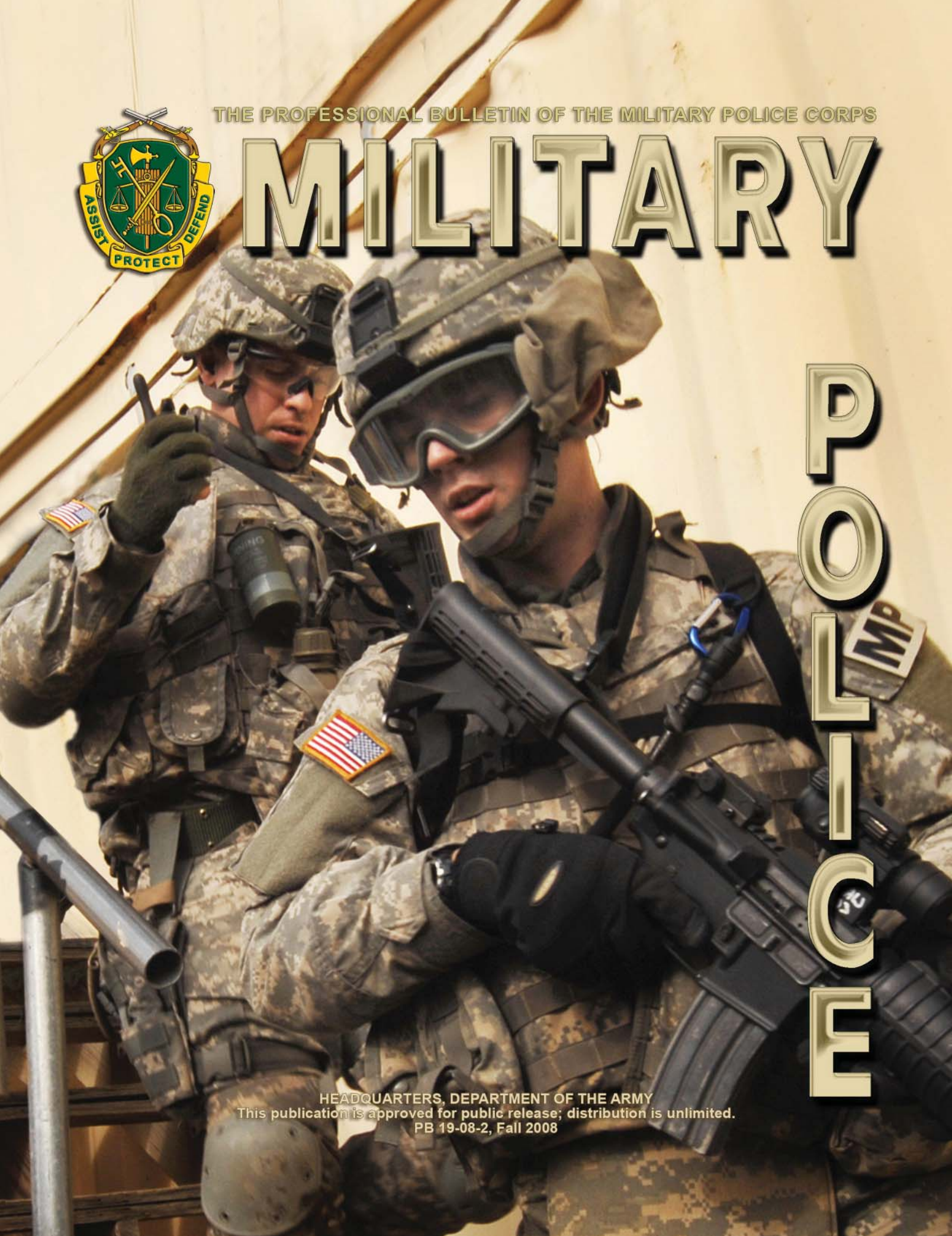


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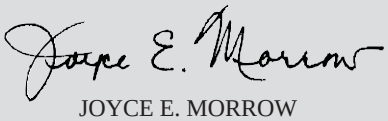
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Chief, Military Police Corps Regiment, and Commandant, U.S. Army Military Police School

Brigadier General David Phillips



I am honored to serve as a member of the Military Police Corps Regiment. And I am humbled at receiving the responsibility for the U.S. Army Military Police School (USAMPS) from my very good friend, Brigadier General David Quantock. He and I have served in the Military Police Corps Regiment together for more than a quarter of a century. We first crossed paths in Germany in the early eighties—he was assigned to North Point, and I was serving in Nurnberg. Together, we attended the Military Police Officer Advanced Course at Fort McClellan, Alabama, and the Command and General Staff College at Fort Leavenworth, Kansas. We served concurrently as battalion and brigade commanders and both deployed brigades to Iraq. We sought each other's counsel in Iraq, and we supported each other on particularly difficult days.

In essence, we matured together in the same Army and experienced many of the same influences. We have the same outlook on tactical and operational issues, thus there will be little ripple caused by the transition between us. I will strive to capitalize on the gains Brigadier General Quantock made for the Regiment through his leadership and vision. He has passed me the colors of a very healthy, highly experienced Regiment, and I will do my very best to continue the forward movement.

I have just returned from my second tour in Iraq after serving more than fifteen months. Brigadier General Quantock is now in Iraq for his second tour and is the first military police general officer in Headquarters, Task Force 134. His assignment is not by chance, but is a conscious effort to regain command and control of the detainee mission following the debacle caused by a few leaderless Soldiers in late 2003.

Having served two tours in Iraq, I understand the pressure that multiple deployments place on our Soldiers and their families. I am very cognizant of how much home station dwelling means to our Soldiers and how often they are impacted by high demand and by deployment dates being shifted to the left. I do not see the operational tempo decreasing in the near future. I also believe that I will serve not only my tenure as the Chief of Military Police and Commandant of USAMPS while our Nation is at war, but also my remaining years on active duty. My personal goal is to ensure that those who have deployed multiple times are given an opportunity for advanced schooling and allowed the maximum amount of time at their home stations. Those who have not deployed during the past seven years of war will receive my personal attention in creating opportunities for their assignment to deploying units.

Most troubling was the recent resignation of a military police field grade officer who resigned in lieu of deploying. He later approached me as a contractor and asked for my thoughts on the mission in Iraq for a project his firm was doing for the Army. If he had done his duty, he could have gained firsthand knowledge on the topic. Most members of our Regiment **are** doing their duty—much to their own personal hardship and the stress placed on their loved ones. It is for those Soldiers who have deployed multiple times that I will personally assist our enlisted, warrant officer, and officer assignment branches in achieving equitable deployment opportunities.

My intent as the Chief of Military Police and Commandant of USAMPS is quite simple: Hit what you shoot at, maintain fitness, and have heart.

- Hitting what you shoot at obviously includes the enemy, but it also encompasses setting and achieving realistic personal and professional goals for individuals and units.

(Continued on page 5)

Regimental Command Sergeant Major

Command Sergeant Major Jeffrey Butler



Greetings from the home of your Military Police Corps Regiment. Change and transformation are all around us. This summer at the U.S. Army Military Police School (USAMPS), we are changing our commandant and assistant commandant. The commandant, Brigadier General David Quantock, is departing for an assignment as the deputy and eventual commander of Task Force 134 (Detainee Operations) in Iraq. He is being replaced by Brigadier General David Phillips, who comes to us from the Deputy Provost Marshal General of the Army position, where he spent the last fifteen months serving as the commanding general of the Civilian Police Assistance Training Team in Iraq. The Army has definitely recognized the value of Military Police Corps senior officers in today's operational environment. The assistant commandant, Colonel Richard Swengros, is also departing for Iraq, where he will serve as the provost marshal of the Multinational Corps–Iraq. He is being replaced by Colonel Wade Dennis, who comes to us from the U.S. Army War College after a successful command tour with the Joint Detention Group, Guantanamo Bay, Cuba. As you can see, we are replacing experience with experience and we will continue to move forward with the new team onboard. The Army has one constant—change.

A second area that I want to talk about is safety. During the month of May, two military police Soldiers were killed in separate motorcycle accidents. They are two of the twenty-eight motorcycle fatalities the Army has suffered this fiscal year. This is double the rate at this same time last year, when the Army had lost fourteen Soldiers due to motorcycle accidents. I recommend that all leaders focus on motorcycle safety awareness for the summer season. The U.S. Army Combat Readiness Center (USACRC) has some great resources that can be used to help prepare safety presentations and some information about trends and areas of concern. On Memorial Day, USACRC kicked off the "101 Days of Summer" campaign. The USACRC Web site *<https://crc.army.mil/home/>* contains weekly messages to help us care for our most precious resource—the Soldier. To quote the Creed of the Noncommissioned Officer, "My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers."

WARRIOR POLICE!



Farewell From
Brigadier General David Quantock



Where did the past two years go? By the time you read this issue of *Military Police*, the 51st Regimental Change of Command will have taken place and Brigadier General David Phillips and his wife, Dawn, will be firmly entrenched at the Home of the Regiment.

First, let me say "welcome" to the Phillips! David, Dawn, Melissa, and I have been longtime friends—since the days we caused chaos in the Military Police Captain's Career Course at Fort McClellan, Alabama, in 1984. The school has never been quite the same since. After returning from his second tour in Iraq, where he led the way in our law enforcement efforts, David is exactly the right person at the right time to take this Regiment to the next level.

Second, I would like to thank Brigadier General Rod Johnson for his superb support at the Department of the Army (DA) Office of the Provost Marshal General; many of our goals could not have been accomplished without his team's tremendous support and the great teamwork between DA and the U.S. Army Military Police School (USAMPS). Rod and his wife Marsha have both contributed greatly to our Regiment and continue to provide tremendous leadership from the seat of power in Washington, D.C.

Although much has been accomplished in these two years, rather than dwell on the past, I would like to spend a few minutes on our future. Past successes just allow future opportunities, which if not taken advantage of, will be lost.

First, we must remember that as a regiment that makes up 4.8 percent of the Army, we must do everything in our power to support the combatant commander. Only by supporting the brigade combat team, division, or corps commander will we continue to be the force of choice, able to enjoy our historic growth. To do that, we must fully **enable** police intelligence operations (PIO). PIO are not owned by Criminal Investigation Division agents; they are owned by every military police Soldier in a host nation police station, detention facility, continental United States (CONUS) police station, or Criminal Investigation Division detachment. PIO represent all of us linked by an enterprise, allowing us to use, share, and draw conclusions from data. To do that, we must focus on a material solution—one that is **not** stovepiped, but one that is an Army system supported and funded by institutions that are larger than the military police community—like the Distributed Common Ground System–Army (DCGS-A) intelligence system, an enterprise that can draw and leverage the goodness that all of us bring to the fight. The days of "cylinders of excellence" are over; the sooner we put those thoughts behind us, the sooner we can maximize our support to the combatant commander.

Second, we must be experts in our military police core competencies—law enforcement, internment/resettlement/corrections, and criminal investigation. That's what makes us special. That's what the Army wants us for. I am not saying that our five military police functions are null and void; I am saying that what the Army really needs and wants are those who can go anywhere in the world, under any conditions, and be critical enablers of rule-of-law operations. As we have found in Iraq and Afghanistan, it's the security and establishment of the rule of law that is the most illusive. We are changing our curriculum at USAMPS to create these experts and, in the near future, to create opportunities for our officers and noncommissioned officers to have internships at major police headquarters for at least ninety days. But at the end of the day, you manage your own career. Make yourself an expert in your trade.

Third, your school has an expeditionary mind-set. Despite almost every bureaucratic reason for saying "no," dedicated USAMPs Soldiers, civilians, and contractors have found a way to say "yes." We have set records on the number of mobile training teams we have sent to the field, despite most of them coming "out of hide." I want to say "thanks" to all those at USAMPS who have spent many days out on the road supporting our Soldiers—you have made the difficult look easy and the impossible just another challenge. I am proud to

have served with you. The challenge ahead is to continue to fight for resources and to maintain the momentum that all of you have created.

Fourth, I learned a long time ago that organizations grow, change, or fade away. Today, we are the DA Police Center of Excellence. In our future, I see USAMPs as the Department of Defense Police Center of Excellence. We have planted the seed with the stand-up of the DA Police Academy. This academy can be leveraged in many ways to supplement and complement law enforcement training throughout USAMPS and our Army. Other services are already interested in partnering with us; and in the next few years, I see all of the other services coming to USAMPS for the full suite of law enforcement/corrections/investigation training.

Fifth, we are Warrior Police. We must never forget that we are Soldiers first and foremost. We are a force that can fight and win on the battlefield. We are a force that is grounded in the Warrior Ethos, understanding that we might have to fight our way into a police station or conduct a deliberate attack against a Level II threat. Our next fight could be a major combat operation, with maneuver and mobility support operations and area security jumping to the forefront, so we cannot forget the "Warrior" piece of "Warrior Police."

And finally, I want to say, "Thanks!" It takes teams of teams to accomplish the impossible during times like these. You all accomplish the impossible every day, selflessly serving your country—teams of Soldiers, DA civilians, contractors, and families all accomplishing the impossible. Thanks for what you all do every day and what you will all do in the future. See you all on the high ground!

WARRIOR POLICE!

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

- Maintaining fitness goes beyond personal physical fitness; it also includes mental, spiritual, family, and unit fitness.
- Having heart is very simple—care about what you do. Soldiers and their families will see right through someone who does not have heart.

I also have a few imperatives that I will take on as personal goals:

- Ensure deployment equity among military police.
- Bracket toxic leaders so that they have limited opportunity to adversely impact Soldiers.
- Seek and leverage joint opportunities for Regiment members.
- Strengthen the professional relationship with our sister services.
- Increase joint training opportunities and exchange programs.
- Maintain a "green tab" communication channel with our brigade, group, and colonel level commanders.

There is only one Military Police Corps Regiment, and it includes the specialty skills. No one segment of our Regiment will receive any less attention, nor will I pander to parochialisms. I will work hard to forge a Regiment of belonging.

I purposely did not discuss the components of our Army and Regiment in separate terms. There is one Army and one Military Police Corps Regiment. I am honored to represent every member of our Regiment, regardless of unit, organization, or component. And you have every right to be very proud of your Regiment. The phenomenal efforts put forth by our Regiment—from the morning of 9/11 to now—are nothing short of Herculean.

My priority of effort as the Chief of Military Police and Commandant of USAMPS is to those Soldiers of our Regiment currently engaged in combat.

"OF THE TROOPS, FOR THE TROOPS"

Assessing the Criminal Dimension of Complex Environments

By Lieutenant Colonel Al Bazzinotti and Lieutenant Colonel Mike Thomas

More than a decade ago, Army force developers recognized that as an instrument of national power, the military may be used more frequently in complex environments characterized by high urban or rural population densities, developed infrastructures, cultural sensitivities, the rule of law (ROL), and proficient information capabilities. The Army, which is maneuver-centric and typically averse to nation-building or constabulary operations, was without many formal references for operations in these environments. Because the manner in which military forces conduct sustained operations in complex environments may be fundamentally different from warfighting elsewhere, the Army responded with a host of tools designed to assist military leaders in the planning and execution of operations in complex environments. "Civil considerations" was added to the hasty planning term of METT-T—resulting in mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC); and new manuals were drafted on domestic-support operations, peace operations, force protection, and other nonstandard activities that may be conducted in complex environments.

Military experiences in the Balkans and the War on Terrorism have prompted a number of changes to joint and Army doctrine to better prepare military forces for success in complex environments. One of the most significant doctrinal changes still under scrutiny is an effects-based approach to operations planning and execution which capitalizes on the integration of several joint planning and execution systems and models with established Army processes. This holistic approach drives military leaders to consider military operations and their relationship to numerous other factors, activities, and outcomes occurring simultaneously in the area of operations and at various levels. Several Army proponents have recently developed planning tools, or constructs, to better focus the "civil considerations" planning effort for conducting operations in complex environments so that it includes activities across all elements of national power—diplomatic, information, military, and economic (DIME).

For example, to support an effects-based approach that examines the strategic environment, joint planners developed a political, military, economic, social, infrastructure, and information **(**PMESII**)** construct (Figure 1). Like METT-TC, PMESII provides a context for the assessment of complex environments. This tool helps military leaders develop lines of operations—formulating measures of performance (MOP) and measures of effectiveness (MOE) to ensure that military operations are nested, integrated, deconflicted, and complementary to other environmental activities designed to reach the strategic end state.

The civil affairs community recently developed the areas, structures, capabilities, organizations, people, and events (ASCOPE) construct—another construct designed to assess the civil dimension (Figure 2). According to Field Manual (FM) 3-06, "To help analyze civil considerations in any environment, commanders and staffs can consider many characteristics such as [ASCOPE]." ASCOPE, which is divided into more than thirty subcategories to provide structure to the civilian dimension assessment, further supports the development and management of MOP and MOE. It can be nested with PMESII.

Based on experiences in Afghanistan and Iraq, the Army engineer community recently developed a planning construct for sewer, water, electricity, academics, and trash (SWEAT) systems, which adds fidelity to some of the components of ASCOPE. SWEAT focuses on basic systems that immediately affect the quality of life, which can serve as measurements of a deteriorating society, and it can be nested with ASCOPE.

Military operations in support of the War on Terrorism have resulted in the capture of terrorists and criminals who threaten the safety and security of our Nation and national interests. Information obtained by interrogating these individuals has proven essential

to the disruption of threat and terrorist networks and activities. The Army intelligence community has responded to the challenge of interrogating detainees and criminals while still maintaining the American value of treating prisoners humanely by adopting a philosophy of "THINK:"

- **T**reat all detainees with the same standard.
- **H**umane treatment is that standard.
- **I**nterrogators interrogate.
- **N**eed to report abuses.
- **K**now the approved interrogation technique and approval authority.

The THINK philosophy reflects the understanding that Soldier conduct that is inconsistent with American values resonates quickly throughout the civilian dimension and can hamper local, national, and international support.

The nature of most U.S. military operations in the last two decades signals a change from the Great War or Cold War paradigm to military operations in complex environments characterized by considerable civilian considerations. This is evidenced by the aforementioned constructs put forth by various Army proponents. Historically, military forces transition from combat operations to maintaining order and ensuring a safe, secure, and stable environment. Operations generally become constabulary in nature; major combat operations subside; and activities proceed under ROL, a framework for peace, or a mandate. This transition does not necessarily signal the end of a threat, but may indicate the changing nature of the threat and a change in the response mechanisms and methodologies required to defeat the threat.

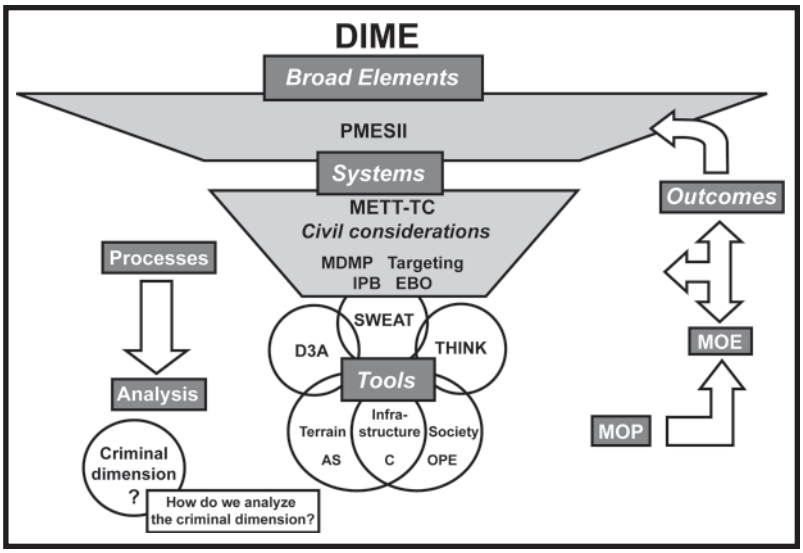


Figure 1. PMESII construct

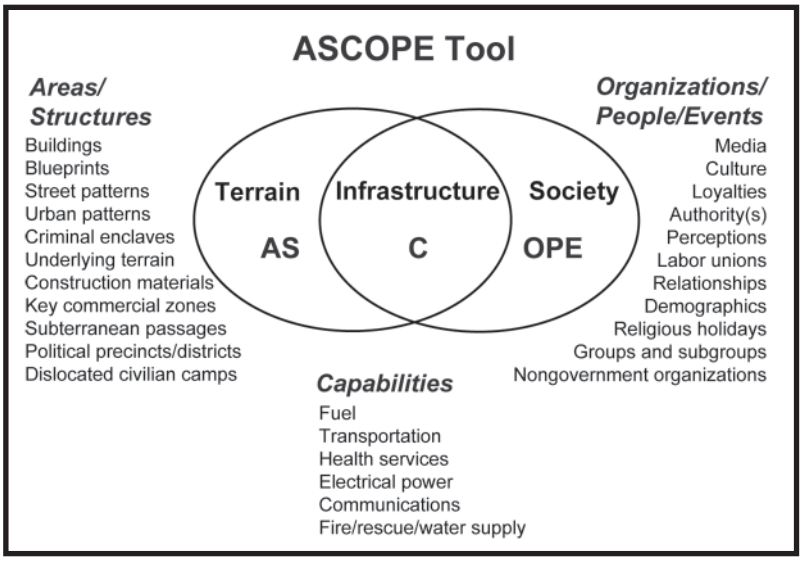


Figure 2. ASCOPE construct

Almost a decade ago, the military police community responded to constabulary operations by developing the police intelligence operations function, which is a means of responding to threats that are more criminal than conventional in nature. In these environments, it is not uncommon for enemy combatants, insurgents, or other belligerents to use or mimic established criminal enterprises to move contraband, raise funds, or otherwise further their goals. Assessing the impact of criminal activity on military operations and deconflicting that activity can be essential to mission success. The police intelligence operations function is an integrating military police function that capitalizes on military police and U.S. Army Criminal Investigation Command capabilities to—

- Analyze criminal information and intelligence through the integration and employment of military police assets and police organizations.
- Enhance the commander's situational awareness.
- Identify vulnerabilities.
- Exploit opportunities.

It ultimately assists the commander in focusing and applying combat power. The development of this function is a work in progress; however, it is more applicable today than ever before because the criminal

or police dimension of any operational environment must eventually be influenced to provide an enduring, safe, secure environment for the average citizen.

The National Security Strategy of the United States of America directs transformation national intelligence systems to better communicate with defense and law enforcement systems. However, the potential contribution and capability of law enforcement methodologies needed to help integrate information cannot be leveraged without a systematic method of analyzing the operational environment with regard to police and criminal considerations and their effects on operations.

The criminal dimension of military operations is typically underrepresented in mission planning and analysis. This is often due to the platform-based, maneuver-centric nature of our military; an aversion to constabulary operations in general; and the traditional military police support response. However, it is also due largely to the absence of assessment constructs.

The following paragraphs provide a construct for assessing the criminal and police dimensions of complex environments using the concept of "POLICE:"

- **P**olice and prison structures (organization and nature, jurisdiction).
- **O**rganized crime (scan, analyze, respond, and assess [SARA] process).
- **L**egal system (source of law, criminal justice system, due process).
- **I**nvestigations and interviews (transparency, sensitive-site exploitation, law enforcement investigations).
- **C**rime-conducive conditions (resource, location, enforcement gaps).
- **E**nforcement mechanisms and gaps (methods of social control).

Further analysis can be conducted to focus military police efforts as a force-sizing tool, develop analytical tools, determine and measure effects, and identify centers of gravity and spheres of influence.

Police Structures

The type of police structures in a particular region can provide insight into the population control methods that might or might not be successful. For instance, a paramilitary or gendarmerie-like police organization might be successful in maintaining order and achieving compliance, but ineffective in gathering and developing street level information from the community. Cultural and political factors often influence the image, technique, and professional conduct of uniformed police. Consequently, a visible paramilitary force may be complemented by an unseen security or intelligence-gathering force. Although a paramilitary force may act as a deterrent, it may also cause the organization of sophisticated criminals or drive crime underground.

Because of a familiarity with local personalities and issues and an interaction with the community, a constabulary police force can be effective at gathering information and resolving societal problems. Due to the informality, this police structure may be operated autonomously across several criminal justice system domains and record keeping may be minimal. In many cases, the nature and effectiveness of a regional police force is reflected in the response of the local community.

Many nations have a national police force, and they strive to ease command and control while maintaining uniformity in procedures. The relationship between police organizations and their subunits can be very instructive—particularly if a causal relationship linking effective command and control with criminal or threat activity in a particular area can be identified. An analysis of jurisdictional boundaries should be conducted to determine which organization will contribute to setting the conditions for successful law enforcement or stability operations in an area. Established precincts that delineate police authority help determine the task organization and command and control arrangement of the military police effort. Jurisdictional boundaries may reflect dominant or sensitive cultural realities or "fault lines" that exist in a community. Some police boundaries may also exist to ensure that police capability is commensurate or appropriate to the criminal conditions of an area. For these reasons, military police planners must understand the nature of the policing structures they support, augment, or replace so that commanders can provide relevant guidance, appropriate support, and the proper tone for military police operations.

It is important to understand how a police force provides support to its community. Many police forces respond to the needs of the community in a proactive manner through the use of active patrolling, emergency

"...the potential contribution and capability of law enforcement methodologies needed to help integrate information cannot be leveraged without a systematic method of analyzing the operational environment with regard to police and criminal considerations and their effects on operations."

communication conduits, or community outreach programs. Other police forces are more reactive, initiating action only after other methods of problem resolution have failed or when an event reaches a critical threshold. Prior to replicating, supporting, or training a police force, the nature of that force (proactive or reactive) must be identified so that operational goals, manpower requirements, and expectations can be realistically determined. A proactive model was used when rebuilding police organizations such as the Kosovo, Afghanistan, and Iraqi police services.

Prison Structures

In any society, individuals are detained, interned, or imprisoned for a host of reasons. An analysis of prison types, structures, capabilities, and history is necessary to develop and support operations of liberation, resettlement, or incarceration and the subsequent information operations essential to mission success. Many prison systems are organized in a way that differentiates between inmates who have committed serious offenses and those who are guilty of lesser crimes. Political prisoners, war criminals, prisoners of conscience, enemies of the state, and public enemies may also be interned or incarcerated within this structure or separately. Operations involving torture or execution by belligerent forces may accelerate or alter mission planning or necessitate unique information operations, tasks, and objectives. The stability of prisons that contain criminals may initially have a lower priority for operational assets than the liberation and immediate debriefing of political prisoners. However, the operational impact of the wholesale liberation of criminals and other social deviants must also be assessed before degrading enforcement mechanisms designed for their incarceration.

Prisons represent the correctional framework and are the continuing enforcement application of the criminal justice system within a civilian or military setting. They are also essential components to stability within any society that strives to modify or eliminate deviant behavior through the incarceration of an offender. Simply put, if policing is viewed as the proactive approach to deterring deviant behavior, then prisons are the reactive approach to changing or correcting deviant behavior. Too often, policing and prisons are viewed as separate functions with no relative connection. However, the two functions may be linked through the sharing of information and intelligence in a way that causes a push-pull information flow, resulting in successful mutual support.

Military police planners review existing prison infrastructures to determine how the criminal justice system is supported at the local, regional, or national level. The first step is to determine the prison model (justice, medical, or restorative) and how the prison is designed or structured. For example, retribution for criminal behavior is sought under a justice model while crime is treated like a disease that may lead to clinical solutions under a medical model. A restorative model makes use of community-based or outreach solutions that may vary from region to region. The socioethnic or cultural beliefs that could result in variations of these three models should be considered.

Military police planners also analyze crime trends and anticipate when and where surges in detainment will occur. They should understand the target society's proactive and reactive responses to crime and the prevailing philosophies that govern the management of criminals. For example, a society may employ the reactive philosophy of "an eye for an eye" to punish criminals. Another culture may advocate a more affirmative process of making an example of offenders.

Custodial and noncustodial systems should be identified in prison structure assessments. Custodial systems include jails, prisons, reform schools, and detention centers. Noncustodial alternatives include release programs, probation, parole, and other community-based programs.

The facility type (juvenile, adult male or female) and physical design should also be considered. An understanding of the prisoner release process and societal reintegration may be essential to supporting any line of operations connected with providing a safe and secure environment.

Organized Crime

During mission analysis, planners assess the impact of crime on military operations and local inhabitants. Crime may be divided into three general areas—low-level or street crime, high-impact crime, and organized crime.

Low-level crime is present anywhere U.S. military forces conduct operations. Local inhabitants are aware of the nature and behavior patterns of this crime and generally know how, when, and where to modify their behavior to reduce the risk to themselves and their property.

High-impact crimes include murder, kidnapping, rape, and arson; and they can have significant

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psychological effects on the population. They threaten the success of operations and require the diversion of military forces to counter them. A responsive military information campaign may be necessary to mitigate or reshape the effects of high-impact crimes. In many cases, local police or constabulary forces must respond and mitigate low-level and high-impact crimes if long-term stability is to be achieved.

Organized crime threatens military operations. Organized criminals, terrorists, and insurgents use violence to control illicit and legitimate activities among political, economic, financial, and informational systems and to accumulate power. Unlike the terrorist who may mimic an organized criminal to seek social change or the insurgent who seeks regime change, the organized criminal is motivated by profit. Therefore, organized crime may be present at the crossroads of lucrative or popular commercial enterprises or where those who cater to human vices assemble. Items that facilitate effectiveness and security (such as structural or cultural, ethnic, or familial unity) are generally at the center of organized crime. Terrorists and insurgent groups may gravitate to organized criminals because of the infrastructure, communications, and transportation capabilities they provide. The structured nature of organized crime often renders association analysis methodologies effective tools for identifying people, patterns, and locations that can be targeted. Successful civil affairs and stability operations may drive organized criminal elements underground, where assessment by conventional means becomes more difficult. In these circumstances, a more focused and collaborative policing effort is necessary.

The SARA process is commonly used by civilian law enforcement agencies to systematically analyze organized criminal activity. Military police have successfully implemented it in the Balkans. The SARA process focuses on the relationship between six environmental factors:

- Suspects, or persons who can be linked to criminal activity on the basis of credible evidence or information.
- Locations, or physical places where environmental factors act as motivating forces to aid or abet criminal activity.
- Victims, or persons who—as a result of a voluntary undertaking—are subjected to a crime.
- Controllers, or persons (clergy, spiritual leaders, teachers, gang and labor leaders) who influence the environment through behavioral changes.
- Managers, or persons (political leaders, councilmen, lawyers, judges, criminal accountants) who are responsible for the maintenance of environmental factors.
- Caretakers, or persons (store owners, crime watchers, city workers, police, sanitation workers) who are able to change the environment through actions or by creating physical changes.

The effectiveness of SARA methodology can be exponential when it is nested with the decide, detect, deliver, and assess (D3A) targeting process often used to focus decisive operations and information operations. SARA may also facilitate information operations and MOP/MOE development and assessment to further support effect-based planning. Thwarting organized crime is a resource-intensive effort. In many cases, the decision to divert combat power or military resources to the eradication of organized crime is based on a demonstrated threat to a particular line of operation or communication, essential task, or democratic institution or value as outlined in the theater engagement or campaign plan.

Legal System

Understanding the legal (or criminal justice) system is essential in analyzing the criminal environment. Most legal systems are comprised of at least three components—a policing or law-enforcing mechanism or body; a judiciary or adjudicating body; and a correctional, penal, or prison system. Failing to assess any component can significantly limit the effectiveness of any prolonged effort to ensure safety and security in a complex environment. Tactical and operational transitions are often well planned and rehearsed in military operations, and their synchronization is often essential for mission success. Functional transitions, like those that comprise a regional legal system, may occur in a way that leaves commanders unprepared. Operation Restore Hope revealed the challenge of increasing the effectiveness of the Haitian policing effort without strengthening judicial capabilities. Lessons learned from Operation Iraqi Freedom indicate that a nation's criminal justice system should not be developed in isolation. Maintaining or developing all major components of a regional legal system in a synchronized manner is the key to success.

Laws reflect norms and values. The way a region or culture defines criminal behavior and deals with criminal offenders can help explain the types and levels of criminal activity in an operational environment. Identifying the source of the law is key to understanding a particular legal system. Many cultures reference a social contract, constitution, or mandate that codifies conduct and serves as a source from which all other laws are derived. Some cultures are tribal in nature and rely on custom, tradition, and social coercion to

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maintain acceptable behavior. For example, the Loya Jirga in Afghanistan is a decision- and law-making body that relies on tradition and tribal participation for consensus.

After the fall of Saddam Hussein in Iraq, it became necessary to determine which version of Iraqi criminal code the interim government would apply. Analyzing the source of the law and the subsequent legal system of an environment reveals the level of due process that the society is accustomed to providing its citizens before placing limitations on their liberty, freedom, time, or property. There is an expectation that coalition military forces will extend some level of due process to the citizens. Determining the amount of due process that military forces will afford citizens—and when they will provide it—is key to synchronizing the components of the legal system and military activities that support it. This is essential in developing and supporting democratic institutions, and it drives the manner in which military operations proceed as the environment becomes more responsive to the ROL. The more due process afforded the citizens, the more complete a case against them must be as it moves through the legal system. Therefore, the degree of due process afforded to and expected of citizens may influence the type, manner, and timing of searches, apprehensions, detainments, and confiscations.

Military commanders are inherently empowered to take all prudent and proportional measures necessary to protect their forces. However, during stability operations, the nature of the threat can often inhibit the ability of friendly forces to differentiate between a hostile act and hostile intent among members of the civilian community. For this reason, military commanders and forces must have the authority to detain civilians and an acceptable framework from which to confine, intern, and eventually release them back into the operational environment. This authority has the most legitimacy when sanctioned by international mandate or when it is bestowed or conveyed from the local or regional governmental power. The initial or baseline authority granted to military forces to use force and detain civilians ultimately determines the status of the persons who are detained. The status of detainees further determines the manner in which they are processed, the degree of due process they are afforded, and whether their offense is considered military or criminal in nature.

Training Soldiers for the myriad of administrative, procedural, and supervisory tasks associated with conducting operations in an environment with a high-degree or gradually increasing level of due process can be overwhelming and time-consuming if unplanned. The process of preparing and issuing warrants, taking detailed statements, gathering evidence, and retaining property must be accomplished in a competent and routine manner for mission success in an ROL environment. Although military police are proficient in these tasks, they may be unable to attend to all activities requiring these skills in an area of operations or during focused operations.

Investigations and Interviews

Commanders use investigative processes and procedures to capture lessons learned, assess critical failures, and demonstrate command responsibility. Military operations in close proximity to civilians, social institutions, and culturally sensitive sites are inherently prone to result in collateral damage or unintended consequences. Belligerents, threat actors, and the inhabitants of complex environments are capable of leveraging information technologies in a way that makes operations more transparent than in the past. This increase in transparency requires an objective investigative process that leads to a significant increase in the number and frequency of internal and external inquiries, investigations, and assessments.

Friendly fire incidents, war crimes, detainee issues, rules-of-engagement violations, sexual misconduct, and contractor fraud are all issues that can threaten strategic end states because competitors can exploit them. Developing a framework through which internal and external investigations, inquiries, and assessments are initiated, managed, tracked, and reported is the key to demonstrating responsibility in a transparent environment.

As operations become more framework-oriented and responsive to the ROL, they become more investigative in nature. Episodic threat action requires that Soldiers gather detailed statements from witnesses, victims, and subjects. Event areas must be treated as crime scenes so that forensic evidence can be preserved and collected and threat tactics and culpability can be determined. Some site exploitation operations are also driven by an investigative process, often because of their potential contribution and linkage to strategic

security efforts. They are often characterized by evidence preservation, forensic analysis, and stringent chain-of-custody requirements.

Investigative procedures are methodical and meticulous. Successful investigations restore confidence and protect lives. Assessing the activities that require an investigative approach and planning for their support through training, task organization, or procedures helps commanders and staffs draw more complete and accurate conclusions about critical events and operational environments.

Crime-Conducive Conditions

Crime-conducive conditions lead to criminal activity and may become the basis for other threat activity in a complex environment. They reflect a relationship between three variables—a specific resource, a particular location, and an enforcement gap (Figure 3). Identifying and assessing these variables and their relationships can often lead to predictable and preventable outcomes. Crime-conducive conditions must be reduced, bypassed, and prevented because they ultimately cost commanders combat power and can threaten mission accomplishment at any level of operation. Although crime-conducive conditions can be the result of the tactical outcome of an operation and may be influenced by threat actors, they may also develop within environments controlled and dominated by friendly forces such as encampments, assembly areas, and base camps.

Military police leaders must analyze all phases of tactical operations to identify crime-conducive conditions and their potential impact on operations. Crime-conducive conditions at points of embarkation and debarkation can enable the pilferage or diversion of critical logistical resources. If crime-conducive conditions lead to crimes against persons (assault, robbery, rape) in reception and staging areas or base camps, they can degrade the fighting spirit of Soldiers. They may threaten lines of communication or maneuver operations and may be articulated in a commander's bypass criteria. Crime-conducive conditions in the post-conflict phase may be temporarily mitigated by the continued presence of troops and curfews, but real improvement requires a more deliberate and holistic strategy encompassing all PMESII and ASCOPE factors.

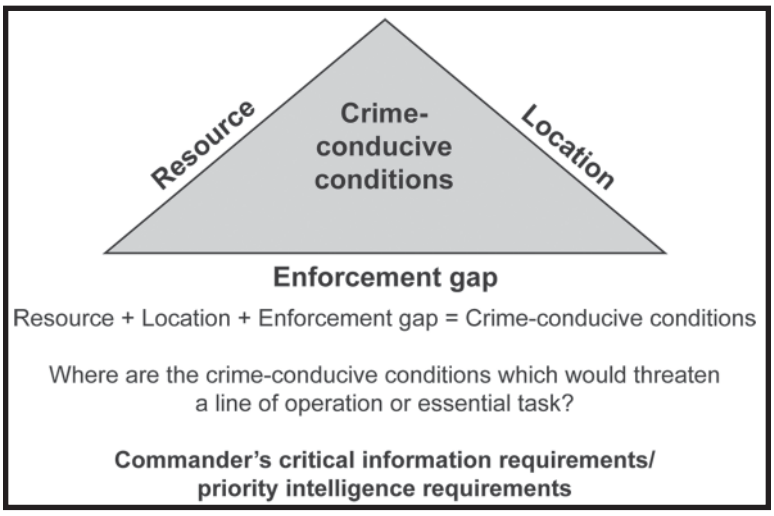


Figure 3. Crime-conducive conditions

Crime-conducive conditions may be reduced or mitigated by acting upon the valuable resource, specific location, or enforcement gap central to the condition. For example, a material resource can be relocated, dispersed, camouflaged, or packaged in a manner that reduces the probability of pilferage, damage, or diversion. Human resources can be influenced through a host of internal and external conduits to include psychological and information operations, civil affairs efforts, and established local organizations and agencies. A particular location contributing to a crime-conducive condition may be acted upon in a number of ways. Obstacles and barriers may be introduced at the location to limit or deny access to an area or resource. Lighting, watchtowers, or technological surveillance or intrusion detection systems can also be introduced, but unless planned, may not be immediately available. The strengthening of existing enforcement mechanisms or the introduction of new ones may offer the most immediate and effective solution to reducing crime-conducive conditions in the short term but may be difficult to maintain during high operational tempos or prolonged operations.

Enforcement Mechanisms and Gaps

Maneuver commanders conduct intelligence, surveillance, and reconnaissance operations to seek information necessary for option acceleration and accurate decision making. Priority intelligence requirements are designed to fill gaps in knowledge about a particular threat or the operational environment, thereby enhancing situational awareness. Reconnaissance operations are conducted to identify surfaces or strongpoints to be avoided and gaps or opportunities through which friendly forces can obtain tactical advantage and ultimate success. In a similar manner, identifying enforcement mechanisms and gaps in the civil dimension of complex environments is also essential to protecting the force, preventing crime-conducive

"Crime-conducive conditions must be reduced, bypassed, and prevented because they ultimately cost commanders combat power and can threaten mission accomplishment at any level of operation."

conditions, and mitigating criminal activity that can threaten operations. Emerging full-spectrum doctrine seems to indicate that the military element of power may be used more frequently to counter transnational threats that are more criminal in nature and penetrate the seams in national and international security systems.

Many of the traditional and more obvious enforcement mechanisms present in an operational environment may be assessed during the initial preparation of the battlefield (IPB) process. They may be initially listed as friendly or enemy and could include police and security forces, border control, national guard, or militia organizations. Enforcement mechanisms might also include structured religious, ethnic, or family influences and organized criminal elements. Deliberately eliminating or degrading enforcement mechanisms identified as threat forces in mission planning can result in the creation of enforcement gaps unless other enforcement mechanisms are present or deliberately introduced into the environment. When an enforcement gap is created in physical proximity to valuable resources or a geographically significant location, it may result in crime-conducive conditions and destabilization of the area. Replacing or replicating an enforcement mechanism can be very manpower-intensive and culturally sensitive. Therefore, the process of assessing enforcement mechanisms and gaps should be carefully considered for every phase of an operation to determine which mechanisms require strengthening over elimination or transformation. Gaining the support of local enforcement mechanisms (clergy, school officials, militia) may require a focused and sustained civil affairs and information engagement operations effort early in the process.

Enforcement gaps also exist in areas controlled or dominated by friendly forces. The inherent legal authority of commanders is generally the most apparent and dominant enforcement mechanism over friendly forces in a tactical setting. The authority of individual commanders and subordinate leaders may not be a sufficient enforcement mechanism in base camp and quasi-garrison, or semitactical, environments where many disparate commands and nonmilitary organizations share mutual terrain. In these situations, commanders must be supported with complementary enforcement mechanisms that unify the efforts of disparate commands and help enforce policy common to all organizations. For example, joint expeditionary forces established a lodgment at Kandahar Airport, Afghanistan, during the early days of Operation Enduring Freedom and quickly received critical classes of supplies before ground lines of communications could be established. Although the joint forces operating from that location had several mutual responsibilities, the failure to recognize the enforcement gap on the airhead and to introduce guidelines and corresponding enforcement mechanisms to protect critical supplies being off-loaded there led to the pilferage and unauthorized diversion of many classes of supplies.

Given the overwhelming capability of U.S. military forces in high-intensity maneuver operations, it is difficult to envision another major military offensive operation not immediately followed by a stability operation. Current experiences in Southwest Asia have demonstrated that the conditions for success in the postconflict phase must be identified, resourced, and set earlier in the operational process—even while combat operations continue. Assessing the criminal dimension of complex environments and the influence it has on tactical operations and strategic end states is essential. The POLICE assessment tool provides a context in which to examine the criminal dimension. It nests with other constructs intended to assess civil considerations (PMESII, ASCOPE). Its explanation and demonstration in this article are not ends, but are the continuation of a dialogue to help Army leaders succeed in the operational environments that we are most likely to face.

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Cross-Fertilization:
A Unique Method for Enabling Military Police Units in Combat

By Lieutenant Colonel Chad B. McRee

In a time of conflict, Soldiers must rely on those to their right and to their left. Therefore, it is through a demonstrated level of proficiency and competence that mutual respect and confidence is built among combat Soldiers.

Deployed military police battalions are generally faced with the unique challenge of integrating nonorganic units into a single, homogenous organization—with each Soldier and each unit expected to be competent, courageous, and able to fight and win on the battlefield. However, as a result of the "surge" during Operation Iraqi Freedom 06-08, the 759th Military Police Battalion was tasked with the unprecedented challenge of a fifteen-month rotation. The three-month extension took Task Force (TF) Lone Sentinel full circle; the entire TF underwent relief in place during the rotation.

TF Lone Sentinel consisted of eleven Active Army units and six Army National Guard (ARNG) units. There were two "in lieu of" units—one infantry and one artillery; both were tasked with police transition work, but each at a different level of proficiency.

As the units arrived in theater, our ability to measure unit capabilities was generally limited to our operations and training officer (S3) evaluations in Kuwait and our observations during the relief-in-place process. Clearly, not all units were at the level of proficiency needed to effectively serve in combat. The challenges were how to—

- Raise levels of proficiency.
- Provide situational awareness in a hostile environment.
- Succeed without degrading the support to maneuver forces.

Regarding preparedness, the Army has always subscribed to the philosophy that "you train as you fight." Teams, squads, and platoons are established; and they train, live, and serve together. However, in this dramatically different backdrop of conflict, the old adage must be taken a step further to ensure that all units and Soldiers are trained to a level of proficiency that includes creative thinking, up-to-date theater awareness, and excellent decision making.

Due to the operational tempo, casualty rates, and mandates (such as rest, relaxation, and other unprogrammed requirements), there were fewer personnel available and there was less continuity among units. Reduced continuity results in unavoidable challenges with regard to the experience and complexities associated with daily combat "outside the wire." Although turbulence associated with the operational tempo is expected, the requirements for competent combat leaders and soldiering are unrelenting.

To address this issue, TF Lone Sentinel took a dramatic step in readjusting formations. The goal was to create "plug and play" capabilities that relied on mutual respect and confidence among all Soldiers and units. Although this began as an experiment, it became the integration standard within the TF for the duration of Operation Iraqi Freedom 06-08.

A simple formula was adopted. An Active Army team was inserted into an ARNG squad, and the ARNG team being replaced was inserted back into an Active Army squad (see figure, page 37).

The plan was to ensure that every squad and platoon had a baseline of knowledge and understanding that was initially provided by the full-time Soldier. This exchange provided the opportunity for Soldiers in less trained units to learn what was expected, from mundane to more complex combat operations. Eventually, the exchange became one of experience rather than component.

Admittedly, this plan was not well received by the company commanders—the thought of losing control of their personnel for any length of time did not sit well. However, immersion was essential for

(Continued on page 37)

Army Retention of "Broad" Officers and NCOs

By Captain Eric S. Minor

Due to the diverse and complex nature of the contemporary operational environment, junior Army leaders must be able to seamlessly transition from the role of "tactical warrior" to that of "strategic thinker." In short, they must be "broad" leaders (formerly referred to as "pentathletes"). As a result of the combined contemporary operational environment, multiple deployments, and increased responsibilities faced by these Soldiers, the Army has something it has never had before—highly educated, diverse, adaptive, combat-experienced junior leaders. Although the importance of retaining these valuable leaders is recognized, Army retention methods are flawed and in desperate need of repair.

The modern Army is similar to a socialist society where everyone is compensated at the same rate regardless of performance, merit, or potential. Unfortunately, this approach eliminates competition and the desire to succeed. Worse yet, it promotes mediocrity.

The United States' competitive, capitalist society is one of the reasons it is such a world superpower. Competition for goods and services results in superior products and a more efficient system. The Army should operate on the same principle—allowing more competition among junior officers and noncommissioned officers (NCOs), rewarding those who strive for excellence and weeding out those who do not.

Broad warrior leaders want to be recognized for individual efforts based on performance, merit, and potential. They wish to stand out from their peers, earn rewards for their hard work, and maintain stability in their personal lives. Monetary bonuses alone—especially those dispensed through blanket policies that reward the masses—are not enough. And neither are the assignments, evaluation systems, awards, or promotions that are currently in place.

As a solution, I suggest—

- **Eliminating officer and NCO promotions based on timelines.** Promotions should be based on performance, merit, and potential. Soldiers who meet prerequisite standards and exhibit excellent performance should be promoted ahead of their peers who do not. Using a promotion system that is restricted to timelines is similar to denying an outstanding baseball player the opportunity to play in the major league simply because he has not met some mandatory timeline in the minor league. Why hinder obvious talent? The business world does not subscribe to that philosophy, and neither should the Army.
- **Rewarding those who continue to sacrifice and take on challenging positions and assignments.** Because all junior officers and NCOs get promoted and paid at the same rate, there is currently no incentive to pursue challenging assignments or positions. Soldiers who accept these challenges should be rewarded with preferred assignments or more frequent promotions. Soldiers who fill positions above their pay grade should be paid at the rate associated with the higher grade.
- **Offering an NCO degree completion program.** A degree completion program similar to the one offered to officers should be available to NCOs, allowing them to retain active-duty benefits and pay while attending school full time. In return, the NCOs would be required to remain in the Army for a

minimum period of time following graduation. This program would allow NCOs to spend more time with their families, increase retention in the enlisted ranks, and provide the Army with a more educated NCO Corps.

- **Presenting awards based on performance rather than rank or position.** Currently, a staff officer or NCO who diligently works long hours in a low-profile position or in a position with limited leadership responsibility can expect to receive the Army Commendation Medal—the same award that other Soldiers from the same unit are likely to receive upon performing only average work. Adding an award between the Army Commendation Medal and the Meritorious Service Medal could serve to differentiate the performance of Soldiers of the same rank and position.
- **Reinstituting a check-block system for performance evaluations.** A system that distinguishes outstanding junior officers from their peers would allow top performers to be rewarded.
- **Assigning leadership positions (commands) based on performance and potential rather than on year group or seniority.** Again, competition results in superior products and a more efficient system; therefore, the current officer and NCO career paths should be reformed by rewarding top performers rather than mediocre masses.
- **Eliminating the award of $30,000 officer bonuses to military police based solely on year group and rank.** This approach does not encourage retention of the best officers; it simply perpetuates mediocrity. The bonus, which should be awarded based on performance, merit, and potential, could be determined objectively by reviewing officer evaluation reports, physical training scores, weapon qualification results, and operational experience.
- **Establishing cooperative degree programs for NCOs attending Noncommissioned Officer Education System schools.** There are currently many cooperative degree programs available in specific branch-related fields of the Officer Education System. This should be replicated at the NCO level. At a minimum, the Military Police Corps should establish a cooperative degree program to ensure that NCOs have every opportunity to earn a college level degree.
- **Granting military transition team assignment incentives only to officers and NCOs who *volunteered* for assignments—not to those who were selected by the Department of the Army based on dwell time.** Under the current system, Soldiers who did not wish to deploy are rewarded, while those who volunteered for multiple deployments receive less precedence. This proposed change would result in more choice assignments for deserving Soldiers who are not on a military transition team.
- **Offering additional military, military occupational specialty, and branch-specific training.** Junior leaders could then be required to remain in the Army for a specified period of time following completion of the training.

In summary, many young warrior leaders have served their country, fulfilled their duty, and see no hope for a reduction in the current operational tempo. They have nothing more to prove and want nothing more than recognition for their achievements and some stability in their lives. Incentives should be offered to entice these Soldiers to remain in the Army. These incentives could include breaks in deployments, time off to seek self-improvement through civilian or military education, and rewards for those who produce at a level above and beyond the standard.

Will the Army continue if these broad leaders leave its ranks? Yes—it always does. However, the cost of losing these talented warriors now will be realized when future Soldiers are led by senior officers and NCOs who only met the minimum standard.

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Moving Toward Certification:
A Review of the Certified Protection Professional Program

By Colonel Keith Blowe, CPP, and Lieutenant Colonel Carl Packer, CPP

Since the creation of the Military Police Corps Regiment, military police Soldiers and leaders have been recognized by Army leadership as professionals who can effectively manage complex security issues that threaten personnel and other unit assets, installations, and mission-critical activities. As the emphasis on protecting personnel, property, and information has increased, the demand for qualified professional military police who can apply knowledge and technology in demanding environments has also increased.

To meet the intellectual and technical challenges of training and equipping an all-volunteer Army at war, the Military Police Corps is pursuing several initiatives to quantify the skills of military police. The goal of these initiatives is to develop and certify the intellectual capability, professional knowledge, and technical expertise of leaders to meet the ever-growing demand for military police who are recognized as security professionals meeting industry standards.

There are several certification programs available. According to the U.S. Army Training and Doctrine Command (TRADOC) Command Provost Marshal Directorate (CPMD), one of these is tailor-made to prepare military police for the myriad of tasks they are called upon to accomplish in installation and expeditionary environments. The Certified Protection Professional (CPP) Program, an internationally accredited program sponsored by the American Society for Industrial Security (ASIS), offers a comprehensive certification and training program that tests and develops an individual's technical and security management skills and encourages lifelong learning in the fields of law enforcement, physical security, investigations, information security, and asset protection. The Army recognizes the CPP Program in the Credentialing Opportunities Online System, Defense Activity for Non-traditional Education Support System, and U.S. Department of Veterans Affairs systems for continuing education.

To earn the coveted CPP moniker, an individual must have seven to nine years of experience and pass a rigorous qualification process and exam in which proficiency must be successfully demonstrated in several law enforcement and security functional areas including security principles and practices, personnel security, physical security, emergency practices, investigations, information security, legal aspects, and business principles and practices.[1] The application and exam are evaluated by a preeminent, internationally recognized panel of professional security specialists who are on the ASIS accreditation board. Once security professionals are awarded CPP certification, they become industry-recognized certified professionals. However, as part of the commitment to maintain rigorous standards and ensure that certified professionals remain current in the field, the CPP Program requires that its members become recertified every three years.[2]

ASIS was founded in 1955. With more than 35,000 members worldwide, it is now the largest organization for security professionals. It is an organization dedicated to increasing the productivity and effectiveness of security professionals by developing educational materials and programs (annual conferences, seminars, and exhibits; daily e-mail updates on security training) that address broad security interests. ASIS also promotes the role and value of the security management profession to business, the media, governmental entities, and the public.

As the TRADOC program manager for Career Program 19 (physical security and law enforcement), the CPMD initiated a pilot program designed to improve the skills of security and law enforcement professionals through the credentialing process.

To date, the success rate for candidate acceptance into the CPP Program is 100 percent—five staff members and one member of the local ASIS Tidewater Chapter have completed the CPP certification requirements.

There are about fifty Career Program 19 military, civilian, and Department of Defense contractor personnel assigned to execute law enforcement, physical security, or force protection missions within TRADOC. Following the pilot program, a search began for a recognized organization that could provide these personnel with a program to achieve certification and continue the development of their specific skill sets. After reviewing various accrediting organizations, the CPP Program was determined to be best-suited for the diverse requirements of TRADOC law enforcement and security professional missions.

The CPMD also assessed resources suitable for the training of personnel in preparation for certification. To make use of limited resources and reduce the overall certification cost from $3,000 to $250 per CPP candidate, the CPMD conducted a resident, two-day course at Fort Monroe, Virginia, to prepare Hampton Roads area candidates for the certification test. The CPMD hopes to offer this training annually at various TRADOC locations. TRADOC (CPMD) has willingly shared knowledge of the CPP Program with other military organizations such as the Military District of Washington, which conducted an examination preparation training session in May 2008 for eighteen military security professionals scheduled to take the CPP examination.

In addition to the accreditation of law enforcement and security professionals, there are numerous other benefits of membership with ASIS. These include monthly training courses on law enforcement and security issues offered through local ASIS chapters, worldwide videoconference courses taught by leading authorities, reduced costs for educational and training seminars taught by some of the Nation's leading experts in the fields of security and law enforcement, and access to members-only data on emerging technological and best business practices from the Nation's top security professionals.

Although it has only been eight months since the CPMD started the CPP process, the five recently certified staff CPPs have already made their mark on several TRADOC real-world incidents and training exercises. The TRADOC Assistant Chief of Staff for Operations and Plans (G-3/5/7) recently hosted an awards ceremony recognizing the CPMD and its new CPPs.

The following Web sites contain more information about ASIS, the CPP Program, and Army recognition of CPP certification:

- ASIS: *<http://www.asisonline.org/certification/cpp/index.xml>*.
- Credentialing Opportunities Online: *<https://www.cool.army.mil/>*.
- Defense Activity for Nontraditional Education Support: *<http://www.dantes.doded.mil/Dantes_web/DANTESHOME.asp*.
- Department of Veteran Affairs: *<http://www.gibill.va.gov/pamphlets/lcweb.htm>*.

Endnotes:

[1]Complete CPP eligibility requirements are available at *<http://www.asisonline.org/certification/cpp/steps/eligibility.xml>*.

[2]All certified CPPs may submit credit reporting forms and accompanying documentation anytime during their terms; they are encouraged to do so on an annual basis. The ASIS Web site at *<http://www.asisonline.org/certification/recertification.htm>* contains additional details.

On 15 July 2008, the ASIS Professional Certification Board officially notified TRADOC CPMD that, because of its foresight and support of the CPP program in conjunction with requirements set forth in the training and advancement of its security professionals, the CPMD was selected for the Organizational Award of Merit. As an award recipient, TRADOC CPMD will be featured on the ASIS Web site and in the certification newsletter *(ASIS Dynamics)*. The Organization Award of Merit will be presented during the ASIS annual seminar to be held in Atlanta, Georgia, in September 2008.

Colonel Blowe is the provost marshal for TRADOC, Fort Monroe, Virginia. He received his CPP in February 2008.

Lieutenant Colonel Packer is the deputy provost marshal for TRADOC. He received his CPP in April 2008.

Vanguards of Justice:

The Activation of the Army Corrections Command

By Mr. Andy Watson

A new era for military police Soldiers began with the activation of the Army Corrections Command on 1 October 2007. Whereas military police confinement specialists had operated under the U.S. Army Training and Doctrine Command, U.S. Army Forces Command, U.S. Army Europe, or U.S. Forces Korea, they now operate under a single command structure.

The beginning of this new era was marked by an activation ceremony in which the new colors were uncased and presented to a crowd gathered at the Pentagon in Washington, D.C. The featured speakers included Lieutenant General James L. Campbell, director of the Army Staff; Brigadier General Rodney L. Johnson, Provost Marshal General of the Army; and Colonel Arthur Rovins, commander of the Army Corrections Command.

The speakers provided historical information and insight into the establishment of the Army Corrections Command. The command concept evolved from a need recognized through several Army efficiency studies. As the result of a special study in May 1970, the creation of a corrections command was recommended, but did not materialize. Another study conducted in 2000 also recommended the formation of such a command; again, it did not occur. Then, Major General Donald Ryder, former Provost Marshal General of the Army, recognized the need for a corrections command and realized the benefits it would provide to the Army. He initiated the concept and realignment planning for the corrections command; and under his direction, the proposal was analyzed and staffed. On 29 July 2005, the Vice Chief of Staff of the Army approved the concept plan and directed the alignment of the command under the Office of the Provost Marshal General. On 27 December 2006, Department of the Army



Brigadier General Johnson (right) passes the unit colors and command to Colonel Rovins as Command Sergeant Major Jeffrey N. Plemmons looks on.

Headquarters approved the corrections command concept plan; and on 8 June 2007, Mr. Pete Geren, acting Secretary of the Army, signed letters notifying Congress of the establishment of the Army Corrections Command as a field operating agency.

At the activation ceremony, Brigadier General Johnson said, "Today's establishment of the Army Corrections Command might be the most significant change to the Army Corrections System since June 1874, when Major Thomas F. Barr convinced Congress to authorize $125,900 to remodel buildings and establish the U.S. Military Prison at Fort Leavenworth, Kansas."[1] Colonel Rovins echoed this statement, adding, "For the first time in its history, the Army will have an Army Corrections System led by a single headquarters."

The Army Corrections Command serves as a field operating agency under the Office of the Provost Marshal General, exercising command and control, operational oversight, and support of the Army Corrections System. Six regional correctional facilities are managed by the command. These facilities are located at Fort Leavenworth; Fort Lewis, Washington; Fort Knox, Kentucky; Fort Sill, Oklahoma; Mannheim, Germany; and Camp Humphreys, Korea.

The divestiture of the regional correctional facilities from the U.S. Army Training and Doctrine Command, U.S. Army Forces Command, U.S. Army Europe, and U.S. Forces Korea eliminates command layers and promotes standardization of the corrections function. The consolidation also assists in the development and continued specialization of professional confinement operations. Brigadier General Johnson stressed this point in his speech by stating, "[Military confinement] is not a job that receives much praise or recognition, but it is very, very important that we do it right. These special Soldiers, through their training and experience, ensure [that] we get it right every day." He also noted the importance of the corrections system for the Army as a whole. "The military cannot have a justice system without a corresponding corrections system. Military justice depends on and is integrally linked to an equally professional military corrections system," he said.

Colonel Rovins also spoke about the excellence of the command and its Soldiers. "I have been overwhelmed with the quiet professionalism of the civilian and military personnel associated with the corrections and confinement mission. A prime example is our regional correctional facility in Korea. The American Correctional Association recently accredited this facility with a 97 percent 'pass' rate. This is one of the highest scores ever in the 'small jail' category," he said. Colonel Rovins also indicated that the Army Corrections Command would continue to work on achieving accreditation goals. "Maintaining accreditation is a significant endeavor, as the organization and its staff must meet the requirements detailed in over 500 standards including safety, physical plant operations, prisoner treatment, security, and staff training," he said.

The activation marked the beginning of the Army Corrections Command and its many responsibilities. Reorganization, consolidation, and continued adherence to high standards are just a few of the many challenges faced by the command. Despite the adversity and new structure, the overall objective of the command was well defined by Colonel Rovins. "The ultimate goal of our activities is to prepare military prisoners to be productive, law-abiding, tax-paying members of society after their release," he said.

Endnote:

[1]Brigadier General Barr (a major in 1874) is considered the father of the U.S. Military Prison. His recommendations to Congress resulted in the funding and construction of the first permanent U.S. Military Prison at Fort Leavenworth, Kansas. The prison was transferred to the Justice Department in 1895; however, the military regained control in 1906. Regarding the turn of events, Barr remarked, "I looked upon the abolition of the prison as a calamity to the Army, and I am glad that it is vitalized. No institution ever more nearly served the purposes for which it was created." The U.S. Military Prison at Fort Leavenworth was renamed the U.S. Disciplinary Barracks in 1915.



Army Corrections Command Distinguished Unit Insignia (Crest)

The hexagon represents the six correctional facilities under the control of the Army Corrections Command. The double-ward key represents operational and administrative control over the six correctional facilities. The scale of justice represents the goal of the command to enforce the law.

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

What is MPEP?

By Major Donald R. Meeks, Jr., and Major Chad Froehlich

The Military Personnel Exchange Program (MPEP) enables U.S. military personnel to be "exchanged" with personnel from other national armies to promote partnerships, interoperability, and standardization among the armies. The Army program, which is sponsored by the Department of Defense (DOD) and the Army Chief of Staff, is governed by Army Regulation (AR) 614-10. The objectives of the program are to—

- Establish relationships in which experience, professional knowledge, and doctrine are shared.
- Foster mutual appreciation and understanding of the policies and doctrine of different armies by sharing professional knowledge and experience.
- Encourage the mutual confidence, respect, and understanding necessary to enable harmonious relationships between the U.S. Army and other national armies.
- Provide U.S. Army officers and career enlisted personnel with opportunities for interesting and challenging duties with other armies.

There are 124 exchange positions in 13 different countries. These assignments are almost exclusively isolated and usually some distance from U.S. support facilities. There are twelve Army officer and noncommissioned officer positions in Germany and forty in the United Kingdom. The Military Police Corps provides two officers for the MPEP; these positions are available through the U.S. Army Military Police School (USAMPS), with duty in Cologne, Germany, and Bulford Camp, United Kingdom. Because exchanges work in both directions, officers from Germany and the United Kingdom are also assigned duties in the United States.

The expectations of host nations and exchange personnel are specified in memorandums of agreement between countries participating in the MPEP. The memorandums of agreement also list administrative requirements, tour lengths, uniform requirements, reporting requirements, evaluation requirements, and necessary administrative and logistical support. Exchange personnel are selected and assigned to positions commensurate with their grades and qualifications. The Army attaché—or another appropriate U.S. Army officer—is responsible for the "in-country" supervision of exchange personnel.

The MPEP is a valuable means of military-to-military cooperation because it supports security cooperation goals and greatly contributes to interoperability and the coalition warfighting capability. Because exchange officers are U.S. Soldiers who have been completely integrated into other national armies, they have several U.S. and host nation responsibilities. However, exchange officers are not liaison officers and cannot be used as a mechanism for the exchange of technical data or other controlled information between governments. The doctrine regarding methods of staffing and supporting armies is different for other countries, and other countries have different means of accomplishing tasks. U.S. exchange officers may not always like these differences; that is where tact and diplomacy come into play. Knowledge and experience should be shared, but the United States does not own the right to dictate tactics and doctrine to other countries. The ability to effectively perform day-to-day duties fosters mutual confidence and appreciation between armies.

The Military Police Group Future Developments exchange officer *(Feldjäger Abteilung Weiterentwicklung Austausch Offizier)* position in Germany has developed over time. The position was originally intended to bridge the gap between American military police stationed in Europe and the German Feldjäger (military police); however, it evolved to be included in the MPEP. This was a significant milestone because it meant that the billet would then be filled according to DOD policy. The Military Police Group Future Developments exchange officer works in the Federal Armed Forces of Germany, Office of the Provost Marshal General, Doctrine and Future Developments

Branch. But the military police mission in Germany is multifaceted—the MPEP exchange officer also serves as one of three secretaries to the North Atlantic Treaty Organization Military Police Panel, which oversees allied joint military police matters.

Since 1972, the Military Police Corps has sanctioned a regimental officer exchange with the British Army. This exchange position has evolved over the years, but is currently designated as the operations officer of the 3d Regiment Royal Military Police. The position is the equivalent of a battalion operations and training officer (S3). The operations officer plans and executes operations and training within the regiment, provides daily updates on operational and exercise deployments to the commanding officer, and coordinates individual and collective training throughout the regiment. The operations officer and operations sergeant major conduct quarterly staff assistance visits to the four subordinate companies located throughout England and Northern Ireland, providing insight and ensuring that subordinate units follow the commanding officer's training directive. The operations officer also serves as the regimental subject matter expert on the Combat Estimate (7 Questions)—the British version of the military decision-making process.

Once military police exchange officers arrive in country, they are housed, rationed, and cared for as if they are in the host nation military. They strive to instill regimental pride and the Warrior Ethos throughout the units. However, they still professionally and socially represent the U.S. Army and the Military Police Corps to all members of the German and British forces. Therefore, it is important that exchange officers develop and foster personal and professional relationships. They must always lead by example—physically, mentally, and ethically.

How does a military police officer get selected for one of these exchange assignments? First, he or she must be highly motivated and have demonstrated, through previous assignments and schooling, the capability to represent the U.S. Army with tact and diplomacy. In addition, an exchange officer must be proficient in the language of the host nation. Finally, after reviewing personnel data and career history, the host nation must approve the selection.

Before our assignments as exchange officers, we hadn't heard of the MPEP, but we thought it sounded like a foreign area officer billet. We certainly had a lot to learn! Although exchange assignments are far off the normal career path of a U.S. Army officer—especially for military police—they are great assignment opportunities for branch-qualified captains. Some claim that because the duties are so far outside the mainstream, serving as an exchange officer may be a career-ending move. However, history indicates that exchange officers go on to command and continue to be selected for advanced schooling and demanding assignments. The ability and initiative of the exchange officer are the only limitations. And to be selected as an exchange officer is quite a compliment to a Soldier's professionalism; exchange officers have earned the trust of the commander. An exchange officer is considered to be the right person, in the right uniform, at the right time to represent the U.S. Army.

Overall, our personal experiences as exchange officers have been very positive. It has been challenging and professionally rewarding to be totally immersed in a foreign army. So, if you are approached by your career manager about an exchange position, our recommendation is to take the assignment.

References:

AR 380-10, *Foreign Disclosure and Contacts With Foreign Representatives*, 22 June 2005.

AR 614-10, *United States Army Personnel Exchange Program With Armies of Other Nations; Short Title: Personnel Exchange Program*, 19 May 1977.

The British Army Web site, <*http://www.army.mod.uk/home.aspx*>, accessed on 7 July 2008.

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 North Atlantic Treaty Organization Military Police Panel secretary. He holds a bachelor's degree in environmental science from Oregon State University.

Major Froehlich is the operations officer (MPEP), 3d Regiment Royal Military Police, United Kingdom. He holds a bachelor's degree in secondary education from Bowling Green State University and a master's degree in business and organizational security management from Webster University.



8th Annual Army Antiterrorism Conference

By Mr. Ron Francis

The 8th annual Army Antiterrorism (AT) Conference was held 28 January–1 February 2008 at Shades of Green, the Armed Forces Recreation Center resort at Walt Disney World Resort in Orlando, Florida. More than 320 military and civilian personnel from the AT and force protection (FP) communities attended the conference. The conference theme of "Emerging Roles of Army Antiterrorism" was selected to reflect the recent reorganization of Army commands and the broadened focus of Army AT policy with increased emphasis on tactical units and stand-alone activities.

Conference highlights included presentations by Mr. Mark Lewis, U.S. Army Assistant Deputy Chief of Staff (DCS) for Operations, G-3/5/7; Brigadier General Rodney Johnson, Provost Marshal General of the Army; Brigadier General Robert Holmes, Deputy Director of Operations, U.S. Central Command; Brigadier General Anthony Rock, Deputy Director of Operations, U.S. Northern Command; and Mr. Wade Ishimoto, special assistant to the Under Secretary of the Navy. Other AT-related presentations were made by senior level members of the Army staff; the Office of the Secretary of Defense, Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict; Joint Staff, Joint Operations Department (J-33); geographic combatant commands; and senior representatives of select Army commands and direct reporting units.

The conference opened with a keynote address by Mr. Mark Lewis. In his motivational presentation, Mr. Lewis reminded attendees that terrorism is an integral part of a persistent conflict that can be expected to continue into the future. He encouraged everyone to become involved in the effort to recognize the threat of terrorism and to learn what must be done to combat it. The AT endeavor must not be limited to Army installations or units, he said, but must include every facet of the Army—from dams to tank factories. For the AT effort to be successful, every leader must become involved. In conclusion, Mr. Lewis summarized the conference goal of expanding AT to every function, organization, and individual in the U.S. Army.

Brigadier General Johnson then addressed conference attendees. He provided an overview of U.S. Army military police activities conducted in support of the War on Terrorism and other worldwide contingencies and described the great demands placed on Active Army and Reserve Component

military police units and personnel. He also discussed several initiatives designed to assist commanders in the War on Terrorism—including initiatives on forensics, specialized search dogs, standardized civilian security guard requirements, and automated installation access control.

A number of speakers focused on the issues of threat information sharing and the fusion of AT threat information. Mr. David Lewis of the U.S. Department of Justice, Bureau of Justice Assistance, provided an excellent overview of the Regional Information Sharing Systems Program, the Dru Sjodin National Sex Offender Public Website, and fusion centers for the National Criminal Intelligence Resource Center. Mr. Jay Redmond, Federal Bureau of Investigation Tampa Division, Orlando Resident Agency, described how the Federal Bureau of Investigation interacts with local law enforcement agencies through fusion centers and other mechanisms to fight terrorism within the United States. Mr. Jeff Cartwright, Central Florida Intelligence Exchange, provided a detailed synopsis of the difficulties his organization experienced when operating an intelligence fusion center for the coordination of threat information between federal, state, and local governments and law enforcement agencies. These outstanding presentations illustrated the challenge the Army faces in optimizing working relationships with civilian and—according to appropriate laws and regulations—military intelligence and law enforcement agencies in this important arena.

The development of an Army AT strategic plan and the ongoing evolution toward a more inclusive AT program mean that AT roles are emerging across the board. Nowhere is that adjustment more apparent than in Army command programs. Shifting the focus to accommodate a broader approach results in significant changes in the way AT business is done. During the conference, senior level representatives from the U.S. Army Forces Command, U.S. Army Training and Doctrine Command, and U.S. Army Installation Management Command reviewed the progress of ongoing command AT strategic plans. These reviews reminded conference attendees of the Army AT vision, which includes coverage of every asset, activity, and person associated with the Army.

Army staff presentations focused on emerging AT roles within the Headquarters, Department of the Army. Colonel Eugene Smith, Chief, Military Police Policy Division, Office of the Provost Marshal General (OPMG), briefed on ongoing law enforcement and physical security actions supporting the War on Terrorism. Colonel Richard Vanderlinden, Deputy Director, Army Asymmetric Warfare Office, Office of the DCS for Operations, G-3/5/7, provided an overview of current Army operations. His presentation outlined worldwide deployments in support of the War on Terrorism. He also described how the Army Asymmetric Warfare Office integrates military and civilian disciplines to rapidly organize, train, and equip Soldiers to defeat asymmetric threats. Lieutenant Colonel Charles Corson and Mr. Mike Blaine from the FP Division, Office of the DCS for Operations, G-3/5/7, discussed the development and long-term strategy of the Army's Protection Program. The purpose of the program is to coordinate and synchronize various other Army programs under a protection umbrella. Related protection policies, programs, and resources are to be integrated into a single, coherent effort across the Army. Mr. Alex Mascelli, Chief, Antiterrorism Branch, OPMG, reported on the current status of Army AT strategy, policy, doctrine, requirements, and training.

Representatives of unified combatant commands and the Joint Staff also gave outstanding presentations. Brigadier General Holmes provided an overview of current U.S. Central Command operations and described many of the AT challenges faced by the command. Brigadier General Rock spoke about complex issues that the U.S. Northern Command encountered when establishing the combatant command AT and FP programs and the coordination that was necessary to ensure the effective management of those programs. The Combined Joint Task Force–82 FP officer detailed lessons learned and provided insight into Army AT efforts in Afghanistan.

Copies of conference presentations have been posted on the Antiterrorism Enterprise Portal at <*https://atep.dtic.mil*>. The presentations can be found on the Army Restricted Community Page under the Conference Folder icon.

Planning has begun for next year's conference, which is tentatively scheduled for the same time frame (late January–early February). Next year's conference will also be held at Shades of Green.

Mr. Francis is an AT policy specialist with Concord Crossroads, LLC. He works in the AT Branch, Military Police Operations Division, OPMG. He holds a bachelor's degree in history from the University of Toledo.

After the Blast: Learning to Find Clues

By Major Ian J. Townsend



Special agents view bomb components that remain after a blast.

The quiet little town of Bell Buckle, Tennessee, was first established as a railroad village nestled among the hills, farmland, and walking-horse country of Bedford County. Today, this cozy little town, with a population of less than 400, has become more recognizable across both the state and the U.S. Army Criminal Investigation Command (USACIDC)—commonly referred to as the "CID"—for more than the rail stop it once was. In addition to famous home cooking and southern hospitality, the town is known as the home of the Tennessee Fire Service and Codes Enforcement Academy, where for one week every spring, CID agents come together for the annual Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) Post Blast Investigative Techniques Course, which is hosted by the 1000th Military Police Battalion (CID) based at Fort Campbell, Kentucky.

This year, the commander of the 1000th Military Police Battalion, Lieutenant Colonel Bobby R. Atwell Jr. directed his staff to plan and coordinate the course and ensure that it was a quality training event. Special Agent Carl Dewyer (Retired) organized the instruction by making use of his extensive list of intra-agency contacts. Special Agent Certified Explosive Specialist (SACES) Michael Knight of the ATF, Nashville Field Division, led the instruction.

Twenty-two CID agents—all preparing to deploy—completed forty hours of practical instruction that focused on explosives, explosive effects, improvised explosive devices (IEDs), and blasts. The valuable instruction also helped prepare agents for the investigation of potential postblast crime scenes within the continental United States. The instruction consisted primarily of briefings conducted by subject matter experts from law enforcement agencies across Tennessee. A case study demonstrating the effects of explosives was the capstone of the classroom instruction. At the completion of the course, a hands-on practical exercise tested the students' knowledge about postblast investigation.

More than twenty-six instructors helped ensure that students gained knowledge about explosives and blasts throughout the week. These included bomb technicians and certified explosive specialists from the ATF; Metropolitan Nashville Police Department, Nashville, Tennessee; Tennessee Highway Patrol; Columbia Police Department, Columbia, Tennessee; Chattanooga Police Department, Chattanooga, Tennessee; Transportation Security Administration; Tennessee State Fire Marshal, Bomb and Arson Investigation Section; and subject matter experts from the Tennessee Office of Homeland Security and the Brentwood Police Department, Brentwood, Tennessee.

The course began with an "Introduction to Explosives," which was presented by Sergeant Robin Howell, commander of the Hazard Devices Unit, Columbia Police Department. The instruction consisted of an overview of explosives, their basic

components, and their effects. Preblast bomb composition was also addressed. Students learned what it takes to make a bomb; that knowledge should enhance their ability to analyze evidence and clues when conducting postblast investigations. Sergeant Howell provided key investigative tips and stressed that attention to detail during an investigation is important in determining the type of explosive that was used. This detailed information could be the key to solving a case.

Next, Special Agent Don Cogan of the Tennessee State Fire Marshal, Bomb and Arson Investigation Section, discussed clandestine laboratory investigations and blast injuries and deaths. He explained that bomb blasts must always be viewed as multidimensional events—not just as incidents where "something blew up." Students were urged to think about the precursors to a bomb blast—specifically, about how the bomb might have been constructed. They were reminded that detail-oriented searches for evidence of key, commercial, bomb-making parts at postblast sites often result in clues that can help investigators and crime laboratories determine the origin of the bomb components. This information can then assist in the identification of perpetrators and accomplices. Every student had the opportunity to see, study, and hold commercially purchased bomb components. These original components were then placed side by side with identical components that had been through a blast. This allowed students to compare the two states to gain a better understanding of how components are transformed during a blast. They could see which parts retained their shapes and could, thus, be easily identified following a blast. They could also see which parts no longer resembled their original form and could be easily overlooked during an investigation. In conclusion, Special Agent Cogan pointed out that the integration of several minute details helps establish an overall picture of the event that transpired.

Mr. James Cotter of the Brentwood Police Department gave a very informative "Suicide Bomber" briefing, which was focused directly at those agents who were preparing to serve in Operation Iraqi Freedom. Mr. Tim Bernik, who works for the Tennessee Office of Homeland Security and is also a bomb appraisal officer at the Nashville International Airport, presented very graphic instruction on "Landmines and Booby Traps." Lieutenant David Woosley, commander of the Chattanooga Police Department Bomb Squad, discussed IEDs and their blast effects. Students learned the basic characteristics and some of the key differences in primary explosives commonly used in IEDs. This information should help agents in conducting postblast investigations by allowing them to more quickly determine the types of explosives involved. ATF Explosives Enforcement Officer Lee Conklin then described the capabilities and mission of his organization—a key force multiplier that CID agents work with daily in theater.

Once the theater-specific briefings were completed, a clear, concise case study was presented by SACES Steve Wiley from the ATF. The case study compared a high-explosive detonation to a low-explosive detonation that occurred two years later at the same location. This comparison educated the students on the differences between the two levels of explosions.

To graduate from the course, students were required to complete an investigation practical exercise that tested their ability to deal with one of three different vehicle-borne IED blast scenarios. Each of the scenarios consisted of reconstructions of blasts that SACES Knight and Mr. Cotter had taken directly from actual bombing events that occurred in Iraq during the previous year. Evaluations were based on the ability of the students to collect and analyze evidence and determine what happened in a wide variety of postblast scenarios.

The ATF Post Blast Investigative Techniques Course was an overall success because it allowed for the sharing of ideas among multiple agencies that work with the CID. Due to their attendance at the course, these CID agents are better prepared for deployment and will be better investigators for the rest of their careers.

If the training described in this article or the opportunity to investigate felony crime in the U.S. Army interests you, you can get more information about becoming a special agent by visiting your local CID office or going to *<http://www.cid.army.mil/join_CID.html>*.

Major Townsend is the executive officer of the 1000th Military Police Battalion (CID), Fort Campbell, Kentucky. He has served in a variety of military police positions, from platoon leader to commander of the 545th Military Police Company. This is his first assignment with USACIDC.

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 08/09.
FM 3-19.4	Military Police Leaders Handbook	4 Mar 02 C1 17 Dec 07	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:** Under review FY 08.
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:** Under revision FY 08.
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 the 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:** Under review FY 08.

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:** Current.
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 will employ when dealing with I/R populations (detainees, U.S. military prisoners, and dislocated civilians). **Status:** Under revision FY 08/09.
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 08/09.
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 at 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>*.			
Emerging Publications			
FM 3-07.2	Antiterrorism Operations	Nov 09 (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	Sep 08 (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.

"Band of Hands" Quilts

By Mr. Jim Rogers

The Military Police Museum received an unusual donation last September—six quilts representing the six platoons of the deployed 630th Military Police Company. The fabric pieces feature handprints that were applied by unit members during their deployment to Iraq, April 2004–April 2005.

When the 630th deployed to Iraq, Ms. Catherine Roberts began the "band of hands" quilt project to honor the unit service members and to help her stay connected with her Soldier son.

Quilters across the nation donated batik fabric squares. Garnering the support of the unit leadership, Ms. Roberts asked the Soldiers to make imprints of their hands using the fabric and a paint color of their choice. Along with their handprints, Soldiers penned their names. Many even wrote comments about their experiences in Iraq.

Four months into their deployment and not long after the quilt project was underway, Specialist Danny Daniels of the 1st Platoon "Regulators" was killed in action. With Daniels' quilt piece left undone, the leadership decided that a single star would be used to signify his piece. On the "Regulators" quilt, each of the handprints faces Daniels' star.

In March 2005, the company suffered the loss of three more Soldiers—Sergeant Ashly Moyer, Sergeant Brandon Parr, and Sergeant Michael Peek. On the 2d Platoon quilt, Parr's and Peek's handprints are marked with black ribbons. A handprint was not available for Moyer because she joined the unit after the quilts had been completed; however, she is honored with her unit in the museum exhibit.

The 630th provided security in Mosul, Iraq, during the first Iraqi national elections. On a daily basis, the company provided training and support to fledgling Iraqi police forces and security against counterterrorist and insurgent activity, including operations to prevent the proliferation of improvised explosive devices. Some worked with prisoners, gathering operational intelligence. Others provided personal security to high-ranking U.S. military leaders.

Due to their large size, only one or two of the quilts are on display at the museum at any one time, although all are represented through photographs.



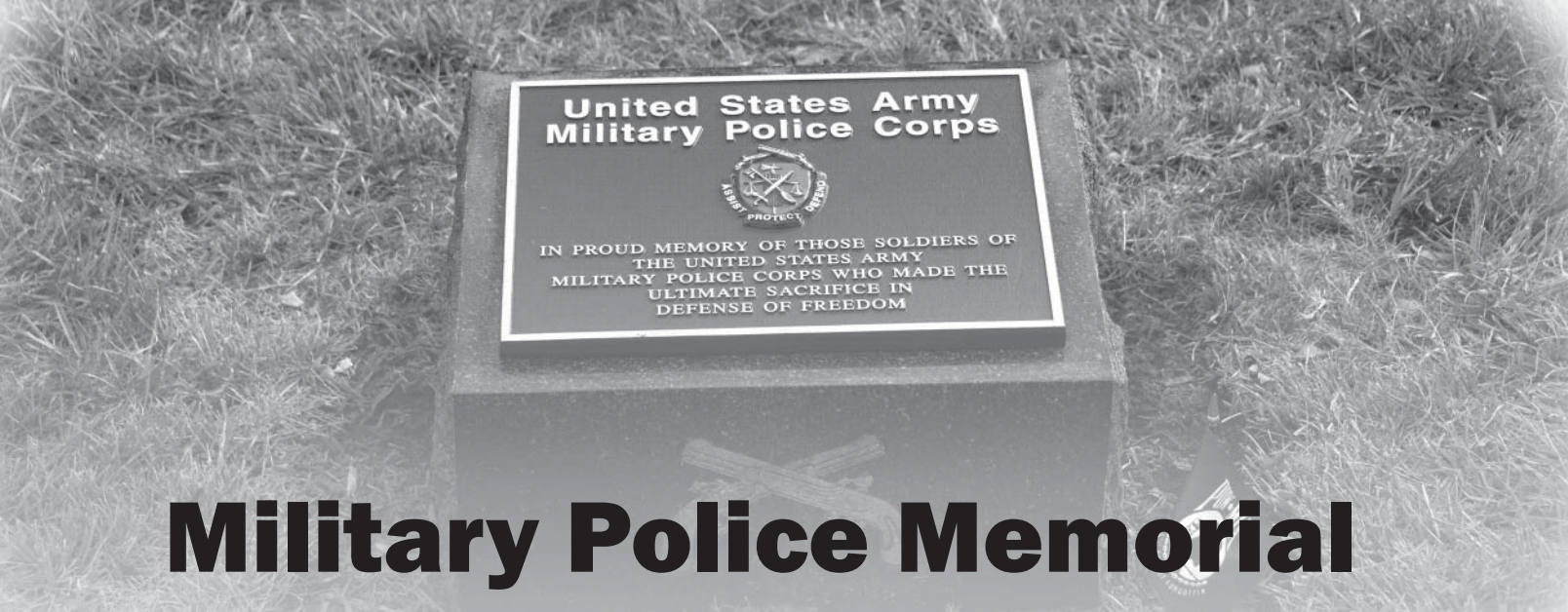
First Sergeant James Eakin with his handprint on the 1st Platoon quilt at the Military Police Ball in September 2007. Eakin was in the vehicle with Daniels when it was struck by an improvised explosive device.





Handprints of Sergeant Brandon Parr and Sergeant Michael Peek marked with black ribbons on the 2d Platoon quilt.

Mr. Rogers is the director of the U.S. Army Military Police Museum at Fort Leonard Wood, Missouri.



Military Police Memorial

By Command Sergeant Major Jeffrey J. Mellinger

Each year, the Office of the Provost Marshal General conducts a remembrance ceremony at Arlington National Cemetery, Virginia, to honor fallen military police Soldiers. The guest speaker for the most recent ceremony, held 21 September 2007, was career infantryman Command Sergeant Major Jeffrey J. Mellinger. Although Command Sergeant Major Mellinger has no formal ties to military police, he has worked with them throughout his career. The following speech, which was submitted by Major Will McKannay of the Office of the Provost Marshal General, demonstrates Command Sergeant Major Mellinger's exemplary knowledge of military police history.

"Since their beginnings as a part of the Continental Army on 1 June 1778 at Valley Forge, military policemen have done their duty to assist, protect, and defend their fellow Soldiers, marines, sailors, and airmen.

In 1820, the Army saw the need for specialized troops to help enforce good order and discipline and issued Article 58 of the *General Regulations*[1] requiring troops to perform MP [military police] duties as needed. The regulation recommended selecting personnel of superior physical ability and intelligence to fulfill the duties.

It was not until World War I that a professional—though still wartime-only—Military Police Corps was established. In 1917, orders issued by Brigadier General Harry Bandholtz, the newly appointed American Expeditionary Force Provost Marshal General, fixed the duties and responsibilities of the new MP Corps—the first of which was battlefield circulation.

Sixty-six years ago this week, on 26 September 1941, the Secretary of War established a permanent Military Police Corps. The first MP School opened the following year at Arlington Cantonment—very close to where we stand today.

Remember Melvin Purvis? Melvin joined the Military Police Corps as a captain on 31 January 1942 and took provost marshal training as a major at Arlington Cantonment later that year.

Who was Melvin Purvis? Ever hear of Baby Face Nelson? Pretty Boy Floyd? John Dillinger? Purvis was the FBI [Federal Bureau of Investigation] agent who led the manhunts for each of them. He resigned from the FBI and became a military policeman and served a nation at war.

The bravery and tenacity of military police was demonstrated time and again during World War II, but hardly a better example exists than their defense of the Lunendorff Bridge at Remagen [Germany] in March 1945. General Eisenhower said the bridge—the last standing bridge across the Rhine—was 'worth its weight in gold.' The 9th MP Company not only held the bridge, but replaced drivers killed as they tried to move vehicles across. For nine days, the 9th MPs stood their ground, defending the bridge against attack after attack. Moments after the

company departed the bridge under orders to catch their division, the bridge finally collapsed. The unit was awarded the Presidential Unit Citation for their actions.

Five years later, military police found themselves fighting alongside and in front of United Nations [UN] forces in Korea. They kept units moving at the front and landed at Inchon with the lead elements.

Government Order #31, dated 30 May 1918, placed responsibility upon the provost marshal and our military police for the care and custody of prisoners of war. Think of how many prisoners and detainees our MPs have captured, held, and processed over the years. Guarding prisoners has always been dangerous work, from the Revolutionary War through today.

Look a moment at the February and March 1952 riots in the Koje-Do Island POW [prisoner of war] camp during the Korean War. And what of the numerous riots and disturbances at detention facilities in Iraq and Afghanistan? Nobody can argue [that] the face of imminent danger resides in the cells and compounds of Guantanamo [Bay detention camp, Cuba].

Terrorism is a far too common word today. But it can easily be argued that Private First Class Peter M. Feierabend of the 560th MP Company was among the first to face such a threat. Killed on 16 February 1964, while guarding the Kinh-Do Theater, Saigon, Private First Class Feierabend was one of the three Americans killed in the Vietcong terrorist bombing that targeted American military personnel attending a performance at the theater. While this action may sound ordinary, Private First Class Feierabend was posthumously awarded the Silver Star and Purple Heart for his actions.

On 31 January 1968, the North Vietnamese launched country-wide attacks during Tet. Who can forget the pictures of the 716th MP Battalion and the 90th Detachment MPs defending the U.S. Embassy compound in Saigon, repelling the attackers?

Not many know, but the MPs were the only combat troops stationed in the city and carried the battle for Saigon and the embassy alone for many hours until help arrived. Not one attacker survived to enter the embassy.

After the battle was done, Vietcong prisoners taken across the city were asked who they first made contact with during the fight and they replied, 'The MPs.'

In the first twelve hours of defending the city and embassy, the MPs lost twenty-seven killed and forty-four wounded. In addition to the Presidential Unit Citation, the MPs earned a Distinguished Service Cross [DSC], a Silver Star, eighty-nine Bronze Stars, seventy-one Purple Hearts, and sixty-four Army Commendation Medals.

Our military police have been in the jaws of death many times, in many places, since. Let me name a few more MPs who gave their all while assisting, protecting, and defending the force.

Private First Class Scott L. Roth, killed in action, 20 December 1989, Operation Just Cause, Panama.

Specialist William F. Palmer, killed in action, 24 February 1991, on the first day of Operation Desert Storm's ground war.

Sergeant Christopher Hilgert, Specialist Mark Gutting, Specialist Keith E. Pearson, and Sergeant Ronald N. Richerson, all killed in action, 8 August 1993, after striking a land mine with their Humvee [high-mobility, multipurpose, wheeled vehicle] during the UN peacekeeping mission in Somalia.

Specialist Narson B. Sullivan, killed in action, 25 April 2003, Operation Iraqi Freedom.

In 1914, the *Field Service Regulations* of the U.S. Army assigned military police to a new role—convoy escort duties. MPs were 'assigned to preserve order, protect property, render assistance in case of accidents, and take part in the defense.' They were also to provide a strong guard in cases where the convoy employed locally hired or impressed transportation.

Think, then, of the actions of members of the 617th MP Company on 20 March 2005. On that day, Staff Sergeant Timothy Nein, Sergeant Leigh Ann Hester, and the remainder of the squad fought and killed twenty-seven AIF [anti-Iraqi forces], wounded six, and captured one—all while coming to the aid of a convoy under attack. Earned that day by these MPs were another DSC, a Silver Star (the first female since World War II to earn the award), and numerous Bronze Stars for Valor.

And most recently, Master Sergeant Wilberto Sabalu, Jr., was killed in action, 6 May 2007, during Operation Enduring Freedom in Afghanistan.

We often think of the physical courage of our MPs, but perhaps take for granted their moral courage.

Think of the moral courage required by Specialist Joseph Darby of the 372d Military Police Company, the Soldier who first reported the abuses of Abu Ghraib. Knowing that he was alone against many fellow Soldiers as well as superiors, he did the hard, right thing and reported what he knew was wrong.

Many of us live or have lived on military bases, and it is during those times when we sleep best at night, secure in the knowledge that military policemen protect us.

But it is not always so safe for our MPs.

The main gate of Fort Gordon, a former MP School location, is named for Private First Class Robert J. McKenna, killed on 22 February 1966 as he stopped two armed robbers near Gate 1.

And Sergeant First Class Jeanne M. Balcombe was shot to death by a Soldier in her unit on 21 August 1999, at Camp Red Cloud, Korea.

Ever vigilant, our MPs stand ready all the time to do their duty.

We stand here today at the site of a plaque dedicated on 2 October 2002 in the memory and in honor of our MPs. The plaque reads, 'IN PROUD MEMORY OF THOSE SOLDIERS OF THE UNITED STATES ARMY MILITARY POLICE CORPS WHO MADE THE ULTIMATE SACRIFICE IN THE DEFENSE OF FREEDOM.'

Some of you know that I spent a lot of time patrolling with our MPs as the Multinational Force–Iraq command sergeant major. I rode with them in the cities and streets of Iraq and watched as they moved forward fearlessly time and again through enemy fire or improvised explosive device[s].

Of all the warriors I saw in action in Iraq, the military police continually earned my highest respect and admiration for their daily courage, selflessness, and dedication to duty. I am more honored to be here today than you can know, and I thank you for the opportunity to express my gratitude in such a public way.

May we never forget the value of those military police who gave their all, for they were truly of the troops and for the troops.

Assist. Protect. Defend.

Thank you."

References:

Government Order #31, 30 May 1918.

Field Service Regulations, U.S. Army, 1914.

Endnote:

[1]*General Regulations for the United States Army*, Article 58, "General Police," 1821.

Command Sergeant Major Mellinger is the command sergeant major of the U.S. Army Materiel Command.



Tributes to Fallen Comrades

By Lieutenant Colonel Alex Conyers

Master Sergeant Wilberto Sabalu, Jr., and Colonel James W. Harrison, Jr., made the ultimate sacrifice for their nation on 6 May 2007 in support of the War on Terrorism and Operation Enduring Freedom, while assigned to the Detention Capability Directorate of the Combined Security Transition Command–Afghanistan (CSTC-A). An errant Afghan soldier shot and killed them as they departed the Afghan National Detention Facility, where they trained Afghan military police corrections specialists. Master Sergeant Sabalu and Colonel Harrison were proud to be a part of the Military Police Corps Regiment, and they will always be remembered.

Master Sergeant Wilberto Sabalu, Jr.

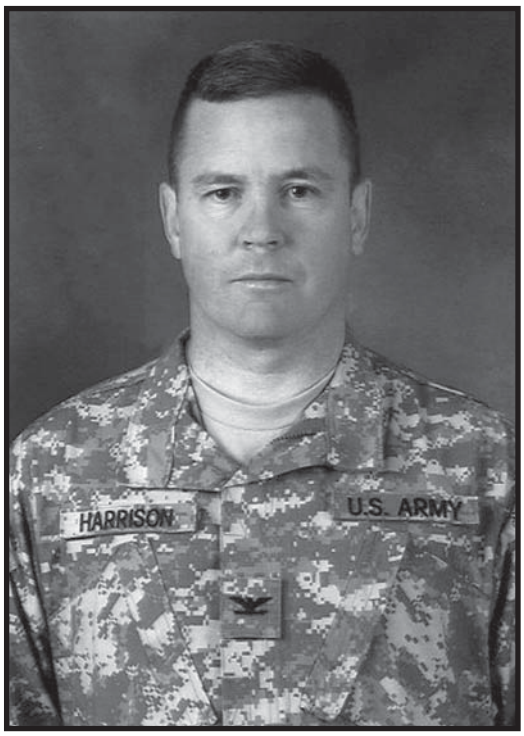
Master Sergeant Sabalu was a career Soldier and had been a part of the Military Police Regiment since 1989, demonstrating professional expertise and leadership at every level. Before his deployment to Afghanistan, he was assigned to Fort Leonard Wood, Missouri—the home of the Regiment. There, he trained future internment/resettlement specialists (military occupational specialty 31E). He also developed and executed training for noncommissioned officers who, in turn, trained Soldiers on the intricacies of detainee operations in support of the War on Terrorism.



A Soldier's Soldier, Master Sergeant Sabalu lived and endured with the Afghan soldiers, dutifully mentoring them on the standards for detention operations and the proper care and custody of detainees. He led by example as he taught the Afghan soldiers what it meant to be a Soldier proudly serving his country. He lived by the philosophy of "Mission first and Soldiers always."

On 26 September 2007, the CSTC-A honored Master Sergeant Sabalu by dedicating the Sabalu House in his honor. The Soldiers, sailors, airmen, and marines who occupy these barracks will forever be reminded of the ultimate sacrifice made by Master Sergeant Sabalu—the Soldier, noncommissioned officer, and military policeman.

Colonel James W. Harrison, Jr.



Colonel Harrison was commissioned as a second lieutenant in the Military Police Corps at the U.S. Military Academy, West Point, New York, in 1981. He demonstrated exemplary leadership at every level, including his service as the Director, School for Command Preparation, Command and General Staff College, Fort Leavenworth, Kansas; Commandant, U.S. Disciplinary Barracks, Fort Leavenworth, Kansas; and Commander, 5th Military Police Battalion (Criminal Investigation Division), Kaiserslautern, Germany.

Colonel Harrison epitomized the characteristics of duty, honor, and country as defined by General Douglas MacArthur. He rescinded his request for retirement so that he could deploy in support of Operation Enduring Freedom. His dedication to mission and duty is evident through the accomplishments of the government of Afghanistan, which established a fully functional detention facility for enemy combatants. The facility was erected in support of the strategic plans of the United States and is in compliance with international standards.

On 26 September 2007, the CSTC-A honored Colonel Harrison by dedicating the Harrison House in his honor. The Soldiers, sailors, airmen, and marines who occupy these barracks will forever be reminded of the ultimate sacrifice made by Colonel Harrison—the Soldier and military police officer.

Lieutenant Colonel Conyers is assigned to the Combined Security Transition Command–Afghanistan.

Letter to the Editor

A rousing "Hurrah!" to Lieutenant Colonel Wayne Larry Dandridge (Retired) for his outstanding, comprehensive, and practical article "Army Leadership: A Personal View" in the Spring 2008 edition of *Military Police*.

From day one back in '43, all we heard about in the Navy and, later, Army was "leadership" through each and every course or school—Basic Infantry, Basic Military Police, Field Grade Military Police, Industrial College of the Armed Forces, and the War College—but nowhere has anyone so eloquently and in such practical terms covered the subject of leadership.

As a provost marshal for twelve years in an Infantry Division (the 26th Yankee Infantry Division), I like to think that I used some of Dandridge's recommendations.

Congratulations on bringing to the "professionals" a great and informative journal.

—Colonel Stanley W. Wisnioski, Jr. (Retired)
U.S Army Reserve

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 Lance O. Eakes
1132d Military Police Company
North Carolina Army National Guard
Rocky Mount, North Carolina



Specialist James M. Finley
173d Special Troops Battalion
173d Airborne Brigade Combat Team
Bamberg, Germany



Staff Sergeant Emanuel Pickett
1132d Military Police Company
North Carolina Army National Guard
Rocky Mount, North Carolina



Sergeant Thomas C. Ray II
1132d Military Police Company
North Carolina Army National Guard
Rocky Mount, North Carolina



Private First Class Aaron J. Ward
170th Military Police Company
504th Military Police Battalion
42d Military Police Brigade
Fort Lewis, Washington



Sergeant David B. Williams
1132d Military Police Company
North Carolina Army National Guard
Rocky Mount, North Carolina



The career of Major General Paul M. Timmerberg (Retired) is legendary in the U.S. Army Military Police Corps. The remarkable impact of his thirty-four years of valorous and distinguished service on the force protection role and law enforcement mission of military police resulted in his second Army Distinguished Service Medal upon his retirement on 31 August 1983 and his induction into the U.S. Army Military Police Corps Regimental Hall of Fame on 24 September 2002.

Paul Timmerberg was born in Montgomery City, Missouri, on 17 August 1927. On 4 March 1949, he entered the Army Officer Corps as a graduate of Officer Candidate School. He completed multiple combat tours in Vietnam and other overseas tours in Japan and Germany, holding command positions at every level of command up to and including brigade level.

In a period of constrained resources in the 1970s, when the value of the Military Police Corps as a separate branch was questioned at the highest levels of the Army, the professionalism, integrity, and fairness projected by Major General Timmerberg was influential. As the senior military police officer on active duty and the commander of one of twelve Army major commands (MACOMs), his unifying actions within the Army were at the forefront of the decision to continue the designation of the Military Police Corps as a permanent branch of the U.S. Army.

In September 1975, about one year after the Army Provost Marshal General was permanently disestablished, Brigadier General Timmerberg assumed command of the U.S. Army Criminal Investigation Command (USACIDC). There was serious dissension in the field between MACOM provost marshals (representing senior four-star commanders) and worldwide regional commanders of the relatively new, stovepiped USACIDC. In the eyes of Army civilian and military leadership, command and control issues regarding Army law enforcement had undermined the effectiveness of the Military Police Corps. In response, Major General Timmerberg established the requirement to continuously inform field commanders and their provost marshals about ongoing investigations—a command and control need he had perceived from an opposing vantage point during his previous assignment in Europe.

This unified concept in the conduct of worldwide criminal investigations met the Army's need for discipline, law, and order and gained the immediate acceptance of senior Army field commanders. Major General Timmerberg's demonstrated success resulted in an unparalled Army command tenure of eight years, with promotion to major general in June 1978. His eight-year tenure as a MACOM commander (completed just before his retirement) restored the confidence of Army leadership in the Military Police Corps and confirmed the value of the Corps after the disestablishment of the Provost Marshal General. Throughout his term as the commanding general of USACIDC, the four Secretaries of the Army and three Chiefs of Staff under whom he served universally regarded USACIDC as the preeminent Department of Defense criminal investigation element, lavishly praising Major General Timmerberg.

As he held positions of increasing responsibility throughout his long career, little did Major General Timmerberg realize that he would eventually become one of just a few distinctive icons in the storied history of the Military Police Corps. In Major General Timmerberg, the Army leadership saw the best of the Military Police Corps—and the Corps had a leader whose strength, character, and balance brought calm and healing to one of the most divisive periods in Corps history.

Major General Timmerberg and Dorothy, his wife of nearly sixty years, have four children (Doug, Debbie, John, and Mark), twelve grandchildren, and four great-grandchildren.

Awards and Decorations

Distinguished Service Medal with oak-leaf cluster
Legion of Merit
Bronze Star Medal with three oak-leaf clusters
Air Medal with "V" Device and six oak-leaf clusters
Meritorious Service Medal
Army Commendation Medal with four oak-leaf clusters
Meritorious Unit Commendation with two oak-leaf clusters
Army of Occupation Medal
National Defense Service Ribbon with one oak-leaf cluster
Korean Service Medal
Vietnam Service Medal
Army Service Ribbon
United Nations Service Medal
Republic of Vietnam Campaign Medal with 60 Device
Overseas Service Ribbon
Republic of Vietnam Civil Actions Honor Medal, First Class
Six Overseas Service Bars
Republic of Vietnam Army Distinguished Service Order, First Class
Republic of Vietnam Armed Forces Honor Medal, First Class
Republic of Vietnam Gallantry Cross Unit Citation with Palm (three awards)
Vietnam Civil Actions Unit Citation
Republic of Korea Cheonsu Medal
Order of National Security Merit

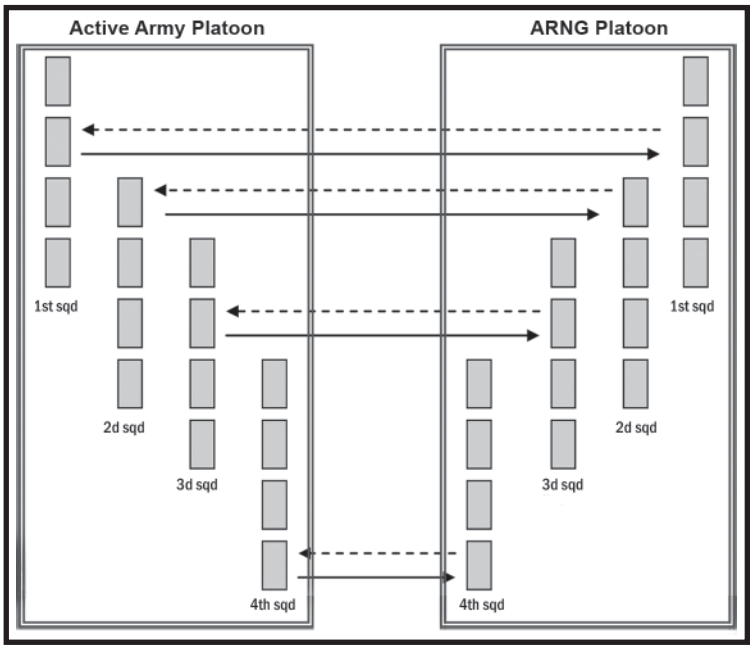
Colonel Lowrey (Retired) is the editor of Retired Military Police Officers Digest. He holds a bachelor's degree from the University of Maryland and a master's degree from Pennsylvania State University.

(Cross-Fertilization: A Unique Method for Enabling Military Police Units in Combat, continued from page 14)

raising the level of proficiency and ensuring that everyone was operating on the "same sheet of music."

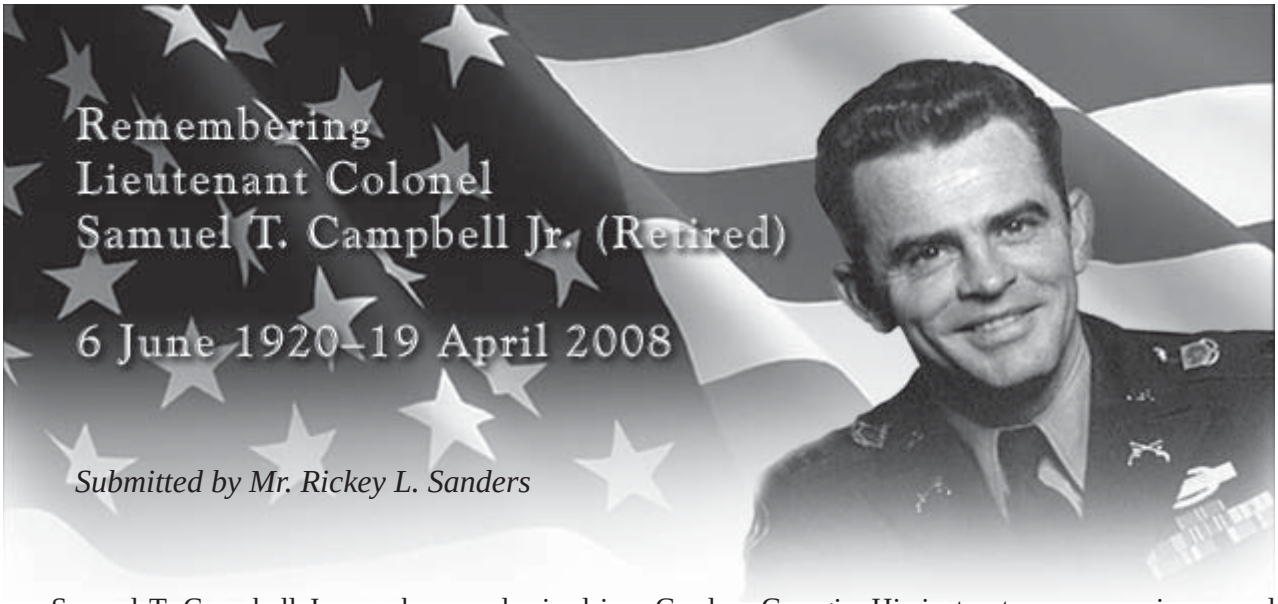
What began as a sixty-day experiment was considered successful within forty-five days. The Soldiers were eventually allowed to return to their old squads, but the result was a cohesive battalion TF. With only one Soldier standard, collective efforts were necessary to achieve success. The Soldiers of the TF gained the mutual trust and confidence that is so vital when fighting. When Soldiers see their commanders working alongside one another, helping and supporting each other, it sets a tone for achieving objectives through teamwork.

As the TF rotated, success depended on seasoned units fertilizing less seasoned units. The experienced unit led and shared experiences with the unit that had yet to prove competence in combat—regardless of the component.



Cross-fertilization of Active Army and ARNG units

Lieutenant Colonel McRee formerly commanded the 759th Military Police Battalion. He is currently a student at the Army War College, Carlisle Barracks, Pennsylvania.



Samuel T. Campbell Jr. was born and raised in Philadelphia, Pennsylvania. He was prompted to enlist in the U.S. Army as a result of the Japanese attack on Pearl Harbor in December 1941.

Upon completion of basic training, Campbell was chosen for Officer Candidate School and, after graduation, was assigned to the U.S. Army Air Corps as a pilot cadet. He was later reassigned as a flight simulator instructor.

In 1943, Campbell was assigned to the 25th Infantry Division. As a mortar platoon leader in the jungles of the South Pacific, he participated in many island campaigns, earned the Combat Infantry Badge, and was awarded the Bronze Star with V Device for valor in combat.

In September 1945, Campbell was reassigned to the Military Police Corps and sent to Japan as a member of the occupation force. He remained there until he was discharged from the Army in early 1946.

In 1946, Campbell began a brief civilian career, but he rejoined the Army in 1947 because he missed the military life. One of his first assignments after returning as an officer in the Military Police Corps was in Vienna, Austria—a hotbed of espionage and intrigue at the time.

When he returned to the United States, Campbell was transferred to the U.S. Army Criminal Investigation Command (CID), where he served as a personal bodyguard for Dr. Werner von Braun, a former German scientist who led the infant American rocket program that later evolved into the National Aeronautics and Space Administration.

In 1954, Campbell was trained as a polygraph examiner at the Military Police School, Camp Gordon, Georgia. His instructors were so impressed with him that they arranged for his reassignment as an instructor at the school. For the next several years, he taught courses there.

During his Army career, Campbell enjoyed many interesting assignments, including that of commanding officer of the U.S. Army Crime Laboratory (one of only three such laboratories in the world) in Frankfurt, Germany, in the early 1960s.

In July 1966, after more than twenty-three years of service, Campbell retired from the U.S. Army as a lieutenant colonel. Almost immediately, he was recruited by the U.S. Agency for International Development and was sent to Saigon, Vietnam, as the senior law enforcement advisor to the South Vietnamese National Police, where he served from 1966 to 1968. Following another brief period of retirement, Campbell moved to San Francisco, California, where he took a job as the director of security for the University of San Francisco. But the Army soon recruited him back as a senior civilian supervisor with the 6th Region CID Headquarters at the Presidio of San Francisco, where he remained until his well-deserved, final retirement in 1985.

In 1999, Lieutenant Colonel Campbell (Retired) was inducted into the CID Hall of Fame. He was cited for the lasting influence his leadership, mentoring ability, and professionalism had on the CID.

Lieutenant Colonel Campbell was preceded in death by his wife, Jule, in October 2007. He is survived by his daughter, Robin Ditto, of Gainesville, Florida; his son, Samuel, of San Diego, California; five grandchildren; and two great-grandchildren.

Army Special Agent Receives Soldier's Medal

By Mr. Jeffrey Castro

Kicking in the front door of a house is not usually the best way to make an entrance; but for one lucky family, it was just another example of how Special Agent Thomas Broadbent of the U.S. Army Protective Services Battalion (Criminal Investigation Division [CID]), Fort Hood, Texas, lives by the CID motto of "Do what has to be done."

In the early morning hours of 9 March 2007, as Broadbent was returning to the CID office following an off-post investigation, he noticed flames shooting out from behind a building alongside the highway. As he got closer, Broadbent realized that a house was on fire. There were no emergency vehicles in the area, so he immediately called 911. He got out of his vehicle and noticed that there were several cars in the driveway, so he knew there was a good possibility that someone was inside. He ran to the front of the house, banged on the door, and tried to rouse the residents. With the fire creeping up the side of the house and still no answer at the front door, he knew it would only be a matter of minutes before the entire house would be engulfed in flames, so he decided to go in.

With two or three good kicks, the door swung open and a thick wall of smoke hit Broadbent in the face. As the air cleared, he could see that the kitchen at the back of the house was already completely engulfed in flames. Undeterred, he continued inside. As he felt his way from room to room, searching for anyone who might be in the house, he yelled for the occupants to get up and get out. Suddenly, a boy of about nine or ten years of age came out of one of the bedrooms. Broadbent instructed him to run outside. He then continued searching and yelling. He found two sleeping adults who were unaware of the disaster around them. He informed them that the house was on fire, led them through the smoke, and got them outside. The fright and confusion of the situation was compounded by the fact that the family did not speak English.



Photograph by Jeffrey Castro

Brigadier General Johnson (left) congratulates Special Agent Broadbent after awarding him the Soldier's Medal.

In all, there were eight family members inside the house. It took Broadbent less than three minutes from the time he entered the house to ensure that everyone was safely outside.

Emergency personnel arrived to douse the flames and investigate the incident. Without fanfare, Broadbent explained what happened, slipped back into his car, and drove off.

The fire started in an attached garage. And according to the local fire marshal's report, it was caused by an electrical short in a warming lamp. The estimated damage to the house and property was more than $170,000. Although the house was equipped with smoke detectors, the family had removed the batteries because the sound of the low-battery indicator had become annoying.

The fire marshal's report states that the family "would have undoubtedly been consumed by

(Continued on page 49)

93d Military Police Battalion

Lineage and Honors

Constituted 8 June 1945 in the Army of the United States as Headquarters and Headquarters Detachment, 93d Military Police Battalion.

Activated 13 June 1945 in France.

Inactivated 12 November 1945 in France.

Allotted 27 September 1951 to the Regular Army.

Activated 28 October 1951 in Korea.

Inactivated 20 March 1953 in Korea.

Activated 1 June 1966 at Fort Sill, Oklahoma.

Inactivated 21 December 1971 at Fort Lewis, Washington.

Activated 16 October 1986 in Germany.

Inactivated 15 November 1992 in Germany.

Activated 17 November 2007 at Fort Bliss, Texas.



Campaign Participation Credit

Korean War
United Nations Summer–Fall Offensive; Second Korean Winter; Summer–Fall 1952; Third Korean Winter

Vietnam
Counteroffensive, Phase II; Counteroffensive, Phase III; Tet Counteroffensive; Counteroffensive, Phase IV; Counteroffensive, Phase V; Counteroffensive, Phase VI; Tet 1969/Counteroffensive; Summer–Fall 1969; Winter–Spring 1970; Sanctuary Counteroffensive; Counteroffensive, Phase VII; Consolidation I; Consolidation II

Southwest Asia
Defense of Saudi Arabia; Liberation and Defense of Kuwait; Cease-Fire

Decorations

Meritorious Unit Commendation (Army)—Streamer embroidered VIETNAM 1967–1968

Meritorious Unit Commendation (Army)—Streamer embroidered SOUTHWEST ASIA 1990–1991

Republic of Korea Presidential Unit Citation—Streamer embroidered KOREA 1950–1952

Republic of Korea Presidential Unit Citation—Streamer embroidered KOREA 1953

Republic of Vietnam Cross of Gallantry with Palm—Streamer embroidered VIETNAM 1966–1971

Republic of Vietnam Civil Action Honor Medal, First Class—Streamer embroidered VIETNAM 1970–1971

"High-Speed" Private Helps Save Command Sergeant Major's Life

By Major Mike Indovina

A private's quick response helped save the life of a command sergeant major stationed at Camp Victory, Baghdad, Iraq.

On 3 April 2008, Private First Class Keon Christie, 18th Military Police Brigade, was walking to a bus stop en route to work when he saw a sport utility vehicle veer off the road. There was a Soldier slumped over the steering wheel. Christie attempted to open the doors of the vehicle, but they were all locked. Without hesitation, he used his M4 rifle to break a window, thereby gaining access to the Soldier. Several other Soldiers arrived on the scene. A captain, a specialist, and a Federal Bureau of Investigation agent helped pull the driver from the vehicle.

The driver—a command sergeant major—appeared to be suffering from a heart attack or stroke. As some of the rescuers began performing cardiopulmonary resuscitation (CPR), the victim slipped in and out of consciousness.

"I did not feel comfortable doing the CPR because I was not certified in the process, but [I] assisted in the recovery of the Soldier when he came to," said Christie. "I would ask [the command sergeant major] if he knew where he was and what had happened."



Private First Class Keon Christie helped save the life of an Army command sergeant major who had suffered an apparent heart attack or stroke while driving.

As the group continued CPR, medics from the Camp Victory troop medical clinic arrived and transported the victim to the clinic, where he was stabilized. He later returned to the United States to continue his recovery.

After the incident, Christie said he did not want to be a Soldier who "just walks away" when someone is in need. "Where I come from, most people that see this type of situation just look and stare and don't do anything about it," said Christie. "But I did not want to be one of those people." "Because of this [incident], I am now interested in taking courses to become certified in CPR for future use," he added.

"PFC [Private First Class] Christie is 'high-speed,'" said a noncommissioned officer from Headquarters and Headquarters Company, 18th Military Police Brigade. "Christie is a new Soldier to the Army, and he did the right thing and what is expected of a Soldier." "After being a military policeman for several years now, most people I have observed just continue on and watch and don't take action," he added. "Christie taking action definitely contributed to the sergeant major still being alive today."

As a result of his actions, Christie has been recommended for the Army Commendation Medal.

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

Crime and Punishment in the Early Years of the Army

By Master Sergeant Patrick V. Garland (Retired)

> *As if to make up the full measure of grief and embarrassment to the Commander in Chief, repeated complaints have been made to him that some of the Soldiers are in the practice of pilfering and plundering the inhabitants of their poultry, sheep, pigs, and even their cattle, from their farms.*
>
> —Dr. James Thacher[1]

This quote from a medical officer's memoirs, recorded during his service with the Continental Army, illustrates the problems of undisciplined troops in an army. Every army has been plagued with thievery, desertion, disobedience, and criminal acts of all sorts. From its inception, the U.S. Army has dealt with this problem through punishment and incarceration.

To further quote Dr. Thacher, "This marauding practice has often been prohibited in general orders, under the severest penalties, and some exemplary punishments have been inflicted. General [George] Washington possesses an inflexible firmness of purpose, and is determined that discipline and subordination in camp shall be rigidly enforced and maintained. The whole army has been sufficiently warned, and cautioned against robbing the inhabitants on any pretence whatever, and no soldier is subjected to punishment without a fair trial, and conviction by a court martial. [*sic*]"[2]

These matters were so important in 1775 that the "Articles of War" indicated, "All crimes, not capital, and all disorders and neglects, which officers and soldiers may be guilty of, to the prejudice of good order and military discipline, though not mentioned in the articles of war, are to be taken cognizance of by general or regimental court-martial, according to the nature and degree of the offence, and be punished at their discretion. [*sic*]"[3]

In 1776, the following text was added: "Whenever any officer or soldier shall be accused of a capital crime, or of having used violence or committed any offense against the persons or property of the good people of any of the United American States, such as is punishable by the known laws of the land, the commanding officer and officers of every regiment, troop, or party, to which the person or persons so accused shall belong, are hereby required, upon application duly made by or in behalf of the party or parties injured, to use his utmost endeavors to deliver over such accused person or persons to the civil magistrate; and likewise to be aiding and assisting to the officers of justice in apprehending and securing the person or persons so accused, in order to bring them to a trial. If any commanding officer or officers shall willfully neglect or shall refuse, upon the application aforesaid, to deliver over such accused person or persons to the civil magistrates, or to be aiding and assisting to the officers of justice in apprehending such person or persons, the officer or officers so offending shall be cashiered. [*sic*]"[4]

In those early days, the most common punishment was whipping or flogging, with the number of strikes determined by the severity of the offense committed. However, forty lashes were generally administered. That number dates back to Biblical times when, according to Deuteronomy 25:1–3, the Lord commanded, "If there is a dispute between men and they come into court and the judges decide between them, acquitting the innocent and condemning the guilty, then if the guilty man deserves to be beaten, the judge shall cause him to lie down and be beaten in his presence with a number of stripes in proportion to his offense. Forty stripes may be given him, but not more, lest, if one should go on to beat him with more stripes than these, your brother be degraded in your sight."[5]

Another mode of punishment was that of running the gauntlet, which originated with the Roman legion. Two lines of Soldiers who were each bearing a switch or rod beat the offender, who was required to pass between the two lines. To prevent the delinquent from running too fast, a Soldier was often ordered to hold a bayonet at the offender's breast. This effectively slowed his pace.

In June 1778, at Valley Forge, Pennsylvania, General George Washington formed a special unit—a troop of light dragoons (Soldiers on horseback). The troop was known as the "Marechaussee Corps." The term "Marechaussee" was adopted from the French term "Marecheaux," which referred to the French provost marshal units dating back to the 12th century. The Marechaussee Corps maintained order and enforced the "Articles of War" in the often unruly and sometimes undependable American Army. The Marechaussee Corps, which was the first military police-like organization in the United States, performed many duties—much like the Military Police Corps of today.[6]

Military encampments included a guardhouse, which was used for the temporary confinement of offenders. As the need for imprisonment facilities increased, military stockades were constructed. For the most severe infractions of the law, death was ordered by court-martial. These sentences were usually carried out by hangings or firing squads; specific guidelines were provided. (In more modern times, procedures for these executions were prescribed in Department of the Army [DA] Pamphlet [Pam] 27-4.)

It was not until 1861 that the first military prison was established on Alcatraz Island in San Francisco Bay. It was designated for use by the U.S. Army Department of the Pacific.

An act of Congress, dated 3 March 1873, authorized a second military prison, stating, "There shall be established at Rock Island, in the State of Illinois, a prison for the confinement and reformation of offenders against the rules and regulations, and laws for the government of the Army of the United States, in which shall be securely confined, and employed at labor, and governed in the manner hereinafter directed, all offenders convicted before any court-martial or military commission in the United States, and sentenced according to law to imprisonment therein. [*sic*]" On 21 May 1874, this act was amended to indicate that Fort Leavenworth, Kansas, would replace Rock Island as the location for the new military prison.[7] Construction began the following year, and the facility could house 1,500 prisoners.

Another military prison was established at Castle Williams, Governor's Island, New York. Originally built in 1811 to protect the entrance to New York Harbor, it was later used to house Confederate prisoners during the Civil War. Later still, it was used as a minimum security military prison. The facility, which was converted to a model prison in 1903, was most likely wired for electricity when it became available on the island in 1904. From 1912 to 1913, stones from two demolished magazines within the courtyard were used to remodel the angled gate walls, creating a two-story guardhouse. Castle Williams became the location for the Atlantic Branch of the Fort Leavenworth Disciplinary Barracks in 1915 and the location for the Eastern Branch of the U.S. Disciplinary Barracks in 1921. The plumbing system was expanded in 1916; and the plumbing, central heating, and electrical systems were completely renovated in the 1930s.[8]

Other prisons of some notoriety include Fort Jefferson (used as a military prison after the Civil War) in Dry Tortugas, Florida, and some Civil War prisoner of war compounds. In 1899, Soldiers of the 15th Minnesota Volunteer Infantry were convicted of mutiny at Camp McKenzie, Augusta, Georgia, and were confined at St. Francis Barracks, St. Augustine, Florida.[9]



Alcatraz citadel, 1908

Contemporary Accounts of Prison Life

Alcatraz

Not long ago I visited a prison placed on a lonely rock in the heart of the bay of San Francisco, a place where military convicts are confined. The rock is so barren and small and the water around it so deep and full of dangerous eddies that it seemed a useless precaution to have armed sentries to tramp about after the men as they worked . . .

All of the prisoners were dressed in suits of coarse gray cloth, cut in the same pattern as the uniforms worn in the army, with heavy laced shoes and black hats banded with a cord, the color of which indicated the class to which the convict, by virtue of good behavior or otherwise, had been assigned. When he is first received he is placed in the second class and a blue band placed on his hat. If his conduct during the first three months is good, he is promoted to the first class and exchanges his blue hatband for one of red. If on the contrary, he commits any serious breaches of military discipline he is degraded to the third or lowest class and his halo changes its color from red to yellow. Convicts of the first class, whose conduct has been good for a period sufficiently long in the opinion of the Commandant, are granted additional privileges and indicate this fact by wearing a white cord in the centre of the red band.

Any convict who escapes, or who attempts to escape when recaptured is obliged to wear a ball and chain for three months . . .

When a prisoner is received at the prison he is placed in a reception cell, minutely searched and deprived of everything except his clothing. Then he is taken to a bathroom, washed and clad in the prison dress, his hair cut close to his head and his beard and whiskers trimmed. His clothing, such as it is, is renewed as often as may be required. It is marked on the back of the blouse with the letter 'P' and his prison number, and he is forbidden to wear a watch chain, ring, or other ornament. Reports against prisoners for violations of prison discipline are made in writing to the Commandant, and each man is given a week, after the appearance of the report, in which to furnish an explanation, if he has one to offer. Punishment usually takes the form of forfeiture of good conduct time, of which a prisoner is allowed to accumulate five days for each month of satisfactory deportment, except when he is serving in the third class. Corporal punishment, or any punishment for violation of prison rules beyond reduction to the third class and confinement in the dungeon or forfeiture of good conduct time, is not permitted.

Prisoners of the first and second classes are not required to preserve silence when working except when it interferes with the performance of their labor. Third-class prisoners, on the contrary, are required to keep silence, are deprived of the privilege of the library, are required to march in the prison lock-step to and from their work, and are locked in their cells whenever not at work or at their meals. The prison regulations make it very advantageous for men to keep out of the third class, yet there are always some in it; and for all cases of mutinous conduct, disobedience, obtaining liquor, repeated violations of rules, or any continued impropriety which indicates a bad disposition, a man is sure to be awarded the yellow halo and the silence of the damned. [*sic*][10]

—Lieutenant Alvin H. Sydenham, U.S. Artillery, 1894

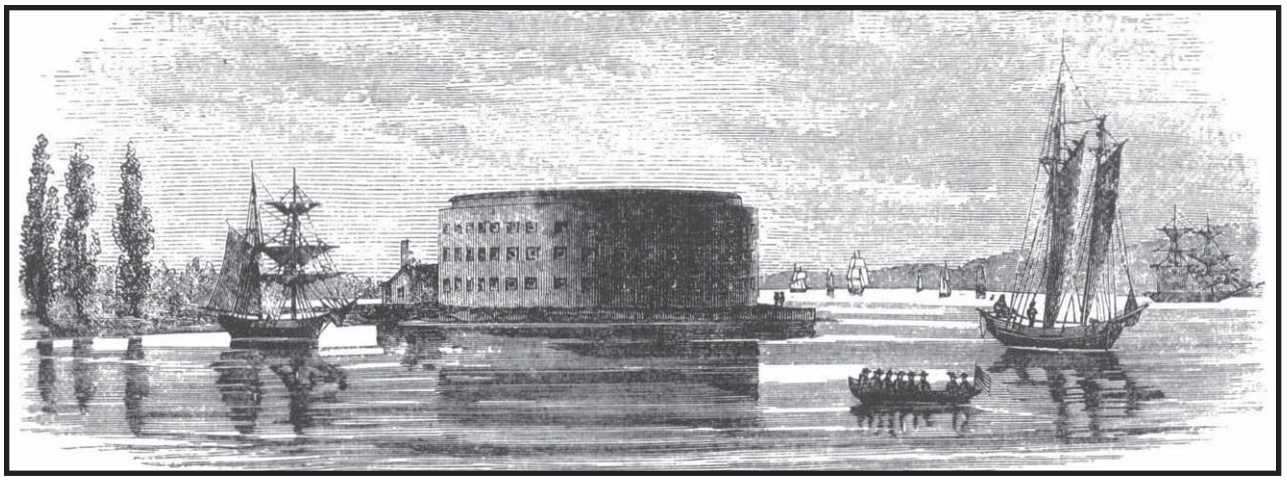
Castle Williams

The cells throughout are heated by steam and lighted by electricity. The baths are in excellent condition, and the prison fare, which is always wholesome, is made a special feature at holiday festivities. The menu for each meal is posted on the dining room wall . . .

When a prisoner enters Castle Williams, he is asked what trade or occupation he pursued prior to entering the Army and he is then put to work in a position in which he can do the most good with his time to serve . . . There are carpenters who are at present turning out furniture which is used only by officers at the military post; there are shoemakers who are skilled in their trade; tailors who are put to work on the prison clothing; and each one at his trade as in some big industrial school . . .

Whenever the prisoners show rebellion to the order of discipline they are put to work on the rock pile and a few of the obstreperous ones are confined to the solitary cells or dungeons on the top terrace, which are reached by a winding stair, in the tower. [*sic*][11]

—*Brookyln Standard Union,* 1907



Castle Williams, Governor's Island, New York

Since there were no permanent military police during these early years, the commandants and guard forces of each prison were detailed from line units. In October 1905, Major George W. McIver and three companies of the 4th Infantry were detailed to take control of the military prison at Alcatraz, relieving Major Alexis R. Paxton and the men of the 13th Infantry. In his memoirs, McIver writes, "There were nearly two hundred military convicts in the Alcatraz prison and I was to learn from my own experiences with them that prison discipline is a serious problem. The prisoners were all serving sentences for military offenses including desertion. As moral delinquents, I think they were, as a class, somewhat above the ordinary run of inmates of a civil prison or jail, and yet there were among them some evil characters who were bad actors and constant troublemakers. A number of attempts at escape were made while I was there but none of them succeeded. Among the prisoners were two ex-Army officers whose trial and convictions had led to a prison sentence in addition to dismissal from the Army. [*sic*]"[12]

It is unclear when or where military police began administering and securing military prisons. Each post to which I was assigned during my career (1954–1974) had its own stockade. However, in addition to the U.S. Disciplinary Barracks at Fort Leavenworth, there are currently six U.S. Army regional confinement facilities. These facilities are located at Fort Carson, Colorado; Fort Lewis, Washington; Fort Knox, Kentucky; Fort Sill, Oklahoma; Mannheim, Germany; and Camp Humphreys, Korea.

Reference:

DA Pam 27-4, *Procedure for Military Executions*, December 1947.

Endnotes:

[1]Dr. James Thacher, "Military Punishments in the Continental Army," *American History Told by Contemporaries*, Vol. II, Albert Bushnell Hart, editor, MacMillan, New York, 1899, pp. 493–494.

[2]Ibid.

[3]"Articles of War," *Journals of the Continental Congress*, 30 June 1775.

[4]Ibid, 20 September 1776.

[5]*The Holy Bible*, English Standard Version, Crossway Bibles, 2001.

[6]Mr. Scott Norton, reference, "The Marechaussee Corps," *Military Police*, May 2001.

[7]*Compiled Statutes of the United States, 1913: Embracing the Statutes of the United States of a General and Permanent Nature in Force, December 31, 1913*, compiled by John A. Mallory, West Publishing Company, St. Paul, Minnesota, 1914.

[8]"Castle Williams Prison Life 1st Decade of 20th Century," online history at <*http://www.correctionhistory.org/civilwar/governorsisland/frame_main4.html*>, accessed on 23 May 2008.

[9]"Minnesota in the Spanish-American War and the Philippine Insurrection," Minnesota War Records Commission, St. Paul, Minnesota, 1923.

[10]Alvin H. Sydenham, Lieutenant, U.S. Artillery, "The Exiles of the Golden Gate," *The Illustrated American*, 19 January 1895, pp. 66–68.

[11]"Uncle Sam's Prisoners in Castle Williams," *Brooklyn Standard Union*, 9 June 1907.

[12]Jonathon Dembo, editor, *A Life of Duty: The Autobiography of George Wilcox McIver, 1858–1947*, The History Press, Charleston, South Carolina, 2006.

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.

Special Forces Military Police: The 550th Military Police Detachment, 1963–1974

By Mr. Andy Watson

My first encounter with Special Forces (SF) military police occurred while I was cataloging objects for the Military Police Corps Regimental Museum. I found a brassard with the familiar "MP" letters below the teal, arrowhead-shaped SF shoulder sleeve insignia. Curious, I checked the artifact file, but found very little information. I did discover a comment that had been written long ago by a cataloger with the U.S. Army Center of Military History. It stated, "There aren't any SF MPs [military police]."



After performing research, I was able to discern that the first SF military police unit was the 550th Military Police Detachment, which was authorized by a Department of the Army letter dated 19 March 1963 and was activated on 1 April 1963.[1] The unit was assigned to the U.S. Army South (USARSO), 8th Special Forces Group (SFG), 1st SF, Fort Gulick, Panama Canal Zone.

At the time, Soldiers of the 550th observed that "Many of the problems of Latin American armies [were] actually more 'police' than 'army' in nature."[2] Because many Army leaders considered police work essential to counterinsurgency operations (as evidenced in Malaya), the 550th Military Police Detachment was put into action training U.S. and Latin American forces during the early 1960s. Coordination for instruction in various countries proved difficult at times, requiring approval by the U.S. Department of State and the U.S. Agency for International Development; but sponsoring-country interest usually superseded reservations.

Concentrating on instruction and advisement over installation police work, the 550th Military Police Detachment differed from other U.S. Army military police units in Panama, such as the 534th Military Police Company at Fort Clayton and the 549th Military Police Company at Fort Davis. The mission of the 550th was to "provide command, control, and supervision of military police training and related subjects."[3] In addition, the detachment was also to provide "advisory assistance to indigenous paramilitary, military, and community forces in all phases of military police subjects."[4] Areas of expertise for the 550th included civil disturbance, area control, traffic control, provost marshal duties, military police duties, criminal investigation, physical security, and unarmed defense. The detachment also provided instruction in non-branch-specific subjects such as map reading and first aid.

In the first months of the unit formation, there were many changes in organization and command, which were further strained by riots within Panama. The first acting commander was Master Sergeant Robert E. Sweeney, with several interim commanders following. On 4 November 1963, Major William C. DeLapp III assumed command and, subsequently, led the unit during the turbulent Panamanian riots.

In response to the riots, the 550th was placed in support of the 8th SFG contingency plans for civil disturbances. During the unrest from 9 to16 January 1964, members of the 550th assisted Company C (Provisional) of the 8th SFG in conducting security missions—most notably providing a guard force to secure Coco Solo Hospital.[5] Soldiers of the 550th were also required to instruct all members of the 8th SFG in riot control techniques and formations.[6] In addition, the 550th provided riot instruction to the Panama Canal Police Departments at Balboa and Cristóbal—cities at opposite ends of the canal.

As the riots subsided, unit routine soon followed. On 1 May 1964, Major Richard E. George assumed command of the detachment. The table of organization

and equipment was finalized on 1 July 1964, and the unit reached full strength under the provisions of USARSO General Order Number 68 later that month. The unit then began to maintain a busy schedule of instruction and on-site surveys, examining physical security and other military police concerns.



Instruction in riot control formations at Fort Gulick, Panama

While some instruction was conducted in Panama, other countries often hosted one of the 550th mobile training teams (MTTs). The MTTs were divided into different areas of instruction including training and advising, riot control, area control, police public relations, physical security, general investigation, and other police subjects.[7] MTT training typically lasted from a few days to a few months.

Over time, the strength of the 550th varied, but early authorizations were for twenty-one officers, nine warrant officers, and twenty-seven enlisted men.[8] An average strength of nineteen officers and thirteen enlisted men was reported for the period 1964–1965. The detachment continued to grow; and in 1966, the original authorizations were met. Unfortunately, fluctuations continued and unit strength dropped to twelve officers, six warrant officers, and fourteen enlisted men in July 1967.[9] Despite the ebb and flow of personnel, the unit was described to be ". . . capable of presenting three complete courses of instruction in all military police and related subjects, about 1,500 hours each, in three different Latin American countries, simultaneously."[10]

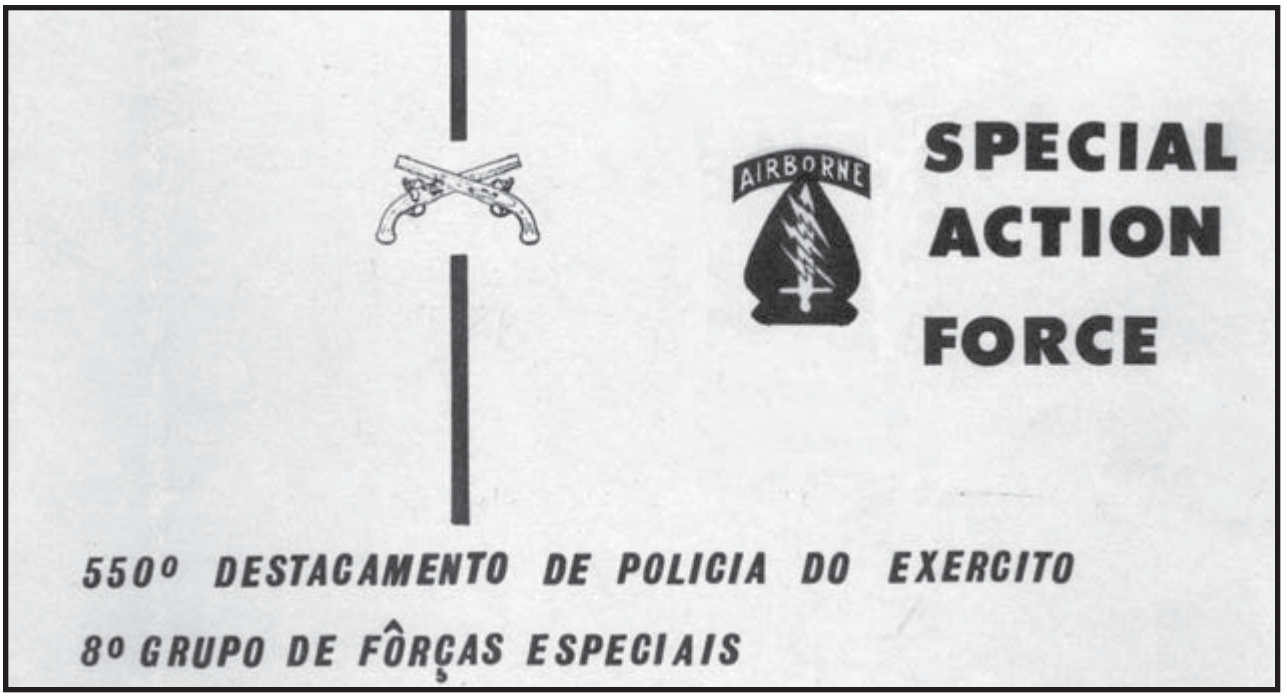
The personnel of the 550th were trained military police. They had completed the requisite courses for military police work and were chosen for their "educational and experience qualifications, with the majority having a long and varied military police background."[11] Detachment members had attended or instructed numerous riot and civil disturbance courses at the U.S. Army Military Police School at Fort Gordon, Georgia. They had extensive experience in customs searches and antismuggling activities, and most of the Soldiers had focused on physical security at one point or another.

Soldiers of the 550th relied more on their police, language, and instructional skills than an SF background. If not previously qualified, they might attend Airborne, Jungle Expert, Sniper, Recondo,[12] Jumpmaster, or SF schools upon assignment to the unit. Interestingly, Major DeLapp described the unit as ". . . an airborne unit which is 50 [percent] 'leg' but 100 [percent] air transportable."[13] Continuous training was undertaken by many of the detachment members when they were not serving as instructors.

Criminal investigation instructors with the 550th were well versed on gathering evidence at crime scenes and using numerous other police field methods. Courses presented on fingerprinting, casting and molding, laboratory examinations, and undercover investigations were popularly attended. The Soldiers of the 550th even helped one country establish a centralized fingerprint identification system as they trained personnel in fingerprint detection and classification.[14] Laboratory-based courses were generally dependent on stable environments; however, impromptu field methods of investigation were also instructed. Counterinsurgency classes often involved tactical training in a jungle environment.

Special instruction equipment included polygraph machines or "lie detectors" and other criminal investigation items such as cameras and chemicals used for forensic study. Riot gear, including bullhorns and M-3 riot tear gas dispersers, was also used for instruction. Instruction on small arms that might be used by police forces (including M1911A1 .45-caliber automatic pistols, .38-caliber revolvers, M1 Garand and M16 rifles, and various shotguns) was also included in the curriculum.

Communication was a constant issue since lesson plans and instruction might have been written in English, Spanish, or Portuguese. It was strongly recommended that Soldiers of the detachment be fluent in the Spanish or Portuguese language. The statement was once made that "[Nonlinguists] are of no value to this type of detachment."[15] Some members of the 550th were native Spanish or Portuguese linguists, while others achieved proficiency through attendance at the Defense Language Institute. Several military policemen had gained area experience with the language from previous tours in Panama.



550th MP Detachment pamphlet cover in Portuguese, 1965

Personnel rotations made the language barrier a continuous challenge. In later years, it became necessary to operate an advanced Spanish Language Program within the unit.

The 550th MTTs instructed and participated in field training exercises throughout South and Central America. The exercises usually called for the military police to perform in other capacities; but in some exercises (such as "Operation Sea Breeze–Savage Trade" held in Puerto Rico in 1966), the 550th participated as it would in a "real" counterinsurgency operation.[16] According to reports, "The unit succeeded in demonstrating its capabilities in support of the Special Forces counterinsurgency team by establishing a liaison with local police forces, [by] establishing information nets, and by aiding and advising the local police in counterinsurgency activity."[17]

Some Soldiers of the 550th provided assistance with stability operations during the Dominican Republic Intervention, 1965–1966. Operating in a slightly different capacity than other military police organizations in the area, they worked with local law enforcement agencies and served as regional subject matter experts. This interaction proved vital as the country held elections and regained stability.

Although the 550th was created as a source for military police instruction, the unit's responsibility began to shift in later years. While commanders of the detachment constantly struggled to maintain the original mission, police assistance (such as conducting narcotics searches within 8th SFG units and assisting the Atlantic area Provost Marshal's Office in the apprehension of burglary suspects) was readily provided when requested.[18] The requirement to furnish detail personnel and duty officers in support of other 8th SFG operations diverted needed personnel from instructional and survey duties. Other tasks, such as conducting driver training courses, may not have utilized the unit's potential.

The 550th also trained fellow military police in Panama. The detachment conducted a local version of advanced individual training for students from the USARSO Provost Marshal's Office. Students honed individual skills in military police investigation, military police reports and forms, radar, patrol techniques, self-defense, and the use of force. By 1969, the 550th had trained more than 200 military police working in USARSO.[19]

Despite their successes and the thousands of hours of instruction provided, the 550th Military Police Detachment was inactivated in December 1974 when Headquarters, USARSO, was disestablished.[20] The Army was undergoing numerous changes at that time, and the detachment inactivation was "part of the Army-wide reduction in personnel."[21] It was determined that "Army units in the United States [would] replace mobile training teams previously drawn from Canal Zone units in providing security assistance support to Latin American countries."[22] Military police units continued to maintain a presence as installation police in Panama after the 550th was

inactivated. During the 1980s and 1990s, military police Soldiers were increasingly deployed to Panama and the Caribbean for stability operations, providing law enforcement and refugee management.

Endnotes:

[1]"550th Military Police Detachment, Special Action Force," U.S. Army Military Police School (USAMPS), History Office files, Fort Leonard Wood, Missouri, 1966.

[2]Ibid.

[3]Ibid.

[4]"550th Military Police Detachment, Mission and Organizational Briefing," USAMPS, History Office files, Fort Leonard Wood, Missouri, 18 May 1964.

[5]"550th Military Police Detachment (SF), Unit History," USAMPS, History Office files, Fort Leonard Wood, Missouri, 1 August 1967.

[6]Ibid.

[7]"550th Military Police Detachment, Special Action Force."

[8]Ibid.

[9]"550th Military Police Detachment (SF), Unit History."

[10]"550th MP Detachment, First Unit of its Type, Aids SAF in Many Ways," *SAFLAN*, 31 August 1966, p. 4.

[11]"550th Military Police Detachment (SF), Unit History."

[12]The Recondo School was a U.S. Army school concentrating on small-unit training, with an emphasis on the advanced techniques of patrolling, Ranger and Airborne operations, mountaineering, and stream crossing. The course was first conceived by General William Westmoreland while he was the 101st Airborne Division Commander in 1959. General Westmoreland stated that the name for the course came from the combination of "reconnaissance" and "commando." Colonel Lewis Millett, the first commandant of the Recondo School, contends that the name was derived from the combination of "reconnaissance" and "doughboy."

[13]William C. DeLapp III, "The 550th MP Detachment (CI??) . . . A Different Approach to an Organization," *Military Police Journal*, January 1966, pp. 12–13.

[14]"*SAFLAN* Historical Supplement," Army Special Operations Forces archives, John F. Kennedy Special Warfare Museum, Fort Bragg, North Carolina, 1972, p. 27.

[15]"550th Military Police Detachment, Special Action Force."

[16]"550th Military Police Detachment (SF), Unit History."

[17]Ibid.

[18]"550th Military Police Detachment, Special Action Force, Historical Profile," USAMPS, History Office files, Fort Leonard Wood, Missouri, 1970.

[19]"*SAFLAN* Historical Supplement," Army Special Operations Forces archives, John F. Kennedy Special Warfare Museum, Fort Bragg, North Carolina, 1969.

[20]"Department of the Army Historical Summary: FY 1975," Chapter II, Center of Military History, 1978, p. 9.

[21]Ibid.

[22]Ibid.

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

(Army Special Agent Receives Soldier's Medal, continued from page 39)

fire or smoke inhalation" without Broadbent's intuition, quick action, and complete disregard for his own safety. Reflecting on his actions during the fire, Broadbent said he only had one thought: "I have to get these people out of this fire; I have to get them out now."

On 1 February 2008, at the Wood Theater, Fort Belvoir, Virginia, Broadbent was awarded the Soldier's Medal for his actions. Brigadier General Rodney Johnson, Provost Marshal General of the Army and CID Commanding General, called Broadbent's feat "heroic" and the presentation of this rarely awarded medal "well-deserved." "Only forty-one Soldier's Medals were awarded in 2007," said Brigadier General Johnson. "So, it's a rare opportunity. When you read the citation and justification, you can tell why."

"The Soldier's Medal is awarded to any person of the Armed Forces of the United States or of a friendly foreign nation who, while serving in any capacity with the Army of the United States, including Reserve Component Soldiers not serving in a duty status, as defined in 10 USC 101(d), at the time of the heroic act, who [*sic*] distinguished himself or herself by heroism not involving actual conflict with an enemy. The same degree of heroism is required as that of the award of the Distinguished Flying Cross. The performance must have involved personal hazard or danger and the voluntary risk of life under conditions not involving conflict with an armed enemy. Awards will not be made solely on the basis of having saved a life."[1]

The approval authority for the Soldier's Medal is Brigadier General Reuben D. Jones, the U.S. Army Adjutant General. The certificate is signed by the Adjutant General and the Secretary of the Army.

Reference:

U.S. Code (USC), *Title 10*, Armed Forces, updated 2000.

Endnote:

[1]Army Regulation (AR) 600-8-22, *Military Awards*, 11 December 2006.

Mr. Castro is a public affairs specialist with the U.S. Army Criminal Investigation Command, Fort Belvoir, Virginia.

58th Military Police Company

Lineage and Honors

Constituted 30 November 1943 in the Army of the United States as the 58th Military Police Company.

Activated 1 December 1943 in North Africa.

Inactivated 15 March 1946 at Camp Plauche, Louisiana.

Activated 5 March 1947 in Korea.

Inactivated 25 January 1949 in Korea.

Allotted 13 October 1950 to the Regular Army and activated at Fort Dix, New Jersey.

Inactivated 3 June 1955 in Korea.

Activated 10 September 1968 at Fort Bragg, North Carolina.

Inactivated 15 October 1982 at Fort Bragg, North Carolina.

Activated 16 October 1986 at Schofield Barracks, Hawaii.



Campaign Participation Credit

World War II
Naples-Foggia; Rome-Arno

Korean War

Chinese Communist Forces Intervention; First United Nations Counteroffensive; Chinese Communist Forces Spring Offensive; United Nations Summer–Fall Offensive; Second Korean Winter; Summer–Fall 1952; Third Korean Winter; Summer 1953

War on Terrorism
Afghanistan

Decorations

Meritorious Unit Commendation (Army)—Streamer embroidered ITALY

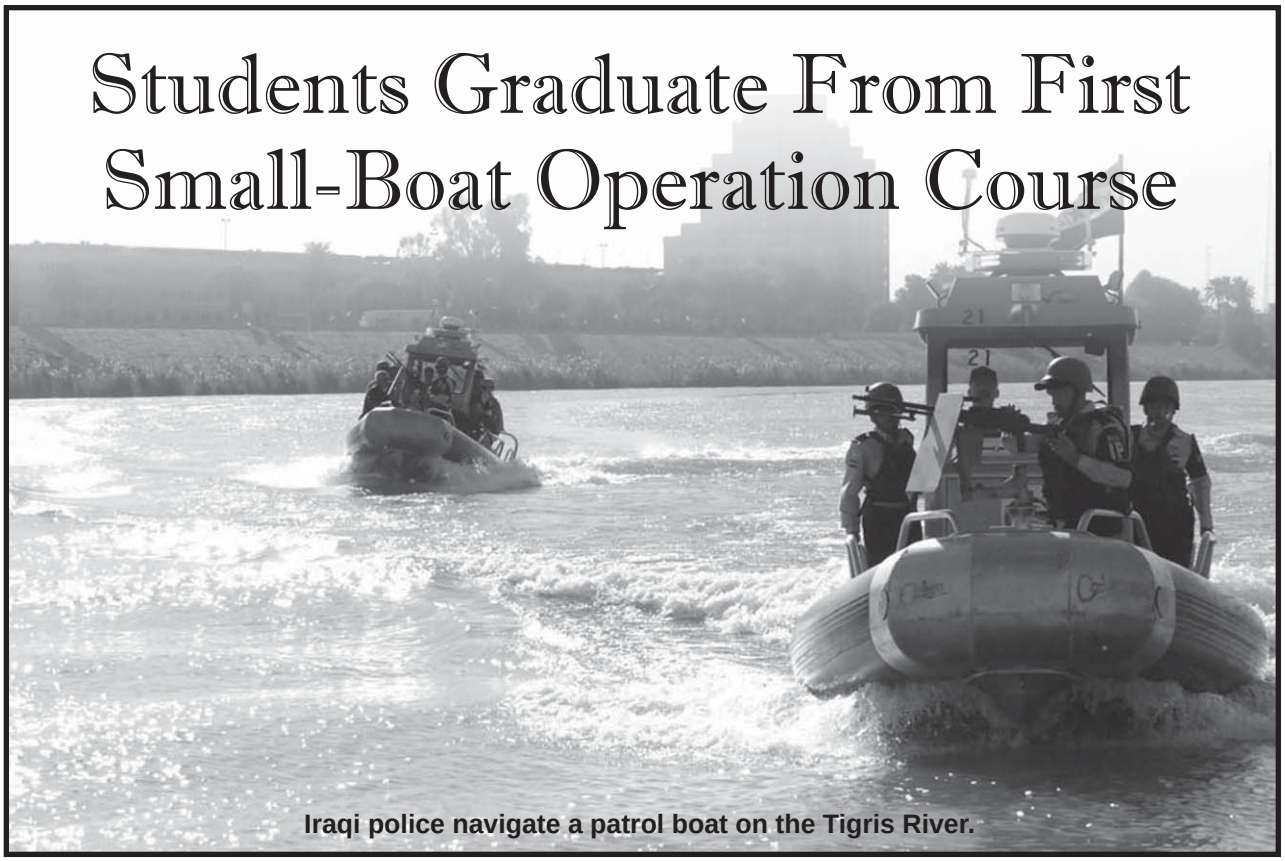
Meritorious Unit Commendation (Army)—Streamer embroidered KOREA 1952–1953

Meritorious Unit Commendation (Army)—Streamer embroidered KOREA 1953–1954

Republic of Korea Presidential Unit Citation—Streamer embroidered KOREA 1950–1952

Republic of Korea Presidential Unit Citation—Streamer embroidered KOREA 1952–1953

Students Graduate From First Small-Boat Operation Course



Iraqi police navigate a patrol boat on the Tigris River.

A partnership recently formed between the Civilian Police Assistance Training Team headquartered in Baghdad, Iraq, and the Iraqi police provides the opportunity for Iraqi police to participate in a Small-Boat Operation Course conducted at the Baghdad River Patrol Station located along the eastern banks of the Tigris River. The course covers a wide range of topics including small-watercraft operations, daytime and nighttime small-boat tactics, and riverine patrol operations. The first eight-week, Small-Boat Operation Course began on 21 October 2007.

In an emotional ceremony held on 12 December 2007, fifteen Iraqi police ranging in rank from junior noncommissioned officer to midlevel officer received certificates of course completion. The graduation of these students paves the way for future Iraqi police to train on the Tigris River.

About three months earlier, following an ambush on the Tigris River, one Iraqi police officer had become paralyzed from the waist down. "He came to the graduation ceremony to show the new class that he will not quit, run, or hide from the enemy," said U.S. Army Brigadier General David Phillips, then deputy commander of the Civilian Police Assistance Training Team, as he presented the officer with a coin. According to Brigadier General Phillips, the coin was a small token of appreciation for the sacrifices that he and other Iraqi police officers make every day in their pursuit of democracy in Iraq.



Brigadier General Phillips presents a coin to a paralyzed Iraqi police officer.

Submitted by the Public Affairs Office, U.S. Army Criminal Investigation Command



Crew members prepare UH-60 Black Hawks for takeoff in preparation for Operation Marauder Harvest.

Operation Marauder Harvest:

Reserve Military Police Company Ends Mission in Iraq With Full-Scale Air Assault

By Sergeant First Class Kevin Doheny

Although military police in Iraq routinely conduct police transition team duties while assisting Iraqis with the policing of their communities, they rarely have the opportunity to conduct full-scale air assaults. However, on the hazy morning of 12 April 2008, a group of Army Reserve Soldiers from the 56th Military Police Company did something they never thought they would get the chance to do—conduct a "Screaming Eagle" air assault.

The 56th Military Police Company had spent eleven months patrolling streets, training police, and conducting combat operations in Tikrit when they got the opportunity to conduct a joint air assault with the Screaming Eagles of the 101st Airborne Division (Air Assault). Along with their Iraqi police counterparts, Soldiers of the 56th crammed into UH-60 Black Hawk and CH-47 Chinook helicopters and prepared to hunt down the enemy as part of Operation Marauder Harvest. What was waiting for them was something their commander would later describe as "controlled chaos."

As they completed the insertion and jumped from the helicopters, they understood how the Soldiers of the 101st had earned their reputation. The surprise arrival of coalition and Iraqi forces by air left the targeted al-Qaida with no choice but to "squirt" from the objective. A firefight ensued as the enemy fled to awaiting trucks. "Supporting attack helicopters informed us that a group of men were moving to trucks located near a house," said the commander. "The men in these trucks were armed with machine guns and assault rifles. They fired on us multiple times as they tried to flee our location, but we eliminated the enemy threat."

After clearing numerous houses and other buildings, the mission was complete. The Soldiers reboarded the helicopters and returned to the base.

According to one noncommissioned officer, the purpose of the air assault was to take the fight to the insurgents and deny them safe haven and refuge. "Denying [insurgents] the safety and security to plan and execute their missions is a major component to the overall security mission in Iraq. It's not just an important mission; it's **the** mission," he said.

The recognized proficiency of the 56th Military Police Company led to its selection for an operation of this magnitude—something usually set aside for infantry Soldiers attached to a battalion. According to the battalion executive officer, the battalion commander selected the 56th for the air assault because the company had exceeded all expectations throughout its unique mission in Iraq. "The 56th MP [Military Police] Company has done an incredible amount of work for us. This was a great opportunity for them to conduct an air assault with their IP [Iraqi police], to kind of end their deployment with a successful mission," he said. "The battalion commander picked them because they aren't your normal MP company."

One noncommissioned officer also indicated that the Iraqi special weapons and tactics (SWAT) team deserves much of the credit for the overall success of the mission.

According to the commander of the 56th, the company's final mission in Iraq was as unique as the support duties they conducted during the previous seven months. "If you look back throughout military history, it will be very difficult, if not impossible, to find a United States Army Reserve military police combat support company to be chosen to lead a joint coalition/Iraqi police air assault mission from start to finish," he said. "This also shows how joint Active Army and Army Reserve relationships have matured over the years and the confidence our battalion and brigade [have] in our company."

Sergeant First Class Doheny is with the Public Affairs Office, 1st Brigade Combat Team, 101st Airborne Division (Air Assault).



A group of Iraqi SWAT members watch as a CH-47 Chinook takes off during Operation Marauder Harvest.

McPherson and Gillem Police Offer "Lessons Learned" in Transition

By Ms. Annette Fournier

The Fort Gillem and Fort McPherson (Georgia) police departments could sum up their military-to-civilian transition in two words: "lessons learned." That's according to officials with the Fort McPherson and Fort Gillem police departments and the Directorate of Emergency Services (DES).

"The War on [Terrorism] put a greater demand on MP [military police] units that were needed in theater," said Lieutenant Colonel Logan Jenkins, U.S. Army Garrison director of DES. "Once the war started, the MPs' emphasis changed. The priority was the war."



A DA civilian police officer talks to a driver he has stopped on Fort McPherson. The police officer, a former staff sergeant and military police officer, came to Fort McPherson as part of the military-to-civilian conversion program.

In March of 2005, the Department of the Army (DA) directed certain installations to convert at least half of their military police positions to DA civilian positions. Fort McPherson and Fort Gillem were told to convert 90 percent of their positions. The goal was to free up military police for deployments, and the Soldiers started receiving orders within weeks.

However, the civilian hiring process is not completed within weeks and small installations like these did not have enough civilian officers to fill all the police slots, according to Jonathan Brown, deputy director of DES. "It didn't impact the bigger installations like Fort Bragg, North Carolina; Fort Knox, Kentucky; or Fort Benning, Georgia; the way it affected us," Brown said. "They have MP units stationed there that could help support the civilian force until more police could be hired. For us, it was like, 'There's nobody left.' We really had to scramble."

Military police leaders weren't sure where to begin. Neither they nor the post personnel office had ever hired civilian police officers before. The process and requirements are unique and follow different regulations than most civilian hires.

The DES leaders approached the Veterans Administration (VA), which has had civilian police officers for several years. They were able to tailor the VA job descriptions and training programs to meet the installations' needs, according to Jeff Butler, DES investigations chief.

The DES leadership did not have guidance from above for what qualified an officer to become a DA police officer. At that time, there was no standard. The DES military police decided that state level academy training or a military police certification within the past two years could qualify officers. Now, improvements are coming in the form of regional schools to train DA civilian officers to meet the needs of military installations.

"Once the war started, the MPs' emphasis changed. The priority was the war."

Lieutenant Colonel Logan Jenkins,
U.S. Army Garrison,
Director, DES

The pay for DA civilian officers was not competitive for the Atlanta area. DES leaders were eventually able to secure a salary exception to make the positions more competitive.

Once they were able to hire more officers, another problem cropped up. The garrison received authorization to hire police officers (all the same grade), but not to hire supervisors. The conversion was supposed to be one to one—one military police Soldier to one DA civilian officer— but there was no standard for how to convert those positions.

"With MPs, I had a company commander, a first sergeant, and a platoon leader. How do I take all those positions and make them all the same grade civilian positions? So everyone hiring civilians was doing it differently," Brown said.

While management was trying to get authorization to hire supervisors, military police who had never supervised civilians were thrust into that position. Civilians who had never been employed by the military came from a different police culture, which caused challenges. Military police also had other duties, such as being honor and gate guards and participating in ceremonies. "So people would need some guys for an honor guard, and we'd say, 'we need those same guys to work the desk,'" Brown said.

All of these changes made it difficult to keep new hires. "If you hire someone and then they refuse the job, you have to start back at square one and wait months more to fill the job," Brown said. "For a while, we had one MP on during each shift who had to cover both installations. It was chaos until we got civilian leadership."

Things are finally running pretty smoothly. Both Butler and Brown retired from active duty and stayed on as civilian leaders. Other leaders have also been hired.

Now, some larger posts are approaching deadlines for the military-to-civilian transition. That's where Fort Gillem and Fort McPherson have stepped in. They've also joined a growing dialogue between installations on how to strengthen the force across the Army. "We have other posts approaching us for help," Jenkins said. "We're sending out hiring packets and rewritten job descriptions [and] sharing lessons learned about working with personnel and ways to hire and keep good officers."

"It hasn't been easy, especially transitioning in the middle of a war," Butler said. "But now, at least, we're able to share our lessons learned to make that transition easier for others across the Army."

Ms. Fournier is the former assistant editor of the Fort McPherson and Fort Gillem Sentinel.

Winners of the Warrior Police Challenge

1st place: Team 21, 503d Military Police Battalion, Fort Bragg, North Carolina

2d place: Team 15, 720th Military Police Battalion, Fort Hood, Texas

3d place: Team 14, 289th Military Police Company, Fort Myer, Virginia

670th Military Police Company "STREET FIGHTERS" Get Combative

By Sergeant Ken Bince

The 670th Military Police Company was originally scheduled to participate in weekend drill training on military operations on urbanized terrain at the Iraqi village training site, Marine Corps Air Station Miramar, San Diego, California, on 5 January 2008. However, near-flood conditions in the San Diego area that weekend resulted in some last-minute changes to the training schedule. The military operations on urbanized terrain training was postponed, and the 670th spent the wet weekend performing a home station drill at the National City Armory.

"The bad part was that we had to change our training because of floods and landslides; the good part was that we completed combatives, which could be conducted anywhere," said the training noncommissioned officer of the 670th.

Field Manual (FM) 3-25.150 defines *combatives*, or hand-to-hand combat, as "an engagement between two or more persons in an empty-handed struggle or with [handheld] weapons such as knives, sticks, or projectile weapons that cannot be fired."



A Soldier demonstrates the proficient use of the pugil stick.

"We need to train our Soldiers to live up to our motto," said one of the 670th Soldiers. "They will become 'street fighters.'"

The combatives training included blocks of instruction on back mounts, front mounts, guarding, body positioning, takedowns, and throws. It also included a block of instruction on flak vests, helmets, and pugil sticks (heavily padded training weapons that are usually color-coded to represent the butt and bayonet of an M16 or M4 weapon). This type of instruction, which was originally designed as practice bayonet training, has been used in the military for more than sixty years. In addition to traditional instruction, the training also consisted of warm-ups, stretches, demonstrations, and intense practical exercises.

The 670th Military Police Company—which consists of Soldiers in various military occupational specialties including cooks, supply specialists, chemical personnel, vehicle mechanics, and military police—is highly motivated and physically fit. The Soldiers rigorously competed in three rounds of two-minute combat, with a one-minute break between rounds. By the end of the matches, all participants were sweaty and exhausted.

"There was a good balance of quality instruction and exercises," said a 670th cook. "I think it was cool that instructors actually fought too. They definitely were knowledgeable about what they were teaching. I think it's good that, even though I'm a cook, that they let me do the training."

The quick thinking and actions of the 670th Military Police Company turned the rainy weekend, which could have been spent entirely in a classroom, into a weekend of valuable instruction and hands-on training.

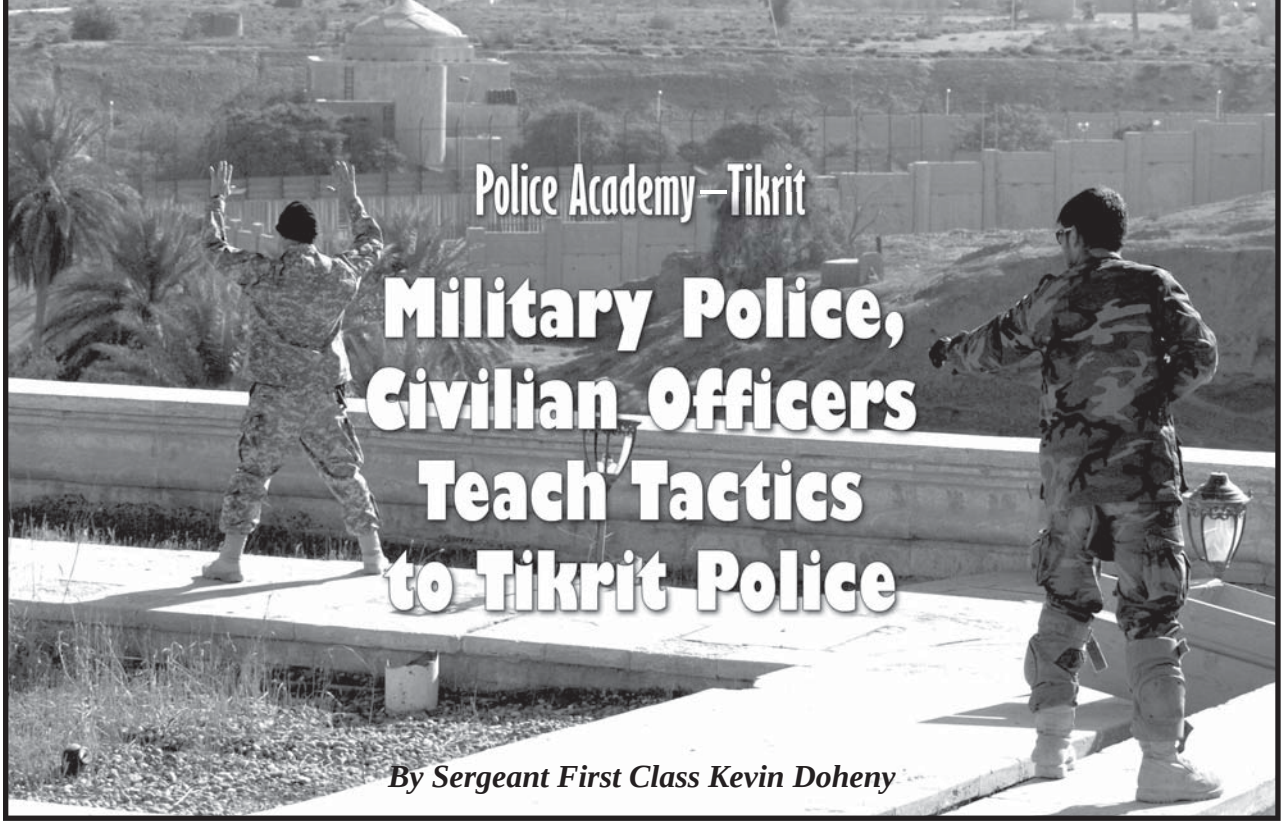
Reference:

FM 3-25.150, *Combatives*, 18 January 2002.

Sergeant Bince is a photographer/videographer/journalist with the Public Affairs Office, 49th Military Police Brigade, Travis Air Force Base, Fairfield, California.



One Soldier practices defensive techniques against another.



Police Academy—Tikrit

Military Police, Civilian Officers Teach Tactics to Tikrit Police

By Sergeant First Class Kevin Doheny

Saladin (the 12th-century, Tikrit-born, Kurdish political and military leader for whom the Salah ad Din province, Iraq, is named) is renowned for leading a Muslim resistance against foreign fighters and recapturing territories which were crucial to the people of the Arab world. He is an admired figure within the Muslim culture.

Nine centuries later, the police of Tikrit, the capital of the Salah ad Din province, also battle an enemy. And today, the citizens of Tikrit again have a chance to reclaim territory—by joining the local police force.

It has been five years since the toppling of the Saddam Hussein regime. In Hussein's hometown of Tikrit (located in the northern portion of the volatile Sunni Triangle, about 140 kilometers northwest of Baghdad), Iraqi police are beginning to lead their own operations to improve the security of the city. They are using their own information sources and planning the operations themselves. They are patrolling the streets and trying to maintain law and order by working with the local populace—most of which still revere the deceased dictator. To some, it has been an uphill struggle to keep peace within the streets. However, it seems that the more trained and professional the police who serve in the neighborhoods of Tikrit, the safer the environment.

Transforming the Iraqi police into a more proficient security force is one of the goals of the 56th Military Police Company, attached to the 1st Brigade Combat Team, 101st Airborne Division (Air Assault). These military police fall under the command of the battlespace owners in Tikrit—the 1st Special Troops Battalion. The 56th Military Police try to ensure that the Iraqi police within their area of operations have all the tools necessary to validate the proficiency of their stations to coalition forces.

During their time in Iraq, the 56th Military Police had the opportunity to evaluate the activity and proficiency of Iraqi police within the area of operations; it was apparent that a training program was needed. Based on their own personal military police experience and training, members of the 56th Military Police Company developed the concept of a five-day course. There is an old American saying that "practice makes perfect." This philosophy was evident in the course developed and delivered by the company. The daily classes and practical exercises provide the Iraqi police with a solid background in police work.

During the first day of the course, the role of the Iraqi Police was described and the importance of community policing was explained. Instructors also discussed values, leadership, and communication. In addition, they touched on some of the new Iraqi constitutional laws, highlighting actions that do and do not constitute crimes and explaining how to tell the difference.

The first day culminated with a crash course on defense methods. Since most confrontations end up on the ground, the instructors introduced a small portion of the Modern Army Combatives Program–Skill Level I.[1]

Patrol procedures were covered on the second day. Soldiers learned to prepare for missions through precombat checks and inspections on equipment and weapons. The proper methods for conducting foot patrols, finding cover and concealment, reacting to snipers, and responding to roadside bombs were also discussed and demonstrated. Procedures for obtaining information to assist in the apprehension of improvised explosive device emplacers were also presented.

The highlight of the second day was the presentation of proper building entry and clearing procedures by an Iraqi special weapons and tactics (SWAT) team element. The goal was to provide a framework in which Iraqi police could instruct other Iraqi police. "It was amazing to see one Iraqi police force teach another for a common goal," said one noncommissioned officer (NCO). "Iraqi SWAT is an elite unit, so they have a ton to offer as far as teaching the IPs [Iraqi police]. I have a goal that in eight weeks, when this training cycle is complete, to have this course completely Iraqi-taught." The Iraqi police also participated in practical training exercises designed to encourage them to think for themselves.

The focus of the third day was on individual-assigned weapons, with the goal being familiarization rather than actual proficiency.

On the morning of the fourth day, medical personnel from the company distributed bandages and dressings and instructed the Iraqi police in self and buddy first aid. The handling of detainees was also discussed on the fourth day.

Once the classroom instruction was complete, the Iraqi police participated in challenging scenarios that involved speaking with locals, entering and clearing a building, dealing with an improvised explosive device emplacer, engaging an enemy, and treating a casualty.

On the fifth and final day, military police administered a written test and a final scenario to gauge the knowledge acquired by the Iraqi police. The culminating event was a giant celebration of the course completion.

Before the start of training, Iraqi police at the Qadeceya station were reluctant to go outside. "Now they are conducting foot patrols and are very involved in the community and schools. The IPs are beginning to understand [that] they are here to protect the community and that talking with the populace will only assist in gaining their trust," said the NCO.

The NCO also indicated that he was impressed with the number of Iraqi police who attended the course, citing high attendance as evidence of the willingness of station chiefs to ensure better training.

The training officer for the Qadeceya police station agrees that the course was important to the development of the Iraqi police. "The training was very valuable, and I like to see my IPs working with the MPs [military police]," he said. "I like the fact [that] it came from U.S. Soldiers. Sometimes, being human, we have a tendency to forget things, so this was better for us than just a refresher course. My IPs will act better on the streets because of the course material. This is much better for them than any other training we could have provided ourselves."

Because the training of all Iraqi police in the city was scheduled to take eight weeks, the NCO indicated that he did not know whether the goal of completely turning the program over to the Iraqi police themselves could be achieved right away, but that the Iraqi police who had been trained could go back to their respective communities and make a difference. "I just want to see these guys take over this training program," he said. "I want them to be proactive instead of reactive. When this happens, I truly believe the communities will be safer. This is a small step, I know, but even if they take away one or two things from this course, like clearing a room or block[ing] streets on a foot patrol effectively, then we have made them better than what they were."

Endnote:

[1]The Modern Army Combatives Program, which began with the 2d Ranger Battalion in 1995, is now being introduced to the Army as a whole. The Skill Level I class is designed to provide Soldiers with knowledge about fighting tactics so that they can return to their units and provide instruction to Soldiers at the platoon level. (Source: U.S. Army Training and Doctrine Command, Office of the Chief of Public Affairs, <*http://www.tradoc.army.mil/pao/training_closeup/090603.htm*>, accessed on 29 May 2008.)

Sergeant First Class Doheny is assigned to the Public Affairs Office, 1st Brigade Combat Team, 101st Airborne Division (Air Assault).

304th Military Police Battalion Undergoes Convoy Training in Atlanta:

Nashville Reserve Unit Gets Practical IED Training at Fort Gillem Reactionary Course

By Sergeant Ryan C. Matson

Atlanta, Georgia, may be a long way from Iraq, but Army Reserve Soldiers of the 304th Military Police Battalion recently conducted convoy training near Atlanta to help them prepare for possible deployments to places like the Middle East.

About 100 Soldiers from the battalion trained on the Improvised Explosive Device (IED) Reactionary Course at Fort Gillem, Georgia, 15–17 November 2007. The course, which winds around a 6.2-mile stretch of Fort Gillem, contains various scenarios and dangers to which Soldiers must react as they negotiate it in a convoy of high-mobility, multipurpose, wheeled vehicles (HMMWVs).

According to the officer in charge of the reactionary course, the main objective of the course is to provide realistic training on the threat of IEDs in Iraq and on methods used in reacting to that threat. "The course pretty much covers the forty warrior tasks that Soldiers need to know for convoy operations," she said. "We focus on these collective tasks and provide realistic and practical training on convoy operations."

Members of a 304th advance party arrived at Fort Gillem on 14 November to pull and stage the HMMWVs that would be used for the course. The main body of the unit then arrived and drew their equipment.

The training began with three to four hours of classroom instruction where the Soldiers learned about the proper use of escalation of force, employment of gun trucks, actions at a convoy reorganization site, execution of motor movements, conduct of a convoy brief, and troop-leading procedures for a convoy. The unit was then divided into three separate platoons that trained on three vital battle drills—procedures for rolled-over vehicles and downed drivers, aid litter and tactical care, and IED countering.

On 17 November, the 304th completed three convoy runs through the reactionary course. The convoy commanders led the Soldiers through a simulated mission to deliver humanitarian supplies to Iraqi nationals. During the training, the 304th encountered hostile villagers who were angry about the fact that an Iraqi child had been injured during a previous mission. The Soldiers were also faced with a variety of other challenges along the way, including a sniper and a simulated IED explosion.



Photograh by Specialist Josh Risner

Soldiers from the 304th Military Police Battalion form a line of staged HMMWVs as they prepare to negotiate the IED Reactionary Course.

Noncommissioned officers (NCOs) who served as convoy and assistant convoy commanders indicated that the training was beneficial for the unit. "We learned how important the communication and prior planning [are] to running

a convoy. You have to have all of your ducks in a row before you head out," said one of the NCOs.

Many of the young Soldiers agreed that the training was valuable. "I learned quite a bit from the training because this was the first time I had done this type of mission," said a supply specialist from Headquarters and Headquarters Company, 304th Military Police Battalion. Another Soldier indicated that the training provided her with several lessons that she may be able to use in the future.

According to the NCOs, the Soldiers performed their training well. "I think, considering that you have several Soldiers who are support Soldiers and some who are MPs [military police], that it actually helps us in the long run," one of them said. "We gain experience from everybody. Once we get the cohesion going on, we've got a pretty good unit."



Photograh by Specialist Josh Risner

Soldiers from the 304th Military Police Battalion perform security functions around a HMMWV during the IED Reactionary Course.

Sergeant Matson works in the 372d Mobile Public Affairs Detachment, Nashville, Tennessee.

New Developmental Counseling Course Available Online

The U.S. Army Combined Arms Center–Center for Army Leadership (CAL), Fort Leavenworth, Kansas, recently released a new online Developmental Counseling Course for all Army leaders. The course, which consists of about eleven hours of instruction, contains three modules—Types of Developmental Counseling, Leaders as Counselors, and The Counseling Process.

Field Manual (FM) 6-22, the Army's newest leadership doctrine, states that "Counseling is one of the most important leadership development responsibilities for Army leaders." The Developmental Counseling Course is one way leaders can hone their counseling skills to prepare for greater responsibility. Since the course is online, Army leaders can work through it at a time and place convenient to them.

"There are two important reasons to improve counseling skills," says Sergeant Major Joel Jacobs, CAL. "Counseling is one of the most important ways to develop subordinates. The second reason is that counseling helps the leader and Soldier to come to a common understanding about the mission and how it needs to be accomplished."

Links to the Developmental Counseling Course and FM 6-22 are available on the Combined Arms Center Web site at *<http://usacac.army.mil/cac2/digitalpublications.asp>*, or the CAL Army Knowledge Online (AKO) Web site at *<http://www.us.army.mil/suite/page/376783>*.

To learn more about the Developmental Counseling Course, contact Dr. Jon Fallesen, CAL, at (913) 758-3160.

References:

FM 6-22, *Army Leadership*, 12 October 2006.

344th Deploys in Support of Operation Iraqi Freedom

By Sergeant Jeremy J. Fowler

The New England sky spit snow as family members shuffled past the American flags manned by Patriot Guard Riders. They were on their way to bid farewell to loved ones from the 344th Military Police Company during a predeployment ceremony held at the Holiday Inn in Boxboro, Massachusetts, on 29 March 2008.

As a result of last year's Army Reserve transformation, the 344th (formerly of the 94th Regional Readiness Command, Fort Devens, Massachusetts) falls under the control of the 412th Engineer Command, Vicksburg, Mississippi. The ninety-plus Army Reserve Soldiers from Connecticut and Massachusetts now augment the 340th Military Police Company from Fort Totten, New York.

The 340th has been mobilized in support of Operation Iraqi Freedom and has been tasked with the crucial missions of conducting joint patrols with Iraqi police forces and training them to effectively protect the citizens of Iraq.

Major General Paul Hamm, commander of the 412th Engineer Command, was on hand to bid farewell to the Soldiers of the 344th Military Police Company. In a speech to the families and Soldiers of the 344th, Hamm explained how the unit's mission would be directly linked to the success of the coalition forces in Iraq:

> Your mission will be to operate as police transition teams to help train . . . Iraqis throughout eighteen provinces. The intent of this training is for their police to be capable of planning, executing, and sustaining counterinsurgency operations and law enforcement operations. For those who will participate in this mission, you will return with a legacy of improving the lives in a country that is trying to understand freedom and to rebuild from the ravages of tyranny. This is a vital mission that will contribute to the success of the overall mission in Iraq.

Hamm went on to thank the families for their sacrifices—watching their loved ones go off to fight the War on Terrorism. He encouraged them to keep in close contact with each other and recommended that they participate in the Family Readiness Group. He also advised families to stay in contact with the Soldiers through e-mails and letters.

The 344th, which had been preparing for deployment for nearly eight months, completed extended training with the 340th at Fort Dix, New Jersey. The purpose of the training was to provide the Soldiers with the opportunity to work together as a cohesive unit in advance of the mission. Though the training was very demanding, the dedicated Soldiers of the 344th were excited and enthusiastic about receiving as much of it as possible.



At the predeployment ceremony, Major General Hamm thanks Soldiers from the 344th Military Police Company for answering the call.

Many of the noncommissioned officers in the unit have already completed tours of duty in Iraq. According to one of them, this previous experience, combined with the youthful energy of the lower-enlisted Soldiers, is expected to be a great advantage. He said, "I think our biggest asset is that we've got a bunch of young guys with a lot of

energy that are ready to go. Most of the senior leadership has had a tour over there, so we have experienced people taking them in, and we've got the energy from the younger guys keeping us going."

The command sergeant major of the 412th expressed his confidence in the Soldiers. "They'll be well trained, they'll be well led, and they'll be well equipped. I have no doubt that they will continue to do great things for the Army Reserve," he said.

After the distinguished guests had made their presentations and the 94th Regional Readiness Command Band had played "The Army Goes Rolling Along," Soldiers enjoyed time with their families at a barbecue hosted on site by the Veterans of Foreign Wars. Soldiers spent time visiting, eating, laughing, and saying goodbye to their nearest and dearest.

"We are very proud of our Soldiers, the families, and the communities for their commitment to our Nation," said Hamm in his speech. "Without their support, we would not be able to fight and win our Nation's wars. The communities and the families are the bonds between the Soldiers, the Army, and this great Nation. May God bless our Soldiers, their families, and the United States of America. Godspeed, 344th Military Police Company."

Sergeant Jeremy J. Fowler is a public affairs specilist with the 362d Mobile Public Affairs Detachment.

Fort Bragg Military Working Dog Teams Take Home Trophies From 10th Annual Iron Dog Challenge

By Sergeant First Class Melvin Avis

The battle lines were drawn in the scenic Blue Ridge Mountains as competitors entered the field for the 10th Annual Iron Dog Challenge held at Waid Park, Franklin County, Virginia, on 10 May 2008.

The competition was designed to test the handlers and their dogs by challenging them with natural and man-made obstacles; weapon engagements; multiple water crossings; detection and apprehension scenarios; and a "dog carry" over a mountainous, three-mile course. Actual course running time and penalties (time deducted for infractions such as failed obstacles and missed targets) were used to score the event and determine team placement.

Thirty-one teams representing twenty-five agencies from across the eastern United States participated in the competition. The competitors included three military working dog (MWD) teams from Fort Bragg, North Carolina—Sergeant Heather Keefer and MWD Falco, Sergeant Henry Rabs and MWD Capka, and Specialist Cory Blair and MWD Britt.

The Soldiers from Fort Bragg have less than one year of experience as dog handlers. Each of them found the event very interesting and educational. They all appreciated the chance to visit and share handling techniques and procedures with civilian personnel from other agencies. Sergeant Keefer said, "[The Iron Dog Challenge] was challenging and a lot of fun. I would definitely compete again."

At the end of the day, after the final competitor crossed the finish line and the scores were tallied, the Fort Bragg teams placed as follows:

- 1st place, Women's Open: Sergeant Keefer and Falco.
- 3d place, Men's Open: Specialist Blair and Britt.
- 5th place, Men's Open: Sergeant Rabs and Capka.
- 2d place, Team: Sergeant Rabs, Capka, Specialist Blair, and Britt.

Sergeant FIrst Class Avis is the kennel master for the 42d Military Police Detachment, Fort Bragg, North Carolina. He has been an MWD handler for eleven years. He holds two associate degrees from the Community College of the Air Force.

Polishing Process:
Soldiers, Airmen Lend Helping Hand, Hone Afghan National Police Skills

By Sergeant Jessica R. Dahlberg

The sound of idling, high-mobility, multipurpose, wheeled vehicles (HMMWVs) resonated in the air at Bagram Airfield, Afghanistan, as the commander of the Parwan Police Mentoring Team (PMT) briefed the team on mission-related convoy operations. After the briefing concluded, team members mounted their vehicles and embarked on a scenic but treacherous journey over winding mountain roads. Their mission destination was a small village in the Parwan Province of Afghanistan. Their task was to instruct the Afghan National Police (ANP) in hand-to-hand combat, community policing, coordination cell training, and criminal investigation.

The PMT, which consists of Soldiers and airmen who are trained in an array of military occupational specialties, travels all over Parwan Province—coaching ANP to successfully function without the assistance of coalition forces. The combined expertise of the PMT members results in a highly skilled, effective team.

After returning from a meeting in which he discussed the day's objectives with an ANP colonel, the PMT commander said, "Some of the Afghan people do bad things, but most of the Afghan people want to see the Taliban gone and their country safe—just like we do."

While the PMT commander met with the ANP colonel, the remaining team members prepared for a physical-apprehension restraint techniques class. "We took it upon ourselves to give these training classes," said one of the PMT leaders. He described the PMT as a highly efficient team of Soldiers and airmen who teach a variety of classes based on the needs of the police in each district.

Becoming an ANP officer is not an easy task. At a minimum, applicants must have a high school education, go through testing, and attend a six-week course at one of the country's four academies. Their training is augmented by U.S. forces, who help the ANP retain the training they received at the academy. "The training is very good for us," said one ANP officer. "Our main goal is security, and the classes the Americans give us help prepare us for that goal."

"We want to make the [Afghan] National Police sufficient because in the end, it is not about us at all; it is all about them," said the PMT leader.

Sergeant Jessica R. Dahlberg is with the 382d Public Affairs Detachment.

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.

MILITARY POLICE BRIGADE LEVEL AND ABOVE COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
Rodney L. Johnson	Leslie (Rusty) Koonce	HQ USACID	Ft Belvoir, VA
David Phillips	Jeffrey A. Butler	USAMPS	Ft Leonard Wood, MO
Katherine N. Miller	Jeffrey N. Plemmons	Army Corrections Command	Ft Belvoir, VA
Non-MP	Mark L. Farley	EUCOM	Stuttgart, Germany
Byron A. Freeman	Norwood Patterson	8th MP Bde	Schofield Barracks, HI
Randall Twitchell	Charles Kirkland	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	Thomas Seaman	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
Deborah Broughton	Non-MP	Garrison, Ft McPherson	Ft McPherson, GA
Timothy A. Weathersbee	Non-MP	Garrison, Ft Leavenworth	Ft Leavenworth, KS
Pamela L. Martis	Non-MP	Garrison, Presidio of Monterey	Presidio of Monterey, CA
Bruce Vargo	Non-MP	Joint Detention Group	Guantanamo Bay, Cuba
Non-MP	Michael D. Hayes	MANSCEN CSM	Ft Leonard Wood, MO

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
Dennis P. Geoghan	Kurtis J. Timmer	220th MP Bde	Gaithersburg, MD
John E. Cornelius	Scott Toy	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	Virgil Akins	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 Benning, GA
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
James H. Mullen	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	Gary J. Fowler	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	Jeffrey A. Palmer	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
Gregory Thompson	Jonathan O. Godwin	796th 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
Carter A. Oates	Patrick M. Zangarine	11th MP Bn (CID)	Ft Hood, TX
Sioban J. Ledwith	Timothy S. Fitzgerald	19th MP Bn (CID)	Yongsan, Korea
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	Andrew F. Underwood	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

Current as of August 2008

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

12th Annual Warrior Police Challenge















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