

# DEGUELLO DISPATCH

636th Military Intelligence Battalion, 71st Battlefield Surveillance Brigade

Vol. 1, No. 3

A MONTHLY COMMAND INFORMATION NEWSLETTER

SEPT. 2009

## PARTNERSHIPS



Photo: MSG Ken Walker

**BY: Capt. George Pearson  
CDR, HHC**

**A**fghanistan is a vast mountainous region riddled with complexities unimaginable to most.

A good friend and colleague of mine who happened to visit these parts during a previous tour once told me “no matter how many books you read or pictures you see of Afghanistan you just cannot imagine it until you get there”.

He was right; as soon as you get off the plane and look around there are no expressions or words that even think about coming to

mind; it’s like your mouth just can’t form the necessary language to reconstruct it and forget about trying to articulate it either.

Although the geography dictates everything around here, there are several other issues that seem to help shape the country such as cultural and tribal boundaries, several different exotic low-density languages, politics on all sides and not to mention the difficulties of moving people and resources around the battle-space.

When faced with challenges, no matter how big or small, it seems that mankind

will always find a way to manage through them.

In war, this almost certainly seems to be a common thread amongst Soldiers.

In Afghanistan, there is a large Coalition Force presence throughout the entire Combined Joint Operations Area (CJOA).

Company Team Austin, 636<sup>th</sup> Military Intelligence (MI BN) is in the unique position of having two coalition forces within its battle-space (Parwan province, Afghanistan); the French Battle Group (TF Korrigan) and the

# COMMAND CORNER

Lt. Col Thomas J. Kleis  
636th MI BN Commander

**S**ixty-Four years ago this month victory was declared in Japan and the Second World War came to an end.

When I contemplate the sacrifice of the Soldiers who served in World War Two,

commitment comes to mind as well as perseverance.

Soldiers were deployed for over four years supporting this endeavor. Soldiers have served in support of OEF since 2001, twice as long as those of the “greatest generation.”

A major difference between the two conflicts is that those Soldiers, who deployed in support of WWII, did not return home until the end of the conflict. How were those men and women able to maintain their focus, maintain their sanity, and maintain their



Photo: MSG Ken Walker



standards and discipline consistently for up to four years?

We can speculate on the answers. One of them had to be leadership.

Now more than ever, leaders at all levels throughout this formation must work harder and pay more attention to the basics and the simple things required to keep our Soldiers focused and moving forward.

Now is the time that Soldiers start to relax because the route they first took back in March, has now been travelled hundreds of times without incident; in direct fire (IDF) attacks have become commonplace for many of our Soldiers; convoys or source meets have become routine.

At this point in our mission, Soldiers and leaders alike have to avoid taking things for granted and treat every mission, every meeting, and every convoy like they did their first.

Do not allow yourself to fall into the trap of complacency. Taking shortcuts or taking things for granted can get Soldiers injured or killed.

Leaders talk with your Soldiers. Take opportunities to train on the basics such as shooting, moving, and communicating. Hold Soldiers accountable for doing what is right and not what is easy.

It does not matter if you are conducting a combat patrol or in-

ventorying property, you must pay attention to every detail and not allow any shortcuts.

This week, senior leaders for CJTF-82 have addressed these very same topics with units like



ours who are nearing the end of their deployment. Not one of those senior leaders said to relax, take more time off, do less, cut back on your work hours.

In fact, they talked of the opposite. They reminded leaders to keep Soldiers fully engaged, to ruthlessly enforce standards, be more vigilant while conducting missions, and not allow Soldiers

to punch the clock or start the countdown.

Stay focused on the basics, maintain discipline as an individual and as a team, and leaders do not accept any excuses. Maintain the standard day in and day out despite the heat, fatigue, boredom, and complacency that will attempt to infiltrate our ranks.

If needed, leaders hit the reset button. That means take time to reinforce the basics of our profession as Soldiers and as military intelligence professionals.

Stay focused on doing what is right and not what is easy despite the tough conditions. There is still much work to be done and we are in the middle of one hell of a fight. Let's all stay focused and finish stronger than we started.

Keep up the great work! Each and every one of you contributes to the success enjoyed by this unit and the units that you support on a daily basis.

Thanks for all that you are doing and for all that you continue to do in support of Operation Enduring Freedom.

As I have said on numerous occasions, you are making a difference and making history every day.

Never forget that you are part of something bigger than you.

How do want to be remembered sixty four years from now?

## LEADER QUOTE

Three important lessons that Robert E. Lee shared with his Soldiers and leaders:

*A leader is strategically and tactically aggressive; make the most of opportunities, constantly advance toward your objective. "We cannot afford to be idle."*

*A leader does not expect the intervention of others to save himself or his plans. He knows that "Our safety depends on ourselves alone."*

*A leader keeps his people focused on their common objective; morale is the product of a leader's vision and example.*

# FIGHTING POSITIONS

## CSM COMMENTS

Command Sgt. Maj. Peter P.A. Collins  
Command Sergeant Major



Command Sergeant Major Peter P.A. Collins takes a moment to study the mountainous terrain surrounding Forward Operations Base Bostick in far eastern Afghanistan.

Deguello!

Well, another month has flown by.

We are a few days past the election and that was a HUGE milestone.

I look at my calendar and see on one hand we still have so much to accomplish and on the other hand time is getting short!

Let me stress something. ***This is probably the most dangerous time that we will have here in Afghanistan.***

Why?

It's because we are like the horse that can smell the barn.

This is the time when people get comfortable and lose focus. This is the time when our Soldiers take shortcuts on convoy prep; don't hydrate enough; don't take their meds; don't stretch before PT.

Do you remember the scene from the movie Blackhawk Down with this line? ..."I don't need this plate; I don't run from the bad guys!"

What's the big deal? Standards and discipline!

That's what makes the Army run. "Do what is right; not what is easy". That's the Battalion commander's number one priority. As the 82nd Division command sergeant major says: "If you can't do the little stuff right, how can you do the big job?"

We have at least two more months of hard fighting left. We have to keep our focus; especially if you are responsible for the lives of others.

Remember our operational security priorities. Think OPSEC in all you do!

There are Soldiers that are leaking unit information and dates on personal web pages. Movement information is classified and its unauthorized dissemination is punishable under the Uniform Code of Military Justice (UCMJ). Don't be that guy!!

The thing that I want most, is to bring my whole Battalion home in one piece.

You have done an incredible job so far. You have faced the enemy on numerous occasions on the toughest terrain imaginable. You have shown courage and competence in the face of a determined adversary.

You have made the Command proud!

CSM C.

"Too tough to die!"

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# XO'S SIGHT PICTURE

By: Maj. Gregory Pollock  
Battalion XO

History as defined by Webster's dictionary, is a chronological record of significant events (as affecting a nation or institution) usually including the explanation of their causes.

Millions of Afghans took part in the first presidential elections since 2004. With over 7000 polling stations more than 3,000 candidates are on the ballot vying for 420 provincial seats.

About 15 million Afghans are registered to vote. Earlier, officials had estimated that number as 17 million.

International donors are helping pay for Afghanistan's \$223 million electoral undertaking

Women's votes were seen as crucial. Under Taliban rule, women were denied equal rights and huddled backward in time. In some areas, however, women voters were greatly outnumbered by men.

Karzai faces an unexpectedly strong challenge from his former foreign minister, Abdullah Abdullah. Polls show Karzai winning by a strong margin, but possibly falling short of an outright majority and a second round run-off likely in October.

Official preliminary results are not expected for at least several more weeks. Incumbent President Hamid Karzai is the frontrunner in a field of more than 30 presidential candidates, although his once-comfortable lead shrank as Election day neared.

Former Foreign Minister Abdullah Abdullah is considered his closest challenger.

Other leading candidates are former Finance Minister Ashraf Ghani and Ramazan Bashardost, a popular lawmaker from Kabul. Candidates must get more than 50 percent of the

vote to avoid a run-off.

Karzai's name appears on the ballot with close to 40 other candidates for president. His top rival is his former finance minister Abdullah Abdullah, who once served as a confidante of Ahmed Shah Masoud, the charismatic leader of the anti-Taliban Northern Alliance killed by al Qaeda.

The other candidate who gathered steam in the campaign is former Finance Minister Ashraf Ghani, a Western-educated man who served as a World Bank analyst.

The new troops have made bold advances into previously Taliban-held areas, but have also taken by far the worst casualties of the war. More troops have died in Afghanistan since March than in the entire period from 2001-04.

The U.S. military said six Americans died in southern Afghanistan on the eve of the vote.

A new poll in the Washington Post found 51 percent of Americans believe the war is not worth fighting, and only a quarter favor sending more troops.

The headlines started the day with "Rockets fall on Afghan cities as polls open" – Reuters

Afghans made their way through largely deserted streets to vote in a presidential election that pits their faith in democracy against their fears of militant violence.

Taliban threatened to cut off voters' index fingers, which are marked with indelible ink. Other threats included Taliban suicide bombers, rockets, indirect fire, and stealing ballots.

Newspaper headlines read: "Afghan elections: The people need to be brave" – ABC

"Credibility is the real test in the Afghan elections"

– Boston Globe

"Afghan elections and early test of Obama's war plan" – Associated Press

The battalion commander closed his morning operational synchronization meeting reminding our troops that the Afghan people are going to vote because they want to world to know they are a civilized people. This is probably their driving factor, since they have not seen little improvement from the national government to support them locally. The important elections for them will be next spring, when they can choose candidates that will actually represent them at the district and provincial level.

Think of the BN Tactical operations center talk as the CNN news desk, and the outlying Company Teams as reporters that are out there to vacuum up information. Teams reported ever other hour to keep us informed as to what is going on in their area of operations. The brigade commander has always stressed cross talk amongst the companies and with battalion.

With the August 20th elections completed, Afghani officials are calling the election a success.

However, scattered violence killed at least 26 people across the country. The victims include nine civilians, nine police officers and eight Afghan soldiers. Attacks were reported in Kabul, Kandahar and other major cities. It is not clear how many people voted, and there are reports of voting irregularities according to Voice of America.

Too Tough to Die  
Deguello 5



New Zealand Provincial Reconstruction Team (PRT).

Both of these coalition partners are completely committed to their roles and they conduct operations daily side by side with their American counterparts from the 636<sup>th</sup> MI BN.

HCT 19, lead by Sergeant 1st Class Chris Hernandez, lives and operates with the French from the French owned

forward operating base known as Morales Frazier located in the Kapisa Province of the north-eastern side of Afghanistan.

I had an opportunity to participate with Hernandez and his team on a French operation conducted in one of the contentious valleys within Kapisa and got to see firsthand how this coalition partnership works.

When I arrived at Morales

Frazier the first time, I was graciously greeted by the French and was fully accepted as a partner in the fight and completely integrated into the operation.

During this operation there were three separate Armies working side-by-side all with similar goals; to clear the area of insurgents and hold the ground for the local villagers to live in peace without fear from outside



Photos: MSG Ken Walker



negative influence.

These three armies were the French, the U.S. and the Afghan National Army (ANA). With the ANA in the lead, I was completely amazed by the amount of cohesion and spirit they all possessed in order to complete the mission. Although they muddled through numerous complications such as: language and cultural barriers on all sides, traveling through and

staging within a very deep valley that seemed impossible to maneuver around in and none of the equipment was close to being compatible with each other, there seemed to be a level of partnership that was sustained throughout the week long operation.

Partnership is more than just a collaborative effort of peoples with team-work and goals; it's very foundation rests almost ex-

clusively on trust. In a country where trust is not blossoming on every corner nor even a commonly used word and at times is completely discarded all together there are, on occasions, more trust that you can imagine. Without it there is no partnership and this level of trust is seen throughout the coalition forces and even with the Afghan National Army.



Photos: MSG Ken Walker



# Military Intelligence Duty

**Story & Photo: MSG Ken Walker**

Despite the 1965's cartoon *Secret Squirrel*, a parody of the then popular spy genre, the term Secret Squirrel is still synonymous and used with intelligence gathering almost 50 years later.

Many military intelligence service members serving today were not even born when the series was televised. Most are not aware of the origins of the term, yet, we often refer to those in the intelligence field as secret squirrels.

Few, who actually work in intelligence, think of themselves as secret, and fewer probably don't think of themselves as secret squirrels—no offense to squirrels.

Texas's Army National Guard deployed the 636<sup>th</sup> Military Intelligence Battalion, 71<sup>st</sup> Battlefield Surveillance Brigade, to Afghanistan early in 2009 to assist in gathering tactical and strategic intelligence for U.S. and coalition forces.

Headquartered at Camp Mabry in Austin, TX, the 636<sup>th</sup>

MI BN was organized around combat arms Soldiers who had the capability to cross train and learn the intelligence process to enable a secure tactical environment as they collected intelligence. This process would allow veteran, as well as younger, freshmen field intelligence collectors to concentrate on their intelligence crafts in the hostile environment with greater personal safety and collection potential.

The tactical concept, envisioned and developed by the former battalion commander of the 636<sup>th</sup> MI BN, Lt. Col. Michael Dietz, revolved around deploying multi function teams (MFTs), comprised of experienced, combat tested Soldiers skilled in various

weapons, communications systems and life saving medical tactics with ground, as well as air assault teams, to quickly deploy day or night to conduct tactical intelligence operations.

Conceptually, military intelligence is similar to a wagon wheel used in the days of horse drawn wagons that traveled across the Texas plains.

The circular wheel itself has connections to spokes and the spokes in turn, are connected to a central hub that revolves around an axle.

The axle is the point of contact and conduit to the United States and North Atlantic Treaty Organization







(NATO) intelligence centers.

The central hub of the wheel is analogous to a theater wide intelligence center where a multitude of intelligence agency reports are sent for “big picture” analysis, i.e. strategic analysis.

Reports from human intelligence teams (HUMINT) signal intelligence (SIGINT), sensitive site exploitation (SSE), measures and signatures intelligence (MASINT), SIGINT Terminal Guidance (STG) teams, and counter-intelligence (CI) are all forwarded for review and analysis.

Reports are organized and

crossed referenced with a fine tooth comb by teams who might develop or determine trends and patterns of activity that lower echelons might not be able to detect.

The spokes of the wagon wheel are the different disciplines of intelligence. The HUMINT, SIGINT, SSE, open source information, and CI teams each have a critical contribution to battlefield intelligence operations. Each discipline has a hierarchy of reports and reviews that continuously seek to determine and ferret out those who

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# Supporting Afghanistan Presidential and Provincial Elections

By: Staff Sgt. Katie Burke  
S3 Plans and Operations

When we often think of Election Day, we plan on voting usually either on the way to work, on the way home from work, or even during our lunch break.

In some states, we are obliged to make alternate arrangements for the care of our elementary school-aged children as the elementary schools are often used as polling sites and the schools are closed for the day.

Sometimes we become exasperated with the inconvenience of the traffic and lines, how our favorite TV shows are continuously interrupted to bring us the latest update, and how we are accosted by last minute electioneers standing outside of the polling center.

As Americans, we take this basic right for granted and sometimes don't even bother to exercise it.

This month we were exposed to the concept of groups of individuals, threatening the Afghan people with dismemberment and even death, if they even tried to participate in the elections.

The right to vote in America, and our ability to exercise it, is nothing like the right to vote in Afghanistan and their ability to exercise that right; where just the fact that you were contemplating participating in the elections was a

potential threat to you and your family.

In the time leading up to the Afghan Election Day, the men and women of the 636<sup>th</sup> MI BN were extremely focused in supporting operations to ensure that the Afghan people could exercise their



right to vote as safely as possible.

The entirety of the operation spanned every single task force deployed to support Operation Enduring Freedom. Without each task force's individual participation, it is possible that the elections would not have been as successful or have had the turnout that they did have.

Countless hours of collection and analysis were devoted to this endeavor.

As an American who has always had the Constitution and the Bill of Rights to protect me, I never imagined how hard it was, or how much effort we were going to have to expend to ensure that the elections took place.

I had a vague understanding that the operation was going to be large because it was the entire country, but my exposure to the voting process was limited to my observation and participation of how things worked in my county and state and then what was reported by the press.

Beyond electioneering, I had no idea how many additional outside forces, that are internal to Afghanistan and should have nothing to do with voting, could affect the whole election process.

Before 9/11, security had an entirely different meaning to me.

It was something along the lines of a security officer, or a security system.

Now of course, security has expanded to include our nation and people and the steps we take to protect the two.

Here in Afghanistan, security has expanded again to be the steps we take to protect the Afghan people.

Witnessing the oppression and fear that the Afghan people have been dealing with when they try to support their government by voting and danger they are exposed to daily if they are caught supporting the Afghan government, will forever change the way that I view my basic rights and I will never again take them for granted.





# A LAND IN TRANSITION

**By: Sgt. 1st Class Eric Koenig  
and 1st. Lt. Heater Brown  
S3 Plans & Operations**

**A**s we transition past the Afghanistan Presidential and Provincial elections, we need to understand there are additional activities going on in this incredibly diverse country, other than shooting or rocket attacks.

While most consider military operations a war fighting function, there are support actions that also occur.

TF Deguello is dedicated to the success of our mission and supporting all units in the Regional Command-East (RC-E) area of operations with accurate and timely information.

One goal for coalition forces is to have a Counter Insurgency plan which creates a successful environment for the Government of the Islamic Republic of Afghanistan (GIROA) to improve the lives of the Afghan population.

The achievement of this goal is through reinforcement of the government's competence, capacity, and credibility in a unified effort to protect the population, connect the people to the government, and effect sustainable development.

Information is RC-E's primary

line of effort and must be our first consideration in the development and execution of all operations.

Information operations are the primary element of combat power employed by Anti-Afghan Forces.

We will not achieve success unless the Afghan population perceives the GIROA as legitimate and enduring.

Primary audiences for our Information Operations strategy are the Afghan people, Anti-Afghan Forces, and the populations of the contributing nations. We will communicate continued progress to our supporting populations through visual, tangible and recognizable progress, demonstrate to the Afghan people that the GIROA and their local governance partners are gaining in competence, capacity and credibility, and communicate, to all audiences, that the enemy is failing, will fail, and should fail.

Connecting the people to the Government is our purpose along the governance line of effort. A variety of organizations are supporting development of the necessary elements of governance through a myriad of programs. These programs are focused on building the government from the top down, and are facing difficulties in connecting at the local level.

RC-E connections to the population and ability to move throughout the depth of the battle space allow it to mitigate these shortfalls. We work to ensure a thorough understanding of the existing and planned programs to include their strategy, methodology and timelines.

We partner with local governing authorities to educate, mentor and guide them, and the population, through these processes to shape and support of their various efforts.

Creating demand for the sub-national governance (SNG) program at the local level and setting the conditions for SNG implementation will allow for the emergence of an acceptable and effective local governance network reflective of the corresponding Afghan social networks.

Initial efforts are focused on supporting sustainable development thru economic growth. GIROA economic development, as set forth by the Afghan National Development Strategy and associated PDPs, is predicated by the framework of governance, requires the support and motivation of the people and exists only under the umbrella of an acceptable security situation.

The partnership of these elements will enable the Afghan economy to develop a sustainable capacity. They are inseparable: A gain in one area will normally accompany advancement in the others; the contrary holds true as well. In short, only with a two pronged, integrated approach partnered with GIROA, the International Community, and the elements of United States Government in RC-E along with a unified effort across our lines of operation will Afghanistan prosper in the long run.

At the local level, TFs must work to encourage economic activity, education and procedures in order to increase Afghan self-reliance.

Our efforts will, in time, reduce reliance upon Provincial Reconstruction Teams as a source of local funding and support the emergence of sustainable legitimacy for the Afghan government.

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# LIFE AT THE GATE



Torkham Gate is a main entry point into Afghanistan from its southern neighbor, Pakistan, where commercial goods as well as illicit contraband passes through.

**By: Capt. Joseph St. Clair**  
**B CO, CDR TF Hays**

**M**any countries have an entry point that is associated with the country. In Afghanistan, that place is known as the Torkham Gate.

At the “Gate,” thousands of people enter the country of Afghanistan bringing with them a variety of things; some good and some very bad.

Soldiers from Bravo Company, Team Hays, Human Intelligence Collection Team (HCT) 40 are only interested in one thing; information about the enemy during their tour of duty at Torkham Gate.

The team endures with the constant threat of suicide bombers, improvised explosive device facilitators and traffickers of weapons

and explosives intended to be used against the Afghan people and coalition forces.

HCT 40 operates not far from Torkham Base conducting operations in and around the border, traveling to local villages and remote settlements to gather information about anti-Afghanistan forces moving through or operating in the area. In order to communicate effectively with the local Afghan people the team often uses interpreters.

Many interpreters are U.S. citizens that have either immigrated to the U.S. or are first generation Afghan-Americans that can speak the language fluently. Communicating through another person is not always perfect and takes time to master. During their seven months in Afghanistan, HCT 40

has provided their supported unit with time sensitive information allowing them to make decisions that help shape operations on the battlefield. Every little piece of information helps to paint the larger picture of what is going on in this critically important province of Afghanistan.

Between operations and meetings, the team takes time to maintain physical condition by going to the gym on base, participating in volleyball or walking up the hill to one of the Afghanistan run observation outposts.

The forward operating base that supports the team also provides them with computers, phones, games, and a room for individuals to view a movie and relax, enjoying some comforts of home.



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# Devil Jacks

By: CPL Kenneth Depew  
TF Hays, Devil Jack

Nestled in the mountains of north central Konar Province is Forward Operating Base Blessing, home to Human Intelligence Collection Team 06, Company Team Hays, Task Force Deguello.

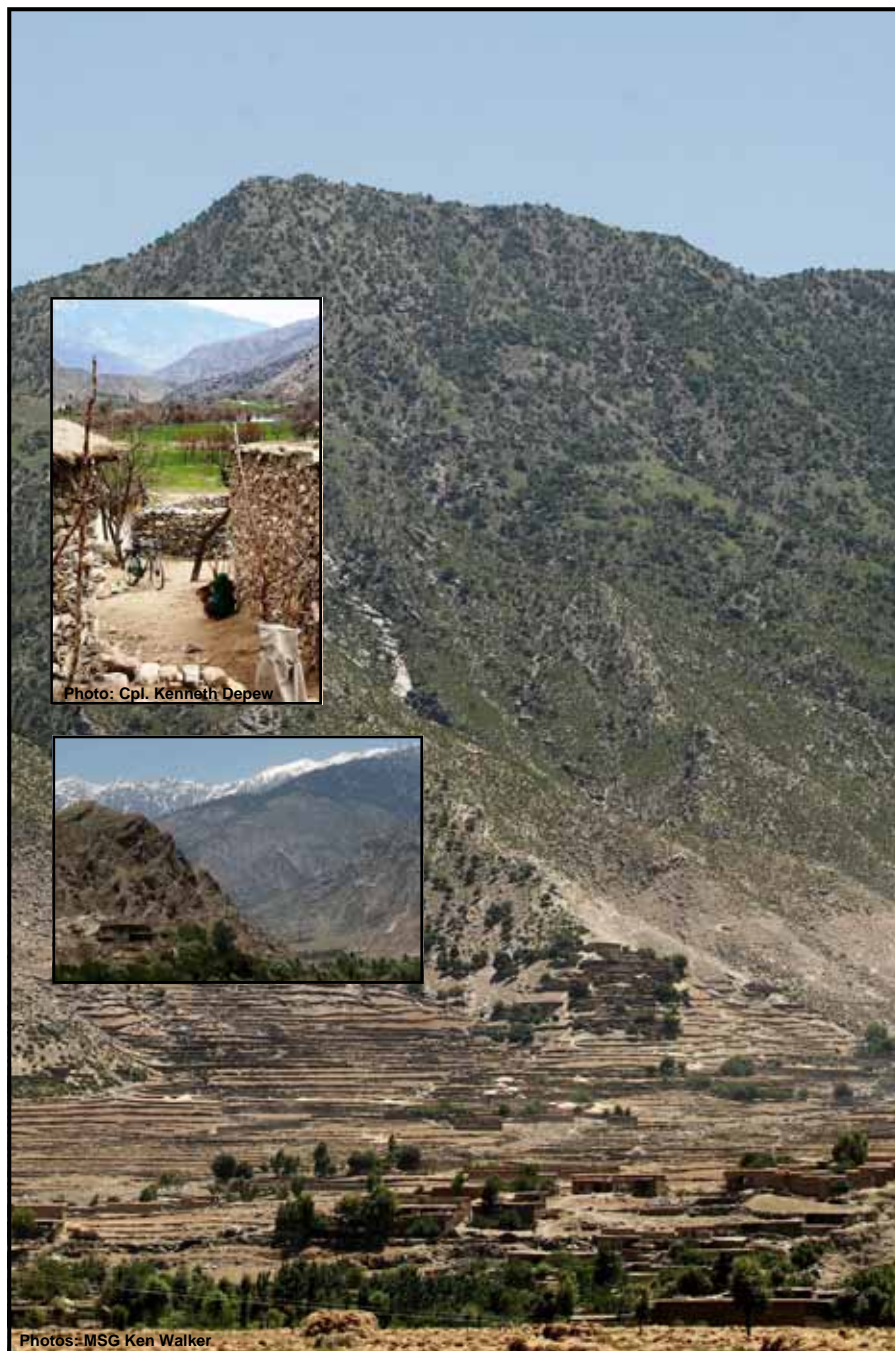
Our Soldiers are known as Devil Jacks, after the nickname used by bandits when referring to the founder of the Texas Rangers, Jack Hays.

Devil Jacks meet with local Afghans who provide information which contributes to the safety and security of the U.S. Soldiers who are assigned to operate in the rugged terrain. We give our local commanders in charge of the many brave Soldiers in the province the ability to know when and where the enemies of peace are. Our reports help determine the best way to find, fix, and kill the enemy based on their patterns of life.

The Devil Jacks work by answering calls and conducting personal meeting at all hours of the day and night. Neither the long, irregular hours or the adversity of dealing with hardships imposed by the enemy has hampered our spirits. We maintain enthusiasm for our job and realize the difference we are making in one of Afghanistan's most hostile and intense areas of operation.

The team is making a huge difference and contributing to the ability of the Infantrymen on the ground and their commanders.

Our reports give the commanders 'vision' of what is happening on the battle field, something they may not be able see with technical assets. We are giving them the 'why.' Because of this, we have been able to influ-



Photos: MSG Ken Walker

ence the decision process of various high-valued targets in the area. Our work has contributed to the overall success of the U.S. mission in Afghanistan.

Though our deployment is nearing it's end, the Devil Jacks continue to work, adapt, and learn the way they did at the beginning of their nine months spent in one

of the world's most inhospitable territories.

The Devil Jacks will leave the Konar Province knowing that they have made a significant contribution and they truly have completed their mission with honor and selfless service, but most importantly, that it was a job well done.

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# Mobile Interrogation Mission

## “Panjshir Mission”

By: 1st. Lt. Lance C. Beal  
OIC, Joint Interrogations Facility

**T**wo 636<sup>th</sup> Military intelligence Battalion (MI BN) soldiers, Staff Sergeant Reed and Sergeant Goins were recently sent out on a unique mission, to help with a joint investigation between the Afghan National Police and the Coalition Forces in the Panjshir Province, Afghanistan.

Staff Sergeant David Reed and Sergeant Chad Goins linked up with the Panjshir Province Reconstruction Team (PRT) for the joint operation.

The PRT consisted of the base commander, a Defense Department official, an Air Force Security Team, and an Air Force Medical Team.

Both Sergeants briefed the PRT Team on daily operations and coordinated the cross talk between the command, Judge Advocate

General, and the intelligence section, the S2.

During the mission, Reed and Goins had the opportunity to interact with an Afghan National Army general and a National Directorate of Security Chief.

The sergeants worked side by side with the Afghan National Police (ANP). The ANP assisted with operational procedures, allowed the utilization of their facility, provided security for the mission, assisted in evidence collection and helped with the overall investigation.

The opportunity was a once in a lifetime, interacting with members of the Afghanistan government and seeing the Panjshir Valley.

They were welcomed in the Afghanistan government facilities and given the opportunity to operate in one of the most successful

reconstruction province.

Reed and Goins discovered that the paved road they were traveling on was just completed a few years ago by the PRT.

They enjoyed seeing the Panjshir country side and had the opportunity to see Ahmad Shah Masoud's Tomb. The history of the area was not lost on them, they knew the armies of Alexander The Great had operated in the area and the Silk Road ran through parts of the Panjshir Valley.

The mission was a great success and a great opportunity to partner with different levels of the Afghanistan government.

Both Afghanistan agencies and Coalition Forces learned a great deal about the potential benefits of working together and acknowledged that more missions like these should take place.







Photos: MSG Ken

Multi-Function Team Invincible readies their gear on the flight line before departing Forward Operations Base Salerno for another mission in Khost Province. The team uses speed and surprise to ensure a successful mission despite heavy equipment loads.

## CT SEGUIN Keeps Pushing

By: Capt. Sean Johnson  
OIC, CT Seguin

**G**reetings from Company Team Seguin! The “Seguiners” keep pushing harder and harder, and it’s paying off.

Our Multi-Function Team “Invincible” just wrapped up a largely successful operation campaign which helped significantly make the recent national elections much safer. Their tireless work and “too tough to die” mentality set them apart as they proved exactly why they are the very first of its kind entity Afghanistan.

Additionally, the SIGINT Soldiers are also serving as the “ears” of the unit, helping us to stay one step ahead of the bad guys. These incredible Soldiers work harder than anyone, carrying heavier loads farther and up steeper mountains than even their combat arms units which they

support. Each and every Seguin Soldier is contributing to the fight, giving their all. There is no doubt in my mind the collectively, the Company Team Seguin Soldiers have all played a key role in contributing to the vastly successful and historic national elections that just transpired.

Soldiers are shining both collectively and individually.

Sergeant Nichole Robidoux achieved an outstanding score of 145 out 150 possible points on her Staff Sergeant Promotion Board. She is now in a promotable status, waiting for that rocker to compliment those chevrons that she currently wears. Way to go Sgt. Robidoux! Speaking of promotions, we’ve seen a few this month within the Seguin family. Congratulations to Staff Sergeants Marcos Alexander and Daniel

Turner. Job well done.

All of our teams have found their battle rhythm and are at full throttle, helping to improve both the quality of life as well as the security of the Afghanis. As we near our relief in place with our fellow Texans, it’s crucial that every Soldier and leader alike remain focused and fight complacency. This is our culmination, and a time when our actions now will have a lasting effect for years to come here in theater. I am totally confident that our Seguin Soldiers will continue to strive to improve themselves and their fighting positions until the very last day. I also could not be prouder of our Soldiers.

As always, the team continues to push farther, higher and harder than all others. Above all, we just “keep pushing”!

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# Property Accountability Procedures

By: BN S4 Staff

**T**he BN S4 section takes great pride in offering specific logistical information that has been useful during deployment operations and can be used in daily operations back at respective home stations.

As our battalion ramps up for Relief In Place (RIP) and redeployment, this month's article will be geared toward good accountability practices and recommendations that will assist the battalion to continue to operate in a logistically conscience mind set and prepare for a successful transfer of Theater Provided Equipment (TPE) to the replacement unit.

Although some of the data is basic accountability procedures that unfortunately is sometimes overshadowed by long hours of operations, the majority are lessons learned from our section experiences and the experiences of previous units who endured the same geographical and time constraints.

Loss or misplaced property is one of the greatest logistical concerns in high OPTEMPO environments. This is evident by the over \$1M worth of equipment lost or unaccounted for by other units and found by our battalion after entering theater. Although the loss of some property is evitable such as a loss due to battle or non-repairable damage, the majority of losses can be directly linked to poor accountability practices. The list of property most likely lost shown below can be mitigated by instituting good accountability practices and ensuring that emphasis is placed on all items regardless of probability categories.

All equipment is essential and if loss can degrade operations and/or be a potential financial liability to a Soldier. However, greater accountability procedures are generally placed on property of greater monetary loss or those items that can be used against our forces if lost. Therefore, to mitigate any

losses, it is even more important to replace problematic practices with good practices to ensure deficiencies are noted and good practices are instilled. Adhering to good accountability practices are always beneficial to overall operations and mission success.

Other recommendations include training the proper use and the importance of hand receipts for all items and positive reporting. In order to properly benefit from the use of hand receipts, all Soldiers must be familiar with how to identify serial numbers, and the serviceability and subcomponents of their equipment.

The following procedures will increase effectiveness and expedite property transfer which will allow Soldiers to focus on preparing their counterpart for continued mission success. If Soldiers are unclear of procedures and the use of technical manuals, they must contact their supply sergeant and chain of command for further guidance.

## GOOD PRACTICES

- Use of logs to track equipment checked out and checked in for missions (Annotating serial numbers, serviceability, subcomponents, rotation of inspectors)
- Reporting on sensitive items that are in daily use and securing sensitive items that is not in daily use in a GSA approved container and inspected with vigilant reporting annotation.
- Annotate the location of the accountable item on the property book

- Designated storages areas that are clean, labeled and organized with restricted and logged access
- Regular inventories of safe contents
- Labeling of items with POC, TF Name, Phone number and/or email address
- Incorporating loss-item drills within Company SOPs
- Positive reporting from Company to Battalion
- Staff Oversight





**S4 staff (L to R):** Sergeant 1st Class Vincent Kruger, Property Book Officer, Staff Sergeant Alfred Quitugua, Sergeant Victor Travi and Major Patricia Hull, Officer in Charge.

### **Most likely to be lost:**

Weapons (Personal and Crew Serve), COMSEC Equipment, Radios, Night Vision, Blood Chits

### **Less likely to be lost:**

Ammunitions and Explosives, Countermeasures, Blue Force Tracker, Navigation Sets, ISR equipment, Badges and Credentials, Classified documents and hardware

## **PROBLEMATIC PRACTICES**

- Not taking the time to verify serial numbers and properly sign in and sign out weapons
- Lack of timely reporting of lost/stolen/destroyed items, a preliminary report early is better than a full report too late.
- Not utilizing 2062s when temporarily issuing or transferring equipment
- Not listing subcomponents on 2062s
- Unorganized piles of equipment laying in CPs and CONEXs
- Sensitive items left unsecured in work areas
- Safes (opening/closing, sign-in/sign-out procedures)
- Not utilizing DD-1750's (packing list) when transporting items

## **RIP PREPARATIONS**

- Update Hand Receipts, verify all equipment on property book is listed on sub hand receipts
- Document the location of each piece of equipment by serial number
- Have two copies of the hand receipt available when your counterpart arrives
- Train and brief subordinates in property inventory procedures IAW DA PAM 710-210-1
- Account for all shortages on a shortage annex IAW DA PAM 710-2-1, Para. 6-1
- Have Technical Manuals (TM) for each piece of equipment
- Conduct practice equipment layout
- Repair any damaged property prior to arrival of the incoming unit

# Pencil Madness

## A Hitchhiker's Guide to Personnel

By: Staff Sgt. Crystal Bryant,  
S1, Administration NCO

**W**ith the end of the deployment drawing near, the personnel section (S-1) has been vigilantly working on awards, non-commissioned officer evaluation reports (NCOERS) and officer evaluation reports (OERs).

This month, the S-1 shop continues to move around the battlefield in support of the company team administrative needs.

Sergeant 1st. Class Ismael Gonzalez enjoyed some of the Salerno rest and relaxation (R&R) for a few days while assisting 1st Sergeant Ramiro Hernandez with Combat Action Badge submissions and processing.

I continue to work on day to day issues like emergency leaves and reports that are needed at the last minute. As time passes by, I



**Gonzalez is hard at work and always ready for any mission or combatant.**

am preparing Continuation of Active Duty of Service Orders (COADOS extension packets) for Soldiers.

Sergeant Gabriella Lugo enjoyed some much needed R & R with friends and family back in Texas.

Specialist Jamie West continues to work relentlessly on the final months of R&R packets and awards.

Specialist Paul Miranda prepares end of tour folders and out processing packets for all TF Deguello Soldiers.

The S-1 is consistently in high spirits especially with the deployment coming to an end, while keeping in mind that the deployment is not over until all Soldiers have safely returned home.

We would like to remind Soldiers that this is a crucial time for every single member of TF Deguello.

Every action taken should be done with excellence, care and pride which will result in the Soldiers to your left and right returning to the comforts of home in the near future.

## Courageous Acts Rewarded!

Two of our Seguin Soldiers have been awarded Army Achievement Awards for their courageous actions at FOB Salerno.

On May 18, 2009 after returning from a logistical mission, SGTs Victoria Guerra and Jereme Walker were leaving the flight line heading back to their office when a structure under construction collapsed.

Several service members were under it at the time, and one was pinned underneath the rubble. Without hesitation, both NCOs ran over to the collapsed structure and helped lift then pull the seriously injured service member out for first responders.

They both did so without regard for their own personal safety and comfort. We applaud their heroism!



**Sergeants Victoria Guerra and Jereme Walker received Army Achievement awards for their assistance in rescuing several service members trapped under a fallen structure at FOB Salerno.**





Photo: MSG Ken Walker

# What's up ROCC!

By: CPT Jeffrey Bennett  
ROCC OIC

**A**nother month has come and gone in the Remote Operations Cryptological Center (ROCC) as we gently slide into September and make our way toward our RIP with the 321<sup>st</sup> MI BN.

The ROCC has been busy this month with the Afghanistan Presidential Election and all that this entailed. From the work perspective, it's been challenging... but a job well done.

Kudos to everyone for living up to the challenges of a dynamic work environment and mission and for doing more with less in support of the war effort.

This month has seen Specialist Zabrina Jamison depart for Hawaii on R&R. Just to rub it in, she is island hopping – as if one Hawaiian island isn't enough of a stress reliever for anyone. She took her mother, so she's sure to have a good time.

Sergeant 1st Class Warren Grob also departed this month for Utah for a well deserved break. Sgt. 1st Class Grob has been away on orders for over two years and has seen his family only briefly during that time frame, so we are glad to see him take a break.

Sergeant 1st Class Michael Voyles took off for Eastern Europe this month, as well. As a Czech linguist, he's no doubt going to enjoy all the Czechs have to offer to include wine, women and dance – probably food too!

Spc. Kim Kennedy headed home to South Korea this month to visit her family. As native Korean, she rarely sees her family and so took this opportunity to be with family. We wish her the best of fun and frolic in Seoul.

Speaking of fun and frolic, September saw the return to Afghanistan of Capt. Mike Chen, Chief Warrant Officer David Rocco, Staff Sgt. Rachel Wolfinger, and Petty Officer 2nd Class Abram Ylitalo. We are all glad to see their smiling faces and embrace their return with enthusiasm.

Finally, September saw the departure of PO2 Justin Perdun and his replacement PO1 Wendy Smith. Perdun was a vital member of the ROCC with his Pashto language skills and he'll be sorely missed. However, Smith is also a Pashto linguist and has fallen right into place without missing a beat. We send out a hardy welcome to her and wish Perdun fair winds and following seas; as they say in the Navy.

As the month of August turns into September, we in the ROCC continue to drive forward with our mission supporting the Combined Joint Task Force with Signals Intelligence; forever looking forward to the day we are home with our families, yet looking back with fond memories of those with whom we've served through challenging times.

Always Out Front and Too Tough to Die!



are determined to harm our service members and coalition partners through direct attacks, improvised explosive devices or infiltration.

In order for the wheel to move forward, the spokes are connected to one another via the hub on the inside, but also by an outer ring, the part that actually makes contact with the ground.

Like the wagon wheel, where each spoke bears a part of the load, each intelligence discipline contributes to the process by individually bearing a load and passing the load, i.e. information, along to one another.

In the military, this part of the wagon wheel, where the process of sharing information occurs, is referred to as a fusion cell. Various intelligence fields send a liaison representative who meets with representatives of other intelligence disciplines to share and compare their findings. One important part of this step is de-confliction.

De-confliction is a process used to prevent double work, i.e. having two groups doing the same thing or working the same source or issue. This sharing at the local level ensures each team

member is aware of what other teams are working on and with who. Each cell has expertise in a given field, but the need to communicate, to share information, is fundamental to intelligence. Data is processed and shared and then delivered to the next level for re-examination, thus contributing to the intelligence cycle.

After careful review at the fusion process, a target or individual is identified as someone of interest or threat, and the process of capture or kill is initiated.

The 636<sup>th</sup> contributes both with the collection and the action arm of the process. HUMINT, SIGINT, MASINT and CI are part of the collection process, while the MFTs actually do the physical capture or kill depending on circumstances.

MFTs also collect additional intelligence through sensitive site exploitation while they are apprehending their target.

This is where the 636's MFTs have proved themselves as a valuable asset and validated their organizational structure. Their battlefield statistics in some of the most kinetic environments in Afghanistan are huge, in the hundreds, for the short time they



**Soldiers with the 636th MI BN often work directly with local nationals and must be proficient in mounted as well as dismounted patrols.**

have functioned as a MFT.

Intelligence teams avoid attention and publicity preferring to work quietly and discreetly. Their jobs and skills contribute to the safety of all service members.

So, the next time you meet someone who works in the intelligence field, ask them if they know the origins of the term "secret squirrel," you just might dazzle them with your "intelligence."



# Salsa Night with Gov. Rick Perry

By: Sgt. Manuel Gomez  
S6, Communications

I would have never thought I would have the opportunity to meet the Governor of Texas, Honorable Rick Perry, but I not only met him, I made some salsa that he enjoyed with his "Texas" meal.

The 636th Military Intelligence Battalion, 71st Battlefield Surveillance Brigade from the Texas National Guard deployed to Afghanistan early in February 2009. I work with the 636th MI BN as a communications specialist.

On the day the Texas governor visited, everyone in our unit was helping to prepare for the Governor's visit.

I thought that he was going to visit with the higher chain of command, and just speak to the rest of us as a group. Much to my surprise, he spent time with almost every Soldier.

We started planning a barbecue on behalf the Governor's visit several weeks in advance.

My mother sent Serrano peppers from Texas and I was just hoping that they would arrive in time.

I had a mental note of all the ingredients needed to make my salsa, but everything depended on the arrival of the peppers. To my relief, the peppers arrived the day before the dinner.

MAJ Gregory Pollock, our executive officer, and I started working early in the morning of the dinner by seasoning and marinating the meat that we would need to cook for the 150 guests expected to attend the dinner.

After the meat was seasoned and placed in the marinate, I begin to combine sliced onions, tomato, the Serrano peppers, and a few



Photo: MSG Ken Walker

additional spices onto a couple of sheets of foil.

I placed foil packets of salsa ingredients on the grill to start cooking. I was careful to take up a minimal amount of space on the grill because we needed the majority of the grill's cooking space to cook the chicken and steaks.

Once most of the meat was cooked, I placed my salsa ingredients in the blender. MAJ Pollock told me he could handle the grill by himself, allowing me to blend the salsa and add the finishing touches.

We were cutting it close to get all the meat cooked on time prior to the Governor's arrival.

When the Governor arrived, we still had not finished grilling all the meat, and we had to hurry.

We decided to move the meat that needed a little longer to cook to the minimal heat part of the grill, so we could participate in a group photo along with the rest of our unit and Governor Perry.

Upon meeting Governor Rick Perry, I felt that he was very personable. He really showed that he

cared about each and every Soldier.

As he made his way through the chow line, I asked the Governor if he would like to try some of my home cooked salsa. He grabbed the spoon and served himself generous portions of my salsa without hesitation.

Later, someone came up to me and told me that the governor would like to speak with me. I walked up to the table where the Governor was seated, and he told me that my salsa was very hot and tasted good.

In the few hours that he was here, he met and spoke with so many soldiers from the 636th MI BN as well as other deployed Soldiers from Texas.

As he was leaving, he shook my hand and told me to keep making that good salsa. He addressed me by my last name, something I was sure that he would not remember.

I was so honored to meet the Governor of the state that I have lived in all my life. It is definitely something that I will remember for the rest of my life.

# CHAPLAINS CORNER

## 636 MI Battalion Religious Support Team

Chaplain James Delgado

**T**ime continues to fly by now that we're under the three month mark. We are now in the double digits. As temperatures are still rising, so does the possibility of stressful situations occurring at a moment's notice. We need to continually be watchful, attentive, not focusing on going back home but finishing strong. Pay attention to each other. For example, if we see someone beginning to isolate themselves, don't let it go unnoticed. Be proactive!

Don't forget, your RST is available 24/7 if you or your Soldiers need to air out any issues you may have. We'll be trying to get to as many of your locations as possible to have face to face time. As you know, we've been visiting various FOB/COPs and will continue to reach our Soldiers and be available to each one of them.

We are so proud to be a part of such a brave team of Warriors



Photo: MSG Ken Walker

that have stood strong in the face of danger and coming forth victoriously. Daily we live in hostility, within and without, but it has been the Religious Support Team's experience during our visitations that we have seen such a high level of morale and

camaraderie within each team. This has motivated us to continue our mission in Task Force Deguello with greater intensity.

There is an article written by an unknown author entitled "20 Keys to a Happy Life", which we would like to share with you.

### 20 Keys To A Happy Life

*By Author Unknown*

- |   |   |
|---|---|
| 1) Compliment 3 people everyday!  | 13) Keep your promises  |
| 2) Watch a sunrise  | 14) Leave everything better than you found it   |
| 3) Be the first to say "hello"  | 15) Show cheerfulness even when you don't feel it   |
| 4) Treat everyone as you want to be treated                                     | 16) Remember that winners do what losers don't want to do   |
| 5) Live beneath your means  | 17) Remember that overnight success usually takes 15 years  |
| 6) Forget the Joneses   | 18) When you arrive at your job in the morning, let the first thing you say brighten everyone's day |
| 7) Never give up on anybody - miracles happen!                                  | 19) Don't rain on other people's parades  |
| 8) Remember someone's name  | 20) Don't waste an opportunity to tell someone you love them!                                       |
| 9) Be kinder than you have to be  |   |
| 10) Wish not for things, but for wisdom and courage                             |   |
| 11) Be tough-minded, but tender hearted   |   |
| 12) Don't forget that a person's greatest emotional need is to feel appreciated |   |

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