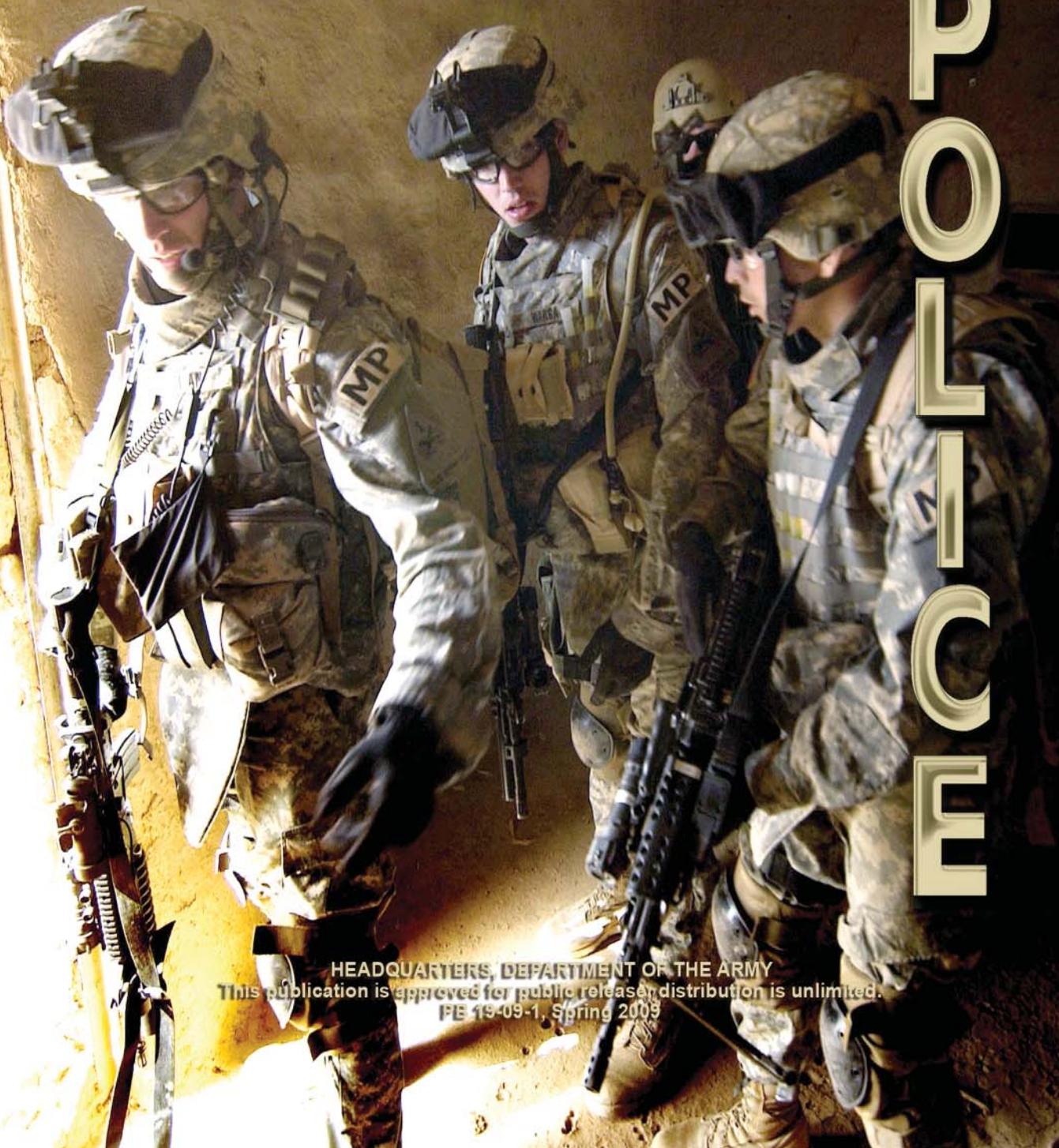




THE PROFESSIONAL BULLETIN OF THE MILITARY POLICE CORPS

MILITARY

POLICE



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Chief, Military Police Corps Regiment, and Commandant, U.S. Army Military Police School



Brigadier General David Phillips

Greetings from the home of the Regiment! As we ring in the New Year, we are entering our eighth year of the War on Terrorism. Throughout the first decade of this century, military police have engaged the enemy in offensive operations at the strategic, tactical, and operational levels of warfare. From our newest Soldiers (many of whom were in elementary school on 9/11) to our most seasoned leaders who served during the Cold War, members of the Military Police Corps Regiment are at the forefront of the fight.

The 8th, 11th, and 42d Military Police Brigades are currently forward-deployed in support of ongoing combat operations in Iraq. And the 18th Military Police Brigade only recently redeployed to Germany following a third Operation Iraqi Freedom tour, which was fifteen months in duration. Across the Regiment, we have groomed our future senior leaders the hard way—by multiple combat deployments with limited dwell time at home stations.



I have seen the phenomenal capabilities of our military police Soldiers and families firsthand. The burden of being a Soldier in an Army at war is unlike the burdens of any other career. The weight of the daunting responsibility is placed directly into the rucksacks of our military police, but also into the homes of their loved ones. The pain of separation and stress of deployment can be seen in the faces of our Army spouses and children. My wife Dawn (an Army spouse for more than three decades) and I have personally experienced the difficult trials and tribulations faced by those of you who are serving in this Army at war, and we are proud to be a part of such an organization.

The senior leaders of our Regiment are striving to maintain a voice in determining future Army requirements. We are working hard to ensure that military police are well trained and well equipped. There has been exceptional improvement in military police interoperability—especially with our maneuver support peers. Together, we are shaping doctrine for the current fight and the myriad of threats on the horizon. We are assigning proven combat leaders and creative thinkers to the home of the Regiment to assist in setting conditions for Soldiers out to the year 2019. If Operations Iraqi Freedom and Enduring Freedom represent 25-meter targets, then we are maintaining flexibility for changing threats at 100, 200, and 400 meters and beyond. We are also working hard to speak with one combined Military Police Regimental voice so that the Army has a firm and detailed understanding of our relevancy now and in the future.

Our unique skills are not replicated in civil law enforcement or elsewhere in military services. We must leverage our unique abilities and function as a part of the larger Army team. We must reemphasize that the Military Police Corps Regiment is the resident expert in community policing and law enforcement. Many deploying brigade combat teams visit civilian police departments (rather than their own directors of emergency services or military police subject matter experts) for training and advice on how to establish and perform community policing. This threatens our relevancy. The U.S. Army Military Police School is focusing on law enforcement training to improve relevancy. We are also embracing new and creative law enforcement and joint initiatives outside our comfort zone.

Overall, the future of the Military Police Corps Regiment is very bright. A new generation of young leaders is increasing the versatility of our Regiment through active engagement, creativity, and improvements in the status quo. This new generation is calling for the pendulum to swing toward increased law enforcement training, but not at the risk of forsaking combat skills. As a result, programs of instruction are being updated to develop warrior leaders who understand law enforcement and community policing, yet can also fight kinetically and with technological savvy. The new leaders are challenging those of us who soldiered against the Warsaw Pact on the plains of Germany to transform and update. Personally, I enjoy the challenge and feel confident that we are developing brilliant young leaders to ultimately replace us. I encourage those of us who have finite periods of time left in senior leadership positions to cultivate and nurture our young.

(Continued on page 3)

Regimental Command Sergeant Major



Command Sergeant Major Charles R. Kirkland



What a great time to assume the privileged responsibility of serving as your 10th Regimental Command Sergeant Major! In a keynote address at the 2008 Association of the U.S. Army Annual Meeting, the Secretary of the Army, Mr. Pete Geren, declared 2009 “The Year of the NCO”—a direct reflection of the hard work, dedication, and professionalism that our NCOs have displayed over the years. Given the projected changes to our Noncommissioned Officer Education System, promotion systems, and use as a professional Noncommissioned Officer Corps, “The Year of the NCO” is also a forward-leaning theme. The focus is to capitalize on a tremendous Army asset and make it better. I want to personally thank our professional NCOs within the Regiment for contributing to this honor and, in the words of Mr. Geren, “. . . providing the glue that holds our force together, enabling us to accomplish the seemingly impossible, each and every day.”



Here at the Maneuver Support Center Noncommissioned Officer Academy, our Advanced Leaders Course (ALC) (formerly the Basic Noncommissioned Officer Course) and Senior Leaders Course (SLC) (formerly the Advanced Noncommissioned Officers Course) have been restructured. The changes were made to better prepare our NCOs for future leadership responsibilities using the select-train-promote methodology. Platoon level tasks will now be taught in ALC, and company level tasks will be taught in SLC. As we go through the first iterations of these courses, student and field input will be solicited and thorough after-action reviews will be completed so that we can fine-tune the programs of instruction to ensure that NCOs get the very best training that we can provide.

The focus of ALC, SLC, and the Warrior Leadership Course is shifting so that NCOs are concentrating on the basics of leading in garrison environments as well as in combat. Hopefully, the theme “The Year of the NCO” will serve as a reminder to the leaders across our Regiment that the deliberate mentorship of our NCOs is vital to the future of our force.

We look forward to seeing as many of you as possible during the 2009 Military Police Corps Regiment Anniversary Week here at Fort Leonard Wood. Check our Web site at <http://www.wood.army.mil/usamps> for updates and information. The Warfighter Competition will tentatively kick off on 16 September, so start your selection process and prepare your teams now so that we can hold a world-class competition for our young warriors. I would like to encourage maximum participation from all three components this year. We all work hard on the battlefield, so why not take advantage of this opportunity and also play hard here at the home of the Regiment? A little friendly competition and fellowship go a long way!

In closing, I want to encourage all of you to stay safe while at home and abroad. Exercise common sense. Ensure that you pay personal attention to your families and friends, and please take care of one another. And don't hesitate to enjoy yourselves.

Of the Troops! For the Troops! NCOs Lead the Way!

(Chief, Military Police Corps Regiment, and Commandant, U.S. Army Military Police School, continued from page 2)

As an important side request, if you hear of a wounded military police Soldier from our career field (regardless of component) who is facing a medical discharge or military occupational specialty reclassification, immediately notify the Regimental Command Sergeant Major and me. We will weigh in and support all attempts for the wounded warrior to remain within Military Occupational Specialty 31. Regardless of the extent of injuries or physical limitations, we **can** find positions where wounded Soldiers can serve as an integral part of our Regiment. Don't leave them to face the medical board process on their own. Let us know when you learn about one of our own fighting to remain in the family. We will be the reinforcing fires.

Of the Troops! For the Troops!

Regimental Chief Warrant Officer



Chief Warrant Officer Four T.L. Williams

I am extremely honored to be part of the Regimental triad with Brigadier General David Phillips and Regimental Command Sergeant Major Charles Kirkland. In my opinion, the Military Police Corps is the premiere Army regiment, and I am proud to represent the best and brightest Soldiers—military police, including corrections specialists and U.S. Army Criminal Investigation Command (USACIDC) (commonly referred to as the “CID”) special agents. Our Soldiers are always at the forefront. As the Army continues to grow and change, we must embrace our different roles and understand how each of us brings something to the fight. We must bond together as one. And we must understand that we cannot accept the status quo, but must strive for more. This will make our Regiment and our Army stronger than ever.



Our Soldiers are professionals, and I greatly respect each and every one. Many of my friends are or were corrections specialists. While in Iraq, I gained great admiration for the abilities, professionalism, and daily tolerance and control of the corrections specialists assigned to Camp Cropper and Camp Bucca—two highly volatile internment facilities.

I am hoping that, over the next few years, I can help dispel most of the myths about the CID and help Soldiers and leaders understand how the CID is an integral part of our Regiment. I love being a CID special agent; so if you run into me somewhere, I promise I will ask you to become a CID agent.

Whether I am wearing an Army combat uniform or a civilian suit, I always remember that I am a Soldier first and that I represent the best Regiment in the Army.

Do what has to be done. Never accept the status quo; strive for more. Be proud of what you do. Never forget our fallen Soldiers.

Assist, Protect, Defend! Of the Troops! For the Troops! Warrior CID and Police!

USACIDC Seeking Special Agent Applicants

The U.S. Army Criminal Investigation Command (USACIDC) (commonly referred to as the “CID”) is actively seeking qualified Soldiers to serve as CID special agents. Those selected will attend the Apprentice Special Agent Course at the U.S. Army Military Police School, Fort Leonard Wood, Missouri.

To qualify, an applicant must—

- Be a U.S. citizen.
- Be at least 21 years old.
- Be a nonpromotable sergeant (E-5) with 2 to 10 years of time in service.
- Have a skilled technical (ST) score of 107 or higher (110 or higher if tested before 2 January 2002).
- Have at least 60 hours of college credit from an accredited institution. (A waiver of up to half of the required credits may be considered if favorably endorsed by the local CID office.)

- Have a physical profile of 222221 or higher and normal color vision.
- Have no record of mental or emotional disorders.
- Have at least 1 year of military or 2 years of civilian police experience. (A waiver of this requirement may be considered if favorably endorsed by the local CID office.)
- Be able to speak and write clearly.
- Have suitable character, as established by a Single-Scope Background Investigation leading to a Top Secret security clearance.
- Have no record of unsatisfactory credit.
- Have no civil court or court-martial convictions.

Prospective special agents must also complete a 60-month service obligation upon graduation from the Apprentice Special Agent Course.

For more information or to apply to serve as a special agent, contact your nearest CID field office or visit the CID Web site at <http://www.cid.army.mil>.

EXPEDITIONARY FORENSICS: THE WARRIOR'S SCIENCE REVEALING THE HIDDEN ENEMY

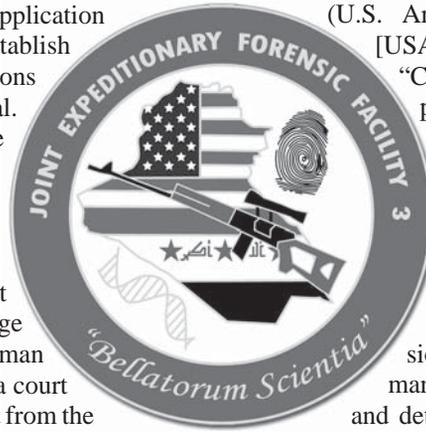
By Major Michael A. Johnston

Forensic science involves the application of a broad spectrum of sciences to establish factual information and answer questions of interest based on forensic material. *Expeditionary forensics* refers to the use of forensics to establish facts that the combatant commander can use to determine sources of insurgent arms, ammunition, and explosives; drive intelligence analysis and subsequent targeting for combat operations; change force protection measures; identify human remains; and prosecute detainees in a court of law. Intelligence operations benefit from the rapid forensic exploitation of information, items, and sensitive sites, enabling U.S. and coalition forces to eliminate threats and capture, prosecute, or kill enemies. The War on Terrorism and associated military operations in Iraq and Afghanistan have produced an operational need to expand the use of forensics beyond the historical judicial, intelligence, and medical realms.

A joint expeditionary forensic facility (JEFF) lab was established in Iraq in December 2006 to address the high number of sniper attacks throughout the Iraqi theater of operations (ITO). At that time, the countersniper lab was capable of two things—latent printing and firearm/tool marking. The capability for deoxyribonucleic acid (DNA) analysis existed only in the International Zone, which supported a task force that examined extrajudicial killings. When that task force was disbanded, the DNA analysis capability was moved to the JEFF countersniper lab. In late 2007, Lieutenant General Raymond Odierno (then the commander of the Multinational Corps–Iraq) directed the establishment of JEFF forensic labs in each major division area of operation.

The original countersniper lab, now known as the JEFF 3 lab, accepted its first piece of evidence—a Dragunov sniper rifle—on 30 December 2006. Since then, the lab has processed more than 1,800 cases, resulting in over 150 biometric identifications. Today, the JEFF 3 mission is to “conduct firearm/tool mark, latent print, and DNA forensic analysis in general support of U.S. and coalition forces in the entire ITO in order to exploit biometric and forensic evidence resulting in the killing, capturing, or prosecution of anticoalition forces.”

The JEFF 3 lab, which is under the administrative control of the 733d Military Police Battalion



(U.S. Army Criminal Investigation Command [USACIDC] [commonly referred to as the “CID”]/Forensic Exploitation Battalion), provides general support to the Multinational Corps–Iraq, including more than twenty brigade combat teams and various combined joint special operations task force elements. The lab also has close working relationships with weapon intelligence teams, explosive ordnance disposal units, law enforcement professionals, the U.S. Special Operations Command, the CID, theater internment facilities, and detainee holding areas. All of the analysts, examiners, and technicians assigned to the lab are civilians who are specialists in their specific fields and have volunteered for this expeditionary mission.

The JEFF 3 lab processes all evidence related to nonimprovised explosive devices, including evidence from sniper attacks, insurgent and terrorist torture houses, various complex attacks on coalition forces, caches, enemy killed-in-action confirmation of high-value individuals on targeted raids, highly sensitive political cases, and select CID cases. In addition, partnerships with the Combined Explosive Exploitation Cell and document and media exploitation labs allow the coprocessing of cases where additional laboratory analysis is required.

The processing of material at JEFF 3 consists of several steps, beginning with the collection of evidence following an incident such as a planned site exploitation mission or a response resulting from a routine patrol. The evidence is transported to the lab through a variety of means, normally arriving within hours but can be up to a week after an incident, depending on the urgency of the analysis and the needs of the unit.

The most critical step of the process is triage, which begins when evidence arrives at the lab. Triage is the process used to determine the best method of supporting unit requirements to capture, prosecute, or kill the enemy through forensic analysis. It allows the lab to best prioritize valuable resources by sorting cases into three distinct categories:

- **Expedite.** Expedite cases have resulted in an injury to or death of a coalition soldier.
- **Priority.** Priority cases are time-sensitive in nature and are often associated with the release

of a detainee or an at-large individual potentially targeted by a unit.

- **Routine.** Routine submissions are placed into the queue for processing but do not have the same sense of urgency as expedite or priority cases.

Triage is conducted by the evidence custodian or case file manager (alternate evidence custodian). Units that submit evidence for analysis must provide documentation of the incident (a significant activity report or a description of the “who, what, when, where, why, and how”), detailing how forensic analysis of the evidence can be expected to link the item or person to a specific event.

Triage also involves establishing a chain of custody if it has not already been established by the submitting unit. The submitting unit completes a Department of the Army (DA) Form 4137, *Evidence/Property Custody Document*; Department of Defense (DD) Form 2922, *Forensic Laboratory Examination Request*; and lab-tracking and unit information sheets. The case file manager establishes a case file, and the evidence is properly secured in the evidence room. A record of the evidence is entered into the evidence ledger, evidence tracker program, and lab matrix.

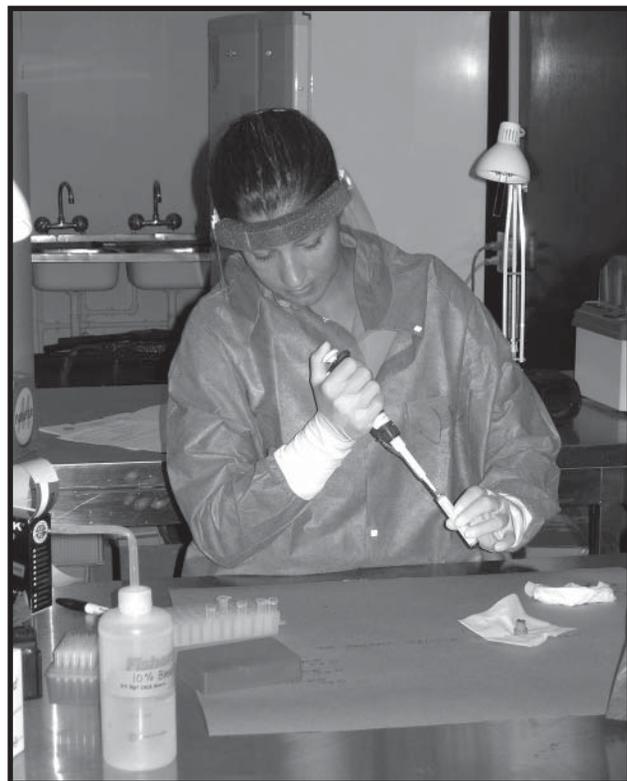
The ability to provide time-sensitive, actionable intelligence to the combatant commander is the most important aspect of the JEFF 3 lab. The turnaround time for analysis in an expedited latent print and firearm/tool mark case is a couple of hours to a day, depending on the number of items submitted. Expedited DNA processing takes twenty-one to twenty-four hours to complete. These short processing times allow units maximum flexibility for targeting or prosecution. JEFF 3 lab employees are allowed to provide expert testimony in the central criminal courts of Iraq.

The Latent Print Section is very successful at recovering and analyzing prints from a variety of porous and nonporous evidence using items such as 1,8-diazafuoren-9-one (DFO), ninhydrin, physical developer, superglue, powder, Reflected Ultraviolet Imaging Systems, and dye stain lasers. The section has assisted with cases involving theater internment facility detainees, sniper incidents, anticoalition force threat letters, and al-Qaida intelligence documents.

Firearm/tool mark analysis has also proven valuable. State-of-the-art technology enables the Firearm/Tool Mark Section to perform firearm identification and function; ammunition identification and examination; microscopic comparisons of fired bullets, cartridge cases, and tool marks; serial number restoration; physical fracture matching; distance determination; and trajectory analyses. Most notable is the section’s ability to match explosively formed projectile cones and liners through tool mark analysis and to link several sniper cases in which coalition members were killed. These capabilities have been used to assist in several high-profile,



A JEFF 3 firearms examiner uses a comparison microscope to perform bullet verification.



A DNA analyst extracts DNA for processing.

escalation-of-force incidents involving coalition forces and local Iraqis and have also played a critical role in several fratricide cases.

The DNA Section conducts nuclear and y-chromosomal testing. DNA profiles have been recovered from an amazing list of items—many of which are not normally considered viable candidates for DNA analysis. These analyses have proven invaluable in assisting with “duty status, whereabouts unknown” cases in which DNA is obtained from coalition members’ personal effects such as shirts, socks, and boots. The DNA analysis capability is used extensively in support of U.S. Special Operations Command units.

The desired end state of any analysis—latent print, DNA, or firearm/tool mark—is the tying of forensic evidence to an individual or incident. In the event of a match, or “hit,” the National Ground Intelligence Center case manager immediately notifies the submitting unit. This immediate feedback provides the unit with expedient, actionable intelligence to target or prosecute. If the subject of the analysis is detained, a lab law enforcement professional prepares an evidence/prosecution packet for potential use in the central criminal courts of Iraq. Lab law enforcement professionals also provide a critical link to all maneuver units in the ITO; commanders rely on these evidence experts for guidance.

JEFF 3 defines success by the ability to provide units with expedient answers to target or prosecute the enemy. There has been nearly a 150 percent increase in caseload at the lab over the past six months, and a record number of matches has been achieved in the last two months. One of the most important impacts of forensic analysis on the War on Terrorism is the ability to prevent another incident like that of 9/11. The thousands of matches made in Iraq have allowed us to interdict individuals who want to cause harm to Americans. But, today’s mission of saving Soldiers’ lives in Iraq is of the greatest significance.

The road ahead will be a busy one for the JEFF 3 lab. As the ITO continues to evolve toward the rule of law, evidentiary detainments and prosecutions will play an increasingly crucial role in developing a stable future for Iraq. There will likely be an increase in exploitable evidence



A JEFF 3 latent print examiner scrutinizes a silicon casting of a finger.



A JEFF 3 latent print examiner uses a laser to detect fingerprints.

used solely for prosecution as opposed to targeting. The JEFF 3 lab eagerly awaits the challenge.

Editor’s note: For more information about the 733d Military Police Battalion, see the article entitled “The Forensic Exploitation Battalion” on page 8.

Major Johnston is the officer in charge of the JEFF 3 lab at Camp Victory, Baghdad, Iraq. He holds a bachelor’s degree in criminal justice from Kent State University, Ohio, and a master’s degree in organizational and business security management from Webster University.

The Forensic Exploitation Battalion



By Lieutenant Colonel Martin Rowe

Beginning in 2004, the Multinational Corps–Iraq (MNC-I) established several unrelated, stand-alone, forensic facilities with limited mission sets. The Combined Explosive Exploitation Cell (CEXC) was the first lab established to conduct technical and limited biometric analyses on all materials related to improvised explosive devices and to develop effective countermeasures based on these analyses. Due to a large number of sniper attacks, a countersniper lab was established in December 2006 to positively identify insurgents through fingerprint and ballistic comparisons. U.S. Marines in the Multinational Forces–West area also stood up their own forensic lab, which had fingerprint capability only. Based on the success of these programs, the commander of the MNC-I directed the establishment of a system of joint expeditionary forensic facilities (JEFFs) to conduct forensic analysis on all materials not related to improvised explosive devices. One forensic lab was established to directly support each multinational division (MND), and all labs were placed under the administrative control of a U.S. Army Criminal Investigation Command (USACIDC) (commonly referred to as the “CID”) battalion. The countersniper lab was redesignated as JEFF 3, and the Marine lab was redesignated as JEFF 2. In March 2008, the 733d Military Police Battalion (CID), also known as the Forensic Exploitation Battalion, was deployed to Iraq to assume command and control of the existing labs and to begin standing up three additional labs in support of the commander’s intent.

The 733d Military Police Battalion is a CID asset that normally supervises three to six CID detachments conducting general criminal investigations. The mission of overseeing theater forensic assets is new to the Army and to the CID. Based on the needs of the MNC-I commander, the 733d was released from CID command and assigned directly to the MNC-I headquarters under the Corps Provost Marshal’s Office. This marked the first time that a CID asset had been released to another command.

The 733d Military Police Battalion—

- Establishes, commands, and controls all JEFF assets in the theater.
- Implements and operates a police intelligence fusion cell that provides real-time intelligence to combatant commanders.
- Establishes a partnership with and serves as a mentor to Iraqi forensic services and the Iraqi Major Crimes Unit.
- Conducts site exploitation, train-the-trainer courses for coalition forces.
- Serves as the executive agent for MNC-I forensic operations staff.

The primary function of the battalion is to establish, command, and control all theater JEFF assets. The 733d currently has administrative control of five geographically dispersed JEFFs in Iraq. The battalion is responsible for ensuring that theater forensic requirements are transmitted to the U.S. Central Command for validation. Once the validation is complete, the 733d executes the administrative and logistical functions necessary to implement the requirements. This includes oversight of all equipment purchases, transportation, and sustainment. In addition, the battalion tracks the contracting of civilian lab examiner personnel, ensuring that personnel hired possess the appropriate skill sets.

The involvement of the 733d in this mission also marks the first time a military police organization has conducted police intelligence operations in a theater of operations. The 733d police intelligence fusion cell is designed to complement and enhance existing systems—not to serve as a stand-alone system. The 733d ensures that all intelligence derived from forensic analysis at the labs is fused with existing intelligence regarding the insurgent or event. The result is then fully integrated into existing military intelligence systems and processes and transmitted directly to the battlespace owner in a timely manner so that the commander can maximize the use of

the information. This intelligence information may also be used to prosecute insurgents through the Iraqi judicial system.

Since arriving in the theater, the 733d Military Police Battalion has produced packets on more than 1,200 insurgents who were involved in attacks on coalition forces and for whom positive identifications were made through forensic analysis. These packets include forensic information fused with other available, relevant intelligence regarding the subject or incident. If the subject is at-large, a targeting packet is prepared and information (including information about the significant activity) is entered into the Combined Information Data Network Exchange and sent to the targeting cell and law enforcement professional (LEP) in the area of responsibility. LEPs recently effected the capture of three insurgents identified in targeting packets. If the subject is in U.S. detention, a prosecution packet is prepared and provided to U.S. attorneys who prosecute cases in the Central Criminal Court of Iraq.

The 733d Military Police Battalion established the Investigative Task Force (ITF) to enhance police intelligence operations. The ITF (which consists of one staff judge advocate from the Central Criminal Court of Iraq, two U.S. Navy master-at-arms investigators, and two 733d CID special agents) is assigned in direct support of an MND. The ITF reviews all insurgent detentions and develops the cases into legally sustainable detentions and prosecutions within the Iraqi judicial system. With the recent implementation of the Security Forces Agreement, all detentions in Iraq must now be legally based and result from a violation of Iraqi law. An arrest warrant from an Iraqi court is also necessary before any detention by U.S. forces. This shift from intelligence- and security-based detentions to legal-based criminal cases requires that the MNC-I further develop the ITF capability. Due to the early success of the ITF, the 733d Military Police Battalion is seeking additional assets to expand the concept to all MNDs in Iraq.

Through a directive from the commanding general of the Multinational Force–Iraq, the 733d was tasked to establish a partnership and mentoring program with the Iraqi Major Crimes Unit. This partnership focuses on sharing information about attacks on coalition forces and other crimes related to insurgent activity. Although this partnership is still in its infancy, it has already yielded positive results. The 733d has further established a partnership with the Iraqi Criminal Evidence Division for assistance in establishing viable forensic facilities. Together, the 733d and the JEFFs have the forensic expertise necessary to provide consultation and oversight support for the Iraqi effort.

As the MNC-I executive agent for forensics, the 733d coordinates and synchronizes the efforts of all players in the forensic arena of Iraq. The JEFF system comprises one of the key players; two others are the CEXC lab and the document and media exploitation cells. The CEXC lab and

the document and media exploitation cells routinely submit cases beyond their own capabilities to the JEFFs for analysis. These submissions include deoxyribonucleic acid (DNA) and firearm/tool mark analysis requests. And the 733d assists the CEXC lab by developing prosecution packets for cases in which there is a positive biometric match and the subject is detained. The 733d also hosts quarterly interlab working group meetings, which are designed to ensure that the forensic assets complement one another.

While in theater, the 733d identified a significant gap in forensic training for coalition forces. Although most forces received some training in evidence collection, tactical concerns were the first priority and much of that valuable training was forgotten. To address this problem, the 733d (in conjunction with the Multinational Forces–West Joint Prosecution and Exploitation Cell) now conducts a five-day, site exploitation, train-the-trainer course for coalition forces. The course focuses on the proper way to collect, preserve, and ship forensic materials to the appropriate labs; and it covers the capabilities of the JEFF and CEXC labs. So far, the 733d has trained more than 1,500 Soldiers from over 20 different units. This training has become extremely valuable—especially given the shift from intelligence- and security-based detentions to legal-based detentions.

Since arriving in Iraq, the 733d has seen a 300 percent increase in the number of cases submitted to the JEFF labs for analysis—in spite of the fact that the number of attacks on coalition forces drastically diminished during that same time frame. This increase in the number of cases submitted is due to maneuver commanders being better informed about the capabilities of the labs and to improvements in evidence collection training. LEPs deserve much of the credit, as they have played a huge role in briefing commanders and getting material to the labs for analysis.

With the establishment of a JEFF in each MND area of operation, JEFF caseloads will continue to expand. As the challenges grow, the road ahead will be a busy one for the 733d. As the Iraqi theater of operations evolves toward the rule of law, evidentiary detainments and prosecutions will play an increasingly crucial role in developing a stable future for Iraq. The 733d is in a unique position to positively effect this transition, reduce attacks on coalition forces, and increase Iraqi primacy.

Editor's note: For more information about the JEFF 3 counter-sniper lab, see the article entitled "Expeditionary Forensics: The Warrior's Science Revealing the Hidden Enemy" on page 5.

Lieutenant Colonel Rowe is the commander of the 733d Military Police Battalion. He holds a bachelor's degree in political science from the University of Cincinnati and a master's degree in forensic science from The George Washington University, Washington, D.C. Lieutenant Colonel Rowe has also completed a fellowship in forensic medicine through the Armed Forces Institute of Pathology.

FORENSICS:

FROM ITS ESOTERIC HISTORY TO THE STREETS OF BAGHDAD

By Mrs. Pamela M. Collins

Before 11 September 2001 and our military involvement in Iraq and Afghanistan, crime scenes and evidence processing were phenomena that most of us only observed on television or in the movies. However, the events of that fateful day piqued our morbid curiosity and, like voyeurs slowly driving past a car accident to observe the carnage, we were enthralled by the human depravity and questionable moral character of the revealed criminal. We were even more fascinated and impressed by the scientific applications used to answer the questions of who, what, where, why, and how.

Our nation has been exposed to the captivating world of forensics through television shows such as *CSI: Crime Scene Investigation*, *Forensic Files*, and *Court TV*. We have learned how simple items such as cigarette butts and tire tracks can be used to identify a criminal; place him at the scene of a crime; and in some cases, prove his intent. As Soldiers, though, we didn't expect to be called upon to collect "evidence" at a "crime scene." But as we move through villages, clearing homes in an attempt to glean the "who, what, where, why, and how" from a group of people with whom we have little in common, we are being asked to recognize and secure what is essentially evidence—evidence that will be used to prosecute the worse kind of criminal: a mass murderer.

So how did we shift from Soldier to detective? The transition came about as a result of technology that allows evidence to become a means of exposing and tracking the enemy. We may not be physically present when an enemy plans and conducts an attack against us, but like the crime scene detective, we can examine events that have occurred and identify the enemy through the exploitation of physical evidence.

Evidence is defined as anything that helps us reveal proof of a fact or discover the truth of a matter, such as the identity of a person and the nature of his actions. Fortunately for us, wherever people go, they leave traces of themselves and take traces of their surroundings with them. As a result, criminals leave clues to their identity at crime scenes. This basic principle is not new; it was formulated by Edmond Locard in 1910 and termed Locard's Exchange Principle. And it was developed on the heels of fingerprint ridge identification and classification, which were used in the late 1800s. It was during this time that pioneers such as Sir Francis Galton and Edward Henry contributed to the development of modern fingerprint identification, which became the linchpin of investigations. All other forms of

evidence (blood, hair, fibers, tire and shoe impressions) were considered "class characteristics." While fibers from a suspect's pants might match the color, texture, and consistency of those found at a scene, such a match could not be used to place the suspect at the scene with certainty. For that, a viable fingerprint was needed. Likewise, although a drop of blood or other bodily fluid could be used to include or exclude a suspect by what was called "ABO blood typing," even bodily fluids could not be used for positive identification—at least not until 1986. It was then that a University of Leicester (England) genetics professor, Sir Alec John Jeffreys, was able to identify a serial rapist/murderer through his deoxyribonucleic acid (DNA) "fingerprint" by examining blood samples from every potential suspect in the surrounding area.¹ This type of analysis took almost ten years to catch on in the United States, but has since revolutionized forensic science. The method allows a greater degree of confidence in connecting an individual to a crime scene.

The military has been involved in forensic science even longer than this. Since 1971, when the U.S. Army Criminal Investigation Command (commonly referred to as the "CID") first sent an agent to The George Washington University, Washington, D.C., to earn a master's degree in forensic science and become a fellow of the Armed Forces Institute of Pathology, the Army and its sister services have been an active part of the forensic science community. Today, there are only a handful of forensic science officers and uniformed members of the American Academy of Forensic Science that lack the title of "doctor" in front of their names—a small but eclectic group of self-proclaimed "geeks" of which I am proud to be a member.

In the War on Terrorism, the central criminal courts of Iraq are relying on us to provide the evidence necessary to incarcerate captured terrorists and insurgent personnel

who have attacked U.S. and coalition forces. The successful collection of physical evidence may mean the difference between a life sentence and the release of someone who has committed an act of terrorism. Fortunately, it doesn't take years of training and field experience to be able to collect material without contaminating it; common sense and a little forethought are all that are required.

As part of the U.S. Army Training and Doctrine Command Improvised Explosive Device (IED) Defeat Integrated Capabilities Development Team, the U.S. Army Military Police School (USAMPS) has developed a Level I training support package on Evidence Awareness. The training support package is posted on the IED Defeat Training Web site at <https://www.us.army.mil/suite/page/477426> and is available to all authorized personnel through the Army Knowledge Online (AKO) (<http://www.us.army.mil>) and Battle Command Knowledge System (BCKS) (<http://usacac.army.mil/CAC/bcks.asp>) Web sites. Additionally, USAMPS developed a Level II Battlefield Evidence Exploitation Course and mobile training teams began teaching it in the fall of 2008. This course supports and augments training currently conducted by the National Ground Intelligence Center and U.S. Army Intelligence Center. These courses are open to select Soldiers in predeployment status. Deploying commanders are encouraged to have a team of three to five Soldiers complete one of these courses prior to deployment. This

training will enable U.S. Soldiers to collect evidence at a greater echelon. Finally, military police Soldiers attending the Maneuver Support Center Noncommissioned Officer Academy at Fort Leonard Wood, Missouri, receive additional blocks of instruction on evidence collection, U.S. Army Criminal Investigation Laboratory and deployable laboratory capabilities, and biometrics.

Endnote:

The dramatic true story of the first murder case solved by genetic "fingerprinting" is presented in *The Blooding* by Joseph Wambaugh, Perigord Press/William Morrow and Company, Inc., New York, 1989.

Mrs. Collins is a senior associate of Booz Allen Hamilton. She supports the U.S. Army Maneuver Support Center Improvised Explosive Device Defeat Integrated Capabilities Development Team, Fort Leonard Wood, Missouri, with forensic, biometric, and police intelligence input and analysis. She also serves as the USAMPS action officer for forensics, biometrics, police intelligence operations, and battlefield forensics. Mrs. Collins is a retired U.S. Army CID agent/forensic science officer. She holds master's degrees in criminology from Jacksonville State University, Alabama; forensic science from The George Washington University; and organizational psychology from St. Joseph's University, Pennsylvania.

Regiment on the Move: CID Battalion Is No Exception

By Colonel Anthony Cruz



For most in the Regiment, 14 November 2008 was probably just another uneventful day—but it wasn't for the Soldiers of the 19th Military Police Battalion (U.S. Army Criminal Investigation Division [USACIDC], commonly referred to as the "CID").

During a calm, cool, clear morning in Yongsan, Korea, the battalion cased its colors. Just another deployment ceremony? No. The casing of the battalion colors marked the official start of the unit's transition from the Republic of Korea to Hawaii—a move required to keep pace with a transforming Army and one that is part of the "Grow the Army" initiative. When the 19th Military Police Battalion uncases its colors on 1 May 2009, the final chapter of its long, illustrious, 37-year history in Korea will be closed and a new chapter will open in Hawaii.

Another simple ceremony took place concurrently with casing the battalion colors—the activation of the Korea Field Office. The Korea Field Office is a smaller command and control element designed to provide immediate leadership and support to the two CID detachments stationed in Korea. When the 19th Military Police Battalion resumes command and control in Hawaii, the Hawaii Field Office will be deactivated.

The Army has long been reposturing units around the globe. After the move to Hawaii, the 19th will begin gearing up for deployment in support of the Army forensic mission in Iraq. That deployment will be the unit's first deployment to a combat area since the Korean War. It took a long time to get the 19th Military Police Battalion added to the pool of military police combat multipliers, but the addition could not have happened at a better time. The 19th is proud to be part of the Military Police Regiment and to fight side by side with military police combat support and internment/resettlement units.

Colonel Cruz is the commander of the 6th Military Police Group (CID), Fort Lewis, Washington. He holds a bachelor's degree in business administration from the University of Puerto Rico and a master's degree in public administration from Troy State University (now Troy University), Alabama.

744th Military Police Battalion



Lineage and Honors

Constituted 10 January 1942 in the Army of the United States as the 744th Military Police Battalion.

Activated 1 March 1942 at Fort Sam Houston, Texas.

Inactivated 31 May 1946 in Japan.

Redesignated 5 June 1947 as the 322d Military Police Battalion and allotted to the Organized Reserves.

Activated 19 June 1947 with headquarters at Wilkes-Barre, Pennsylvania.

(Organized Reserves redesignated 25 March 1948 as the Organized Reserve Corps.)

Inactivated 10 April 1952 at Wilkes-Barre, Pennsylvania.

(Organized Reserve Corps redesignated 9 July 1952 as the Army Reserve.)

Redesignated 24 June 1953 as the 744th Military Police Battalion.

Headquarters and Headquarters Detachment activated 16 December 1991 at Allentown, Pennsylvania; location subsequently changed to Bethlehem, Pennsylvania.

Ordered into active military service 21 January 2003 at Bethlehem, Pennsylvania.

Released from active military service 20 May 2004 and reverted to reserve status.

Campaign Participation Credit

World War II

Leyte

Luzon

War on Terrorism

Campaigns to be determined

Decorations

Meritorious Unit Commendation (Army)—Streamer embroidered IRAQ 2003–2004

Philippine Presidential Unit Citation—Streamer embroidered 17 OCTOBER 1944 TO 4 JULY 1945

JOIN!

NCO Leadership in a Multicomponent/Joint Services Military Police Brigade

By Command Sergeant Major Edgar W. Dahl

One of the best ways to find out who makes up a military unit is to stand at the entrance of the dining facility and watch the customers as they filter in. At one dining facility entrance, in particular, khaki-clad civilian guards contracted from Uganda check the identification (ID) of those entering the busy facility. The guards take the ID cards, scan them, and compare the photographs with the faces of their owners before returning them. The U.S. Army seal appears on some of the cards. On others, it is the U.S. Navy or U.S. Air Force seal that is right there on the front. Another is affixed with the eagle, globe, and anchor of the U.S. Marine Corps. Personnel wearing civilian clothing also trek through the door; their ID cards contain a variety of print. The tan-colored patterns of desert camouflage uniforms mix with digital camouflage patterns; and jeans and polo shirts are just as common as the blue, yellow, and gray military physical training uniforms. English blends with a half dozen other languages as people of many nations grab a bite to eat. This is the entrance to the Camp Bucca, Iraq, dining facility—a place that is busy, colorful, and frequented by all kinds of people.

Camp Bucca is located in the southeast corner of Iraq, about 800 meters north of the Kuwaiti border and slightly over 800 meters from the Iraqi port town of Umm Qasr. Its location is not a coincidence. It is here—in the area bumped up against the ocean and the Kuwaiti border—that, when planning the 2003 Iraqi invasion, coalition forces envisioned their “rear area.” The rear area is where captured enemy combatants and other detained personnel were kept—at least according to what is now outdated doctrine. However, due to the asymmetric nature of the warfare in Iraq, there is no defined rear area. So while Camp Bucca is very close to Kuwait, it is nonetheless subject to attacks and insurgent activity.

Camp Bucca, which is operated by Task Force Military Police South, is home to the largest detention facility in the U.S. military. Each of the four U.S. military services is represented here. The basic mission of the task force

(referred to as Task Force Bucca) is to provide quality and professional care and custody for detained personnel. To accomplish this mission, the task force employs a large contingent of nonmilitary police, non-active-duty Army, and non-Army U.S. military personnel and civilians. This is because the length of the wars in Iraq and Afghanistan have caused military police units across the Army (Active Army, Reserve, and National Guard) to be deployed to the limits of their numbers.

The stretching of personnel resources has meant that the Military Police Corps Regiment has required help to accomplish its many missions in these wars. The supplementation of Army military police has been the norm for the duration of the War on Terrorism. Missions for the supplemental Soldiers have included security, law enforcement, route clearance, convoy escort, and participation on police transition teams. Some supplemental Soldiers have even performed detention operations at Camp Bucca.

Military Police Regiment officers and noncommissioned officers (NCOs) have become accustomed to leading nonmilitary police units from the three Army components and military police units and troops from sister services. Even with the complement of infantry, artillery, chemical, air defense, and other units, military police still find themselves with more missions than assets.

With a few rare exceptions, the senior NCOs of Task Force Bucca had not worked with, worked for, or been in charge of Soldiers from other Army components or members of other services. For the most part, those on active duty were familiar with active-duty leaders and subordinates, while those in the Reserve or National Guard were accustomed to Reserve or National Guard personnel. Interaction across services (Army, Navy, Air Force, and Marine Corps) was even less common. So, how do you function in an environment where the dynamics and demographics are totally new?

First, you must understand that the command climate need not consist of a “melting pot” of Active Army, Reserve, National Guard, and sister service units. Each component and service should be allowed to retain its own identity and standards—except where uniform standards are necessary to effect operations. Encourage units to preserve their core values and celebrate their service traditions. Think of this situation as a salad in which each individual ingredient adds to the flavor and variety without changing the overall appearance of the salad itself. And let a tomato be a tomato. Unless you are involved in a joint operation and you are the lead, do not impose your traditions on other units. Rather, let them conduct their service boards; birthday celebrations; and promotion, transfer-of-authority, change-of-command, and award ceremonies. And attend these events when you are invited; the gesture will be appreciated, and units will be proud to show you how they do things.

Second, assure the units that they are part of the team. Post their service seals in areas where joint operations or meetings are held, such as brigade headquarters and conference rooms. Ensure that unit symbols, documents, newsletters, certificates, and coins have a joint “flavor.” For example, the front page of the Task Force Bucca newsletter contains the four service seals. The sister service seals—rather than the 42d Military Police Brigade unit insignia—also appear on the back of the Task Force Bucca coin. Soldiers may not admit that they check for “their” symbol when they see the others; but believe me, they do. They want to be a part of the team, and your recognition of their symbol plays a role in that team building.

Next, keep units together as much as possible. Avoid splitting them up and parceling members, including NCOs, out to other units. Try to maintain a unity of command for each service component. This might not be possible as task organizations are adapted to fit the mission. If units must be split, explain the reasons for the split to the leaders. Ensure adequate service NCO leadership with each slice, and encourage leaders of sliced elements to maintain contact with their service headquarters to make sure that troops are administratively covered as they work for other services.

Use NCO leaders of different services to get things done. Resist the temptation to directly address strategic or operational issues with the actual “doers.” If a Sailor, Airman, or Marine needs guidance, have a Naval petty officer (PO) or Air Force or Marine NCO provide it. This reinforces their authority and appropriately assigns the responsibility. For occasional, time-sensitive safety or disciplinary issues, make on-the-spot corrections and then notify the senior NCO or PO service leader if warranted. This approach works especially well for Reserve and

National Guard units, whose members sometimes view active duty NCOs as “heavy handed.”

Train young NCOs to use tact and patience when correcting or addressing Reserve, National Guard, or sister service troops. In general, these troops do not respond well to the “in your face” corrective measures that Active Army NCOs frequently use on their subordinates. While a young, active duty NCO may think nothing of calling one of his troops a “knucklehead” and ordering him do twenty push-ups for a loose shirttail, a Reservist, Guardsman, Sailor, or Airman on the receiving end of the correction might take issue. In fact, using push-ups or other exercises as a corrective measure might actually be in violation of regulations in some cases. The problem is exacerbated when a Sailor or Airman rightfully refuses to execute an unauthorized order. However, there is no need to coddle these troops or overlook behavior deserving of correction; Active Army NCOs just need to use some common sense and more effective, traditionally accepted methods of addressing infractions. And again, when possible, component or service unit NCOs or POs should be responsible for correcting unacceptable behavior among their troops. The point will be made, and the problem will be fixed.

Because Task Force Bucca is operated by the Army, many of the programs are conducted according to Army standards. While you may expect members of sister services to perform everyday tasks the same way that Army Soldiers perform them, they may be unfamiliar with Army procedures. For example, maintenance procedures at Camp Bucca are performed according to Army standards. But, do not simply put a Department of the Army (DA) Form 5988-E, *Equipment Inspection Maintenance Worksheet*, and a -10 manual¹ in front of a Sailor, Airman, or Marine and expect him to execute preventive maintenance checks and services like an Army Soldier would. That is not going to happen. Rather, take the time to train the troops on Army procedures. You might even explain the reasoning behind those procedures, as that can help alleviate the chafing that sometimes occurs when units are confronted with new and different standards and equipment. You will find that most assigned troops are willing to meet the Camp Bucca standard. All it takes is a little patience to teach, coach, and mentor them as they overcome inevitable growing pains. Then, let the troops perform.

Learn the ranks and responsibilities of NCOs and POs from the other services. Address them appropriately, and learn what is expected of them as they go through the ranks. Should you expect the same thing from a second-class PO, an Air Force staff sergeant, or a Marine sergeant that you do from an Army sergeant? After all, they are all E-5s. Ask senior NCOs and POs to brief you on their leadership roles, and do not consider them the same as Army NCOs



merely because they are at the same pay grade. They have different responsibilities, expectations, and professional experience as they rise through their ranks.

When functioning in a multicomponent/joint service environment, I would also recommend that you—

- Recognize and award each unit equally; do not favor any one. Be aware that Army awards—even something as simple as a certificate—are coveted by sister service troops. If possible, liberally dispense these awards when they are deserved.
- Use joint color guards for higher-headquarters functions—especially when the entire command is receiving recognition.
- Attach other component and service members to the brigade headquarters, and use their expertise to make improvements. If used as liaisons, these troops will reinforce the team mind-set.
- Counsel anyone who makes disparaging remarks about the status or service of your units. Such remarks create friction and undermine team-building efforts.
- Hold weekly business meetings with the senior enlisted leadership. (Our meetings include about twelve E-9 command slot leaders.)
- Make use of the unique skills of Reserve, National Guard, and sister service troops. A private first class with welding experience, for example, might be more valuable as a welder than he would be guarding detainees.
- Conduct a development program for NCOs and POs two levels down. (Our meetings, which take place every two months, include company level leadership E-8s and equivalents.) These meetings give participants the opportunity to receive information firsthand.
- Combine operations for efficiency. The maintenance operation at Camp Bucca is one such example. There, mechanics from all units are employed in one location to ease training, parts ordering, and work order management. This is especially crucial at Camp Bucca, where all units use Army equipment rather than their own.
- Initiate and maintain professional relationships with the higher headquarters for component and sister services. Encourage visits from their

leadership, and allow the leaders to roam freely when they come to see their troops.

- Flood incoming leaders with the documents and knowledge needed to enforce standards—especially uniform and behavior standards. The sooner they start training their troops, the better. If possible, provide them with this information while they are still in the continental United States so that they can prepare in advance.
- Brief all incoming personnel within forty-eight hours of their arrival. Personally welcome them, and quickly get them started off on the right foot.
- Encourage participation in sports programs that focus on friendly competition between the services. At Camp Bucca, we eagerly anticipate our Army-Navy game! And, it is not unusual to see Army, Navy, and Air Force personnel on the same intramural sports teams here at Camp Bucca.
- Allow sister service units to “decorate” their headquarters and work areas with their service emblems and other service-centric items. For example, Camp Bucca Navy troops painted their buildings gray. They also installed a crow’s nest—complete with semaphores—at one of their compounds. The cement barriers at Camp Bucca also contain some sister service artwork.

The Army is stretched thin, and a protracted conflict such as the War on Terrorism requires the skills and services of every component and service. The 42d Military Police Brigade tries hard to embrace, properly use, and significantly benefit from the valuable assets of the various Army components and sister services.

Endnote:

¹“-10” represents the last two digits of Army technical manuals describing operator responsibilities for checking and maintaining specific military equipment.

Command Sergeant Major Dahl is the command sergeant major of the 42d Military Police Brigade, Fort Lewis, Washington. He is the senior enlisted leader of Task Force Military Police South, Camp Bucca, Iraq. He holds a master's degree in military arts and science from the American Military University, West Virginia.

Letters to the Editor

Military Police welcomes letters from readers. If you have a comment concerning an article we have published or would like to express your point of view on another subject of interest to military police Soldiers, let us hear from you. Your letter must include your complete address and a telephone number. All letters are subject to editing for reasons of space or clarity.

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Military Police Corps Regiment: *Continued Relevance*

By Major Matt Mularoni

The United States has just welcomed a new administration. The current economic situation will affect military funding. The war in Iraq will be dramatically reduced, and there will be changes made in Afghanistan. How will these changes affect the military?

In keeping with its full-spectrum operational concept and principle of multifunctionality, the U.S. Army will train, educate, and prepare the full-spectrum force to execute stability operations rather than build large-scale, dedicated force structures to accomplish these missions. The Army consists of many organizations that were built for relatively narrow sets of tasks and that can be integrated into the large, modular force that is required for full-spectrum operations. The success of military police depends on the level of operational support they provide to the maneuver commander. To continue to be relevant to the Army and to the joint community, military police must improve their core capabilities.

The concept of full-spectrum operations is not new to military police. For years, our doctrine and training have allowed us to rapidly adapt based on the changing situation. We are comfortable working among the local populations behind the maneuver forces; and recent activities in Iraq, Afghanistan, and Guantanamo Bay (Cuba) continue to illustrate our “purple” capabilities. According to Field Manual (FM) 3-19.1, “The [Military Police] capabilities and . . . operational and supporting tasks are as integral to stability and support operations as they are to offensive and defensive operations.”¹ We have proven that we can be successful in joint, interagency, and intergovernmental operations. The Military Police Corps is a combat force multiplier to the maneuver commander.

The five main functions² of the Military Police Corps are—

- Maneuver and mobility support.
- Area security.
- Law and order (L&O).
- Internment and resettlement.
- Police intelligence operations.

“To continue to be relevant to the Army and to the joint community, military police must improve their core capabilities.”

These diverse requirements ensure full-spectrum dominance in an operational environment.³ There are aspects of every level of our operations in deployed theaters that are important to our continued success with full-spectrum operations. Military police forces will remain the “force of choice” as long as we remain relevant to the maneuver commander.

In this era of persistent conflict, resources are limited and where and how the Army will operate is uncertain. Training must focus on tasks that will prepare units for the most likely and most critical missions. Traditional training and operational models for military police leader development have focused on maneuver and mobility support and area security, while the other three main military police functions have taken a backseat. However, military police leaders must be fully trained in all functions and capable of performing across the full spectrum of operations. For example, L&O represents a core competency for all military police officers. The skills necessary to carry out L&O operations are covered extensively in training and professionalizing indigenous security and police forces.⁴

One excellent resource that is available, but is underutilized by many military police, is the installation Directorate of Emergency Services or Provost Marshal’s Office. Military police can enhance their core competencies by executing daily, stability-related tasks, such as L&O and confinement services, in support of Army communities and critical Army facilities and resources. This develops and reinforces the skill sets needed to support the wartime mission of providing stability and order within a given area of operation through L&O, criminal investigation, customs support, dislocated-civilian assistance, and host nation policing operations. Then, when military police step into the shambles of a third-world police station, they have a better idea of what is “right” and they can begin formulating a plan to achieve it.

Regardless of the changes in the Commander in Chief and missions supporting the War on Terrorism, the Military Police Corps Regiment needs to change to remain relevant and continue to be the “force of choice.” Our skill set is optimal for supporting the maneuver commander on the current battlefield and into the future. The Military Police Corps must not lose this focus!

Endnotes:

¹ FM 3-19.1, *Military Police Operations*, 22 March 2001, p. 11-2.

² *Ibid*, p. 1-2.

³ Department of the Army (DA) Pam 600-3, *Commissioned Officer Professional Development and Career Management*, 11 December 2007, p. 144.

⁴ *Ibid*, p. 146.

Major Mularoni is currently an Intermediate-Level Education student at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas. Prior to this, he was the Operations Officer, Directorate of Emergency Services, Fort Hood, Texas. He holds a bachelor's degree in business administration from Northwestern State University, Louisiana, and a master's degree in business and organizational security from Webster University.

CID Unit, Special Agents Recognized for Excellence

A specialized unit and two special agents from the 701st Military Police Group, U.S. Army Criminal Investigation Command (USACIDC) (commonly referred to as the “CID”), recently received top awards for their national and international investigative and community efforts at the highest levels of law enforcement.

The Computer Crimes Investigative Unit (CCIU) received top honors and international recognition for its efforts in homeland security by winning the “Community Policing Award” at the 2008 International Association of Chiefs of Police Conference and Exposition held in San Diego, California, 8–12 November. More than one hundred national and international law enforcement agencies were nominated for the award, which recognizes community policing practices as an integral part of terrorism prevention and response.

As the Army’s Center of Excellence for computer crime investigations, the CCIU investigates intrusions and related malicious activities involving Army computer networks and systems. The work of the CCIU has led to worldwide arrests of Soldiers, civilians, and foreign nationals who were engaged in cybercrime directed at the U.S. Army.

According to the CCIU Director, Special Agent Michael Milner, the success of the unit is due to “building partnerships and then improving those community partnerships to help educate the Army on cybercrime and prevention.” With the CCIU-provided turnkey educational briefings available on the Army Knowledge Online Web site; the CID Cyber Lookout initiative; Army internet safety education efforts; cybercrime alert notices; and partnerships with other local, state, and federal agencies, the CCIU is always on the go.

“The mission is nonstop and multilayered; but for us, success is to have an Army community that is informed,

intelligent, and educated,” Special Agent Milner said. “We are here to help Soldiers, [Department of the Army] civilians, contractors, and family members.” “It was good for the folks here at CCIU to get the international recognition for the work we are doing,” he added. “This makes it all the better.”

And in October, Special Agents Ray Rayos and Mark Mansfield of the CID Major Procurement Fraud Unit (MPFU) were recognized by the President’s Council on Integrity and Efficiency (PCIE) for the outstanding work they conducted as part of a multiorganizational task force in Texas. The PCIE, which is largely made up of Presidentially appointed inspectors general from various government organizations, recognizes exceptional or outstanding achievements and contributions to the Office of the Inspector General.

The MPFU centrally directs and coordinates all fraud investigations worldwide. The unit investigates allegations of fraud involving weapon and support systems within the Army and provides investigative support for civil and military contracts awarded or administered by the U.S. Army Corps of Engineers. In doing so, the MPFU works with other federal agencies on a regular basis.

“The awards represent the most substantial achievements that best reinforce the government’s efforts to promote integrity and efficiency,” said Mr. Jim Podolak, deputy director of MPFU.

According to Special Agent Rayos, “The award was especially meaningful because, in addition to being recognized for advancing the ideals and purpose of the PCIE, our investigative efforts resulted in protecting the assets of the U.S. Army.”

For more information about the CID, visit <http://www.cid.army.mil>.

Some Do Care

Major General Jerry Cannon and Brigadier General David Phillips

The sounds of rocket impacts caused the buildings on Phoenix Base, Baghdad, Iraq, to rumble and shake on a hot day in April 2008. This time, the impacts were much closer than those of the previous volley. The damage was determined within a few moments of the barrage: two killed and eighteen wounded in action. All of the casualties were members of the Multinational Security Transition Command–Iraq, and several of the seriously wounded were assigned to the Civilian Police Assistance Training Team.

Within an hour of the attack, I was outside the back entrance of the emergency room (ER) at the combat support hospital located near Phoenix Base, within the secured confines of the International (Green) Zone. I leaned up against a wall—the same place I had stood following countless ER trips during Operation Iraqi Freedom II. Frustration at the carnage was taking its toll. I was physically, mentally, and emotionally drained. But just when I was closing my eyes to reflect on the smiling faces I had seen in the dining facility the previous night, I heard the distinctive “whoop, whoop, whoop” of two medical evacuation helicopters. They were coming in fast and at a steep angle—a sure sign that wounded were onboard. Dust flew up from the landing zone; and Lieutenant Colonel John Bogdan, commander of the 95th Military Police Battalion, jumped out of the first bird and raced alongside a litter bearing one of his wounded warriors. Thirty minutes later, he was next to me, leaning against the same wall outside the ER. We were quiet, engrossed in our own thoughts of the Soldiers we lost that spring day in Baghdad.

In the days following the multiple unit memorials that I attended for our fallen Soldiers, I reflected on the handful of Iraqi police that I had seen in attendance at these and other equally solemn ceremonies. Albeit sometimes in small numbers, Iraqi police are almost always present at these memorials. “Some care,” I thought. “Some do, in fact, respect the sacrifices of our Soldiers.”

—Brigadier General Phillips

The new expansion of the Erbil Police Academy, Erbil, Iraq, was opened and signed over to the Iraqi government in October 2008. This event was of particular note, as it was unlike any previously witnessed in Iraq; the ceremony included the dedication of a bronze bust in honor of First Lieutenant Ashley Henderson-Huff of the U.S. Army Military Police Corps. First Lieutenant Henderson-Huff, who supported the Erbil Police Academy as a member of the Erbil Police Transition Team, tragically died of injuries she suffered when a suicide, vehicle-borne, improvised explosive device exploded next to her humvee near Mosul, Iraq, in September 2006. To recognize First Lieutenant Henderson-Huff’s phenomenal contributions and sacrifice, the Kurdish police leadership had a memorial built in her honor. A prominent location within the Erbil Police Academy grounds was selected for the memorial. Mr. Karim Sinjari, the Kurdish government’s Minister of Interior, invited First Lieutenant Henderson-Huff’s father to the dedication ceremony. Through their actions, the Iraqi Kurds of Erbil demonstrated their appreciation for the extreme sacrifice of this young officer.

—Major General Cannon



In October 2008, Deputy Minister Ayden Khalid Qadir (Deputy Minister of Interior for Iraq) and Lieutenant General Hussein al-Awadi (commanding general of the Iraqi National Police) visited the home of the Regiment—Fort Leonard Wood, Missouri. Their visit was the culmination of numerous conversations and planning sessions to establish an Iraqi police exchange program with the U.S. Army Military Police School and initiate invitations to Iraqi National Police captains to attend the Military Police Captains Career Course. These senior Iraqi police leaders had a unique request; they wanted to lay a wreath at Memorial Grove in tribute to the fallen military police Soldiers who were lost in Operation Iraqi Freedom.

On a bright afternoon, with the leaves in full color, Deputy Minister Ayden and Lieutenant General al-Awadi slowly carried a green wreath with golden flowers under the large, bronze, crossed pistols at the entrance to Memorial Grove. They proceeded to the center platform in front of a myriad of individual military police unit plaques. The ceremony was simple, yet moving. They positioned themselves on either side of the wreath, slowly lifted it, moved forward toward the wall, emplaced the wreath, prayed, placed two Iraqi police patches on the wreath, and saluted. With those few steps, we knew that the Iraqis had answered a question asked by so many of our Soldiers: Yes, they do appreciate our sacrifices for their country and the cause of freedom. Yes, they do care.

—Brigadier General Phillips



Major General Cannon is the Deputy Commanding General, Civilian Police Assistance Training Team, Directorate of Interior Affairs, Multinational Security Transition Command—Iraq. He holds a bachelor's degree in criminal justice from the University of Detroit, Michigan, and master's degrees in public administration from Central Michigan University and strategic studies from the U.S. Army War College.

Brigadier General Phillips is the Chief, Military Police Corps Regiment, and Commandant, U.S. Army Military Police School, Fort Leonard Wood, Missouri. He holds a bachelor's degree in criminology from Bowling Green State University, Ohio, and master's degrees in political science from Webster University and strategic studies from the U.S. Army War College.

U.S. Military Police Soldier Honored at Iraqi Police Academy

By Lieutenant Colonel Michael Indovina

First Lieutenant Henderson-Huff was instrumental in the development of plans for the Erbil Police Academy. She worked closely with the Kurdish Minister of Interior, Mr. Karim Sinjari, and the provincial Director of Police; their work had a strategic impact on the Erbil province.

During the October 2008 dedication ceremony, keynote speaker Mr. Gary York said, "This Erbil Police Academy did not just happen. It was a dream and hope of many people, and one of them was First Lieutenant Ashley Henderson-Huff."

"This is truly a tremendous moment for the Military Police Corps. She was a tremendous officer. She moved people," said Colonel Mark Spindler, commander of the 18th Military Police Brigade.

"What a profound thing that has happened here—when the Iraqis dedicate a monument to a U.S. Soldier on Iraqi soil. This demonstrates the partnership between Iraqi police and U.S. military police . . . during this time of development of the [Iraqi police]," Spindler said. "It also shows change is happening in Iraq—positive change."

"You know, [the Iraqi police] did not have to do this," added Spindler. "The Iraqi Police did this totally on their own; a great day for our [military police] and the U.S. Army."

At the time of her death, First Lieutenant Henderson-Huff was assigned to the 549th Military Police Company, Fort Stewart, Georgia. She was under the command and control of the 709th Military Police Battalion in the Multinational Division—North area of operation. Henderson-Huff was one of three military police lieutenants tasked to partner with a Kurdish provincial director of police to help build a legitimate police force.

Today, military police transition teams continue to help expand, develop, and partner with Iraqi police—just as they did in 2006.

Lieutenant Colonel Indovina is the public affairs officer for the 18th Military Police Brigade.

Military Police Corps Hero Receives Silver Star

By First Lieutenant Aaron D. Fairman

It is difficult to define a military police hero. Since military police Soldiers are constantly deployed, they are placed in the line of fire every day. Acts of valor and heroism are common. However, even in times such as these, there always seems to be one Soldier who stands out above his peers—one Soldier who truly embodies the Army values and warrior ethos. Sergeant Michael A. Espejo, a team leader for the 66th Military Police Company, is one such Soldier. During Operation Enduring Freedom, Sergeant Espejo eliminated a suicide bomber and saved numerous lives. He was awarded the Silver Star for his heroism.

On 27 September 2007, Sergeant Espejo and his squad were conducting a combat logistics patrol from Forward Operating Base (FOB) Torkham when they noticed a burning vehicle on the side of the road. Upon conducting a more thorough search of the area, they discovered a man about five feet in front of the vehicle. He was lying on his back with his palms down and was wearing an Afghan National Police uniform. The man appeared to be the victim of an incident and was just starting to sit up. Sergeant Espejo picked up the individual to carry him from the scene for medical care. He then noticed that the “victim” had a bulky chest, a wire running from his sleeve, and a switch in the palm of his hand.



Sergeant Espejo threw the individual aside, raised his weapon, and took cover behind concrete pillars. Sergeant Espejo began yelling in Pashtu and English for the man to stop and raise his hands. The individual was compliant at first, but then dropped his hands down to his lap and attempted to detonate the vest. Other Afghan National Police started to shoot at Sergeant Espejo, so he quickly took cover again, positively identified the individuals in the area, and diffused the situation. The squad then secured the area and waited for an explosive ordnance disposal team to arrive before leaving.

This incident illustrates the caliber of Soldiers we have in the Military Police Corps. Before the threat was identified, Sergeant Espejo tried to help what appeared to be a fallen individual. He wanted to move the individual out of harm’s way and into a safe position for medical attention. The suicide bomber could have caused significant casualties to the entire squad and the local populace. However, Sergeant Espejo’s attention to detail and skillful leadership allowed him to maintain situational awareness and identify the bomb.

Sergeant Espejo said, “As soon as I identified the threat, my training became almost instinctive—eliminate the threat.” Sergeant Espejo is the epitome of an exceptional noncommissioned officer. He superbly illustrates versatility, sound judgment, and tactical proficiency on the battlefield.

First Lieutenant Fairman is a 66th Military Police Company platoon leader. He holds a bachelor’s degree in information systems engineering from the U.S. Military Academy at West Point, New York.



Night Runners of Baghdad: *A Look Back at Ironside Military Police on Route Irish*

By Dr. Russell W. Glenn

The rules were different in early 2004. Very different. But then, so was the threat. Humvees, sport utility vehicles, and other military transports individually traveled Route Irish—that stretch of urban highway between Baghdad International Airport and the “Green Zone” where the main headquarters of the Coalition Provisional Authority was located. Passengers were comfortably seated, armed with perhaps no more than a sidearm. The influence of improvised explosive devices had yet to be fully asserted. Still, travel in Baghdad was serious business.

This article describes only a few minutes, one ride along Route Irish. My colleague and I had just interviewed 1st Armored Division personnel in an effort to gather their hard-learned lessons so that they could be passed on to others who would soon deploy. We are passengers, mere observers this evening. This tale is not about us, but rather six superb U.S. military police Soldiers who would travel Route Irish countless times during their tour of duty in Iraq.

Four Soldiers stand at the bottom of the stairs as we descend from the second floor of the division headquarters. They are familiar to us. We met them earlier that same sun-washed afternoon when they brought us here. That trip was uneventful, unnotable—the conversation casual despite the constant vigilance of the drivers and commanders in both vehicles. The discussion evolved into banter and the topic of a long tour of duty—one that had recently been unexpectedly extended. Their morale was good, their attitude that of polished professionals, despite the unpleasant surprise. The driver of the lead vehicle, a specialist, had been married only a couple of months before deploying and had just reenlisted a few weeks before our trip, ensuring that he will be away from his hometown for at least several more years—except for the occasional well-earned leave. The commander, a sergeant, is also married. Military life is nothing new to him. He is a military “brat,” the offspring of a parent in the armed services. Articulate and disciplined, he serves in a position normally assigned to a staff sergeant. The driver of the second vehicle is also a specialist. He is 26. He and his

wife have two children and are expecting a third. A 24-year-old second lieutenant leads these Soldiers. He, too, is newly married, having “tied the knot” during Officer Basic Course following college graduation.

That was this afternoon. Their duties are the same for the dark journey this evening. But tonight, the banter is placed aside; the conversation becomes formal. The lieutenant addresses my colleague and me, along with our escort officer, “Sir, I need to brief you before we mount up. We’re about to leave the wire. I want everyone to remember that we are in a war zone. Our job is to protect you as we move to your destination. Your first level of protection is the Kevlar and protective vest that you are each wearing.”

The lieutenant makes eye contact with his three subordinates and our escort officer, who is the only one carrying a weapon. He continues, “At this time, we will go into ‘red’ status with our weapons, meaning everyone who is armed will load a magazine and chamber a round. We will be traveling at close interval and high speed. Lock your doors. Windows are to stay up . . .”

And the briefing continues. The lieutenant describes the actions to be taken if we are fired upon, what happens if a vehicle becomes disabled, and how to handle other contingencies that might arise. He concludes with the inevitable termination, “Are there any questions?”

We have none. The message and intent are clear. A nod from the lieutenant and we move into the night that all but overwhelms the artificial light over the door. The humvees sit by the curb. Tonight, each of them has an additional crewmember—a gunner.

The lieutenant directs us to our seats. We buckle up as he moves to his seat in the trail vehicle. The door slams with a solid thud. I reach up to shake hands with and introduce myself to the gunner. His hand reaches down from above. In spite of the fact that I cannot see a face beyond the vehicle roof, we strike up a conversation. The gunner, a 21-year-old specialist, says he is looking forward to getting back to hunting and fishing in his hometown. The final preparations for departure curtail our brief exchange.

It is a pleasant night—cool, clear. The addition of another man only slightly adds to the cramped interior of the humvee. The gunner pivots to the right and left, confirming his freedom of movement. His actions are a gentle reminder for us to keep our gear away from his feet.

The lead vehicle pulls away in response to a nod from the vehicle commander. The one to the rear falls in line. After a short drive to the gate, we are outside the headquarters area but still amid the protection provided by barbed wire, obstacles, and guard positions.

The vehicle commander and I renew our conversation from that afternoon, with the driver and my colleague occasionally interjecting. Between us, presumably deaf to our ramblings given the loud rumble of the engine and the air whipping about his upper torso, the gunner moves his weapon from side to side less casually now. He is already monitoring the road ahead and the ground to each side, like an athlete warming up before a big game. He scans a cluster of trees on the left, then pans toward a small, slightly more distant building on the right—searching for anyplace that might conceal an enemy ready to ambush. His rhythm is serious, purposeful, and completely controlled. Below, our discussion turns to the Soldiers’ plans for the future when the 1st Armored Division returns to its home base in Germany. Time with family and follow-on assignments are much anticipated.

The road ahead, which leads away from the compound, turns black—its pale, dust surface becoming asphalt. The humvee bumps onto the pavement, and the driver steers left onto the wide band of highway linking the airport with downtown Baghdad.

The change is immediately obvious. Our vehicle commander returns his attention to the front. The conversation ceases. Heartbeats quicken. The engine roars as the speed of the humvee increases, the hum of tires on the pavement

giving way to a high-pitched whine. We rip past trees, overpasses, light poles, and civilian vehicles—those close enough disappear with a burst of sound that recoils off our vehicle armor. The driver deftly maneuvers across lanes in the nocturnal traffic. The speed of the humvee means that potential ambush sites approach at manic speed. Our gunner’s turret movements become frenetic. Soldier and weapon sweep to either side. A truck snaps by, and the gunner spins to monitor rearward—or so I assume by his posture. I still cannot see his eyes. His alertness is meant to intimidate anyone with malevolent intentions. The serious end of the weapon, unthreatening to the innocent, is only a twist of his wrist away from focusing on a deserving target.

Cars appear and vanish, flying past too quickly for passengers’ faces to register. Now and then, others slip away more slowly—their speed greater. Drivers and passengers suddenly turn toward us, initial expressions of shock at being passed surrendering to curious stares. The world becomes a series of snapshots instead of video. A pedestrian flicks by. A palm frond lays curled by the roadside. A cyclist is frozen on the bridge above. The road ahead brightens.

The driver lets up on the accelerator. Our engine is suddenly less anxious, now freed of its heavy burden. The electricity within the cab fades, slipping away with the speed. Out in front, the road becomes even brighter. The Green Zone gateway looms ahead. Guard shacks, poised combat vehicles, and alert Soldiers grow in the windshield. The gunner’s feverish motions calm. Conversations resume. A Soldier waves us through. A few hundred yards past the gate, our convoy of two halts to allow its passengers to dismount. We shake hands with the Soldiers and extend our thanks to them for this day of service and their many others.

The six night runners pull away from the curb to run the gauntlet yet again. They are but a half dozen of the thousands that have served and continue to serve. Most journeys end as ours did—uneventful. Others do not—the consequences ranging from a brush with death to passage through its gates. And still they drive on in Baghdad, Mosul, Kabul, and an infinity of elsewhere—engines laboring, eyes straining, tensions tight. They are Soldiers striving to bring those eventual nights when the streets are safe for all.

Dr. Glenn is a defense analyst who researches military urban operations and counterinsurgency. He holds a bachelor’s degree from the U.S. Military Academy; master’s degrees in systems management from the University of Southern California, civil engineering and operations research from Stanford University, and military art and science from the School of Advanced Military Studies; and a Ph.D. in American history with secondary fields of military history and political science from the University of Kansas. Dr. Glenn served twenty-two years in the U.S. Army.

110th Military Police Company



Lineage and Honors

Constituted 25 November 1942 in the Army of the United States as the 1110th Military Police Company.

Activated 1 January 1943 at Warner Robins Field, Macon, Georgia.

Inactivated 31 December 1945 in Germany.

Redesignated 24 November 1965 as the 110th Military Police Company and allotted to the Regular Army.

Activated 1 January 1966 in Korea.

Inactivated 15 December 1978 in Korea.

Activated 16 September 1982 in Germany.

Inactivated 15 February 1991 in Germany.

Activated 16 October 2004 at Fort Hood, Texas.

Campaign Participation Credit

World War II

Normandy
Northern France
Rhineland
Ardennes-Alsace
Central Europe

War on Terrorism

Iraq

Decorations

Valorous Unit Award—Streamer embroidered AFGHANISTAN 2003

Meritorious Unit Commendation (Army)—Streamer embroidered EUROPEAN THEATER

Army Superior Unit Award—Streamer embroidered 1983–1985

Army Superior Unit Award—Streamer embroidered 1990



M1117 Guardian Armored Security Vehicle Gunnery in the Heavy Brigade Combat Team

By Sergeant Major Sean T. Rowe and Master Sergeant Stephen Krivitsky (Retired)

Gunnery . . . it's fast, aggressive, and labor-intensive. It requires hours of training, weeks of range time, and months of preparation. Of all crew training, it is the one event that solidifies confidence, increases survivability, and makes the crew lethal.

For years, military police have been firing the gunnery that local leadership developed and installations supported. Gunnery involving crew drills, gunnery skills tests, formal evaluation processes, gunnery table modeling, standardized fire commands, the conduct of fire, target acquisition, minimum proficiency levels, and legitimate range requirements¹ has been the exception rather than the norm throughout the Military Police Corps. But all of that is about to change. The Army has standardized “common gunnery” for the heavy brigade combat team (HBCT) and will soon standardize gunnery for all crews—regardless of the unit or branch. If you’re a military policeman—especially a Guardian crewman—get ready. Changes are just around the corner!

As part of an Army-wide effort to revise existing gunnery field manuals (FMs), the U.S. Army Military Police School Directorate of Training has been working closely with personnel from Fort Knox, Kentucky. The goal of these efforts is to produce gunnery manuals to address “common gunnery” needs. These FMs will consist of four “volumes.”

- **Volume 1** will contain detailed gunnery requirements for training Soldiers on individual weapons, optics, and designators.
- **Volume 2** will actually consist of three FMs—one for HBCTs (referred to as the “HBCT gunnery manual”), one for Stryker brigade combat teams, and one for infantry brigade combat teams. Each manual will cover platform characteristics of the direct-fire weapon systems, ammunition and training device overviews, gunnery training plans, gunnery tables, crew evaluations, and platform-specific information for the corresponding brigade type. Sections on collective gunnery tables and combined arms, live-fire exercises will also be included in each manual.

This volume will standardize methods of training and semiannual qualification of military police who are assigned as Guardian crewmen.

- **Volume 3** will contain standardized gunnery information for the sustainment unit community based on standardized truck gunnery. Commanders of military police units will refer to this volume to determine gunnery requirements for their “uparmored” humvee crews.
- **Volume 4** will contain detailed gunnery requirements for indirect-weapon systems.

Current Guardian Crew Gunnery

There is currently no rigorous gunnery training program for Guardian crews like the programs used by Abrams, Bradley, and Stryker crews. Since the Guardian was fielded, commanders have been left to determine their own training and qualification requirements, to resource ammunition as it has become available, and to conduct the gunnery that they felt was necessary. This approach impedes efforts to improve Guardian systems and capabilities, does not allow specific range requirements to be forecasted or funded, does not invigorate the development of a simulator that augments Guardian gunnery training (similar to the Advanced Gunnery Training System for the Abrams or the Precision Gunnery System for the Bradley), and does not promote a common gunnery standard for the Regiment. The U.S. Army Training Support Center is now updating Training Circular (TC) 25-8 to capture Guardian range requirements; the scout/reconnaissance range has been selected as the standard for Guardian gunnery.

Gunnery Standardization

The new gunnery manuals will standardize resources and requirements, streamline training programs, provide

common evaluation procedures, and establish a common set of qualification tables for all direct-fire weapon systems. In short, all aspects of direct-fire engagement will be standardized, thereby creating common gunnery for all armed platforms in the Army.

Preparing gunnery crews and small units for missions requires the compilation of direct-fire gunnery for the Abrams, Bradley, Stryker, and Guardian into one HBCT gunnery manual. This is quite a challenge. Even though these direct-fire variants are similar in some aspects, they are quite different across the board.

The HBCT gunnery manual will outline standardized engagement processes that create a common gunnery language for all direct-fire weapon systems. As a result, the gunnery learning curve will be significantly reduced. Military police Guardian crews will be able to easily transition from one brigade type to another. Essentially, the manual will describe the standard way to do business across the Army no matter what weapon system is fired in ground combat—and that is a colossal change!

The HBCT gunnery manual will also serve as a baseline for Guardian gunnery. However, the success of the firing unit will depend on the commander's flexibility in developing the gunnery based on the unit configuration, mission-essential task list, possible deployment locations, and subordinate unit task and purpose. The HBCT gunnery manual is intended to—

- Standardize all direct-fire platform gunnery.
- Standardize fire commands across all direct-fire platforms.
- Establish common gunnery table methodology that incorporates training devices, simulators, simulations, and progressive live fire.
- Establish a common scoring and evaluation model for the Army.
- Provide commanders with a common reference set that encompasses all direct-fire weapon systems.
- Provide a user-friendly reference with stand-alone, platform-specific appendixes.
- Provide commanders with the flexibility to tailor gunnery programs to their deployment configurations and missions.
- Build the framework for updating FM 3-19.6 or creating a gunnery TC.
- Enable the incorporation of spin-off technologies from future combat systems.

The HBCT gunnery manual will enable commanders and staff to easily locate information. It will contain an overview followed by information on the target acquisition process, engagement of targets, indirect fire, fire commands, gunnery planning, and gunnery execution and evaluation.

The chapters will serve as desk references, and the appendixes will outline the items that need to be included on the vehicles for gunnery and during deployment.

The primary themes of the manual will be commonality and standardization. These themes will have the greatest impact on the engagement process, gunnery tables, and evaluation procedures.

Engagement Process

Although the engagement process for all direct-fire platforms is basically the same, the terms used to express the elements have varied depending on the platform. The HBCT gunnery manual will standardize the engagement process and provide a common gunnery language that spans all direct-fire platforms throughout the Army. The HBCT gunnery manual will describe the engagement process (referred to as "DIDEA") as consisting of the following five steps:

- **Detect.** This step involves searching for, detecting, and acquiring a target.
- **Identify.** In this step, the potential threat is clearly identified, classified, and confirmed as hostile.
- **Decide.** Vehicle commanders must determine the method of target destruction (direct or indirect fire) that should be used to destroy the threat.
- **Engage.** The crew conducts a direct-fire engagement or calls for an indirect-fire engagement. Fire commands have been standardized across all platforms.
- **Assess.** The neutralization or destruction of the threat is confirmed.

In developing these new manuals, the standardization of fire commands for all direct-fire systems was a significant challenge. For example, one issue that needed to be addressed was the distinction between "precision gunnery" and "degraded gunnery." If precision gunnery were to require a fire control system with full ballistic solution, automatic lead, laser range finder, and thermal optics, then nonstabilized Guardians would never qualify as "precise;" they would always be considered "degraded." Consequently, the terms "precision gunnery" and "degraded gunnery" were eliminated. Seven standard terms were established based on weapon system capabilities; the following seven terms will comprise the elements of standard fire commands:

- **Crew response:** verbal confirmations of initial or subsequent fire commands issued by the vehicle commander; stated to ensure clarity of the commands.
- **Crew action:** a function performed by the crew to direct fire onto a target; stated upon the completion of the implied task as directed by the fire

command. The selection of the MK19 machine gun as the M48 Patton weapon system to use in response to a fire command is an example of a crew action.

- **Sensing:** the strike identification of a round fired from a weapon in relation to the target. If the rounds do not have the desired effect on the target, the vehicle commander is alerted to issue subsequent fire commands. Vehicle commanders also use sensing information to determine when to issue new initial-fire commands to engage additional targets.
- **Engagement technique:** a specific technique directed by the vehicle commander for the gunner to suppress or destroy targets.
- **Modifier:** an enhancement of a target description; used to clearly identify the target to be engaged when multiple targets are faced. In urban environments, vehicle commanders use modifiers to narrow the gunner’s search for the intended target.
- **Clarification:** a crew member request for the vehicle commander to repeat or correct an element of the fire command.
- **Driver action:** a function performed to move a vehicle into the position that best supports the engagement. Driver actions are used to move through obscurants, return to defilade, and seek alternate positions.

Gunnery Tables

The biggest change to gunnery is the development of and methodology for using the gunnery tables (Figure 1).

The HBCT gunnery manual will contain two primary sets of qualification tables—one for stabilized platforms and one for unstabilized platforms. Until a unit’s Guardian turrets have been stabilized, the unit should follow the unstabilized gunnery program. Guardian turret improvements will eventually allow the vehicle to be placed into the stabilized platform set along with the Abrams, Bradley, and Stryker.

The crawl-walk-run methodology for using the tables is designed to train critical tasks, challenge crews, and maintain high standards. Because the gunnery tables will share the same characteristics and primary means of evaluation, Guardian crew members who change stations or transition to a gun truck will already be familiar with the similar gunnery tables and evaluation processes. Minimum proficiency levels (MPLs), threat matrices, common score sheets, and table-naming conventions will be common elements of the new gunnery tables.

MPLs will be used to develop scenarios, ensuring that all primary gunnery skill sets are trained and tested. MPLs will provide a baseline set of requirements that must be met by all direct-fire weapon crews. They will be used to train and evaluate critical skills, prevent skill atrophy, and make proper use of resourced ammunition and targetry across the Army. Sample crew MPLs are shown in Figure 2.

Commanders will be able to apply a list of MPLs to any engagement on any given table. For example, in a Guardian engagement with two targets, the commander will specifically select scenario conditions such as a chemical environment, at night, on the offense, with one 40-millimeter target at a distance greater than 1,200 meters and another 40-millimeter target at a distance less than 200 meters. Flexibility will be key to developing scenarios that best fit unit missions. The HBCT gunnery manual will contain an MPL Application Guide that indicates which MPL is best-suited for each engagement. MPLs that do not apply will be depicted in the MPL Application Guide by blocks marked “NO GO.”

A sample gunnery table illustrating the table and task numbering systems, the six standard engagement types, and a crawl-walk-run training model is provided in Figure 3 (page 28). The Roman numeral at the head of each table column represents the gunnery table number. Each

	Gunnery Table	Title and Purpose
Preliminary Gunnery	I	Crew Critical Skills ¹
	II	Preliminary Crew Proficiency Course ²
Basic Gunnery	III	Basic Machine Gun Course A
	IV	Basic Machine Gun Course B
	V	Basic Crew Practice
	VI	Basic Crew Qualification ²
Intermediate Gunnery	VII	Intermediate Section Proficiency
	VIII	Intermediate Section Practice
	IX	Intermediate Section Qualification ³
	X	Advanced Platoon Proficiency
Advanced Gunnery	XI	Advanced Platoon Practice
	XII	Advanced Platoon Qualification ⁴
¹ Prerequisite for live fire. ² Prerequisite qualification to continue on to Intermediate Gunnery. ³ Prerequisite qualification to continue on to Advanced Gunnery. ⁴ Prerequisite qualification for combined arms, live-fire exercises.		

Figure 1. Gunnery tables

of the six standard engagement types (vehicle commander, machine gun pure, 40-millimeter pure, change of weapon system, degraded, and multiple target) is assigned a permanent task number. Task 0, for example, is always a vehicle commander engagement—a situation that would occur if a Guardian gunner were incapacitated and the vehicle commander were required to occupy the gunner’s station. An engagement number is a two-digit number that consists of the gunnery table number followed by the task number. For example, the engagement number for Table V, Task 0, is 50. This methodology will allow leaders to track crew progression by task so that they can identify shortcomings in training.

As the table numbers increase, the level of difficulty for each task also increases—at least through Table V (Crew Practice). The level of difficulty for Table VI (Crew Qualification) tasks should be equal to or lower than previously trained tasks.

Evaluation Process

Evaluations will be based on the ability of the threat to destroy a friendly vehicle, taking into account the friendly vehicle type, threat target type, threat vehicle range, and friendly vehicle posture. These parameters will define how threat matrices are developed and employed in the gunnery training model. As the dynamics of combat change and the threat increases, threat matrices can be updated to replicate current threats and then applied to the scoring model.

Collective Gunnery

The tables necessary to allow humvee and Guardian crews to participate in collective gunnery have been developed. However, before initiating collective gunnery, commanders must consider the structures of the individual squads and platoons and their capabilities to fire MK19s and M48s using the same scenarios, on the same ranges, during all phases of gunnery.

Conclusion

Although the new manuals represent a huge step forward in the area of gunnery, it will take time for the force to completely understand and make full use of their potential. Soldiers will need to be educated. And the best

MPL	Gunnery Table ¹				
	II	III	IV	V	VI
One defensive engagement: day and night	Y	Y	Y	Y	Y
One offensive engagement: day and night	Y	Y	Y	Y	Y
One short halt or traffic control point: day OR night	Y	Y	Y	Y	Y
One CBRN engagement: day and night	Y	Y	Y	Y	Y
One short-range, machine gun ² engagement (<300 m): day OR night	Y	Y	Y	Y	Y
One long-range, main-gun ³ target: day OR night	Y		Y	Y	Y
One short-range, main-gun ³ engagement: day OR night	Y		Y	Y	Y

¹Gunnery Table III is for the basic machine gun, and there are no main gun requirements. If Gunnery Tables III and IV are used together, then the MPLs for Gunnery Table IV apply.

²The term "machine gun" refers to coaxially mounted 7.62 or Cal. 50 (armored security vehicle) weapons, respectively.

³The term "main gun" refers to 25-mm, 40-mm, or 120-mm systems.

Weapon	Short-Range Engagement	Long-Range Engagement
Machine gun	<300 m	N/A
25 mm	<800 m	>1,600 m
40 mm	<400 m	>1,200 m
120 mm	<800 m	>2,000 m

Figure 2. Sample crew MPLs

gunnery program can only be created through use, feedback, and updates. But these are solid, new manuals; and military police Guardian crews are at the forefront of the changes. These changes should be embraced by leaders. The new manuals should be viewed as a significant improvement to Guardian gunnery and training for the Soldiers of the Military Police Corps Regiment.

Endnote:

¹TC 25-8, *Training Ranges*, 5 April 2004.

References:

¹TC 25-8, *Training Ranges*, 5 April 2004.

²FM 3-19.6, *Armored Security Vehicle*, 24 May 2006.

Sergeant Major Rowe currently serves as the sergeant major of the U.S. Army Military Police School Directorate of Training, U.S. Army Maneuver Support Center, Fort Leonard Wood, Missouri.

Master Sergeant Krivitsky (Retired) last served at the U.S. Army Armor School. He was a master gunner for the M1 Abrams main battle tank.

Task Number and Type		II			III			IV			V			VI		
		PCPC			Basic MG A			Basic MG B			Crew Practice			Crew Qualification		
0	Vehicle Commander	STA Cal .50 			STA 40 mm 						STA Cal .50 	MOV 40 mm 		MOV 40 mm 		
1	Machine Gun Pure	STA Cal .50 	STA Cal .50 		STA Cal .50 	STA Cal .50 					STA Cal .50 	STA Cal .50 	MOV Cal .50 	STA Cal .50 	STA Cal .50 	
2	Machine Gun Pure	STA Cal .50 					STA Cal .50 									
3	40-mm Pure	MOV 40 mm 						STA 40 mm 	STA 40 mm 		MOV 40 mm 	MOV 40 mm 		MOV 40 mm 		
4	40-mm Pure (HVCC option)	STA 40 mm 	STA 40 mm 	MOV 40 mm 				STA 40 mm 			STA 40 mm 			STA 40 mm 	STA 40 mm 	MOV 40 mm
5	Change of Weapon System	STA Cal .50 	STA 40 mm 	STA 40 mm 				STA Cal .50 	STA 40 mm 		STA Cal .50 	STA Cal .50 	STA 40 mm 	STA Cal .50 	STA 40 mm 	STA 40 mm
6	Change of Weapon System	STA Cal .50 	STA Cal .50 	STA 40 mm 				STA Cal .50 	MOV 40 mm 		STA Cal .50 	STA Cal .50 	STA 40 mm 	STA Cal .50 	STA 40 mm 	
7	Degraded	STA 40 mm 	STA 40 mm 					STA 40 mm 			STA Cal .50 	STA 40 mm 		STA 40 mm 	STA 40 mm 	
8	Degraded	STA Cal .50 			STA Cal .50 						STA Cal .50 	STA 40 mm 	STA 40 mm 	MOV 40 mm 		
9	Multiple Target	STA Cal .50 					STA Cal .50 									

Figure 3. Sample armored security vehicle gunnery tables with targetry



Multinational (Europe) Training Opportunities for Military Police

By Major Donald R. Meeks, Jr.

Pentathlete, broad, and multidimensional are buzz words recently developed to describe highly valued military police officers and noncommissioned officers (NCOs). A common thread among the programs designed to develop such leaders is the multinationality of training and experience. In fact, continuing guidance from senior military police leadership involves finding, building, and emphasizing opportunities to better prepare military police officers and NCOs for multinational deployments and assignments. There are many opportunities for military police leaders to train with soldiers from other nations around the world. For example, there are abundant opportunities to train in European nations, thanks to the United Nations (UN), North Atlantic Treaty Organization (NATO), and European Union.

There are a variety of multinational (European) military police courses available. The frequency, duration, cost, and student population of the courses are extremely diverse. There is a course offered during any given season of the year, and specific courses are usually conducted once a year. For example, the annual NATO Military Police Officer Planning Course is always conducted during the second week of September. Most courses are two weeks in duration and generally accommodate about forty students. All it takes is a little research to find the right course to attend.



The **NATO School** (<<http://www.natoschool.nato.int>>) in Oberammergau, Germany, hosts a variety of courses designed to prepare students from NATO and Partnership for Peace nations for NATO operations. The NATO Military Police Officer Planning Course prepares students for military police missions as part of a multinational brigade, mainly through the use of syndicate (small group) work. At the conclusion of the course, each syndicate presents its week-long project, which is analyzed by peers and group leaders.



The **NATO Military Police Officer Orientation Course** (conducted at the Feldjäger [German military police] School, [<<http://www.feldjaeger-stabsdienstschule.bundeswehr.de/portal/a/sfgstdstbw>>], Sonthofen, Germany, near the end of October each year) is designed to expose students to a European view of NATO military police work. The Feldjäger School staff feel as though the school is the centerpiece for all German military police training. The lectures and practical exercises are German-based, and the Polizei (German civilian police) present a briefing. Students are exposed to their fair share of German culture over the week-long class.



The **Swedish Armed Forces International Centre** (<<http://www.swedint.mil.se>>), Kungsängen, Sweden, conducts individual training and education for military and police personnel in support of peace support operations by the UN, NATO, and other organizations. Through a partnership with the Swedish National Criminal Police, the Swedish Armed Forces International Centre offers numerous courses suited for military police students across several levels and disciplines. The following courses, which must be arranged well in advance, vary in length and duration:

- UN Police Commander Course.
- International Police Development Course.
- UN Police Officers Course.
- European Union Police Officer Course.
- UN Prison and Probation Officers Course (in association with the Swedish Prison and Probation Service).



The **UN Training School Ireland** (<<http://www.military.ie>>) at the Military College, Curragh Camp, Ireland, offers several courses in peacekeeping. Specifically, the International Military Police Course is designed to prepare military police officers and NCOs for duty with a multinational military police unit serving with a UN or other multinational force engaged in peace support operations. The two-week course takes place in September each year. Several techniques are used to facilitate the International Military Police Course learning process; lectures, demonstrations, group meetings, student exercises, and discussions enhance the student learning experience.



Each April and August, the **Danish Army Logistics School**, Aalborg Barracks, Noerresundby, Denmark, hosts a two-week Nordic UN Military Police Course (<http://www.mil.no/multimedia/archive/00073/UNMILPOC_73427a.pdf>). This course was established in 1969 as one of four Nordic UN courses; however, the course is more narrowly focused today to allow for greater specialization of graduates. Students in the course learn to perform military police officer and shift commander functions in a UN military police unit on a UN mission. The subjects discussed include general UN orientation, military police administration, military police service and duty, communications, and military English—all topics which are very common to U.S. Army military police.



The **Italian Carabinieri Center of Excellence for Stability Police Units** (<<http://www.carabinieri.it/internet/Coespu>>) at Lieutenant General A. Chinotto Barracks, Vicenza, Italy, also hosts a military police course. The aim of the annual, two-week International Police Course, which takes place at the end of October, is to train military police and gendarmerie officers and NCOs to be employed in international contexts. This is done through lectures and exercises. Due to Italy's involvement around the world, the participation of non-European students is common in this course.

All nations face the challenge of funding student attendance at these courses. At some schools, the tuition is waived, but due to national caveats on spending defense funds, fees for meals and accommodations must be set. At other schools, there are no costs except those incurred for the transportation of attendees. One technique that can be used to allow attendance at courses for which funding is an issue is to offer services as a lecturer or syndicate leader. For example, prospective students may submit a resume or curriculum vitae and receive an invitation to attend an entire course funded by the institution in exchange for serving as a speaker or assistant instructor. After deciding which course to attend, future students are encouraged to contact the appropriate school directly.

Multinational military police courses are professionally and personally rewarding. Professionally, the courses prepare students to work in multinational organizations (such as the Allied Rapid Reaction Corps) or multinational brigades. This is accomplished by a variety of means including themed lectures over a wide range of topics, practical exercises using the military decisionmaking process, and the analysis of lessons learned. The personal relationships formed during the courses sometimes evolve into lifelong friendships. Personal relationships are fundamental to military police work and serve as cornerstones for the staff work of many officers and NCOs.

The courses mentioned here are just a few examples of those offered in Europe. Most military police professionals who have attended these courses have indicated that their time was well spent and that their experiences were priceless. The building of a successful coalition often hinges on interpersonal relationships; among the international military police community, the family is small. Military police who are interested in taking advantage of these training opportunities should pursue attendance as soon as possible . . . the earlier, the better.

Major Meeks currently serves as the U.S. Army Military Police exchange officer with the Federal Armed Forces of Germany, Office of the Provost Marshal General, and as a NATO Military Police Panel secretary. He holds a bachelor's degree in environmental science from Oregon State University.

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93d Military Police Battalion: NTC Rotation 09-01



*By Lieutenant Colonel Thomas H. Byrd, Major Randolph M. Morgan,
and Major Carl Parsons*

Tough, demanding, realistic training is a must for any unit preparing for a combat deployment. The National Training Center (NTC), Fort Irwin, California, provides an excellent opportunity for units to conduct relatively unconstrained training with authentic role players, opposing forces (OPFORs), and professional observer/controllers (OCs). At the NTC, commands and units are forced to perform, putting to use all systems required in combat. When the 93d Military Police Battalion, Fort Bliss, Texas, was deployed in support of 1/1 Cavalry Division (CD), Fort Hood, Texas, we were afforded the opportunity to train at the NTC.

In conjunction with 1/1 CD (a heavy brigade combat team [HBCT]), the 93d Military Police Battalion “War Eagles” conducted NTC Rotation 09-01 from 23 September to 30 October 2008. According to the NTC Operations Group, the 93d (which deployed to the NTC with the headquarters and headquarters detachment [HHD] and the 591st Military Police Company, Fort Bliss, Texas) was the first active duty or reserve component military police battalion HHD to conduct a rotation at the NTC.¹ The NTC training served as a mission rehearsal exercise and provided an opportunity to work with one of the HBCTs that we would be working with downrange. One of the battalion commander’s objectives for the NTC rotation was to build relationships with the 1/1 CD command and staff, and that objective was clearly accomplished.

The focus of the NTC has changed over the years from fighting on traditional, linear battlefields to supporting the War on Terrorism. The structured, “Krasnovian,”² mechanized formations are a thing of the past at the NTC. Soldiers now participate in scenarios designed to replicate situations likely to be encountered in Iraq and Afghanistan. They operate from forward operating bases (FOBs), they are subject to indirect fire attacks, and they must go through entry control points—just as they will downrange.

Iraqi-Americans capable of authentically portraying the language and customs of the Middle East play the

role of key Iraqi Security Force leaders at the NTC. U.S. Soldiers patrol and conduct missions with their “Iraqi counterparts” in simulated urban areas resembling Iraqi towns. The realistic scenarios include authentic shops and stores, traffic circles, mosques, and government buildings. The focus on theater-specific immersion gives Soldiers the feeling that they are actually conducting combat operations rather than just working on another field problem. The Iraqi-American actors, the hundreds of civilians on the battlefield, and the ever-present OPFORs contribute to a training environment that would be impossible to replicate at the home station.

Home Station Training

Because an NTC rotation serves as a validation of the systems and processes put into place before deployment, preparation and training for NTC rotations are critical. To prepare for Rotation 09-01, the 93d HHD conducted several rehearsals—including tactical operations center, digital staff, and division level warfighter exercises with the 8th Military Police Brigade in Hawaii. The 591st Military Police Company took a methodical training approach, training on critical tasks that involved shooting, moving, and communicating, coupled with deployment-related tasks from the mission-essential task list. Soldiers and leaders conducted police transition team (PTT) certification training with the mobile training team from Fort Leonard Wood, Missouri, squad lanes focusing on high-payoff tasks and PTT, and armored security vehicle gunnery.

Deployment

Many assets from Fort Bliss and Fort Hood were used to ensure a successful deployment to the NTC. In addition, coordination with and cooperation from multiple agencies across installation boundaries were also necessary. Some of the key agencies involved in the successful deployment included movement control centers, directorates of logistics, and resource management organizations.





The 93d was covered under the 1/1 CD rotation cost structure; however, funds needed to be diverted from Fort Hood to Fort Bliss and Fort Irwin (for contractor support). Although the rotation took place in October 2008 (the beginning of Fiscal Year [FY] 2009), it was necessary to pay for many items in September using FY 2008 funds. The crossing of FYs required an extra level of coordination. The battalion supply officer (S4) continually updated the logistical running estimate, capturing the total cost and breakdowns of individual payments by FY.

Two of the key lessons learned during deployment to the NTC were that staff sections must continue to update running estimates to meet the commander's intent and that they need to be flexible enough to change midcourse to meet new mission requirements. For example, a continuous rebalancing of the pre-positioned vehicle draw grid at the NTC and the shipping of home station equipment are necessary. The 93d sent equipment via line-haul from the home station. The rest of the combat power was drawn from the grid set at the NTC. Part of the NTC experience involves generating combat power and taking advantage of pre-positioned equipment.

Reception, Staging, Onward Movement, and Integration

The main priorities during reception, staging, onward movement, and integration (RSOI) are building combat power and setting conditions for onward movement into the training area or "box." The RSOI phase at the NTC began with the advanced echelon arrival. Soldiers arrived on main body flights; attended Army Center of Excellence training and cultural classes; called for close-air support; and drew vehicles, equipment, Multiple Integrated Laser Engagement System (MILES) gear, and ammunition.

Several key tasks occurred during the reception and staging portions of RSOI. The units worked in concert with one another, receiving Soldiers and equipment from the home station as they flowed from railheads and line-haul sites. Units concurrently drew vehicles from the draw yard, conducted thorough preventive maintenance checks and services, and verified the installation of MILES for vehicles and individuals. Logistics are an important part of building and sustaining combat power. Daily targeting meetings with the brigade and Standard Army Management Information System gunnery were designed to sustain combat operations. Reception and combat power building lasted nearly twelve days from the time the advanced echelon arrived until sufficient capability was generated

to conduct operations. The reception and staging phases ended with the onward movement of the BCT, which completed a tactical road march (TRM) from the logistics support area on the main post (the old "dust bowl") out to FOB King—our final destination. FOB King served as our home and the home of the HBCT headquarters for the next two weeks of simulated combat operations.

The TRM was the first full-blown mission conducted by the brigade. The 2/591 was tasked with conducting route security on our portion of the route to FOB King. To facilitate our movement, the 93d built a large sand table representing the entire TRM route. The sand table was used to conduct rehearsals, which allowed other units in our formation to visualize how movement was to occur and alleviated potential shortfalls in our plan. It was also used during backbriefs.

Following the TRM, the battalion began an eight-day situational training exercise (STX)/integration (right-seat ride [RSR])³ training program, which focused on the 591st Military Police Company, but which was closely battle-tracked, resourced, and coordinated by the battalion. The STX/RSR phase of most NTC rotations lasts only six days, while the full-spectrum operations (FSO) phase is usually programmed for eight days. But, in order to meet his training requirements and objectives and still have time to conduct two 72-hour targeting cycles, the 1/1 CD commander directed that more time be allocated to the STX/RSR phase of Rotation 09-01.

The STX training included—

- Host nation leader engagements.
- Iraqi police training.
- Company and platoon level urban mounted patrols. (One STX lane focused on urban operations, reactions to improvised explosive devices, mass casualties, and medical evacuation.)
- Escalation of force and entry control point scenarios.
- A combat patrol (mounted) lane that included working with explosive ordnance disposal units and calling scout helicopters.

The training venues allowed platoons to continue validating and refining their tactics, techniques, and procedures while testing the company's ability to track operations in a controlled environment. The battalion staff rehearsed several battle drills in response to scenarios encountered by the platoons—each building from valuable lessons learned. The battalion simultaneously





conducted key engagements with government officials and Iraqi police leaders, setting the conditions for FSO. This integration training provided the 93d with a great opportunity to rehearse and validate internal battle drills and continue the immersion into the BCT battle rhythm.

Full-Spectrum Operations

Following the RSR phase, the BCT and 93d Military Police Battalion moved into the six-day FSO phase. During this phase, the battalion focused on its wartime mission—the PTT mission.

Seven police stations throughout the NTC training area were staffed with Iraqi police role players. Working within the priority of effort established by the commander, each platoon was directed to partner with specific Iraqi police stations. To simplify coordination efforts, platoon areas of concentration fell into maneuver battalion task force battlespace. Squads and platoons were required to coordinate directly with the joint security station in each town that had an Iraqi police station and to coordinate with other landowners whenever crossing into their battlespace. The direct coordination and Iraqi police leader engagement served as excellent training for squad and platoon leaders. The squads worked with interpreters and Army linguists to conduct specific training, joint patrols, and local operations with Iraqi police. The Iraqi police engagement efforts were coordinated at all echelons from brigade to company level. The synchronization of these efforts was a key factor in remaining in concert with the brigade commander's intent.

More than thirty-five staff battle drills were conducted to facilitate operations; most were validated, but some were deleted.

As the 591st planned and conducted the PTT mission at the seven Iraqi police stations, other key battalion staff leaders were fully integrated with the BCT. Our mission set included conducting more than sixty combat patrols, twenty leader engagements, and multiple reactions to contact scenarios. The 93d Military Police Battalion commander coordinated directly with the Iraqi police provincial commander to build a partnership and develop a joint training and operations strategy between U.S. and Iraqi police forces. This interaction at the provincial level mitigated several potentially competing demands and supported the unity of effort across the BCT commander's line of effort. The battalion commander also chaired BCT detainee review boards, which reviewed and validated cases involving U.S.-captured detainees pending disposition. The battalion executive officer was a member of the BCT Provincial Reconstruction Team and

participated in the project review targeting meeting—another nonlethal targeting method. The battalion operations and training officer (S3) served as the targeting officer; he worked with the brigade fire effects coordination cell, synchronizing battalion missions with BCT concepts of operations. The battalion intelligence officer (S2) participated in the BCT S2 counterthreat working group, where he gained knowledge of the threat and the latest systems and procedures for understanding it. The battalion staff conducted multiple operations and logistics mission analyses.

The FSO phase concluded in a road march back to the logistics support area at Fort Irwin.

Intelligence

One of the classes offered as part of the RSOI Army Center of Excellence training was the Company Intelligence Support Team (COIST) class. COISTs use digital systems to collect and analyze intelligence at the company level and pass it up to the battalion level.

The leader of the 591st COIST was a sergeant first class from the company operations section. This arrangement proved effective in coordinating police intelligence operations information, which led to better patrol prebriefs and debriefs. It also provided units with information for the internal targeting cycle. The 93d S2 conducted detailed patrol prebriefs and debriefs, ensuring that members of patrols were presented with information about route status, enemy threats, and high-value targets in their areas of operations.

The 93d also developed an intelligence, surveillance, and reconnaissance (ISR) matrix based on the battalion commander's critical information requirements. The ISR matrix, which was specific to each of the 591st Military Police Company platoon areas of operations, focused on events and named areas of interest. There has been debate regarding the use of an ISR matrix in PTT operations; however, the 93d maintains the emphasis on tactical movements to engagement locations and the intelligence collection that occurs on those movements. Opportunities for ISR rehearsals and the incorporation of tactical movements, counterambush techniques, and "every Soldier a sensor" are difficult to realistically replicate in a traditional home station mission rehearsal exercise.

Knowledge Management

The Command Post of the Future was the primary system used to enter significant activities; however, significant activities were also loaded into the Tactical Integrated Ground Reporting Network. Care was taken to





avoid a duplication of effort. Knowledge management is a critical operations function that must be addressed in a standing operating procedure—usually at the brigade level.

Observer/Controller Support

Because the 93d was the first military police battalion HHD to conduct a rotation at the NTC, it was necessary to augment the standard military police OC package beyond the authorized captain and two noncommissioned officers who normally evaluate BCT military police platoons in the brigade special troops battalion. The 89th Military Police Brigade (which has training and readiness authority over the 93d) provided a lieutenant colonel, a major, a captain, a Chief Warrant Officer Three, a Warrant Officer One, and a master sergeant to provide OC support to battalion and company level staffs and provided noncommissioned officers for OC support to squads. Future military police battalions wishing to conduct rotations at the NTC will also need OC augmentation to ensure that they receive the full value of training and constructive feedback.

Lessons Learned

Key lessons were learned in the areas of—

- Synchronizing.
- Working with digital systems not organic to the unit (Command Post of the Future, Blue Force Tracker).
- Working with and nesting systems and planning with an HBCT.
- Conducting patrol prebriefs and debriefs.
- Repeating precombat check/precombat inspection drills and patrol/movement briefs.
- Performing logistical and operational running estimates and planning.
- Conducting detailed mission analysis.
- Processing orders from the battalion to the commanding officer.

The NTC would have served as an ideal environment in which to rehearse language skills. During the FSO phase, there were five interpreters assigned to the battalion, thus providing a valuable opportunity to train skills that required operating with and through an interpreter. Soldiers could have practiced simple, operational phrases (“Stop,” “Come here,” “Put down your weapon,” “Raise your hands”), which are key components in the escalation-of-force continuum.

Recommendations

One of the challenges facing military police battalions training at the NTC—especially those who are there for a PTT mission—is the limited number of available Iraqi police role players and civilians on the battlefield. There were only thirty to forty 11th Armored Cavalry Regiment Soldiers and civilians who acted as Iraqi police during our rotation. Additional actors would allow the concurrent operation of more Iraqi police stations and provide additional training opportunities—particularly in the areas of recruitment operations and joint patrols. I recommend that resources be set aside to hire additional role players or that units task Soldiers to act as Iraqi police.

Conclusion

Overall, Rotation 09-01 was a great training event. The opportunity to nest and develop teamwork with one of the HBCTs with which we are now working only enhanced this training. The staff continued to grow and share information during the rotation. Without the 1/1 CD BCT, we would have struggled to replicate this level and quality of training. The 93d is now executing our wartime mission.

Endnotes:

¹The HHD and the 591st are now deployed, performing a police transition mission in support of Operation Iraqi Freedom.

²Krasnovia was a fictitious country which served as an OPFOR to U.S. units training at the NTC.

³At the NTC, the term “RSR” is used to refer to integration; the purpose is to maintain a real-world mind-set and prevent NTC training from being thought of as traditional, self-contained, STX lanes.

Lieutenant Colonel Byrd is the commander of the 93d Military Police Battalion. He holds a bachelor's degree in criminal justice from Seattle University, Washington, and a master's degree in administration from Central Michigan University.

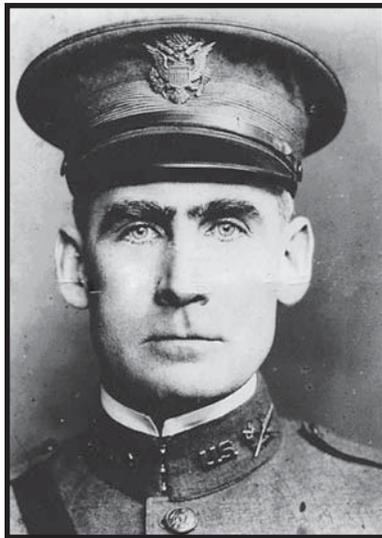
Major Morgan is the S3 for the 93d Military Police Battalion. He holds a bachelor's degree in history with a minor in political science from Northern Arizona University and a master's degree in organizational leadership from Chapman University, Orange, California.

Major Parsons is the executive officer for the 93d Military Police Battalion. He holds a bachelor's degree in criminal justice from the University of South Carolina and a master's degree in organizational security from Webster University.



The Army's First Chief of Criminal Investigations

By Master Sergeant Patrick V. Garland (Retired)



Lieutenant Colonel
Edwin O. Saunders

In the Spring 2008 issue of *Military Police*,¹ I discussed the Division of Criminal Investigation (DCI) being formed within the Military Police Corps of the American Expeditionary Force in France. However, I neglected to name the first DCI commander.

On 12 December 1918, Lieutenant Colonel Edwin O. Saunders, who had been a member of the Judge Advocate General's Department, reported for duty. He had been selected for the position by Brigadier General Harry Hill Bandholtz, Provost Marshal General.

Saunders was born in Sharpsburg, Kentucky, on 17 November 1877. He first enlisted as a private in 1898, and he served in Cuba during the Spanish-American War. He reenlisted on 15 September 1899 while stationed in the Philippines, and he attained the rank of corporal. On 2 February 1901, Saunders was commissioned as a second lieutenant of infantry and assigned to the 29th Infantry Regiment, Fort Sheridan, Illinois.

In 1903, Saunders married Margaret Lane; and they had three daughters. He attended the University at Buffalo Law School, Buffalo, New York, where he graduated in 1912.² Shortly thereafter, he joined the Judge Advocate General's Department. During World War I, but before his assignment to the DCI, Saunders was awarded a Purple Heart for his actions during a German gas attack.

Organizing the theater-wide DCI and making it operational was a monumental task. The area of operation included all of Europe and the British Isles. Whenever possible, men with police backgrounds were recruited, while others taught the requirements of investigative work and prepared cases for courts-martial. It is certainly a tribute to Lieutenant Colonel Saunders that he was able to successfully command the DCI—especially during wartime and immediately following the armistice.

The March 1919 issue of *Pourquoi?* (an internal newsletter of the DCI Paris Branch) provides some perspective on Saunders' personality. It states, "He's got an eye keener than that of a Malay diver fishing for pearls, and he can see through more clouds and verbal camouflage than ever dripped from the prolific pen of [Sir Arthur] Conan Doyle. The Colonel is full of deductive processes and inductive syllograms, he savvies all the psychological bunk about psychopathic phenomena, and he knows a hawk from a handsaw."³

The short-lived DCI was disbanded along with the Military Police Corps, and Lieutenant Colonel Saunders went on to finish his career with the Judge Advocate General's Department. In late 1919, while serving as the judge advocate of the Central Department headquartered in Chicago, Saunders testified as a character witness for a defendant in a general court-martial at Governor's Island, New York. Captain Karl W. Detzer, former commanding officer of the 308th Military Police Company (Criminal Investigation),



A contemporary sketch of Lieutenant Colonel Saunders from *Pourquoi?*

LeMans, France, was being tried for twenty-eight counts of prisoner abuse. Captain Detzer was acquitted of all charges and continued to serve in the Army.⁴

Lieutenant Colonel Saunders was subsequently assigned to Fort Leavenworth, Kansas; Panama; and the Presidio of San Francisco, where he retired in 1941. Lieutenant Colonel Saunders passed away on 14 April 1966.

Acknowledgements: The photograph of Lieutenant Colonel Saunders was provided by his daughter, Mrs. Margaret Walker. The sketch was provided by his grandson, Mr. Edwin Walker.

Endnotes:

¹Master Sergeant Patrick V. Garland (Retired), "Genesis of Criminal Investigation in the U.S. Army," *Military Police*, Spring 2008.

²Personal communication between Master Sergeant Garland (Retired) and Mr. Daniel Brewster, Office of Alumni Relations, University at Buffalo, Buffalo, New York.

³*Pourquoi?* (an internal newsletter of the Paris Branch of the DCI), Volume 1, March 1919.

⁴"Detzer, Acquitted, Gets Death Notes," *The New York Times*, 7 February 1920.

Master Sergeant Garland retired from the U.S. Army in 1974. During his military career, he served in military police units and criminal investigation detachments and laboratories. At the time of his retirement, Master Sergeant Garland was serving as a ballistics evidence specialist at the European Laboratory. He remained in this career field until retiring from civilian law enforcement in 1995.

Dedication

The following members of the Military Police Corps Regiment have been lost in the War on Terrorism since our last issue. We dedicate this issue to them.



Specialist Michael L. Gonzalez
340th Military Police Company
Fort Totten, New York



Corporal James M. Hale
978th Military Police Company
Fort Bliss, Texas



Specialist Matthew M. Pollini
772d Military Police Company
Taunton, Massachusetts



Sergeant First Class Gregory A. Rodriguez
527th Military Police Company
Ansbach, Germany

The Goto Stone

By Mrs. Rebecca Higeons

During the 67th U.S. Army Military Police Corps Regiment Anniversary Week, a granite block (known as the “Goto Stone”) from a firing range at Camp Drake, Japan, was transferred from the honor guard of the 545th Military Police Company to the U.S. Army Military Police Corps Regimental Museum. The transfer took place at a quiet ceremony held in Memorial Grove on 24 September 2008 at Fort Leonard Wood, Missouri.

The Goto Stone is inscribed and dedicated in honor of Private First Class Mitsuru Goto, a Japanese-American who was born in Hawaii. He was an interpreter assigned to the 1st Platoon, 545th Military Police Company, 1st Cavalry Division, Camp Drake. On or about 19 July 1950, his unit received a request from the intelligence staff officer (S2) of the 8th Cavalry Regiment, Camp Drake. The 8th Cavalry Regiment was about to be committed to combat in Korea, and they needed an interpreter to translate interviews held with natives and prisoners of war concerning equipment, strength, enemy location, and so forth. At that time, most Koreans spoke Japanese so Private First Class Goto was the logical candidate.



Private First Class Mitsuru Goto

Private First Class Goto was ordered to accompany the 8th Cavalry S2 on a reconnaissance of the unit’s area of responsibility. They left for their mission before dawn on 23 July 1950. As they began to reconnoiter the area, their jeep hit an enemy land mine and they were killed instantly. They were the first 1st Cavalry Division Soldiers killed in action during the Korean War, and Private First Class Goto was the first private to make the supreme sacrifice in Korea.



Brigadier General David Phillips and members of the honor guard prepare to unveil the Goto Stone.

The Goto Stone was originally placed near the main gate of Camp Drake, but it soon found its way to the company area of the 545th Military Police Company. It could usually be found near the orderly room, arms room, or supply room. Upon the unit’s deactivation, the stone was taken to the 1st Cavalry Division Museum, Fort Hood, Texas, where it was to be held until the unit was reactivated. The reactivation of the 545th Military Police Company at Fort Richardson, Alaska, triggered plans to move the stone. But due to the extreme changes in temperature there, officials were concerned that the stone might crack or break. After careful deliberation, the U.S. Army Military Police Corps Regimental Museum was selected as the stone’s final resting place.

And so, after a long journey, the Goto Stone has been turned over to a museum by a small honor guard of 545th veterans. Its final resting place is a place of honor.

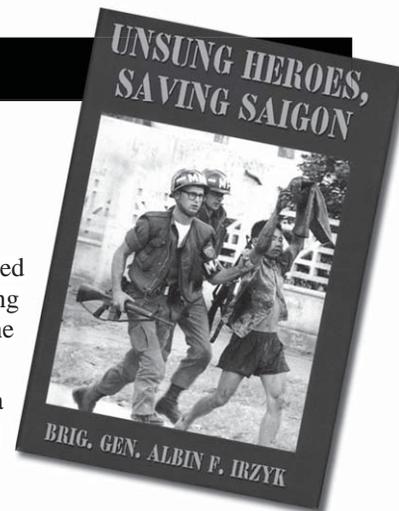
Mrs. Higeons is an administrative operations specialist in the Directorate of Plans and Operations at the U.S. Army Military Police School, Fort Leonard Wood.

Book Review By Mr. Andy Watson

Unsung Heroes, Saving Saigon

Brigadier General Albin F. Irzyk (Retired)

Ivy House Publishing Group, 2008



When offered the opportunity to review *Unsung Heroes, Saving Saigon*, I was excited about the prospect of reading a “new” history of events that took place during the opening phases of the Tet Offensive in Saigon. Additionally, because January 2008 marked the 40th anniversary of these attacks, the timing of the release was fitting.

The author, Brigadier General Albin F. Irzyk (Retired), served as the Saigon area commander at the time of the Vietcong attacks. He provides the reader with brief glimpses of what the city of Saigon was like before U.S. involvement, and he describes the changes that took place—changes that were particularly important to someone in his position, since law enforcement, traffic congestion, flooding, and enemy activity became concerns. Brigadier General Irzyk describes his position as the Saigon area commander and briefly mentions his Army career prior to serving in Vietnam. Although his previous accomplishments—including the receipt of the Distinguished Service Cross during World War II—are impressive, he doesn’t lose focus.

General Irzyk sets the stage for the opening of the Tet Offensive and then describes actions in a detached manner. This allows the reader to view subordinate commanders and individual Soldiers in a more complete manner rather than from a personal viewpoint. In addition, Irzyk ensures that important details are not omitted. For example, he points out that although the American Embassy in Saigon was attacked, it was never overtaken by the Vietcong. He also includes details about the important battles fought near Bachelor Officer Quarters (BOQ) 3 and the Phu Tho Racetrack. Although these battles receive less attention than others, they accounted for a staggering loss of Soldiers—most of whom were military policemen.

The chief reason I read this book is the military police connection. While the book is not completely about military police Soldiers, they are prominently featured. First, their patrols and tasks through Saigon are described. This is followed by a description of their mission during the attacks. According to Irzyk, “It took the 716th Military Police Battalion less than three hours to transform itself from a police element to one that was as close as it could be to an infantry battalion. It was ready for combat.” While many of us know about the outstanding job performed by these Soldiers, Brigadier General Irzyk is able to articulate the details of their mission and express his thanks.

I have few criticisms of the book. More information concerning the battle near Phu Tho Racetrack would be beneficial, but it may not be available. The drawing and many images of the American Embassy compound are great, but a map showing battle points of Saigon might be valuable.

Although much of the information presented about the Tet Offensive in Saigon was previously known, *Unsung Heroes, Saving Saigon* provides a different perspective that assists in the research and understanding of these events.

Mr. Watson is the U.S. Army Military Police historian.

MILITARY POLICE Online

Articles from recent issues of *Military Police* are now available for download online at <http://www.wood.army.mil/mpbulletin/default.htm>.

If you are interested in a particular article listed but not linked, send your request to leon.mdotmppb@conus.army.mil. Type “Request an Article” in the subject line, and list the article title(s) requested in the body of the message. If you do not have a military or government e-mail address, please indicate why you are requesting the article.

\$20,000 Bonus for CID Special Agents Continued

The Department of Defense (DOD) recently approved the continuation of a \$20,000 lump sum critical skills accession bonus (CSAB) for active duty enlisted Soldiers who successfully complete the military occupational specialty (MOS) 311A (CID Special Agent) Warrant Officer Basic Course (WOBC). The CSAB targets the 31-series MOS for Military Police Corps noncommissioned officers selected for appointment to warrant officer positions in MOS 311A. As outlined in Military Personnel (MILPER) Message 08-242, the program has been extended through 30 September 2010.

Active duty enlisted U.S. Army Criminal Investigation Command (USACIDC [commonly referred to as the "CID"]) special agents who have at least twenty-four months of CID investigative experience, have sixty college credit hours, and are no longer on apprentice status are eligible to receive the bonus. According to the MILPER message, active and mobilized reserve component Soldiers are not authorized to participate in the CSAB program.

The CID is currently below its target goal for warrant officer strength and is at strength in the enlisted CID special-agent series. According to Colonel Bill Macken, CID Deputy Chief of Staff for Support, the bonus is intended to encourage qualified Soldiers—especially staff sergeants—to apply to become warrant officers. It is also intended to help meet the ever-present demand for CID special agents.

Spokesperson Mr. Chris Grey indicated that the CID is actively recruiting qualified and experienced 31-series MOS Soldiers to fill 311A positions worldwide. "We will consider, on a case-by-case basis, Soldiers serving in the 31B and 31E series and junior officers with law enforcement experience and/or a college degree in criminal justice," he said.

"Our CID special-agent authorizations will increase in Fiscal Year 2009 in order to fill several newly authorized CID detachments," Colonel Macken said. "With the approval of the \$20,000 bonus and our need for warrant officers, now is a prime opportunity for qualified Soldiers to apply to become CID warrant officer special agents."

"Upon selection for warrant officer, candidates will attend the Warrant Officer Candidate School and the CID WOBC," said Warrant Officer Career Development Program Manager, Special Agent Jennifer Redfern. "After successfully completing the WOBC, newly appointed 311As will sign an agreement to serve six years as a CID special agent, qualifying them for the \$20,000 lump sum bonus," she said.

Qualified CID enlisted Soldiers who are interested in becoming warrant officers are encouraged to contact their team chiefs, special agents in charge, and battalion operations officers for letters of recommendation. All qualified individuals outside the CID should visit or contact the nearest CID field office, where personnel can answer questions about the warrant officer program and help Soldiers prepare warrant officer applications.

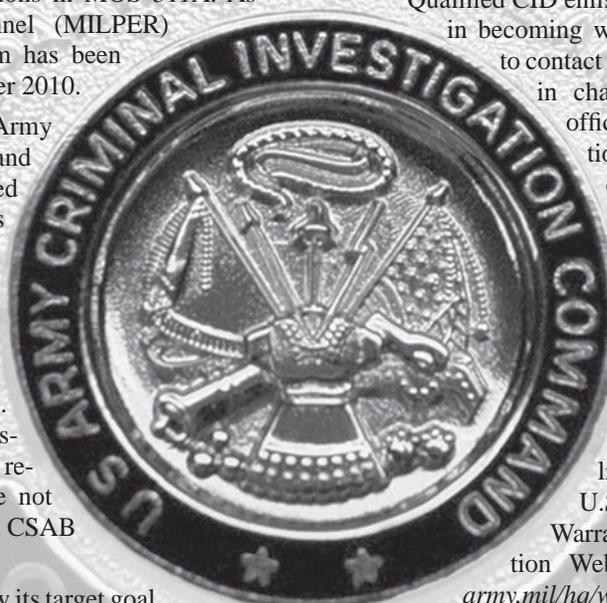
The application process is described in detail and checklist forms are available on the U.S. Army Recruiting Command Warrant Office Recruiting Information Web site at <http://www.usarec.army.mil/hq/warrant/>. Interested applicants should visit the Web site, review and become familiar with the U.S. Army Warrant Officer Procurement Program *Sample Application and Guide*, and prepare a *Warrant Officer Application Checklist*.

Applicants should also review the *Most Common Errors on Applications* (which includes sections on Department of the Army [DA] Form 61, *Application for Appointment*; DA Form 160-R, *Application for Active Duty*; Request for Moral Waiver; Statement of Understanding; Security Memorandum; and Other Common Faults) and any other applicable documents to avoid mistakes during the application process.

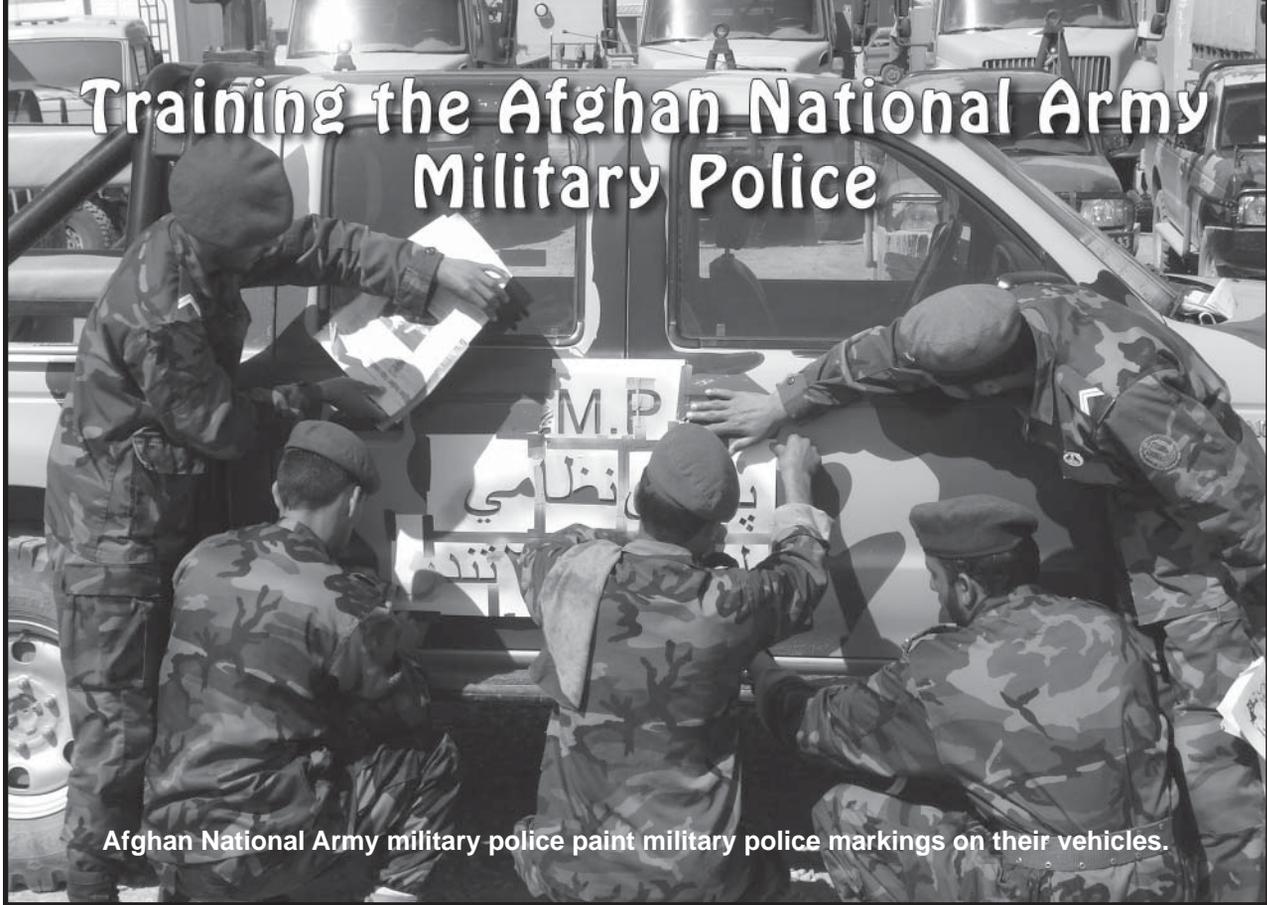
For more information about the CID, visit <http://www.cid.army.mil/>.

Reference:

MILPER Message: 08-242, *Criminal Investigator Warrant Officer Critical Skills Accession Bonus Program*, 1 October 2008.



Training the Afghan National Army Military Police



Afghan National Army military police paint military police markings on their vehicles.

By Captain Mike Miranda and Sergeant First Class Stephen Palazzo

“Congratulations, you’re a military policeman!”

“Great . . . but what’s a military policeman?”

As part of our mission in Afghanistan, the 503d Military Police Battalion (Airborne) has been tasked with training the first military police company of the 203d Afghan National Army (ANA) Corps. Training a host nation military police force always presents challenges, but establishing and training a military police force from scratch presents a new and even greater set of challenges.

The commander of the 203d ANA Corps created the military police company a scant six months ago by converting (in name only) about sixty ANA soldiers to military police. The commander had no clear understanding of how to employ military police forces, and the military police company had no stated purpose or task. Furthermore, the new military police had no previous military police training. It became clear that we would first need to determine the role of the military police company and then tailor a force that would best complement the commander’s current force structure.

While we had a clear idea of the “right” direction for the ANA military police, we knew from previous experience that forcing Middle Eastern agencies to conform to Western concepts and ideals only increases their frustration. And we also understood that the overriding factor used to determine our eventual success or failure would be the level of support the new military police company received from the ANA leadership who, as of that time, was

unfamiliar with the best means of employing these forces. The key to establishing a system that would continue to prosper long after we ended our partnership efforts was to mold the company not after our own ideals but, rather, after Afghan concepts. Full cooperation and input from our Afghan counterparts was crucial to the development of an appropriate training plan.

The commander of the 203d envisioned the new military police company conducting base law enforcement and security operations. As his military police mentors, we agreed. After all, these are the same operations that serve as the foundation of our own Military Police Corps and they are operations that we believe all military police should be capable of conducting. After mastering these operations, the ANA military police company should have the experience necessary to expand into other traditional military police roles.

We identified three succinct phases that were necessary for the company to become a self-sufficient military police unit. Clear objectives must be met for each phase before advancement to the next phase.

- Phase I covers the facilities, equipment, personnel, and training necessary to conduct basic law enforcement and security operations. Upon demonstrating the ability to perform these functions, students enter the second phase.
- Phase II focuses on increasing the strength of company personnel and equipment, establishing

formal advanced individual training (AIT) for all new recruits, and expanding the military police role to include maneuver and mobility support operations missions.

- Phase III incorporates area security and police intelligence operations into the military police mission set and addresses increases in the strength of personnel and equipment in the three line platoons and the headquarters element. The AIT program is also expanded to include separate officer basic and basic noncommissioned officer courses that focus on collective and leader tasks and fundamental leadership principles during Phase III.

Because these three phases were designed to be event-driven, rather than timeline-based, it is difficult to predict how long it will actually take the military police company to complete each phase. Therefore, this article focuses only on Phase I developments.

In conjunction with the ANA military police company commander and first sergeant, we made plans to conduct personnel asset and full equipment inventories to establish baseline conditions. In addition, we verified the literacy rate within the company to determine the level of detail and complexity of training that could be conducted. A simple, written vignette followed by several questions requiring the soldier to recall and expound upon specific details easily provided a quick assessment of the soldier's reading comprehension and written communication skills. However, such an individual skills test in a country with typically low literacy rates has the potential to bring public shame on those who perform poorly, particularly if those who perform poorly happen to include the leadership. To avoid this potentially serious offense, we explained the purpose and concept of the test to the company commander and first sergeant in a private meeting. After obtaining their approval, we had them administer the test, excluding those soldiers who admitted they were illiterate. We monitored the testing process and discreetly noted those who cheated. By having the Afghan leadership administer the test, we avoided falling into the stereotypical role of the arrogant American.

After conducting the literacy test and identifying those who were capable of reading and writing reports, we established a training course designed to "validate" the military police. Although a longer, more formal AIT course will eventually be incorporated into the initial military police training process, a condensed program covering basic skills training was implemented with the current unit.

Although the ideal military police candidate is literate, is physically fit, and has a clean service record, the fact is that most ANA military police are illiterate. Until all soldiers can meet an acceptable literacy level, the training

program and operational procedures must be adjusted accordingly. For example, the condensed military police course includes classes on reports, interviews, and evidence collection for literate individuals; but to maximize training efforts and include all current ANA military police, it also focuses on basic law enforcement techniques and skills such as searching, securing, and transporting a detainee; unarmed self-defense; principles of patrolling; principles of physical security; marksmanship; and interpersonal communication skills.

We believe that ANA soldiers should be presented with a visible and recognizable symbol of their achievement upon graduation from the military police training course. In a culture where uniform accoutrements are greatly valued, the most logical way to do this is to gain approval to add a military police brassard and distinctly colored beret to the military police uniform. And, literate military police who complete the more extensive "investigator" training are the only ANA military police authorized to carry pistols while on duty. This highly recognizable status symbol serves as an outward sign of authority and as an incentive for literacy improvement (which can be achieved through available night classes).

As the ANA military police demonstrate their ability to perform basic law enforcement operations, we plan to expand our training efforts to improve provost marshal office functions. Participation in activities such as guard mounting, report filing and organizing, and blotter report writing will provide the commander of the ANA Corps with a highly visible means of measuring the success of the military police. With demonstrated professionalism and increased publicity, the military police training program can move into Phase II, further transforming those soldiers into a capable fighting force.

There is a lot of work to do, and there are many obstacles to overcome. Major projects always require patience and dedication to see them through. However, we are optimistic and eager to implement these training initiatives. The goal of the 503d Military Police Battalion is to plant the seeds of success and establish a baseline upon which future units can build, ultimately creating a professional Afghan military police corps that we will be proud to welcome into our great fraternity.

Captain Miranda is a 503d Military Police Battalion battle captain and primary ANA military police mentor supporting Operation Enduring Freedom. He holds a bachelor's degree from Rutgers University, New Jersey.

Sergeant First Class Palazzo is a platoon sergeant with the 503d Military Police Battalion, Fort Bragg, North Carolina. At the time this article was written, he was a 503d battle noncommissioned officer and primary ANA military police mentor supporting Operation Enduring Freedom. He graduated from the Marion Military Institute, Marion, Alabama, and attended the University of Colorado.

Thousands Endure Sandstorm to Become Iraqi Police

By Sergeant Daniel Blottenberger

As a sandstorm blanketed Baghdad, Iraq, on 17 June 2008, an estimated 2,000 Iraqi citizens endured the elements to become Iraqi police at the Furat Iraqi Police Training Facility.

Iraqi police officials and military police Soldiers with the 18th Military Police Brigade, Multinational Division–Baghdad, conducted a four-day recruiting drive at the Furat training facility in an attempt to reach their goal of 1,300 new recruits for basic recruit training en route to becoming Iraqi Police.

“A little over 2,000 civilians showed up today,” said the officer in charge of the Furat Iraqi Police Training Facility. “We can process about 400 recruits a day with a total of 1,300 recruits in four days,” he added. The police transition team was ecstatic about the number of civilians who braved the weather to become Iraqi police. “The benefit of having so many people show up today means we have a lot of hope. We see the benefit of so many people showing up despite the sandstorm,” said a training facility officer. “They are trying to get a job and take care of their communities and families.”

The increase in the number of Iraqi police is part of a continuing expansion program intended to strengthen the overall security of Baghdad. The program was aimed at training more than 25,000 Iraqi police recruits by 2008. As of June 2008, more than 22,000 police had been deployed in the Iraqi capital as part of the first phase of expansion. “We are getting the job done,” said a training facility officer. “We are providing . . . Iraqi security forces to provide a stable Baghdad.”

During the recruiting, individuals put their names on a list. They then completed an in-processing packet, which included a literacy test, physical fitness test, and medical examination. The packets were stamped by an Iraqi police official and sent to higher headquarters. Once approved, the recruits received orders to return for police training.

“The Iraqis are collecting the packets and information. They are the ones really making this day successful,” said a training facility officer during the Iraqi-led recruiting operation. The officer had been working with Iraqi police in Baghdad for several months and said that he has seen a great improvement in the Iraqi police force since arriving. “They are taking whatever we teach them, and they are running with it. And they are doing a great job,” he said.

Regarding the improvements in Iraqi police operations and the Iraqi way of life since their last deployments, a training facility officer said, “It’s amazing to see the difference in quality-of-life improvements for

the Iraqi people. They have electricity—sometimes all day now—and water, and they have established a strong infrastructure since the last time I was here. They are doing everything they can to rebuild for themselves.”

The military police have a mission to assist and mentor the Iraqi police force. They do this by helping them develop and execute police competencies and operating systems so that Iraq can continue building a police force which is capable and stands ready to protect and serve the citizens of Iraq. “This is a totally different mission. We are here in more of a support role for the Iraqi people. Basically, we are just assisting them as they take control of their hometowns,” said a training facility officer.

As the second day of the four-day recruiting effort came to a close, another 400 recruits received orders and began preparing themselves for basic recruit training, which they would attend in the upcoming months. “We are succeeding, and we will be successful,” concluded an officer at the training facility.

Sergeant Blottenberger is a public affairs specialist with the Headquarters and Headquarters Company, 18th Military Police Brigade, Mannheim, Germany. He is currently deployed to Camp Victory, Iraq, in support of Operation Iraqi Freedom.



Iraqi police commanders write down names of police recruits at the Furat Iraqi Police Training Facility during a four-day recruiting drive sponsored by Iraqi Police officials and Multinational Division–Baghdad Soldiers.

Rhode Island Army National Guard Activates, Inactivates Units

By Sergeant John Cervone

1207th Forward Support Company

On 5 October 2008, two Rhode Island National Guard units were reorganized and reactivated into the newly developed 1207th Forward Support Company (FSC). The 1207th Transportation Company and the 1043d Maintenance Company were inactivated as individual units and reactivated as the 1207th FSC in a ceremony held at the Camp Fogarty Armory, East Greenwich, Rhode Island. (The mission of an FSC is to provide combat service support to Army operational forces.)

When a unit is inactivated, it does not simply fade away into the sunset. The colors of the unit may be retired, but its history lives on long after the final formation is held. The 1207th and the 1043d have proud and honorable histories, and that pride is being transferred to the new unit. The military tries very hard to preserve its heritage and keep past traditions alive. Many may scoff at these traditions, but anyone who has served in the Army knows that the past is something to be remembered and reviewed.

The 1207th Transportation Company was originally organized in 1818 as the First Light Infantry Company, 2d Regiment, Rhode Island Militia. The unit entered federal service in 1861 during the Civil War and again in 1898 during the Spanish-American War. During World Wars I and II, the 1207th was inducted into federal service in the coastal defense of Narragansett Bay, along the north side of Rhode Island Sound. During the late 1950s and early 1960s, the 1207th was transformed into a missile battalion and, later, into a howitzer battalion. Finally, in 1968, the unit was converted and redesignated as the 1207th Transportation Company. The 1207th was called into federal service in 2006 and deployed in support of Operation Iraqi Freedom, serving under the 82d Airborne Division.

The 1043d Maintenance Company was originally constituted into the Rhode Island National Guard as Company A, 743d Ordnance Battalion, on 27 October 1952. The unit was subsequently reorganized and redesignated as the 1043d Ordnance Company on 18 March 1963. Finally, on 1 March 1972, it was redesignated as the 1043d Maintenance Company. The 1043d has provided numerous Soldiers to other Rhode Island National Guard units deploying in support of Operations Iraqi Freedom and Enduring Freedom; these Soldiers have served with distinction in support of the War on Terrorism.

The 5 October 2008 ceremony was not an ending, but a true beginning—the beginning of a new, proud heritage for current and future Soldiers of the 1207th FSC.

119th Military Police Company

On 4 October 2008, the 119th Military Police Company was inactivated and its members were integrated into the 169th Military Police Company. The ceremony was held at Camp Fogarty, East Greenwich, Rhode Island. Many past and present members of the 119th were on hand to pay homage to a unit that truly distinguished itself.

The 119th Military Police Company was constituted as Company D, 118th Engineer Combat Battalion, in 1949. In 1950, the unit was called to active federal service and sent to Germany, where it was part of the 43d Infantry Division until it was demobilized in 1954. The unit was converted and redesignated as Company C, 118th Military Police Battalion, in 1968 and redesignated as the 119th Military Police Company in 1972.

The unit's lineage can be traced through many of our nation's modern conflicts. It was activated into federal service in 1991 in support of Operations Desert Shield and Desert Storm, serving under the 800th Military Police Brigade. It was activated again in 2000 to serve as a stabilization force in the Balkans and to conduct operations in Hungary and Bosnia. Finally, the 119th Military Police Company deployed to Iraq in 2003 as part of Operation Iraqi Freedom.

We should all be proud of what the 119th Military Police Company has accomplished over the years and remember that even though its colors have been retired, the unit will always live on in our hearts.

Sergeant Cervone is a combat journalist with the Rhode Island National Guard. He holds a bachelor's degree in business management from Saint John's University, New York.

DOCTRINE UPDATE

U.S. Army Maneuver Support Center Directorate of Training Doctrine Development Division			
Publication Number	Title	Date	Description
Current Publications			
FM 3-19.1	Military Police Operations	22 Mar 01 C1 31 Jan 02	A keystone manual that is the foundation for all military police doctrine. This manual communicates (to all levels of leadership and staff) how the military police provide a flexible and scalable force capable of full-spectrum operations. Status: Under revision FY 09.
FM 3-19.4	Military Police Leaders' Handbook	4 Mar 02 C1 2 Aug 02	A manual that addresses military police maneuver and mobility support, area security, internment/resettlement (I/R), law and order, and police intelligence operations across the full spectrum of Army operations. It primarily focuses on the principles of platoon operations and the tactics, techniques, and procedures necessary. Status: Projected for revision FY 09/10.
FM 3-19.6	Armored Security Vehicle	24 May 06	A manual that provides military police forces with the tactics, techniques, and procedures and related information necessary for the employment of the armored security vehicle. Status: Current.
FM 19-10 (FM 3-19.10)	Military Police Law and Order Operations	30 Sep 87	A manual that addresses each element of the military police law and order mission, including law enforcement, investigation, U.S. military prisoner confinement, and counterterrorism operations. Status: Projected for revision FY 09/10.
FM 3-19.11	Military Police Special-Reaction Teams	13 May 05	A manual that serves as a guide for commanders, staffs, and trainers who are responsible for training and deploying military police special-reaction teams. Status: Current.
FM 3-19.12	Protective Services	11 Aug 04	A manual that addresses tactics, techniques, and procedures for special agents of the U.S. Army Criminal Investigation Command and military police assigned to protective services duties. Status: Current.
FM 3-19.13	Law Enforcement Investigations	10 Jan 05	A manual that serves as a guide for military police, investigators, and U.S. Army Criminal Investigation Command special agents operating in tactical and garrison environments. Status: Current.
FM 3-19.15	Civil Disturbance Operations	18 Apr 05	A manual that addresses continental U.S. and outside continental U.S. civil disturbance operations and domestic unrest, including the military role in providing assistance to civil authorities. Status: Current.
FM 3-19.17	Military Working Dogs	6 Jul 05 C1 22 Sep 05	A manual that addresses the current capabilities of the Military Police Working Dog Program and the potential for future capabilities. Status: Projected for revision FY 09/10.

DOCTRINE UPDATE

U.S. Army Maneuver Support Center Directorate of Training Doctrine Development Division			
Publication Number	Title	Date	Description
Current Publications (continued)			
FM 19-25	Military Police Traffic Operations	30 Sep 77	A manual that addresses traffic operations in garrison and combat environments. Status: Current.
FM 3-19.30	Physical Security	8 Jan 01	A manual that establishes guidance for all personnel responsible for physical security. This manual is the basic reference for training security personnel and is intended to be a one-stop physical security source. Status: Under revision FY 09.
FM 3-19.40	Internment/Resettlement Operations	4 Sep 07 C1 17 Dec 07	A manual that addresses I/R operations across the entire spectrum of conflict. It serves as the key integrating manual for I/R operations and depicts the doctrinal foundation, principles, and processes that military police employ when dealing with I/R populations (detainees, U.S. military prisoners, and dislocated civilians). Status: Under revision FY 09.
FM 3-19.50	Police Intelligence Operations	21 Jul 06	A manual that addresses police intelligence operations which support, enhance, and contribute to situational understanding, homeland defense, and protection of the force by integrating police engagement, police information, and police investigations to support law and order operations and the intelligence process. Status: Under revision FY 09.
<p>Note: Current military police publications can be accessed and downloaded in electronic format from the Reimer Digital Library at http://www.adtdl.army.mil/ or from the U.S. Army Military Police School Web site at http://www.wood.army.mil/usamps/. Comments or questions about military police doctrine can be e-mailed to leon.mdottddmpdoc@conus.army.mil.</p>			
Emerging Publications			
FM 3-07.2	Antiterrorism Operations	Jul 10 (estimate)	A manual that will establish the Army's guidance on how to integrate and synchronize antiterrorism across the full spectrum of conflict and into the full range of military operations. This manual will show how antiterrorism operations nest under full-spectrum operations, the protection warfighting function, and the composite risk management process.
FM 3-10	Protection	To be determined	A manual that will follow joint doctrine and introduce the protection warfighting function and its purpose of preserving the force, personnel (combatant and noncombatant), physical assets, and information.
FMI 3-90.31	Maneuver Enhancement Brigade Operations	Mar 09 (estimate)	A manual that will provide operational guidance for commanders and trainers at all echelons. This manual will facilitate operations and employment considerations of the maneuver enhancement brigade as it organizes, prepares for, and conducts full-spectrum operations.

2008 Top Army Deployers Celebrate Achievements



The 2008 Army Chief of Staff Combined Logistics Excellence Award ceremony and banquet were held in Alexandria, Virginia, on 3 June 2008. The Deployment Excellence Award (DEA) recognizes Active Army, Army Reserve, and National Guard installations and units for outstanding accomplishments that have met or exceeded Army deployment standards. The objectives of the award program are to enhance installation and unit deployment skills and proficiency, to share innovative deployment initiatives, and to capture deployment training trends.

Winning installations and units received a personalized note from the Army Chief of Staff; a plaque; a coin set including coins from the Army Chief of Staff, Sergeant Major of the Army, Army Deputy Chief of Staff for Operations and Plans (G-3), and Army Deputy Chief of Staff for Logistics (G-4); and the Combined Logistics Excellence Award commemorating the accomplishment.

Winners in attendance also received a three-night stay in a hotel and participated in tours of the Pentagon, National Mall, and other places of interest in the Washington, D.C., area. In addition, they attended the Twilight Tattoo—a colorful military pageant held at the Jefferson Memorial. The celebration concluded with a banquet hosted by the G-4, with entertainment provided by U.S. Army Band Downrange.

For additional information about this competition, contact your command DEA point of contact or the DEA program manager:

Mr. Henry Johnson
 Building 705, Room 215
 Fort Eustis, Virginia 23604
 Telephone: (757) 878-1833 or DSN 826-1833

2008 Winners		
<p>Army Operational Deployment, Large Unit 3d Armored Cavalry Regiment Fort Hood, Texas</p> <p>Army Operational Deployment, Small Unit 66th Engineer Company 2-25th Brigade Combat Team Schofield Barracks, Hawaii</p> <p>Active Army, Large Unit 44th Expeditionary Signal Battalion 7th Signal Brigade Mannheim, Germany</p> <p>Active Army, Small Unit 497th Transportation Company 57th Transportation Battalion Fort Lewis, Washington</p>	<p>Active Army, Supporting Unit 180th Transportation Battalion Fort Hood, Texas</p> <p>Army Reserve, Large Unit 1185th Transportation Terminal Brigade Lancaster, Pennsylvania</p> <p>Army Reserve, Small Unit 322d Maintenance Company Arden Hills, Minnesota</p> <p>Army Reserve, Supporting Unit Headquarters and Headquarters Company Fort Bragg, North Carolina</p>	<p>Army National Guard, Large Unit 41st Infantry Brigade Combat Team Tigard, Oregon</p> <p>Army National Guard, Small Unit 730th Quartermaster Battalion Ahoskie, North Carolina</p> <p>Army National Guard, Supporting Unit Joint Forces Headquarters—Minnesota Little Falls, Minnesota</p> <p>All-Army Installation Fort Stewart, Georgia</p> <p>All-Army Installation Fort Hood, Texas</p>

2008 Runners-Up

<p>Active Army, Large Unit 1st Special Troops Battalion 1st Sustainment Command Fort Bragg, North Carolina</p> <p>Active Army, Small Unit 89th Transportation Company 6th Transportation Battalion Fort Eustis, Virginia</p> <p>Active Army, Supporting Unit 838th Transportation Battalion Rotterdam, Netherlands</p>	<p>Army Reserve, Large Unit 3d Medical Command Third Army Forest Park, Georgia</p> <p>Army Reserve, Small Unit 828th Quartermaster Company Wilkes Barre, Pennsylvania</p> <p>Army Reserve, Supporting Unit 1394th Deployment Support Brigade Camp Pendleton, California</p>	<p>Army National Guard, Large Unit 141st Brigade Support Battalion Portland, Oregon</p> <p>Army National Guard, Small Unit Headquarters and Headquarters Detachment 1144th Transportation Battalion Delavan, Illinois</p> <p>Army National Guard, Supporting Unit Joint Forces Headquarters–South Carolina Columbia, South Carolina</p>
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New Publication Reviews Law Enforcement Efforts to Transition Returning Military Veterans to Policing

The U.S. Department of Justice, Office of Community-Oriented Policing Services (COPS), has released a new publication describing the efforts of law enforcement commanders, police psychologists, unions, and others involved in the reintegration of returning combat veterans into law enforcement. *Combat Deployment and the Returning Police Officer*, written by Barbara Webster, reviews the psychological effects of combat and the methods used by the Los Angeles Police and Sheriff's Departments, the Kansas City Police Department, and the Richland County (South Carolina) Sheriff's Department to support the successful transition of officers who were deployed as members of the U.S. Army Reserves or National Guard.

An estimated 100,000 Reserve and National Guard Soldiers were on active duty in any given month during 2006, with some serving multiple deployments in Iraq or Afghanistan. Moreover, a report by the International Association of Chiefs of Police found that public safety professionals comprise 10 percent of the Reserve and National Guard forces deployed to Iraq.

According to the COPS Director, Mr. Carl R. Peed, "Law enforcement officers from departments all across the country were deployed to serve in the war as members of the Reserves and National Guard; and when they return to their jobs as police officers, we should honor them by supporting their transition. Whether these military veterans are returning to law enforcement or are new police recruits, departments should put processes in place to make their transition easier."

Combat Deployment and the Returning Police Officer is available free of charge. It can be ordered by contacting the COPS Office Response Center at (800) 421-6770 or downloaded from <http://www.cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=471>.

COPS is a federal agency responsible for advancing community policing nationwide. Since 1995, COPS has awarded over \$9 billion in grants to more than 13,200 state, local, and tribal law enforcement agencies to fund the hiring and redeployment of more than 117,000 officers and provide a variety of knowledge resources including publications, training, technical assistance, conferences, and webcasts.

For more information, contact Mr. Gilbert Moore, telephone: (202) 616-1728.

MILITARY POLICE BRIGADE LEVEL AND ABOVE COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
Rodney L. Johnson	Leslie (Rusty) Koonce	HQ USACIDC	Ft Belvoir, VA
David E. Quantock	Jeffrey A. Butler	TF 134	Baghdad, Iraq
David D. Phillips	Charles Kirkland	USAMPS	Ft Leonard Wood, MO
	Mark L. Farley	EUCOM	Stuttgart, Germany
	Michael D. Hayes	MANSCEN	Ft Leonard Wood, MO
Byron A. Freeman	Norwood Patterson	8th MP Bde	Scofield Barracks, HI
Randall Twitchell	Jeffrey A. Palmer	14th MP Bde	Ft Leonard Wood, MO
John F. Garrity	Brian K. Lambert	16th MP Bde	Ft Bragg, NC
Mark S. Spindler	Bernard C. McPherson	18th MP Bde	Mannheim, Germany
David P. Glaser	Edgar W. Dahl	42d MP Bde	Ft Lewis, WA
John Huey	Michael E. Ashford	89th MP Bde	Ft Hood, TX
Jeffrey S. Davies	John F. Schoenrock	3d MP Gp (CID)	Ft Gillem, GA
Anthony Cruz	Craig Brott	6th MP Gp (CID)	Ft Lewis, WA
Robert Q. Ake	Paul W. McDonald	701st MP Gp (CID)	Ft Belvoir, VA
Jeffery T. Harris	Drew Underwood	202d MP Gp (CID)	Heidelberg, Germany
James W. Gray	Johnnie Jones	USDB	Ft Leavenworth, KS
Bruce Vargo	Gary J. Fowler	Joint Detention Group	Guantanamo Bay, Cuba
Katherine N. Miller	Jeffrey N. Plemmons	Army Corrections Command	Ft Belvoir, VA
Deborah Broughton		Garrison, Ft McPherson	Ft McPherson, GA
Timothy A. Weathersbee		Garrison, Ft Leavenworth	Ft Leavenworth, KS

RESERVE COMPONENT MILITARY POLICE BRIGADE LEVEL AND ABOVE COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
Robert Kenyon	Thomas Legare	11th MP Bde	Ashley, PA
Kevin R. McBride	Joseph Diniz	*43d MP Bde	Warwick, RI
Donald Currier	Andres Roman	*49th MP Bde	Fairfield, CA
Michael Nevin	Richard Michael	*177th MP Bde	Taylor, MI
John E. Cornelius	Patrick Scanlon	800th MP Bde	Uniondale, NY
Mandi A. Murray	Daniel Lincoln	*46th MP CMD	Lansing, MI
Adolph McQueen	Brendan Toth	200th MP CMD	Ft Meade, MD
Robert Hipwell	Theodore Copeland	300th MP CMD	Inkster, MI

MILITARY POLICE BATTALION LEVEL COMMANDS

COMMANDER	CSM/SGM/1SG	UNIT	LOCATION
Michael R. Thomas	John F. McNeirney	91st MP Bn	Ft Drum, NY
Dennis M. Zink	Angelia Flournoy	92d MP Bn	Ft Leonard Wood, MO
Thomas H. Byrd	Dawn J. Ripplemeyer	93d MP Bn	Ft Bliss, TX
Matthew J. Coulson	Ricky L. Haralson	94th MP Bn	Yongsan, Korea
John V. Bogdan	Brenda K. Curfman	95th MP Bn	Mannheim, Germany
David L. Chase	Kevin P. Nolan	97th MP Bn	Ft Riley, KS
Jesse D. Galvan	James M. Schultz	342d MP Bn (P)	Ft Leonard Wood, MO
Michael C. Henshaw	William A. Fath	385th MP Bn	Ft Stewart, GA
Robert K. Byrd	Todd E. Sprading	503d MP Bn	Ft Bragg, NC
John G. Voorhees Jr.	Floyd A. Thomas	504th MP Bn	Ft Lewis, WA
Steven L. Donaldson	John W. Hopper	508th MP Bn (I/R)	Ft Lewis, WA
Bradley Graul	John T.C. Williamson	519th MP Bn	Ft Polk, LA
Alexander Conyers	Donald W. Troxler	525th MP Bn (I/R)	Guantanamo Bay, Cuba
James D. Wilson	Scott Toy	701st MP Bn	Ft Leonard Wood, MO
Daniel D. Deadrich	William F. Hutchings	705th MP Bn	Ft Leavenworth, KS
Robert N. Dillon	William B. Chambers	709th MP Bn	Hanau, Germany
Darryl H. Johnson	Richard Woodring	716th MP Bn	Ft Campbell, KY
David J. Segalia Jr.	Peter Ladd	720th MP Bn	Ft Hood, TX
Brian R. Bisacre	Gerald Stegemeier	728th MP Bn	Scofield Barracks, HI
Laurence C. Lobdell	John E. Coleman	759th MP Bn	Ft Carson, CO
Timothy P. Fischer	Mark E. Porret	787th MP Bn	Ft Leonard Wood, MO
Michael Blahovec	Eric D. Hodges	793d MP Bn	Bamberg, Germany
Bryan E. Patridge	Roger D. Macon	795th MP Bn	Ft Leonard Wood, MO
Michael C. Petty	Kevin C. Rogers	LEC, Ft Knox	Ft Knox, KY
Raymond Stuhn	James A. Stillman	5th MP Bn (CID)	Kaiserslautern, Germany
Kerrilynn A. Corrigan	John R. Mazujian	10th MP Bn (CID)	Ft Bragg, NC
Peter C. Lydon	Crystal L. Wallace	11th MP Bn (CID)	Ft Hood, TX
Sioban J. Ledwith	Timothy S. Fitzgerald	19th MP Bn (CID)	Wheeler Army Airfield, HI
Mark A. Jackson	Thomas E. Brown	22d MP Bn (CID)	Ft Lewis, WA
Bobby R. Atwell Jr.	Denise L. Young	1000th MP Bn (CID)	Ft Campbell, KY
Kimberly S. Kuhn	Matthew J. Walters	1001st MP Bn (CID)	Ft Riley, KS
Michael R. Walker	Tara R. Wheadon	1002d MP Bn (CID)	Bamberg, Germany
Kevin J. Moffett	Henry James III	Benning CID Bn	Ft Benning, GA
Renea C. Yates	Jeremy J. Monnet	Washington CID Bn	Ft Myer, VA
Carter N. Duckett	Michael W. Jones	Protective Services Bn	Ft Belvoir, VA

*National Guard Unit

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For changes and updates, please e-mail <leon.usampspoo@conus.army.mil>.

