col. Deborah J. Beckworth
brigade commander



Col. Deborah J. Beckworth

way to spending 2002 money along with the granting of additional funds to send selected civilians to extremely competitive courses here in the D.C. area. OK, now moving on to sports.

We fielded teams from Fort Meade and Denver for the Bataan Death March. Unit sports teams performance during brigade Organization Day were top-notch and led the way to the formation of teams to bring home the Intelligence and Security Command of Day Commander's Cup Trophy! And of course, a big "Hooah" goes to the brigade softball team for winning the Fort Meade championship.

Unfortunately, the events of Sept. 11 called for the cancellation of the Army 10-Miler, but the brigade had 10, yes 10 teams entered in the 2001 race. Hopefully you all are still training. If not, well start getting ready for the 2002 race! Well, I could go on with interesting facts in other areas, but I won't.

In closing, I want to say that what you do every-day counts. It counts to this unit, it counts to this Army, and it counts to the citizens of the United States. Without you, we would not be the free country we are today.

Thank you for doing what no others can do! God bless each and every one of you in the days, months, and years ahead. May 2002 be just as successful as 2001!



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704th MI Brigade Mission

The 704th Military Intelligence Brigade conducts continuous full-spectrum signals intelligence, computer network and information security operations directly, and through NSA to satisfy National, Joint, Combined and Army information superiority requirements.

Focus

To ensure mission accomplishment in an ethical environment while providing opportunities for individual professional growth and satisfaction, we must have:

- Competent and caring leaders,
- Well trained and fit soldiers,
- Efficient, effective unit operations,
- Unit cohesion and pride,
- Planned, orderly growth and change.



Reenlistment: Year in Review

BY SGT. 1ST CLASS WILLENE ORR
Brigade Reenlistment

It is hard to grasp that one year has past and we are already embarking upon another one. As I recollect on this past year in Retention at 704th Military Intelligence Brigade, some may say, *we did okay.* While others may say, *reenlistment was so-so.* As I look back, I can say without any hesitation that last year was a banner year and it is only the beginning of what is yet to come.

It is no secret that the brigade has had some downfalls statistically in the area of reenlistment. In a historical review, it was noted that the brigade had not achieved its retention mission in initial term and mid-career soldiers since 1998. A lot of reasons can be attributed to that fact such as a good economy, high operation temp, frequent deployments, decline in pay and benefits, and the list could go on and on. Nonetheless, during this past year the brigade has experienced success in retention. One may ask what can be credited to such a turn around? A number of factors can be quoted but the one that has the most profound effect on any retention program is a sharp, intelligent, and highly motivated team of professionals called the Command Retention Team.

The Command Retention Team is comprised of the retention officer, the senior retention noncommissioned officer, and the career counselor. For example, at a battalion level, the battalion commander is the retention officer. The command sergeant major is the senior retention NCO. And the career counselor is the advisor to the retention officer and the senior retention NCO on all matters and aspects

of the Army Retention Program. As stated in Army Regulation 601-280, success is a direct indicator of the quality of leadership exhibited by commanders, officers, and noncommissioned officers. From this past year, it is very evident that such individuals lead this brigade and they have made significant and noteworthy contributions to the overall success of the Command Retention Program.

Below are just a few of the highlights from *Retention - A Year in Review.*

Brigade achieved 107 percent Initial Term in Fiscal Year 01 compared to 64 percent in 2000.

More than 200 soldiers chose to stay *Army!*

Soldiers received over \$500,000.00 in initial bonus payments; over \$1,000,000.00 in total bonus payments.

HHC, 704th MI Brigade busted Initial terms at 150 percent and Reserves at 167 percent.

741st MI Battalion busted Initial terms at 108 percent. 742nd MI Battalion busted initial terms at 180 percent in 4th Quarter.

743rd MI Battalion busted Initial terms at 147 percent and FY 01 ETS at 109 percent.

741st MI Battalion's Command Retention Team achieved its initial term mission in less than 45 days during the fourth quarter of FY 01.

Soldiers have been afforded the opportunity to reenlist *Here and Everywhere!* at unique locations such as the President's Room in the U.S. Capitol, the Lincoln Memorial, the Jefferson Memorial, the Vietnam War Memorial, the Women's Memorial, the Coors Brewery in Colorado; and the White House just to name a few.

741st MI Battalion soldiers in the



photo by Spc. Brian Murphy

Sgt. 1st Class Willene Orr helped her own cause out this year when she reenlisted. Orr, who is shown above with her husband, Jerry, and son, Jacob, reenlisted with Col. Deborah J. Beckworth, brigade commander, as the reviewing officer in May. Keelors, were administered the oath of reenlistment by Gen. Henry Shelton, former Joint Chiefs of Staff.

743rd Career Counselor Staff Sgt. Shelly Pringle was selected as the Intelligence and Security Command's Career Counselor of the Year. Pringle will later compete at the Secretary of the Army Level.

WOW! What A Year! All commanders, officers, noncommissioned officer, and soldiers who make up this great brigade could not achieve the accomplishments noted above without a concerted effort. Sincere gratitude is extended to all those who chose to remain with the premier fighting force in the U.S. Army! We look forward

to greater milestones during Fiscal Year 2002!

Special thanks to All for *Keeping Our Soldiers in BOOTZ!* If you have a special article pertaining to a reenlistment, please forward to orrw@meade-704.army.mil. For more information on retention please contact me or your battalion career counselors listed below:

- 704th MI Brigade
- Sgt. 1st Class Orr (301) 677-0164
- 741st MI Battalion
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America's tragedy: A soldier's perspective

COMMENTARY BY SPC. JUSTIN S. JOHNSON
741st Military Intelligence Battalion

Every day when I come to work, I inevitably see the flag flying. In the wake of this week's tragedy, I have come to the awful conclusion that we have all become far too complacent about it [our flag], and its symbolism. Seeing Old Glory, the very core of all we stand for, at half-mast our sovereignty in a retracted stance—a very disturbing sight indeed.

But as I watch these events unfold, having both the perspective of being on the inside and the outside at once, I have realized two other things. First, I am not so naive or arrogant to think that we are invincible, and the attack on our nation has proven that we are not. But I am proud enough to think that we are capable of overcoming this and any other adversity, because for more than two hundred years as a country, the one thing that has not changed is that the American people are a breed born of freedom, tempered by bloodshed, and filled with an unparalleled blend of pride and perspective for ourselves and humanity in general.

I admit I have at times questioned what I just said, but watching our people come together, regardless of politics, race, or other discriminating factors and stand as we are eliminates all doubt. Yes, there are exceptions, as there is to any defining rule, but the rule has become that even if just for a moment, this tragic chain of events has enabled us to realize a dream. The dream that Dr. Martin Luther King held, the dream outlined in our Constitution, the dream that I would hope every American holds: that we are equal, free, and part of the greatest country on earth—governed by more than human beings or institutions, and bearers of the privilege and responsibility of being the leaders of all that is equal and free.

Though this honor has been challenged, I truly believe that we will continue to bear it, and hopefully with a little more resolve and awareness than before. In short, we have been taught at once a terrible and a great lesson and let us never forget our collective identity.

Secondly, I find that while I am not a person given to emotion, I've felt more emotions this past week than I have ever felt. Intense love and pride at the moral composition of this country I was sure had been lost; complete sorrow and sympathy for the grave and stark terror visited upon us; and now, in the aftermath, as we prepare for the inevitable and deserved recompense, pure, unadulterated anger at the individuals responsible and all who side with them.

It's funny that most certain and basic events in life return us to our simplest and most calculating, for now we see nothing but two eternal and pure shades of gray: friend and foe, those who are with us, and those who are against us. It is obviously time that we recognize only this as a distinction. There are those who would destroy us, and there are those who would fight with us, and their reasons for such actions are indeed moot points in an hour like this.

So to those who would stand with us and combat an attack such as this, I offer my deepest and most heartfelt gratitude and respect. To the nations that support us, I wish I could personally thank you. To my fellow soldiers, airmen, sailors and Marines that will be a part of our reaction, I am most proud to be one of you. Though I thoroughly detest the politics and bureaucracies that are sometimes associated with military life, I would gladly stand here to the bitter end if my countrymen would need me.

And to those who oppose my nation, who oppose



photo by Spc. Brian Murphy

The American flag in front of Bldg. 9805 flies at half-mast one day after the terrorist attacks of Sept. 11.

her friends, and her way of life, and seek to destroy us, I would say only that I hope you find the end deserving of your actions. Personal sentiments would dictate that I hope you die slowly, and twice if possible, and that the pain and loss you feel would be tenfold to what you have visited upon us. I harbor no hatred toward any race of peoples, but to the supporters and instruments of the hostile intents toward me and my country, I hate you thoroughly and to your very core, and would give my life if it would mean your annihilation.

I hope you don't find this trite, or the fruit of work-

ing long hours with nothing else to do. Instead, I hope you find it as real and as rash as what we have all been through this week. And mostly, I hope you never lose sight of what we have learned here.

Tomorrow isn't and has never been promised to any of us, so remember what your priorities are and what they should be. And God bless America, and you for your service to her. Remain strong in your beliefs that we are and shall remain the land of the free, and the home of the brave. And my only purpose in writing this is to try to help ease the horror, and replace it with confidence that justice will prevail.



Alexander pins second star

courtesy photo

Keith B. Alexander, commander of the U.S. Army Intelligence and Security Command, was promoted to the rank of major general in a Dec. 11 ceremony at the INSCOM Headquarters, Fort Belvoir, Va. Alexander, the 10th commanding general for the Army's global operational intelligence force, has been the INSCOM commander since Feb. 12, 2001.



photos by Spc. Brian Murphy

With the assistance of the 704th MI Brigade's command group, Santa Claus, also known as Maj. Damon J. Corbett, puts on a show for the soldiers attending the Holiday Ball.

Tis the season for the Holiday Ball

BY SPC. BRIAN MURPHY
Editor, The Voice

For one day out of the year, the soldiers and family members of the 704th Military Intelligence Brigade got to let their hair down and have a little fun.

More than 400 soldiers and family members attended the 704th MI Brigade's annual Holiday Ball at the BWI Marriott Dec. 14.

"The soldiers of this unit made this happen," said Maj. Damon J. Corbett, executive officer, 742nd Military Intelligence Battalion. "The Holiday Ball was possible because of every fundraiser, car wash, auction, and raffle. The soldiers wanted this to happen, and they made it happen.

If not for the soldiers in this brigade, we would not have had a Holiday Ball. That, really, is my highlight of the event. How all of the soldiers came together to make this happen."

After the posting of the colors, the national anthem and opening remarks, dinner was served. Shortly after, the brigade commander and the guest speaker, Maj. Gen. Keith B.

Alexander, commander of U.S. Army Intelligence and Security Command made their remarks.

Shortly after, the mood became festive when everyone in attendance joined in singing a few holiday songs. After the singing was complete, several door prizes were given out and the rest of the night was dedicated to dancing.

According to 1st Lt. Brenda Sandoval, 742nd MI Battalion, preparation for the Holiday Ball began as far back as six months ago.

"A lot of people put in a lot of hours," she said. "We started working out the contracts and planning the Ball back in June."

According to Corbett, he wasn't

surprised at the number of troops in attendance, but instead, who was there.

"It was a pleasant surprise to see who attended the Holiday Ball," Corbett said. "We had Army, Air Force, Navy the Marines and even NATO partners represented. It was nice to see each of the different servicemembers there. This type of function is for the junior enlisted."

"If not for the hard work of the soldiers in this brigade, we would not have had the Holiday Ball."

- Maj. Damon J. Corbett,
742nd MI Battalion

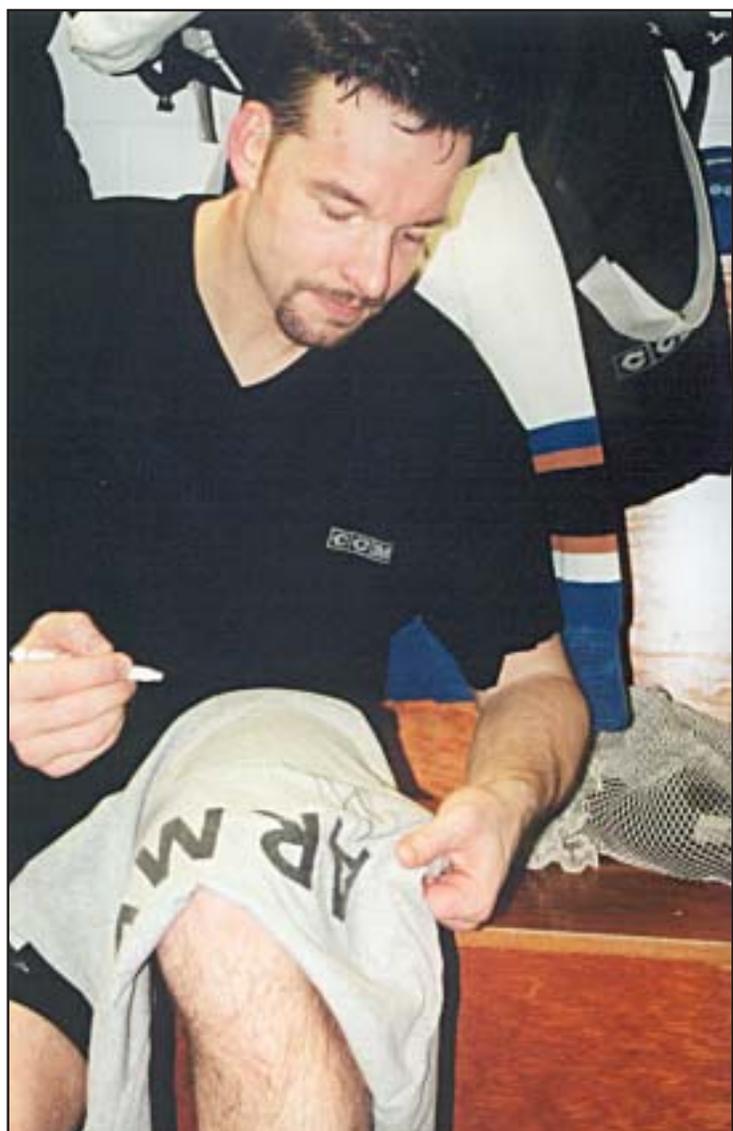


Staff Sgt. Cynthia Kling lights the candle at the table set for one.



photos by Spc. Brian Murphy

Chief Warrant Officer 4 Michael Hanson spends time talking with the historic Tusgee Airmen during their visit to the 704th Military Intelligence Brigade May 15.



Goalie Olaf Kolzig signs an Army shirt during the 704th MI Brigade's visit to a Washington Capitals practice in February.



Andre Vernot, director of the Joint Testing Facility, and Col. Deborah J. Beckworth, commander, 704th MI Brigade, cut the ribbon to the JTF in a ceremony Dec. 3. The building is located just outside Bldg. 9828.

704th truly is - Here and Everywhere

BY SPC. BRIAN MURPHY
Editor, *The Voice*

Everything is wonderful when you're on the top.

That rings especially true for the more than 1,600 soldiers assigned to the 704th Military Intelligence Brigade.

Over the last 365 days, soldiers from the brigade have truly been, as the motto states, "Here and Everywhere."

Soldiers from the 704th MI Brigade have accomplished real-world mission on six continents. And it's not just soldiers from one specific military occupation. The brigade has soldiers from almost every MOS the Army offers, making the 704th MI Brigade one of the more versatile units in the Army's structure.

When soldiers weren't working, they still kept themselves busy. With visits from the legendary Tuskegee Airmen to the brigade, visits to the Washington Capitals practice facility and the Soldier's Home in Washington D.C.



Staff Sgt. Joseph Catron and son, Matthew, get away from all the excitement and take a nap during the INSCOM Organization Day.



Spc. Michael Caves, Better Opportunity for Single Soldiers representative for 704th MI Brigade, chats with a veteran from the Soldier's Home in Washington D.C. Dec. 7.

Around the Army

Soldiers pause to remember attacks

WASHINGTON (Army News Service, Dec. 11, 2001) ó From Texas to Germany, soldiers paused for a moment of silence this morning to remember those killed in the Sept. 11 terrorist attack.

At the Pentagon, a remembrance ceremony at 9:30 a.m. marked the spot and time three months ago that a jetliner commandeered by terrorists crashed into the building.

Rows of construction workers in hardhats stood alongside service members and Pentagon employees as the U.S. Army Band (Pershing's Own) played the national anthem.

A 40-ton crane had raised a huge American flag in front of the construction site prior to the ceremony. As the band played, another 35-ton crane continued to lift reinforcing steel for concrete columns to rebuild the three rings of offices that had been cleared away.

About 200 Pentagon personnel had waded through mud and puddles near the construction site to participate in the outdoor ceremony as the morning's misty drizzle subsided.

Before the remembrance officially began, a volley of musketry echoed from nearby Arlington National Cemetery.

íThree months ago today at this hour, at this place, some 184 people died,í said Secretary of Defense Donald Rumsfeld, including the plane's passengers in his number, but not the five terrorists aboard.

íThey died because they were Americans... They died because they were here at this place that symbolizes the power of freedom and strength of American purpose,í Rumsfeld said.

íWe will remember their lives and the reason for their deaths until freedom triumphs over oppression,í Rumsfeld said, referring to a Taliban communiqué last month suggesting that Americans should forget Sept. 11.

íWe will remember them and the other victims of that day ... and the heroes, both living and dead,í Rumsfeld said about those who pulled the injured out of fire and rubble.

Rumsfeld said that those who died would have been proud to see how the nation has united in defense against terrorism.

íIn Afghanistan today, our forces are teaching the Al Qaeda a lesson,í Rumsfeld said.

íNo weapon in the world is as powerful as the will of free men.í

At many installations across the world, soldiers also paused for a moment of silence either at the time the first plane struck the World Trade Center (8:46 a.m.) or when the aircraft hit the Pentagon.

At Fort Hood, Texas, soldiers in the III Corps headquarters building said a prayer led by their chaplain, after the playing of the national anthem and a moment of reflection.



In Germany, members of the 21st Theater Support Command remembered the Sept. 11 attack by flying their flags at half-mast and observing a moment of silence at 2:45 p.m.

At Fort Leonard Wood, Mo., the 399th Army Band played the National Anthem, followed by a moment of silence at 7:46 a.m. central time. Then Maj. Gen. Anders Aadland, post commanding general, spoke to the audience before they joined in singing God Bless America.

íWe didn't interrupt the training either, said Staff Sgt. Guadalupe Stratman of the Fort Leonard Wood public affairs office. She explained that firing continued on post ranges, except that the national anthem was played over loudspeakers and a moment of silence was held at the ranges as well.í



America picks up the pieces

photo by R.D. Ward

President George W. Bush (left), and Secretary of Defense Donald H. Rumsfeld (right) look over the scene of destruction at the Pentagon on Sept. 12, 2001. On the morning of Sept. 11, an American Airlines flight was hijacked and deliberately crashed into the headquarters of the Department of Defense. The mid-portion of the western face of the Pentagon took the full brunt of the passenger jet.

Around the Army



photos by Staff Sgt. Michael Rautio

Cadet Brian Bruenton sprints past several midshipmen, after catching a pass from quarterback Chad Jenkins, on his way to a 42-yard touchdown on Army's second possession of the game. The Cadets of WestPoint demolished the Navy Midshipmen 26-17 in the 102nd meeting between the two service academies Dec. 1.

Army closes out season with biggest win

PHILADELPHIA ó Last season, Navy avoided a winless season with a win over Army. This time, the Midshipmen were not as fortunate.

Freshman Ardell Daniels rushed for 131 yards on 23 carries as Army posted a 26-17 victory, saddling Navy with just its second winless season in school history.

“Obviously, (I’m) excited about the win,” Army coach Todd Berry said. “I’m excited for the players. It wasn’t a perfect game but I don’t know that I’ve ever been in one that is perfect.” A record Veterans Stadium crowd of 69,708 watched the 102nd meeting of the service academies that received greater attention this season in light of the United States’ military action in Afghanistan.

Saturday marked the 17th and final meeting between the teams at Veterans Stadium. Next season, they head to Giants Stadium before playing at the Philadelphia Eagles’ new stadium in 2003.

Among those in attendance was President Bush, who visited both teams’ locker rooms before the game.

“That was unreal,” Daniels said. “I never experienced anything like that, seeing so many people of a high stature.”

In 1948, Navy finished 0-8-1, although it salvaged a measure of pride with a 21-21 tie against Army. On two other occasions ó 1951 and last season ó the Midshipmen defeated the Cadets after entering the contest with an 0-10 record.

“It’s going to be tough,” Navy quarterback Brian Madden said. “You’re going to be remembered as one of the only winless teams to go through this institution.” “I think it was more frustrating for the coaches than the players,” Navy interim coach Rick Lantz said. “All good teams have peaks and valleys and right now

we’re in a valley. I told (Navy athletic director) coach (Chet) Cladchuk that we can recruit and attract players to help us rise out of this valley.”

On Saturday, Army (3-8) burned Navy (0-10) with big plays. The Cadets scored on their first two possessions to open a 13-0 lead before Omari Thompson sealed the Midshipmen’s fate with a 96-yard kickoff return for a touchdown to start the second half.

It was the second-longest kickoff return in an Army-Navy game, topped only by an 98-yard return by Army’s Charles Daly in 1901.

Playing in just his sixth game, Daniels entered the contest with just 81 yards on 25 carries. He nearly matched that total on one play, scoring on a 60-yard

run to give Army a 7-0 lead with 11:42 left in the first period.

“Basically, I came into this game thinking I’m not going to get much playing time,” Daniels said. “But coach told me that since I had a good practice, he’d give me a chance.” The Cadets stretched their lead to 13-0 on Chad Jenkins’ 42-yard TD pass to Brian Bruenton with 7:10 left in the first quarter. Jenkins overcame four interceptions, completing 8-of-19 passes for 119 yards.

After the teams traded field goals in the second quarter, Thompson’s return gave the Cadets a 23-3 advantage.

Army leads the all-time series, 49-46-7.



WestPoint cadets cheer on their team during the 2001 Army-Navy game Dec 1 in Philadelphia.

Around Town

Marine Corps War Memorial

Paying tribute to Marines from Iwo Jima



photos by Spc. Brian Murphy

The U.S. Marine Memorial is one of the most recognized memorials in the world. Located down the road from Arlington National Cemetery, it is dedicated to all who gave their lives.

COMPILED BY **SPC. BRIAN MURPHY**
Editor, The Voice

The United States Marine Memorial, commonly referred to as the Iwo Jima Memorial, depicts one of the most famous incidents of World War II.

Located on Marshall Drive, between Route 50 and Arlington National Cemetery, in Arlington, VA. Six blocks from Rosslyn Metro station. Open daily, 24 hours with no admission. The memorial is dedicated to all Marines who have given their lives in defense of the United States since 1775. It was officially dedicated by President Dwight D. Eisenhower November 11, 1954, the 179th anniversary of the U.S. Marine Corps. This largest cast-bronze statue in the world features 32-foot-tall figures erecting a 60-foot-tall bronze flagpole.

The cloth flag flies 24 hours a day in accordance with a Presidential proclamation of June 12, 1961. The sculpture was designed by sculptor Felix W. de Weldon, then on duty with the U.S. Navy, from the Pulitzer prize-winning photo by news photographer Joe Rosenthal. The M-1 rifle and carbine carried by two of the figures are 16 and 12 feet long, respectively.



The memorial was officially dedicated by President Dwight D. Eisenhower November 11, 1954.

SAFETY BRIEF

BY **PATTI SHELLEY**
SAFETY OFFICER

If you don't know the threat, you really can't fight a battle well. The threat of cold weather is no exception; many generals have lost the battle of the cold.



Napoleon learned this in 1812 when, during his retreat from Russia, he lost 250,000 soldiers as a result of the cold. In the Crimean War (1852-1856), 5,215 French soldiers succumbed to the cold and 1,178 died. During the same war at the battle of Sevastopol, 2,800 British soldiers suffered horrible cold weather injuries and 900 died.

Things didn't get much better early in the 20th century. During World War I, the British had 115,000 cases of all types of cold injuries. During the Dardanelles campaign, the British had 14,500 cold weather casualties. In World War II, the Germans failed to

learn from Napoleon. On the Eastern Front between December 1941 and January 1942, 100,000 soldiers suffered frostbite and 15,000 of those required amputations.

The U.S. Army has not been immune. During World War II, records show 46,000 cold injuries in the European theater from autumn 1944 to spring 1945. In the Korean War, it is estimated that nearly 10 percent of all wounds were cold injuries.

The good news is that we learned valuable lessons from those incidents. Today we have better equipment and training; cold injuries even during initial deployment to places like Bosnia and Kosovo, are rare indeed. However, they will stay rare only if you know the treatment.

That's when a leader's job of protecting soldiers gets tougher. Leaders must watch for signs of cold stress in their soldiers.

Plan for the cold. The most important thing is planning for the cold. Make sure you have accurate weather information for the area and time of the mission. Be particularly aware of rain, snow, and winds (wet conditions and windchill greatly increase chance of in-

jury). Ensure soldiers have appropriate cold weather clothing. If the tactical situation permits, use covered vehicles for troop transport. Have warming tents or areas available if possible. Have warm food and drinks on hand.

Wear the right clothes the right way.

The most important individual preventive measure is the proper wearing of cold weather clothing and boots. Some soldiers think wearing every article of cold weather clothing issued is the way to go. Wrong! This can cause overheating and dehydration, or restrict circulation in the extremities which can increase the risk of frostbite. All cold weather clothing should be worn loose and in layers. This allows for insulation by air trapped between the layers. Socks should be changed frequently and boots rotated.

Proper wear of boots is important. You don't wear jungle boots in the snow, and you shouldn't wear intermediate cold weather boots (Gore-Tex lined, like Matterhorn boots) indoors and out, year around. Wet or damp boots need to be dried with warm air whenever possible. If boots are removed at night and moisture in them freezes, it can be just like

sticking your feet in ice cubes the next day - a perfect set-up for a cold injury.

It is important to keep clothing clean and dry. Dirt, oil, or water can increase the rate of heat loss by reducing the insulation ability of the clothes. It is also important to keep the clothing repaired and a broken zipper cannot keep the cold out. Headgear is extremely important; the body can lose large amounts of heat through the head.

It is important to protect the hands and fingers by wearing proper gloves. Nomex aviator gloves may be light and flexible and look cool, but they are designed to protect from fires, not extreme cold, and will do little to protect your hands when they are wet. Unless specifically authorized they should not be worn.

All cold weather injuries are preventable! Prevention is the responsibility of leaders at all levels, as well as the individual soldier. We have learned the lessons of unpreparedness from soldiers who have gone before us. Cold injuries are always a threat in cold environments; however, only by proper planning and training for cold weather operations can we beat it.

CIVILIAN'S CORNER

BY **SAM JONES**
BRIGADE SENIOR CIVILIAN

REFLECTING BACK

As we start the New Year, I feel it's important to look back on the past year and see what took place and what we accomplished. How about that TSP, iNOT! It was just a year ago when I told you that the TSP contribution limits were on the rise. As of today, you can contribute up to 12 percent FERS and seven percent CSRS. However, I think I would have had more luck trying to grow hair than making much money in my TSP. Overall for the year 2001, the C, S, and I funds lost @ 24-25 percent, while the G fund gained @ five and a half percent and the F fund @ 14 percent. Even though some of these losses seem a bit extreme, I can tell you that the TSP is still by far one of the best retirement investment plans you can have. Just as history has always shown, the market will bounce back and you will be seeing great rates again. But for now, I'll just keep trying to grow hair.



MEASURING UP?

How did you measure up to your performance plan? In my position I get to see all the performance plans as they come in with the end of year ratings. I must tell you, I did not see much significant change in most of the plans. This is an area we all can continue to work during this year. Some of you will be forced to change performance plans as you change positions. New requirements are also forcing some changes such as the requirement now for all CP35 (Intelligence)

employees to be evaluated on a minimum of two training events each year. This must be on the performance plan and in order to get an excellent, you must complete two events. The Brigade's transformation efforts will require some folks to readjust their performance plans to reflect new requirements and areas of responsibility. There were fewer performance cash awards given than in the past however most of them were significantly higher. The competition is getting tough for these awards but good performance plans continue to be the key to success.

EVERYBODY'S FAVORITE JOB DESCRIPTIONS

Transforming the 704th MI Brigade's culture, our organization, and our procedures for addressing current and emerging Army requirements, is paramount in our goal of transforming to the Army's Objective Force. Throughout 2001, we reviewed every civilian position in the command and their associated job descriptions. Some of our positions were found to be exactly what we were looking for and will not change while others lacked what we require in order to advance our position as the SIGINT experts for the U.S. Army. Several of our civilian position job descriptions have already been changed and in some cases resulted in an increase in grade while others are being transformed to meet new and emerging requirements. Our goal is to have everything completed and in place by the end of the quarter.

EDUCATION AND TRAINING

We had an excellent year for civilian training. We were able to send over 15 personnel to various training events and spent our entire civilian training budget prior to the end of the 3rd quarter. Many other local training opportunities were also taken advantage of. I am also happy to tell you that 2002 will bring even

better results. We have been able to take advantage of the many training events offered at places like the Western Management Development Center, Colorado, the Eastern Management Development Center, West Virginia, and the Federal Executive Institute in Charlottesville, Virginia. These centers are dedicated to building the special brand of leadership required by America's dynamic and diverse democracy. Their goal has always been to keep pace with the changing needs and aspirations of public sector leaders and the society we all serve. The programs form a comprehensive set of services for those embarked on the leadership journey. We also have two individuals selected to participate in the Intelligence Community Officer Course in 2002. It should be a great year for training.

PERSONNEL

Changes in our environment and our lives are never ending and changes within the 704th civilian work force will always be part of that cycle. During the year 2001 we saw three employees leave us to go on to bigger and better things. Mr. Scott Atwood, Ms. Daisey Fryer, and Ms. Paula Monroe are no longer part of our great work force and we will miss them as well as their incredible expertise. However, additions to our small family of civilians include Ms. Patricia Davison, Mr. Craig Eckenrod, Ms. Patti Shelley and Mr. Scott Vanacker. We are all happy to have you as part of the Brigade.

Also, this month we have Mr. Ismael Rodriguez joining the team and Mr. Steve Muessig will join us in the late spring. Last but not least, I would like to express my sincere congratulations to Mr. William McNeill, Mr. Scott Vanacker, Mr. Robert Wickliffe, Mr. Ben Wigney, and Ms. Sharon Yarbrough on their promotions during the year.

Have a great year in 2002, Sam

704th soldiers: head of the class



photo by Spc. Brian Murphy

Regardless of which sporting event, 704th Military Intelligence Brigade soldiers were there to play. Not only did the 704th Brigade soldiers play, more times than not, they won.

BY SPC. BRIAN MURPHY
Editor, *The Voice*

When you got it, you got it. Fortunately for the soldiers of the 704th Military Intelligence Brigade, they've got it.

During the last year, whether it be through an Organization Day, like the Intelligence and Security Command's OiDay, or through intramural sports on

post, teams from the 704th Brigade have not only competed - but more times than not, they've come out on top.

The 704th MI Brigade's top athletes barely broke a sweat when they easily captured their fourth Commander's Cup trophy in six years at the annual INSCOM OiDay.

Locally, the HHC, 704th MI Brigade softball team finished the season as the number one team on post

after winning the small unit category and then defeating the large unit representative in the championship game. Also, the HHC, 704th MI Brigade basketball team finished in second place during the intramural regular season.

But the top athletes in the unit currently hail from HOC, 741st MI Battalion - who captured the Commander's Cup for the 704th MI Brigade's OiDay and won the 741st MI Battalion's Turkey Bowl.



VISION STATEMENT

704th Military Intelligence Brigade



Be the premier Army team providing full-spectrum signals intelligence and operational support to warfighters and national command authorities *HERE AND EVERYWHERE.*