



# THE OPSEC INDICATOR

Volume XII

Summer 2002

*"Meeting The Challenges of a Changing World"*

## OPSEC Professionals Gather in Utah to Address Post 9-11 Strategies

### Distinguished Speakers and Hot Topics Electrify 2002 National OPSEC Conference and Exhibition

by Lynne Yates and Charlie Reeder

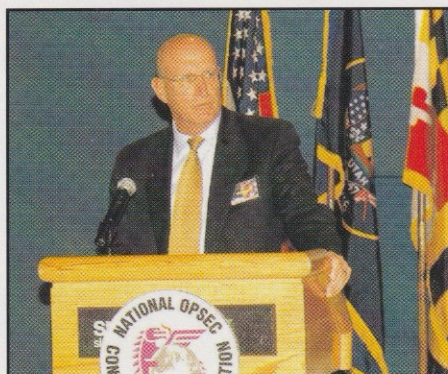
The Snowbird ski resort on a mountain high above Salt Lake City, Utah offered a dazzling view of the beautiful Wasatch mountains for more than 600 OPSEC and public safety professionals that converged there May 13-17. The peaceful scenery was in contrast with the somber yet vital topics covered at the 13th Annual National OPSEC Conference and Exhibition hosted by the Interagency OPSEC Support Staff (IOSS) in association with The OPSEC Professionals Society.

The theme "Where Do We Go From Here?" referred to the devastating events of 9-11, and the need to become even more fervent in the use of OPSEC in the war on terrorism. A host of experts were on hand to provide practical real-life solutions to the problems of protecting critical information that lie ahead of this Nation in the upcoming months.

Conference critiques stated that the participants believed the majority of the speakers to be very well-informed and their presentations to be right on the mark. The many government and industry exhibits on-hand also received high marks for supplying vital tools

that the attendees could share with their organizations.

This year, for the first time, a public safety track was offered to meet the OPSEC needs of law enforcement, fire and rescue special operations teams



*Mr. Richard Haver, Special Assistant to the Secretary of Defense for Intelligence*

and emergency management agencies who now find themselves with a national defense mission. A special IOSS booth was set up to offer an array of products designed for individuals in the public safety realm.

OPSEC has come to the forefront of public attention since 9-11 and as a result, several prestigious individuals offered to share their views with the

OPSEC community assembled, including Mr. Richard Haver, the Special Assistant to the Secretary of Defense for Intelligence; the Honorable Martin O'Malley, the Mayor of Baltimore, MD (*see page 4 for a transcript of his remarks*); and Mr. Richard McKeown, the Executive Assistant to Governor Mike Leavitt of Utah, who provided a captivating behind-the-scenes look at the 2002 Winter Olympics from an OPSEC perspective. Mr. McKeown offered a breathtaking slide presentation of Olympic highlights and fascinated the plenary session at the Annual OPSEC Awards ceremony with stories of near-disasters averted because citizens reported suspicious behavior.

The information he provided was never released to the general public. Mr. McKeown expressed sincere gratitude from the Governor of Utah for the assistance the IOSS provided in producing a public safety awareness tape that had been distributed throughout Salt Lake City at all of the Olympic venues in order to alert Olympic workers and volunteers of the need to report suspicious activities.

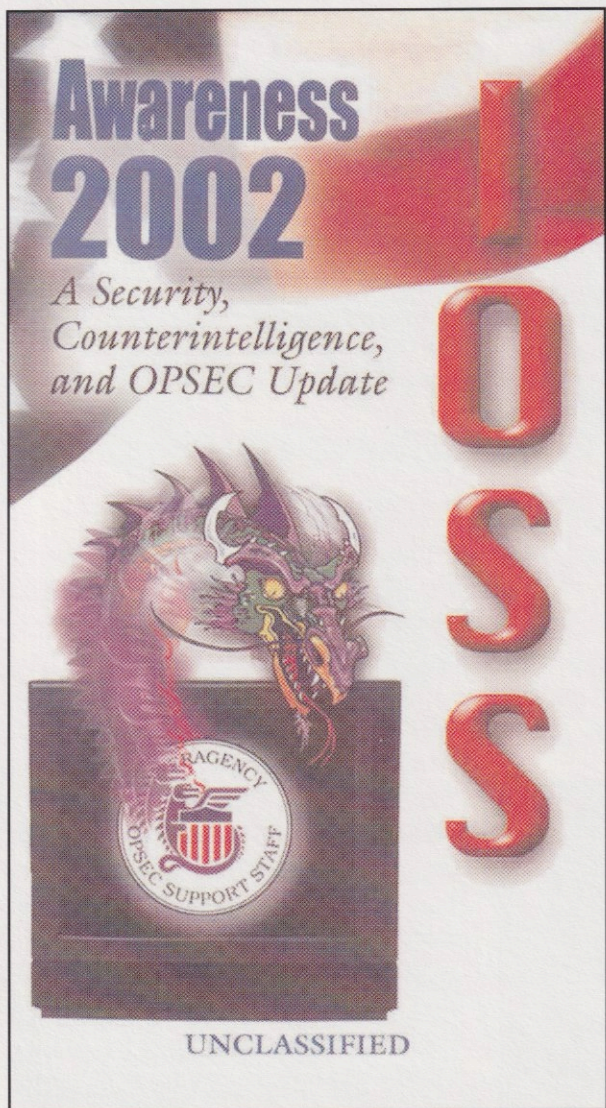
Mr. Richard Haver also provided a powerful message to another plenary session of more than 600 attendees. In his address, he conveyed a message from Defense Secretary Donald Rumsfeld that they were on the front lines

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This **UNCLASSIFIED** video is the IOSS' latest security awareness tool. It offers a variety of hot topics of interest. Focusing on operations security and other challenges brought on by the war on terrorism, this video offers something for everyone involved in protecting our Nation's security.

This 90-minute video is designed to be viewed in whole or in part, as time permits. Each of the following segments is self-contained and offers insights into, and solutions for current issues facing the U.S. government, military, law enforcement, and private industry.

### **OPSEC - NOW IT'S PERSONAL**

In response to the current crisis, Tom Mauriello, Director of the IOSS, filmed this segment to explain the importance of Operations Security (protecting critical but unclassified information) as it relates to the war on terrorism. He demonstrates how operations security needs to be extended into all areas of our lives if we are to prevail against dangerous adversaries.

### **OPERATIONS SECURITY AND PUBLIC SAFETY AWARENESS**

Whenever there is an event of a certain magnitude, public safety is an important issue. The success of the event will hinge on this critical aspect. It is important to be aware of the many security considerations of hosting a large-scale event. It is also essential to recognize suspicious behavior and know what to do once suspicious activity is observed. This video addresses all of these issues.

### **JUST THE FAX**

This segment explores dangerous vulnerabilities found in Fax machines and color printers and describes simple but critical procedures that can keep the information stored on these machines secure. A humorous "Dragnet-style" investigation uncovers how information can inadvertently fall into the wrong hands from bypassing security procedures and from inattention to detail.

### **HEROES**

This is an inspirational tribute to the heroes of September 11, 2001 and the brave men and women engaged in the fight to destroy terrorism, so that it will never again threaten our freedom and the American way of life.

**Order "Awareness 2002" by sending an e-mail to [ioss@radium.ncsc.mil](mailto:ioss@radium.ncsc.mil).**



## Director's Message

A special thanks to all those participants, speakers, guests, vendors, and staff that made the 2002 National OPSEC Conference a success this year. I have to admit that the elevation and remoteness of the conference location was not as pleasant for some of you as we would have liked. We tried something new this year and learned from it.



Next year, the conference will be in San Diego, where there will be many opportunities to move around freely without losing your breath and you will have the ability to easily find a multitude of activities to satisfy your needs. The most important feedback we received from the 96 attendees who responded to our event critique was, 99% would recommend the event to others; 91.9% rated the content and quality of presentations as excellent/very good; and 86.6% rated the overall event as excellent/very good. We are already working on next year's conference being held May 19-23, 2003, at the Town and Country Resort, San Diego, California.

Homeland Security initiatives globally have increased the interest for Operations Security and requirements for training. The IOSS is taking a strategic look at how we will satisfy these future requirements in a timely manner. We have begun an initiative to identify how the IOSS can produce web-based training courses to supplement our traditional platform courses. We hope to contract with a web-based training expert to transform some of our unclassified courses to web-based products. This will allow IOSS training to be available when needed. More on this as it unfolds.

The IOSS has leased additional space adjacent to the IOSS facility in Greenbelt, Maryland. The additional 4,500 square feet will house a new IOSS Training Center that will include a large classroom with state-of-the-art multimedia equipment, breakout rooms, a conference room, student work areas, and a training products distribution facility. The facility will allow us to teach most of our scheduled National Cryptologic School (NCS) courses at the IOSS rather than at the NCS facility.

In order to increase our ability to communicate with our customers, the IOSS is having a new telephone system installed that will include all new commercial phone numbers, and for the first time, we will have DSN phone lines for our Department of Defense customers. We will notify you in advance when the numbers are switched over.

I hope that you enjoy the remainder of the summer. As always, the IOSS looks forward to working with you!



← Jimmy



## “Government Leaders Need A Bias Toward Action”

### Baltimore Mayor Martin O'Malley Provides Keynote Address At National OPSEC Conference

*Mayor Martin O'Malley's vision is for Baltimore City to be the Nation's model city for security preparedness and safety. He has stated his commitment to assessing the city's vulnerabilities and working toward a solution to better protect the city and the Nation. For this reason, the IOSS invited him to be a featured speaker at our annual conference to share his views with OPSEC and public safety professionals.*

“It's a privilege to have the opportunity to speak with you today, and, more importantly, listen to your views and, ideas about the challenge our Nation faces after September 11th.

Most people are still getting accustomed to the idea that there are people dedicated to destroying our country regardless of the cost. So, I look forward to hearing from the men and women who have been dealing with these issues for years, allowing us to keep our peace of mind.

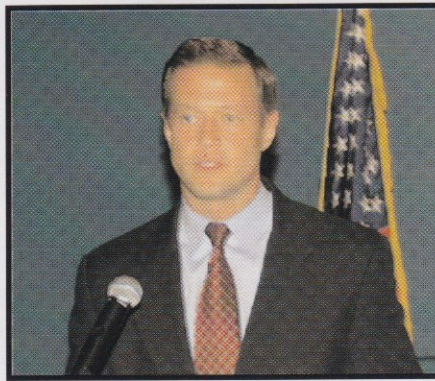
I am going to focus my remarks on two main ideas, based on what I've learned in the last eight months. One is relatively, non-controversial: in times of war and heightened threats, government leaders should have a bias toward action; do what you can, rather than waiting for someone else to do it - or sitting around and hoping that the worst won't happen.

#### A New Model

The second idea is related, but more controversial. In fact, when I raised it during a Senate appropriations committee hearing, I got a lecture on Federalism from a senior senator. I believe we should prepare for and fund the home front in the war on terrorism on a metropolitan basis, rather than using the

state-based model that we use for natural disasters. It's fine for disaster clean-up and recovery, for hurricanes, tornados, and earthquakes, but it is not serving us well as we struggle to deal with emergency preparedness.

For years, the people in the OPSEC community have known what we have



**Baltimore Mayor Martin O'Malley**

to fear. But the rest of us are still wrapping our minds around the new state of the world. For most of us, it has been a long time since we have faced a credible, demonstrated threat in America's cities. In the past eight months, I've read that the FBI has issued at least 44 terrorism alerts. This represents a sea change in our presumption of safety in the United States.

Yet, while our presumption of safety has changed, and we have focused more attention on homeland defense than before, at the local level - the front line - we still have insufficient equipment, too little training, and too little information. And currently, in the City of Baltimore and in most major cities outside of Washington and New York, we have received nothing in the way of national funding for the front line of our homeland defense where the dollars are most urgently needed - at the local metropolitan level.

#### First Line of Defense

Just as our armed services are the first line of defense abroad, local government is, and should be, the first line of defense on the home front. There are no Federal or state fire departments or medics. There are about 650,000 local police officers. And, as we saw in New York, there is no time to bring people and equipment in from somewhere else when terror strikes. For those critical first hours - when there is the greatest opportunity to save lives - local governments are largely on their own.

#### Make the Investment

Our failure as a country, to adjust to this new reality has relegated the imperative of providing for the common defense to the level of a local government option — one more of those difficult mayoral choices — you can be prepared or not. It can be, relatively speaking, a hard target or a soft target. You can make a huge unanticipated investment now to make your people more safe, or you can cross your fingers, wait for help from a higher level of government, and hope for the best. In fact, other government officials suggested exactly that, theorizing that the Federal government won't fund anything that other governments are already doing.

In Baltimore, despite our very difficult budget problems, we have chosen to make that investment. We are not waiting for Annapolis. We are not waiting for Washington.

**With all due respect to the Washingtonians present, if our city had waited for advice on self-defense from Washington in the War of 1812, we'd all still be singing “God Save the Queen!”**



It is interesting, especially in these times to remember that Ft. McHenry - the birthplace of the Star Spangled Banner - was privately financed by the business people of Baltimore.

Our city has a bias toward being prepared. Briefly, here are a few of the things we are doing...

*(The Mayor detailed a number of important steps that the city has undertaken to protect its citizens from terrorism - not included here for obvious OPSEC reasons.)*

That is what we're doing in Baltimore and in this fiscal year alone, we estimate that it will cost \$11 million in unanticipated local general operating funds alone. But in my work through the U.S. Conference, I've come to the realization that how safe you are from the threat of a terrorist attack doesn't only depend on whether you live in a city with sensitive targets. It depends on whether you live in a city that places a priority on preparedness. It also depends on what kind of budget year your city is having. And, it seems to me, this is not how we want to provide for our common defense.

While the fire and police and health functions of our front line of homeland defense is local government, the cost of domestic preparedness, the cost of our national security, should not be left to the local government least able to pay for it.

Cities have our greatest concentration of poverty, most cities have maxed out their local taxing capacity even as the Federal and state governments cut taxes and reduce local aid.

This year, in Baltimore, we were able to cover these unanticipated costs by freezing vacancies, hitting our rainy day fund, reducing services and cutting back on sanitation crews — but what about next year? What libraries shall we close next year to pay for extra police patrols around our chemical plants? In the state with the highest

rate of youth gun violence, which rec centers or summer jobs do we cut to pay for increased policing around our railroads and port facilities?

So far, the Federal response has had only a limited impact on preparedness, mainly depending on where you live. And in Maryland's case, the state has had virtually no response — which is doubly troubling given the Federal government's current working assumption that all of this preparedness should be a state-led function.

At a recent Senate Appropriations hearing, I uttered the heresy that we should organize our home front response in the war on terrorism on a metropolitan basis.

A few thousand years ago, Aristotle pointed out that "The city belongs among the things that exist by nature." In part, he meant that this is the scale on which people naturally organize.

Think about where you live. For most of us, we don't necessarily think of where we live as a county or state, we identify where we live by the metropolitan area of which we are a part. People who live 20 miles from Baltimore, "live" in Baltimore. If you ask them, that's what they'll say. Their life takes part within a broad metropolitan area.

### **Terrorism is Different**

For the most part, it doesn't matter that we break our political organization into artificial constructs. There is no urgency in organizing or funding the vast majority of what we call on governments to do. Preparing for and responding to terrorism is different. Yet, we continue to operate on the Federal to state to local model despite the potentially deadly delays it inherently involves. When you wake up in the morning, you get a metropolitan traffic and weather report. Local emergency agencies have mutual assistance agreements with neighboring jurisdic-

tions. Hospitals are linked together. Our police departments increasingly operate in joint metropolitan task forces.

There is a reason that CNN or the Associated Press rates emergency preparedness by city - and why the census tracks people by metropolitan area.

In most cases, this is how we get the most reliable, useful, and timely information. There is a precedent for this on the Federal level. Community development block grants (CDBG) are awarded directly to urban centers, where the Federal government has made a decision it would like these funds to be invested. Given what is at stake, it seems only logical and prudent to take the same approach in the war on terrorism - to direct the funds to where the political and operational responsibilities lie.

### **A Possible Answer**

I believe in the Homeland Defense Block Grant, an idea that Senators Clinton and Hatch have introduced into legislation. It would be the equivalent of a CDBG program for homeland security distributed based on security needs and a proper threat assessment of vulnerabilities.

Like the CDBG, Homeland Defense Block Grants should be provided directly to cities and urban counties, which are the primary targets in the war on terrorism. It will allow us to protect the greatest number of Americans as quickly as possible and it will ensure that no American is placed at risk because they have the misfortune of living in a city that is having a bad budget year. And, it's the same hybrid formal of direct city and state funding that was originally contained (before amendment) in the Nunn-Lugar-Domenici Anti-Terrorism Act of 1996.

I understand that in most cases, strict federalism has served us well. But

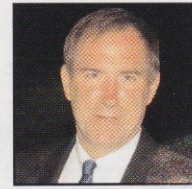
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## America Attacked! It Was Deja Vu All Over Again.

by Patrick D. Weadon, NSA Historian



Patrick Weadon  
was the Literature  
Achievement Award  
Winner - 2002  
National OPSEC  
Awards

A few days after the attacks on the Pentagon and the World Trade Centers I had an argument (or what my parents used to call "an adult discussion") with several of my co-workers. The issue at hand was the contention by the majority of those present that "things would never be the same." I took umbrage with their position and opined that it might take a while, but in the end, if we all did our jobs, things would return to normal.

My opinion was met with a high degree of hostility. "How can you say that!" they cried. "No one has ever attacked us on our own soil." I informed them that they were wrong. "We mean the continental United States, not Pearl Harbor," they argued. I was then forced to remind them that in 1814, a foreign army invaded our shores and burned our nation's capital. My analysis was again met with derision. "That's ancient history." "Maybe so," I replied, "but as different as the two historical events were, there are some interesting similarities."

In both cases, our nation was unprepared to deal with an obvious adversary. In both situations, the President's life was in danger, and after both attacks, Americans reacted with a mixture of fear, anger, and ultimately resolve. I am sure that there were many people in 1814 that thought their world would never be the same. But our young Nation survived, and 188 years later, despite the present challenges, our Nation's future is bright.

### Attack on Our Homeland

Since the surrender of Lord Cornwallis at Yorktown in 1781, an understandable enmity had developed between England and the United States. Much of the discontent was due to England's insistence on causing trouble on the new nation's western frontier.

On the high seas, the Royal Navy refused to recognize American neutrality in Britain's war with France and regularly engaged in the practice of impressment, the formal term for the involuntary seizure of American merchant seaman for service.

Despite the fact that large numbers of his countrymen were more interested in trading with Great Britain than in going to war with her, early in the spring of 1812, President Madison asked for, and was granted, a declaration of war.

While justified, the President could not have picked a more inopportune time to pull at the tail of the British Lion. Napoleon had capitulated in May. With the Corsican in check, British military might could now be fully turned against America. The

British press was demanding that troops be sent to the former colonies to "chastise the savages."

Late in the spring of 1814, a British fleet was dispatched to the Chesapeake region to teach that "crafty gnome" Madison (as he was known in the British press) a lesson.

On August 19, 1814, the fleet entered the Patuxent River and anchored at the small village of Benedict, Maryland. The next day, the small British force went ashore and began moving north at a rapid clip.

### The Bladensburg Races

In Washington, President Madison and his advisers were trying to figure out just what the British were planning. Conventional wisdom held that they were on their way to the port city of Baltimore. But England's General Ross, the commander of the invasion force, was not yet interested in Baltimore.

His troops moved first to the small town of Nottingham on August 21 and then west to Upper Marlboro, where

they made camp on the 23rd. To Madison, Ross's move west could mean only one thing - the British were heading for the Nation's capital.

With the British intentions now fairly obvious, Brigadier General William Henry Winder, the designated commander of the American forces, made plans to defend the city. In many respects, Winder had a tremendous advantage in the coming fight.

The British force was 30 miles from their naval assets. Also, General Ross had no artillery or cavalry, and little or no knowledge regarding Winder's strength or intentions. From an OPSEC perspective, the British were in the dark regarding the American force's critical information.

Winder, however, suffered from a lack of tactical knowledge and had little or no practical military experience. Madison's motivation for appointing him was that Winder's uncle was the Governor of Maryland and, most importantly, an avowed Federalist. (The Federalist Party was strongly against the war. By appointing Winder



as commander of the defense of Washington, Madison bet that he could score some points with his political rivals. In time, the President would pay a high price for his decision to choose politics over experience.)

Winder received word that Ross's army was moving rapidly toward the town of Bladensburg on the outskirts of the capital. Despite knowledge of Ross's intentions, Winder was disinclined to occupy the town or to destroy the bridges along the expected British marching route.

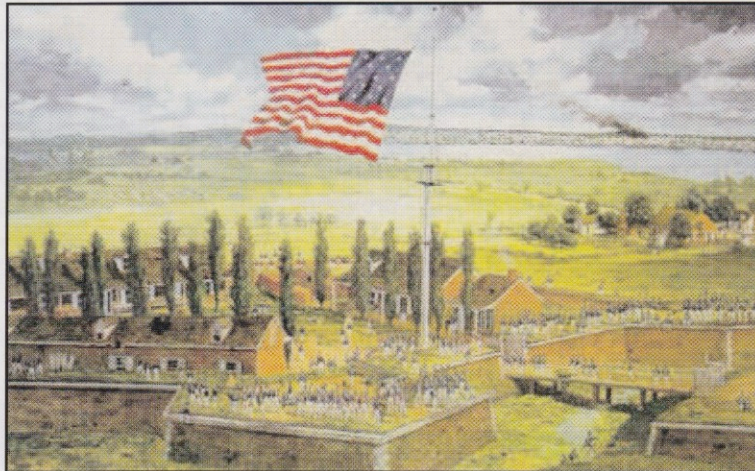
In spite of his missteps, Winder should have maintained the advantage - he had more men and firepower. If there was ever a time in American history for a leader to use OPSEC to his advantage, this was it. The British invasion force did not know the terrain, and was 30 miles away from its naval assets and had no way of obtaining critical information about the Americans.

On August 24, the British force of 2,600 men moved into Bladensburg and started moving west across the bridge that spanned the Eastern Branch of the Potomac River (known today as the Anacostia River.)

The Americans positioned several gun emplacements and approximately 6,000 militia from the District of Columbia, Maryland and Pennsylvania on the small rise on the eastern side of the river. Winder placed the majority of his men on the heights above the town and set up additional lines of defense to the rear of the main position.

President Madison and Secretary of War, John Armstrong, were both present during the battle preparations. This was the first (and only time) in U.S. history that a Commander-in-Chief accompanied his troops onto the field of battle.

However, the President and his Secretary would not be on the front lines when the shooting started. Satisfied that Winder had events well in hand,



*Ft. McHenry, Baltimore, MD*

Madison and Armstrong moved to a defensive position some distance back from the front line.

As the British charged across the bridge, the American batteries came to life. Despite the heavy fire from Winder's artillery, the majority of Ross's troops crossed over unscathed and initiated a full-fledged assault on the American positions. *Winder had not properly assessed the threat* - he had not counted on the British ability to move so quickly. At first, his lines held fast, but in time, British tenacity and drive began to overwhelm his army. Winder's lines withered under the British attack. The Americans broke from their positions and began a hurried retreat. The stream of soldiers moving to the rear soon became a torrent. Small pockets of Winder's men continued to offer opposition, but the rout that historians would later call "The Bladensburg Races" was on.

### **Washington Burns**

The British quickly subdued the remaining lines of defense. The retreating throng of militia soon overtook the President's party on their way back to

the Nation's capital. Stunned at the scene unfolding before him, Madison made vain attempts to shame the soldiers into returning to their posts, but

Winder had lost control. With the American army literally on the run, it was now only a matter of time before the British would reach Washington.

Upon entering the city, the British immediately burned the Capitol, the White House, and the Treasury Building. The flames from the burning buildings were so intense they could be seen 40 miles away by residents of Baltimore. A summer

thunderstorm fortuitously brought an end to the conflagration.

Elated that they had taught the impudent Yankees a lesson, the victorious British army returned to their ships along the exact route they had taken from Benedict. Now, where to strike next?

### **Baltimore Prepares for Battle**

For the citizens of Baltimore, Maryland there was little doubt as to the invasion force's next target. Earlier, when the news of the American defeat at Bladensburg reached the city, a mixture of fear and defeatism gripped the town's citizens. If Baltimore was to avoid the same fate as Washington, a strong leader was needed. The man chosen was Major General Sam Smith of the Maryland militia.

Years earlier, Smith had fought alongside George Washington during the Revolution. He was a highly successful businessman, and had served in Congress for more than 20 years. Anticipating an eventual fight with the British after war had been declared, he had already begun to put the city on

*(continued on page 8)*



*(continued from page 7)*

a war footing in mid-August. After the defeat at Bladensburg, Smith put his plans into overdrive.

Unlike Winder, Smith would start off at a disadvantage. First, he could not anticipate the direction of the upcoming British attack.

Due to this lack of critical information, he was forced to implement defensive plans for both the eastern and the western approaches to the city.

In addition, the British ships would probably only be a short distance from the invasion force and would be lending firepower to the British attack wherever it came.

Intent on avoiding a repeat of Bladensburg, he made every effort to put the British invasion force on the defensive. Smith placed a force headed by Winder (Smith did not want him anywhere near his headquarters) to the west to protect his flank, however he guessed (correctly) that the British attack would likely come from the east.

With this in mind, on September 2nd, he ordered every available man to fortify the eastern edge of the city. In time, Smith was able to fortify Hampstead Hill, as the area was called, with over 10,000 men.

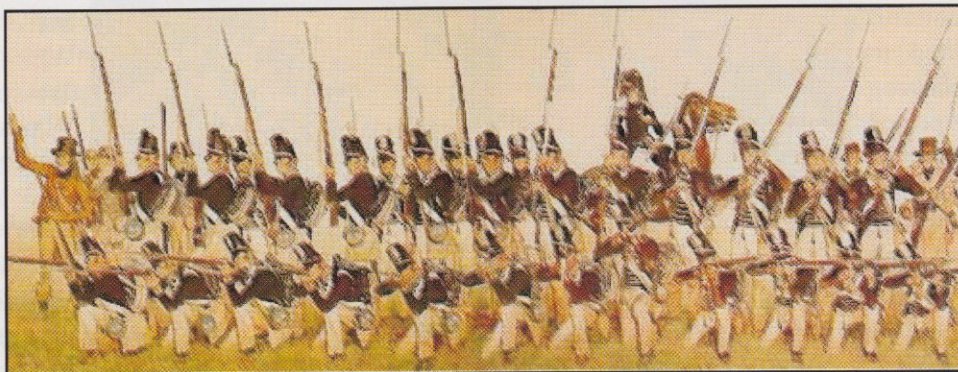
Smith also readied Ft. McHenry for battle. The fort, along with several ships scuttled in the channel, would be crucial in preventing British ships from moving into the inner reaches of the Baltimore harbor.

For days, Smith's scouts watched for the British fleet. On the September 10, Smith received word that the British

fleet had moved out of the Patuxent and was heading toward North Point.

The British plan was a simple one. North Point lies at the tip of a long peninsula that leads to the eastern border of Baltimore.

Ross's infantry planned to move up the peninsula and attack the city. Admiral Cochran intended to destroy Ft. McHenry and support the army on its left flank by providing fire support



*The American Infantry, War of 1812*

from his ships.

The key was to ensure that the British ships could safely move up the harbor. By getting in close, the fleet would be in a position to shell the town, making it nearly impossible for the city's defenders to hold out.

### **Preemptive Strike**

Fortunately, Smith was proactive. To keep the British guessing, he ordered Brigadier General John Striker and his force of 3,000 men to move toward the enemy force. This turned out to be a brilliant countermeasure that began to turn the tide.

Striker marched east until he came to a small portion of land that lay between Bread and Cheese Creek to the north, and Bear Creek to the south. Less than a mile wide, this particular stronghold would make it difficult for British General Ross to flank his lines. Striker put his troops in position, and waited for the Redcoats.

### **Turning Point**

After landing at North Point, General Ross and the British advance guard moved down the main road toward Baltimore. Needing a respite from the hot weather, the party stopped for the evening at the farm of Robert Gorsuch.

In the morning, Mrs. Gorsuch prepared breakfast for the general and his staff. She coldly inquired if she should count on the general and his staff for dinner.

The British general brusquely rejected her forced invitation, telling her, "I will eat supper in Baltimore tonight or in hell."

Further down the road, General Striker continued to grow impatient. It was noon and there was no sign of the

British force. Tired of waiting, Striker made the bold decision to send 250 of his men to engage the British. Based on their experience at Bladensburg, it would be the last thing the British would be expecting.

### **A Devastating Blow**

After leaving the Gorsuch Farm, General Ross and the advance guard continued marching toward Baltimore. Soon after their departure, Ross received word that his lead elements were taking fire from an American force. (Striker's force had located the British.) Ross responded quickly and ordered additional troops forward to attack Striker's men. In a few brief moments most of the raiding force had dissipated.

Despite the excellent showing by his forces, Ross was concerned. Worried that even more men might be needed, he decided to ride the half-mile back to his main body to order the rest of his



troops to come forward.

As Ross moved back down the road, a retreating marksman from Striker's unit took one last shot at the General. The bullet met its mark and ripped through Ross' right arm eventually burying itself deep in his chest.

Ross held his composure for a few brief moments but then momentarily lost consciousness and tumbled from his saddle. Sensing that he was not long for this world, he immediately sent for Colonel Brooke, his subordinate.

After relinquishing his command, the conqueror of Washington was placed on a cart and sent back to the fleet - by the time the transport party reached the landing beach he was dead.

The British forces remained on one level determined and resolute, but on another level, the loss of their leader had cast a pall over what had once seemed an invincible force.

### **Brooke Takes Over**

Brooke's first action as commander was to move forward and attack Striker's main line of defense. Unfortunately the battlefield was not as small as the Americans would have liked.

Just as at Bladensburg, the British troops made quick work of the American position. However, unlike the troops at Bladensburg, Striker's retreat back to Hampstead Hill was orderly and disciplined.

Technically, Striker's men had been beaten at North Point but unlike Bladensburg, the Americans had forced the British to pay a high price for their success.

After forcing Striker to withdraw, the uninspired Colonel Brooke continued to move his forces toward the city and Hampstead Hill. Brooke was intent on attacking that American position, but now more than before, he needed the support of the British Navy.

But the British fleet's attempt to move past Ft. McHenry and support Brooke on his left was running into trouble. On the evening of September 13th, the British ships subjected the fort to a massive bombardment. Thinking that the fort had been overcome, the fleet attempted to move past the position.

### **The Rockets Red Glare**

The men of Ft. McHenry and their commander, Major George Armistead, had endured a hellish barrage, but their flag still flew proudly over the fort's ramparts! Now, it was their turn to strike. Armistead urged his gunners to wait until the British ships were well within range and then at the optimum moment, gave the order to open up with everything they had.

The withering fire from the fort's guns threw the British fleet back on its heels and inflicted serious damage on several of the ships.

Despite the horrific shelling of the previous night, Ft. McHenry was still very much in business. Notice was served that if the Brits attempted to move past the fort's batteries, they would have to pay a heavy price.

Unaware of the British Navy's problems, General Brooke moved his force to a small hill approximately four miles from their objective.

From their position, he could see the city in the distance. But the view of the town was partially blocked by the intimidating fortifications on Hampstead Hill.

Brooke was stunned at the number of men assembled on the position. Smith had not only garnered enough men to put up a good fight - he had also constructed the site in such a way as to make it difficult, if not impossible, for Brooke's forces to flank him. Despite the deteriorating situation, the British leadership was not ready to completely give up the fight.

### **Fight or Flee?**

As Brooke cautiously pondered his next move, a courier brought in a crucial message from the fleet. It informed the General that due to the firepower of Ft. McHenry and the number of ships that had been sunk in the channel, the British fleet would not be able to get anywhere near the city. His naval counterparts were advising him to withdraw. Conflicted, Brooke convened a council of war. After a brief discussion, they concluded that the task of chastising the insolent pirates of Baltimore was not worth the risk and would best be left for another day.

Endorsing the notion that discretion is the better part of valor, Brooke then retreated back down the peninsula. The British ships lingered nearby for a few more days, but on September 17, 1814 with the last remnants of the invasion force safely aboard, the fleet weighed anchor and made for the open sea.

### **Epilogue**

The Battle of Baltimore was an important victory in the War of 1812, but was by no means the decisive one. The final blow to the British came not at Baltimore but at the Battle of New Orleans on the January 8, 1815.

(It is interesting to note that due to the time and distance involved, the battle took place after the signing of a peace treaty with Great Britain had technically ended the conflict).

This brings me to my final point. It is not always necessary to totally destroy your adversary in a conflict. Sometimes just raising the stakes enough to gain a critical advantage will allow you to prevail in the long term.

This is where OPSEC comes in. Contrast the strategy of American leaders Winder and Smith. Winder threw up some defenses, but did nothing to keep his adversary guessing.

*(continued on page 10)*



*(continued from page 7)*

a war footing in mid-August. After the defeat at Bladensburg, Smith put his plans into overdrive.

Unlike Winder, Smith would start off at a disadvantage. First, he could not anticipate the direction of the upcoming British attack.

Due to this lack of critical information, he was forced to implement defensive plans for both the eastern and the western approaches to the city.

In addition, the British ships would probably only be a short distance from the invasion force and would be lending firepower to the British attack wherever it came.

Intent on avoiding a repeat of Bladensburg, he made every effort to put the British invasion force on the defensive. Smith placed a force headed by Winder (Smith did not want him anywhere near his headquarters) to the west to protect his flank, however he guessed (correctly) that the British attack would likely come from the east.

With this in mind, on September 2nd, he ordered every available man to fortify the eastern edge of the city. In time, Smith was able to fortify Hampstead Hill, as the area was called, with over 10,000 men.

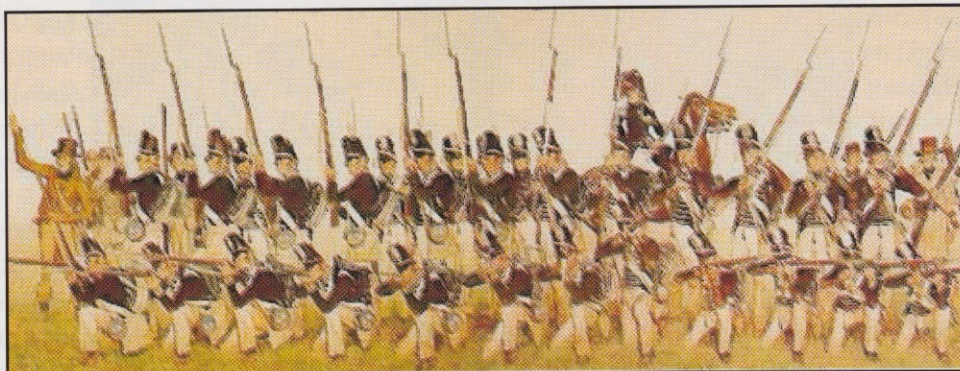
Smith also readied Ft. McHenry for battle. The fort, along with several ships scuttled in the channel, would be crucial in preventing British ships from moving into the inner reaches of the Baltimore harbor.

For days, Smith's scouts watched for the British fleet. On the September 10, Smith received word that the British

fleet had moved out of the Patuxent and was heading toward North Point.

The British plan was a simple one. North Point lies at the tip of a long peninsula that leads to the eastern border of Baltimore.

Ross's infantry planned to move up the peninsula and attack the city. Admiral Cochran intended to destroy Ft. McHenry and support the army on its left flank by providing fire support



*The American Infantry, War of 1812*

from his ships.

The key was to ensure that the British ships could safely move up the harbor. By getting in close, the fleet would be in a position to shell the town, making it nearly impossible for the city's defenders to hold out.

### **Preemptive Strike**

Fortunately, Smith was proactive. To keep the British guessing, he ordered Brigadier General John Striker and his force of 3,000 men to move toward the enemy force. This turned out to be a brilliant countermeasure that began to turn the tide.

Striker marched east until he came to a small portion of land that lay between Bread and Cheese Creek to the north, and Bear Creek to the south. Less than a mile wide, this particular stronghold would make it difficult for British General Ross to flank his lines. Striker put his troops in position, and waited for the Redcoats.

### **Turning Point**

After landing at North Point, General Ross and the British advance guard moved down the main road toward Baltimore. Needing a respite from the hot weather, the party stopped for the evening at the farm of Robert Gorsuch.

In the morning, Mrs. Gorsuch prepared breakfast for the general and his staff. She coldly inquired if she should count on the general and his staff for dinner.

The British general brusquely rejected her forced invitation, telling her, "I will eat supper in Baltimore tonight or in hell."

Further down the road, General Striker continued to grow impatient. It was noon and there was no sign of the British force. Tired of waiting, Striker made the bold decision to send 250 of his men to engage the British. Based on their experience at Bladensburg, it would be the last thing the British would be expecting.

### **A Devastating Blow**

After leaving the Gorsuch Farm, General Ross and the advance guard continued marching toward Baltimore. Soon after their departure, Ross received word that his lead elements were taking fire from an American force. (Striker's force had located the British.) Ross responded quickly and ordered additional troops forward to attack Striker's men. In a few brief moments most of the raiding force had dissipated.

Despite the excellent showing by his forces, Ross was concerned. Worried that even more men might be needed, he decided to ride the half-mile back to his main body to order the rest of his



*(continued from page 9)*

By showing his cards so early and doing little to keep the invasion force off balance, Winder gave the British the advantage they needed to destroy his army.

To make matters worse, Winder was completely aware of his opponent's capabilities and intentions, but failed to provide any countermeasures to turn the situation in his favor.

General Smith, on the other hand, was proactive from the beginning. He made it his business to keep the British guessing and turned their

assumptions (based on previous engagements with American troops) against them.

However, the award for outstanding OPSEC in this story must go to General Striker, who single-handedly made the decision to seek out and surprise the enemy - a move that took out their leader and paved the way for victory.

As we continue to do our part in the war on terrorism, let's resolve to be proactive and make good use of the 5-step OPSEC process.

Information from CNN, newspapers, and thousands of other open sources, are available to those who can cause us

harm.

Today, if we are to avoid giving the enemy the critical information they need to hurt us, it is imperative that we, like General Sam Smith and the valiant men who inspired Francis Scott Key to pen our national anthem, be resourceful, courageous, and of course, practice good OPSEC in order to win the day.

*Information and excerpts for this article were taken from the late Walter Lord's seminal book on the War of 1812, **The Dawn's Early Light**, W.W. Norton Co., 1972. ■*

***"And the star spangled banner in triumph shall wave  
O'er the land of the free and the home of the brave!"***



## Upcoming Training Courses ◆

August 19-23	OPSE-2380, OPSEC Practitioner's Course	National Cryptologic School
August 26-29	OPSE-2390, OPSEC Program Manager's Course	National Cryptologic School
September 16	OPSE-1300, OPSEC Fundamentals Course	National Cryptologic School
September 17-19	OPSE-2330, Threat Research for OPSEC	National Cryptologic School
October 16-17	OPSE-2350, Web Content Vulnerability	National Cryptologic School
October 21-25	OPSE-2380, OPSEC Practitioner's Course	National Cryptologic School
October 28-31	OPSE-2390, OPSEC Program Manager's Course	National Cryptologic School
November 1	OPSE-1300, OPSEC Fundamentals Course	National Cryptologic School
November 4-6	OPSE-2330, Threat Research Course	National Cryptologic School
December 2-6	OPSE-2380, OPSEC Practitioner's Course	National Cryptologic School
<b>December 11-12</b>	<b>National Threat Symposium</b>	<b>Laurel, MD</b>
January 6-10	OPSEC 2380, OPSEC Practitioner's Course	National Cryptologic School
January 13-16	OPSE-2390, OPSEC Program Manager's Course	National Cryptologic School

◆ **New Course!** The IOSS training team is now offering a Threat Research for OPSEC Course (OPSE-2330). The course provides an overview of information resources available to the OPSEC practitioner, and suggests an approach to gathering all information into a cohesive, accurate assessment of the intelligence threat to an operation or activity. The program of instruction deals with practical issues involved in obtaining threat information, including writing a request for information, what to ask for, and who to ask. The course is three days and uses case-based platform instruction with class participation in small groups. A prerequisite of OPSE-1300 or OPSE-2380 is required in order to attend the course. Please visit our web site at [www.ioass.gov](http://www.ioass.gov) for additional training dates and registration information. ■





## DragonTalk

### Hail

**Charles Connolly** joined the IOSS Program Development Team last February as a Senior OPSEC Analyst. Charles is concentrating on establishing OPSEC programs for customers, and performing surveys and assessments.

Previously, Charles worked for more than 10 years as a Security Specialist for the U.S. Navy in various commands and in almost every security discipline. This afforded him perspective on the critical nature of OPSEC to the mission and to lives.

Charles has had practically a lifetime of experience as a jeweler, being in and around the business since he was 11. He enjoys coaching volleyball and soccer.

**Linda Heaton** is the new training coordinator for the IOSS. She is a con-

tractor for ACS Defense Corporation. Linda recently retired from the Navy after serving 21 years as a cryptologic technician.

Linda's impressive naval career included assignments at Naval Security Group, Misawa, Japan; Goodfellow Force Base, Texas; and Edzell, Scotland. She is a certified course manager for the Senior Enlisted Cryptologic Course at the National Cryptologic School in Elkridge, MD.

**Harvey L. Thomas** is an Intelligence Community representative to the IOSS. He joined the staff in June. Harvey is a multi-disciplined security officer (MDSO) and brings with him more than 18 years of experience in the security field.

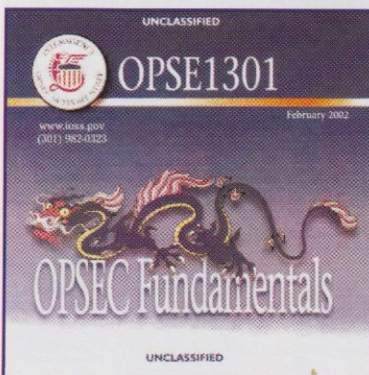
Harvey has served in many positions in the United States and overseas. In his free time, Harvey enjoys tennis, scuba diving, and fine dining.

**MSgt Winston Thompson** came to the IOSS in April as an intern with the Air Force's Middle Enlisted Cryptologic Career Advancement Program. This is a three-year internship for military enlisted personnel to enhance their technical and managerial skills in preparation for demanding leadership positions in the future.

Formerly, Winston worked for the NATO Special Advisor as a communications analyst and provided network analysis. He has been stationed in Japan, Texas and Oklahoma. Winston has been in the Air Force for 13 years.

### Farewell

**Robin Gross** has completed her intern assignment and will be broadening her experience by continuing her internship in another DoD position. **Daphne Queen** is also moving on - she has accepted a position within the Department of Defense as a supervisor in the travel entitlement office. Many thanks and best wishes to Daphne and Robin!



### OPSE - 1301 Operations Security Fundamentals CBT (formerly OP-301)

**Length:** This is our newest self-paced Computer Based Training (CBT) course provided on one CD. It takes approximately 4 hours to complete. Students may print out a certificate of completion when they have successfully passed the final exam.

**Description:** This course is designed to provide Federal employees, contractors, and anyone with a national defense mission with a basic working knowledge of OPSEC and how it applies to executive branch agencies and

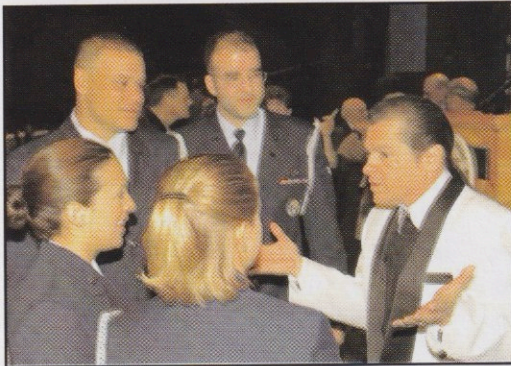
departments. It focuses on the history of OPSEC and the OPSEC process as described in NSDD-298. Students have an opportunity to choose scenarios to practice OPSEC in different environments. It is geared toward individuals who require knowledge of the OPSEC process, including managers, working group members, and OPSEC coordinators supporting the unit OPSEC program.

**To order, send an e-mail to [ioiss@radium.ncsc.mil](mailto:ioiss@radium.ncsc.mil) or send a Fax to (301) 982-2913.**



(continued from page 1)

and he expected the best from them. Mr. Haver offered his own candid insights into the challenges that lie ahead. He stated that the Intelligence Community has had a long history of



Fans can't get enough of the D\*I\*C\*E man!

failures including Robert Hanssen, Rick Ames, and the Walker family spy ring. What did he view as the most important aspect of intelligence collection? "No more Pearl Harbors!" He added that even after all of the money that has been spent on intelligence over the years, a terrible disaster occurred on our soil yet again.

He opined that the so-called "turf wars" have been part of the problem and added that clinging to turf is "no way to play this game." He continued that there is no denying that there are enemies who wish to do harm to this country. Haver added that he had once met Elie Weisel, the famed Nazi hunter who told him, "When someone says they are going to kill you, believe them." He argued that by discounting Bin Laden for so long, we made ourselves vulnerable.

"If we continue to sit behind turf issues, we are not going to get anything accomplished — we have to recognize that what we're doing *has* to get better! We have to get 200% better because when we *do* attack the problem and focus our resolve, we are winners."

Haver also stated that the first building block in this process was to know the enemy. The second is to make a healthy assessment of their methods. "The asymmetric threat is the constant — very rarely in history have we seen that before."

He admonished the audience to always remember that the enemy will not hurt us where we are strong, they will hurt us where we are weak. "Time is on the adversary's side — they will wait until we get soft and take our eye off the ball" and then they will strike again. "They will exploit the cracks in the bureaucracy and look for where jurisdictions are blurred. They will look for where the right to free speech will push the envelope," emphatically adding, "The constitution was not supposed to be a suicide pact — someone has got to take some action to protect us!"

He concluded by saying that he is extremely optimistic that if the right questions are asked, the answers will be there — adding that "we have the technology to prevail, we just need to make the system work... Albert Einstein said that whenever he couldn't solve a problem, he made it bigger, not smaller. We need to understand that this problem is *global*... We don't have customers, we have *partners* — this is an interactive arrangement — we all need to work together, every hour of every day."

## Awards Ceremony

The 12th Annual National OPSEC Awards were presented at a dinner on Tuesday night, May 14th. IOSS Director, Tom Mauriello, opened the event by stating that, "It is my extreme pleasure this evening to pay tribute to the hardworking individuals and organizations chosen to receive this year's awards. They exemplify the spirit of OPSEC and have demonstrated their prowess in the OPSEC arena... They are truly a credit to the OPSEC community and invaluable assets to the protection of national security information."

Mr. Mauriello then showed a 10-minute video presentation that highlighted the significant achievements of each award winner. Each winner was invited to join Mr. Mauriello on stage to receive the award and make a short acceptance speech to the audience. The winners' supervisors (if present) were also offered the opportunity to come forward and make some remarks.

## Literature Award

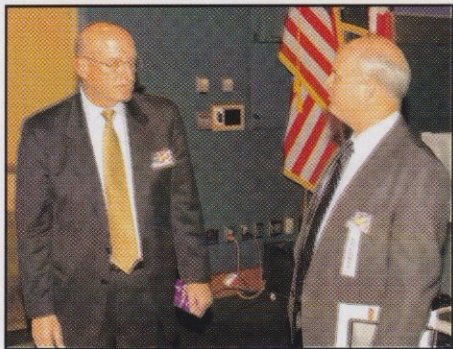
Mr. Patrick Weadon was the winner of the George F. Jelen Literature Achievement Award. As a public and media affairs specialist and historian for the National Security Agency (NSA), Mr. Weadon drew from his expertise in operations security and combined it with his extensive knowl-



Gwen Gray and Robin Gross "man" the IOSS Public Safety booth.



edge of American history to write a very informative and creative series of OPSEC articles. Some of these stories, first published in *The OPSEC Indicator*, have since been reprinted in other government publications. Each was



*Following his address, Mr. Haver chats with one of the conference participants.*

devoted to at least one of the five steps of the OPSEC process. Ms. Judi Emmel, Chief of the NSA Public Affairs Office (PAO), accompanied Mr. Weadon. Ms. Emmel spoke highly of Mr. Weadon's work for the NSA PAO, his support and belief in OPSEC, and his recent service to the country as a Navy reservist.

## Multimedia Awards

During the 2002 National OPSEC Awards submission process, the Awards Board determined there was a need to create an additional Multimedia Award category. The technological age has made it exceedingly difficult for printed award nominations to compete fairly with electronic award nominations. With equal numbers of nominations continuing to be received in print and electronic format, Mr. Mauriello made the decision to add an additional Multimedia Award category.

One award was presented for the best Multimedia Electronic award submission and another for the best Multimedia Print submission. The overall criteria for the Multimedia category

remained the same.

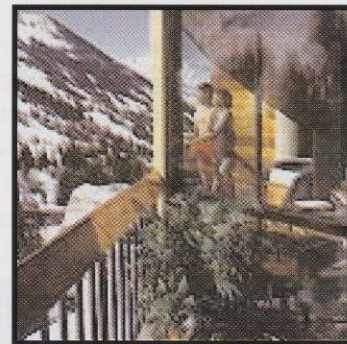
This year's Multimedia Print winner was the Idaho National Engineering and Environmental Laboratory (INEEL), which produced two outstanding brochures designed to enhance operations security. Accepting the award were Ms. Deborah Schriener of the INEEL and Mr. George Poovey of the Department of Energy, Idaho Operations Office.

The "You Are the Key to Security" brochure was the result of several OPSEC assessments performed in preparation for a project at the INEEL involving scientists who are foreign nationals. The concise and effective "Do Your Part, Be Aware" booklet was created after the tragic events of 9-11. This booklet, designed to train employees in the use of OPSEC in order to prevent terrorists from gathering critical information, included updated threat and reporting information, as well as details on the enhanced security measures required since the terrorist attack on our homeland.

Mr. Poovey commented that his job as the OPSEC Program Manager was made much easier through the continued outstanding efforts of Ms. Schriener.

This year's electronic multimedia award winner was the Department of Energy, Nevada Operations Office, which developed and produced two very entertaining videos that contain essential OPSEC messages.

Accepting the award was Mr. Kurt Haase from the DOE Nevada Operations Office, a long time OPSEC practitioner and previous National OPSEC Award winner. Mr. Haase led a team of DOE and contractor personnel as they created "Holiday OPSEC Greetings" - a clever take-off on the movie "Home Alone" with a bit of "The Night Before Christmas" thrown in for good measure. The message conveyed holiday greetings while reminding personnel



*The peaceful scenery at the Snowbird resort inspired conference attendees.*

to use OPSEC to keep their homes safe from burglary.

In the second video "OPSEC and Identity Theft," two identity thieves demonstrate just how easy it is to steal your identity, wipe out your bank accounts and investments, and charge millions to your credit card accounts before you are even aware you have a problem. Mr. Haase stated that although he had recently retired, he would always be a big supporter of OPSEC and looked forward to a continuing relationship with the IOSS.

## Organizational Awards

The Air Force's 426th Information Operations Squadron, Vogelweh, Germany was this year's winner of the Organizational Achievement Award. Accepting the award was the 426th Commander, Lieutenant Colonel Ron Fontanez accompanied by TSgt Sergeant David Carter.

From the United States Air Force in Europe and throughout the European command, efforts of this 100-person unit have been eliminating vulnerabilities and focusing protective measures in mission planning across the spectrum of joint and combined operations around the globe.

This year's second place organizational award winner, Wackenhut Services, Inc. raised the bar for OPSEC professionals once again, by providing the Department of Energy with a

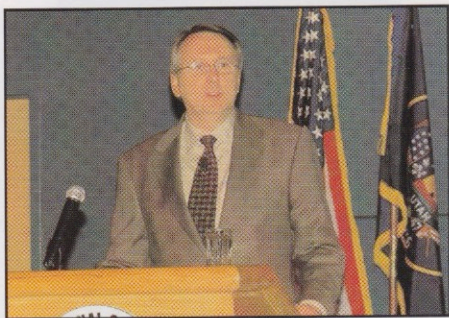
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tremendously effective and comprehensive OPSEC program. Accepting the award were Mr. Wayne Morris and Ms. Cheryl Decker of Wackenhut.

By incorporating countless facets of



*Mr. Richard McKeown represented the Governor of Utah, Mike Leavitt.*

security, including OPSEC and basic security awareness, departmental training, risk analysis, liaison with federal and local law enforcement, managing on-site foreign national threats, and conducting thorough OPSEC surveys - this organization became the cornerstone of the DOE OPSEC program, and an ardent advocate of the national OPSEC program - while also providing OPSEC support to the community.

Mr. Morris stated that the award was a reflection of the hard work of many Wackenhut employees and reflected a dedication to the incorporation of OPSEC into everyday work life.

### **Individual Achievement**

Air Force Technical Sergeant Steve

Adamcik of the 56th Information Warfare Flight, Hickam Air Force Base, Hawaii is the Second Place winner of the Individual Achievement Award.

TSgt Adamcik developed key initiatives using proven OPSEC principles when launching the newly activated Information Warfare Flight to initial operation capability with a solid security framework.

He created an effective OPSEC program and “preached” OPSEC fundamentals to unit members. His enthusiastic and innovative training methods reinforced the principles to the point that OPSEC is fully applied to both routine activities and demanding mission challenges.

### **First Place Winner**

Staff Sergeant Brian F. Ostermann of the 89th Operations Group, 1st Helicopter Squadron, USAF was the 2002 Individual Achievement Award Winner. On his own initiative, SSgt Ostermann identified 25 OPSEC vulnerabilities. He then researched numerous DOD and Air Force regulations and security instructions to return the unit to compliance in less than six months.

Among other achievements, SSgt Ostermann created an OPSEC program for the 1st Helicopter Squadron from the ground up. His training and expertise enabled him to routinely advise leadership of the vulnerabilities with the use of cell phones, pagers, radios and personal digital assistants.

His Commander, Lieutenant Colonel Tracy Colburn, accompanied SSgt Ostermann. During his remarks Lt Col Colburn praised the hard work and tireless efforts of SSgt Ostermann to promote and practice OPSEC.

Although the extreme altitude of the Snowbird Resort caused some discomfort for attendees, the sessions were always filled to capacity and there were many excellent opportunities for networking. When asked what was the best thing about the conference the majority of the attendees responded, “The D\*I\*C\*Eman!”

Check our webpage and future editions of *The OPSEC Indicator* for details about next year’s conference which will be held at the Town and Country Resort, San Diego, CA. ■



*NSA's Deputy Director for Information Assurance, Richard Schaeffer, presents a token of appreciation to Mayor O'Malley.*



### **Quarterly Quote**

**“No matter how long it may take us to overcome this premeditated invasion, the American people, in their righteous might, will win through to absolute victory.”**

**—Franklin D. Roosevelt  
U.S. President (1933-1945)**



## 2002 National OPSEC Award Winners



**Back row**-(l to r) Cheryl Decker, Wackenhut Services, Inc.; TSgt David Carter and Lt Col Ron Fontanez, USAF, First Place Organizational Achievement Award; Kurt Haase, DOE Nevada, Multimedia Award, (electronic); Debra Shriner, DOE-INEEL, Multimedia Award (print); Ssgt Brian Ostermann, USAF, First Place, Individual Achievement Award. **Front row**-Wayne Morris, Wackenhut Services, Inc., Second Place, Organizational Achievement Award; TSgt Steve Adamcik, USAF, Second Place, Individual Achievement Award; Patrick Weadon, NSA, Literature Achievement Award.



### Mayor Martin O'Malley Expresses Views on Public Safety *(continued from page 5)*

terrorists flying airplanes into buildings and mailing anthrax are not most cases. Fortunately, America has prospered enough to adapt.

Under the current system, as it was sadly amended in 1998, on September 11, 46 states (including Maryland) had not even applied for the Department of Justice funds for first responder protective equipment - the funding for which had been available and untapped since the 1999 appropriation. Even with what would presume was a new sense of urgency, none of these states had applied by December for three years of backed-up funding preparedness. And in Maryland, we still haven't seen a dime.

Could you *imagine* Eisenhower, Marshall or Washington tolerating this chronic case of the slows? The front is America's cities and metropolitan areas. Let's get our resources to the front.

**You** are more engaged in this battle

than anyone in our country. **You** understand what the real threats are. I would like to end by asking you two things.

In your travels, please remind leaders that we cannot let down our guard - we *must* be prepared. We would love to go back to the warm, safe place we lived before September 11 - but there are very serious people arrayed against us who make that impossible.

You have power that I do not. If what I've said makes sense to you, bring it back to Washington or wherever you work. I fear that this Nation, even after all these months, is not doing all it can to keep Americans safe. And I think we all agree - and were reminded on that horrific day - **there are no spare Americans.**

In their prophetic report on America's security needs in the 21st Century, the Hart-Security Commission predicted that terrorists would use our own technology against us and also that they would use our transportation

infrastructure against us. Let me suggest that they are also using our divisions against us - divisions of race, class, and place. By our failure to act, by our failure to get the resources up front, by our willingness to let our poorest citizens shoulder the cost of domestic security alone, we are exposing all of our citizens to new physical dangers that now lie in the unprotected moral gap between our Nation's rich and poor. ***I leave you with the immortal words of Thomas Paine, "These are the times that try men's souls. Tyranny, like hell, is difficult to conquer, our only consolation is that the harder the conflict, the more glorious the triumph."***

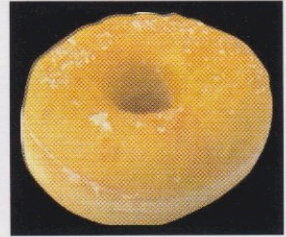
I am grateful that you are fighting this great conflict. My only concern is that we make the right decisions, now, to conquer this difficult enemy as quickly as possible...and to prove that we are willing to pay the price to maintain our way of life." ■



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## Dollars to Doughnuts, Things are Not What They Seem

By Harry T. Rensel  
Acting Director of Security and Intelligence  
Homeland Security Office, The Pentagon



My introduction to Information Assurance was as a young Army Depot Security Manager when the biggest challenge I faced was how to protect this newfangled 286 Zenith.

This was when computer security mostly involved physical security to protect the asset — the computer, the keyboard, (and that glorious thirteen-inch mono-color green screen monitor) from theft. Times have certainly changed!

Today, we are concerned with the integrity of the system data, denial of service attack, and other technical disruption or penetration.

Recently, I attended one of those large computer circuses. “Come one, come all! See it all here under the big top!” Lights were flashing, salesmen were darting around every corner attempting to hand me a yard stick or some other type of souvenir with their company logo proudly affixed.

Computer product purveyors were everywhere. It was a feeding frenzy in the land of high technology! I stumbled onto a group listening intently as a salesman made a very polished pitch

about a Commercial Off the Shelf (COTS) product.

“Wiz Bang” - version 9.9 software would detect a scurrilous user, a mischievous marauding interloper bent on cracking the darkest secrets from a users system.

We were spellbound in the lullaby of this exciting fairy tale — one with a happy ending! Evil was thwarted, our computers were now secure, and we could all sleep soundly as the security of the nation was protected from the evil technogeeks.

### Caveat Emptor

Just when we were all ready to sign on the dotted line, one of the potential clients happened to ask the salesman how long he had been with Wiz Bang. “Well, recently when the doughnut shop closed, I decided I needed to look for some hi-tech employment,” he replied.

Suddenly, the gathering dispersed like a teargas grenade had gone off! His credibility was all but gone, dashed on the rocky coastline of reality, harpooned by truth — we were stunned!

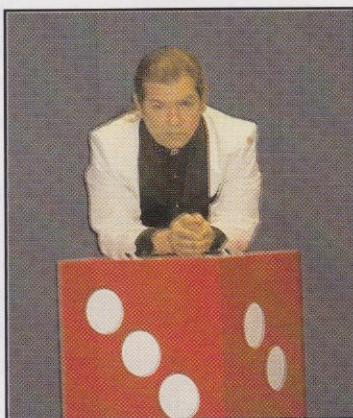
After a few more questions, most of us were convinced that the salesperson did not let the fact that he did not understand a great deal about the product claims he was making curb his enthusiasm.

What's the moral of this story? Well it's simple, let the buyer beware! Don't fall under a salesman's magic spell — make sure the products you are purchasing for your organization are well established in the industry.

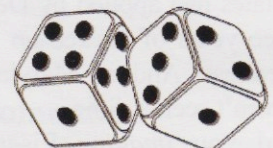
Use your OPSEC skills, check out the product. If it looks good, sounds good, but is not well established, start asking the interrogatory questions.

How long has this company been making security products? Where can I get an independent review? Who else is using this? Use industrial references.

Refer to the Information Assurance experts. Obtain independent outside advice, and last, remember that if others have used a good security device or product, ask for a list of satisfied customers. Then check the references for doughnut crumbs! ■

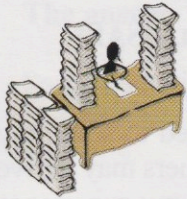


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## From the Editor

**“Two things are infinite: the universe and human stupidity; and I’m not sure about the universe.”**

— Albert Einstein

Quite often, I am asked to provide OPSEC awareness briefings to IOSS customers. I usually like to begin by discussing the National Security Agency’s “Purple Dragon” team which discovered that U.S. forces in the Viet Nam War were inadvertently supplying the enemy with much of the information they needed to defeat them.

How did the U.S. lose its edge in Viet Nam? By giving away the game plan through predictable behavior, and by not protecting critical (but unclassified) information that shed light on its intentions. To rectify these problems, the 5-step OPSEC analytic process was conceived by the Purple Dragon team. The IOSS logo, the “purple dragon,” honors that groundbreaking effort.

It’s fun to tell stories in which OPSEC was instrumental in mission success. However, I am also sadly forced to relate that, in just as many situations, poor OPSEC has been discovered as the root cause of crushing defeats — such as the loss of the U.S. Marines in Somalia, as depicted in the book and recent movie, “Black Hawk Down.”

As OPSEC professionals, it can be problematic to effectively convey our message to the people we work with — especially to individuals who are so focused on their “piece of the puzzle” that they won’t take time to look at the big picture. Others we encounter are certain that they *have* all the answers and have no desire to take the time to analyze what they are doing or discover where they may be vulnerable to the adversary.

When OPSEC professionals see the same mistakes being made again and again - such as using cell phones to discuss mission details, and using Personal Digital Assistants (PDAs) to store critical information — we sometimes lose heart and wonder if it is worth the struggle.

At the National OPSEC Conference and Exhibition in May, we heard from several experts that the war on terrorism is far from over and that the threat of additional attacks on our home soil is still very real. How will our country survive if we continue to give away our critical information? How will we bring this conflict to a successful resolution? Without good OPSEC, the picture looks bleak.

***We must continue to spread the word that operations security is vital. Our positive attitude will spread to others.*** We have to impress upon the intellectual elite, the strategists, and the policymakers that, as John Wayne once said, “Life is tough. It’s even tougher if you’re stupid.” Let’s recall once again the efforts of the original Purple Dragon team and stop repeating our mistakes.

The IOSS is always standing ready to assist you in your mission. Upcoming OPSEC training is listed in this publication as well as our new products. Use our services to your advantage. Together, we **will** overcome the obstacles and prevail in this challenging time. ■

— Lynne Yates

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## What Every OPSEC Professional Should Know

Advice from the 2002 OPSEC Individual Achievement Award Winner — Ssgt Brian Ostermann, USAF

At the recent National OPSEC Conference and Exhibition in Salt Lake City, Utah I was asked to share my thoughts on maintaining an effective OPSEC program — I offer my ideas here in the hope that others may derive some benefit from my struggles to keep OPSEC in the forefront of my organization. It has been my experience that:

### The OPSEC Program Manager wears many hats.



- Teacher
- Advisor
- Intelligence Liaison
- Planner
- Coordinator
- Facilitator
- Research Specialist
- And yes, at times, “The Bearer of Bad News”

As you assess your organization’s OPSEC Program, these are a few key questions to ask yourself. Answer yes to these four questions and everything else is gravy!

- 1) Does your program have continuity?
- 2) Do you have an appointment letter signed by your commander? (Affords credibility.)
- 3) Do you have a policy letter in place signed by your commander? (Your foundation.)
- 4) Do you have thick skin?

As you get your OPSEC program started, make a lot of friends and contacts. Start with the local security forces and offices, such as the Office of Special Investigations. Talk to your local town, county, and state police departments. Ask the different outside agencies that your organization does business with who their OPSEC Program Managers are. Get to know your communication security, emissions security, and information security experts. Don’t be afraid to tap into other DoD or Government agencies for information, help, or answers.

**Form an OPSEC Working Group.** Keep in mind that all of your subordinate organizations should have an OPSEC Manager too, to include appointment letters and policy letters. You are not in this alone.

**Read and research continually. Learn everything you can about specific threats and vulnerabilities.**

**Identify your organization's critical information.** Remember, this isn't the classified stuff. This is all the unclassified information that we put in the trash; talking shop outside the workplace; or our predictable daily actions. Now, think outside the box, looking inside. Honestly ask yourself, “If I were the enemy, how would I disrupt or stop the organization’s operations or way of doing business?”

Answering that question should assist you in determining what information is critical to your organization. Examples of critical information: aircraft status, personnel strength, organizational relationships, deployment information, operational tactics, flying schedules, inspection results, recall rosters, shortfalls, duty schedules, equipment upgrades, failure rates, contractor support ... the list is endless because every organization and its operation is different.

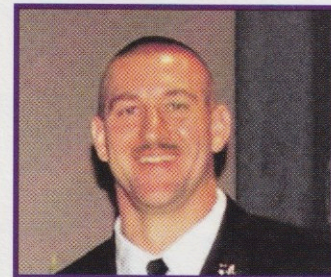


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**Does your organization have threats? Or an adversary/enemy?  
The answer is most likely YES to both.**

Some potential adversaries are listed below:

- Terrorists
- Criminals
- Hackers/Crackers
- Foreign governments and or inspectors
- Competitors
- Disgruntled employees
- Dishonest employees



*Ssgt Brian F. Ostermann  
89th Operations Group*

One common denominator with the last two examples is that they are people within the organization. Be aware of obvious personality changes. Try to identify who is a weak security link. Ask yourself, "Who is writing bad checks? Who are the alcoholics? What individuals always withdraw from the group?"

**Vulnerabilities and the OPSEC Program Manager.** Remember the part about being the bearer of bad news? No one likes to be told that they can't bring their brand new Palm Pilot into the office anymore. OPSEC is very similar to risk management. Ask yourself, "Is there a better or safer way of doing business?" It is always a good thing to have a recommendation or solution ahead of time. OPSEC is not a security program. It is an effective and successful way to ensure the success of a mission!

**Assess the risks. Determine if they are acceptable. Develop and apply your countermeasures. About 90% of all countermeasures don't cost a penny. Is personal convenience more important than the mission?**

I hope the above information will help you in establishing your Operations Security Program. Listed below are resources and websites that I often use that may assist you in achieving your program goals:

- Joint Publication 3-54
- AFI 10-1101
- AMCP 10-1101
- The Interagency OPSEC Support Staff at <http://www.iooss.gov/>
- The OPSEC Professionals Society at <http://www.opsec.org/>
- AndrewsAFB OPSEC Homepage -  
<http://www.andrews.af.mil/89cg/89cs/scbsi/opsec.html>
- The Federal Bureau of Investigation: contact your local counterintelligence branch or the INFRAGARD chapter at <http://www.infragard.net/>
- The National Infrastructure Protection Center at <http://www.nipc.gov/>
- The National Reconnaissance Office at <http://www.nro.gov/>
- The National Security Agency at <http://www.nsa.gov/>
- The Central Intelligence Agency at <http://www.cia.gov/>
- The Department of Energy at  
<http://www.nv.doe.gov/opsec/default.asp> and <http://www.ineel.gov/opsec/dragonsbreath/>
- The Office of The National Counterintelligence Executive at <http://www.ncix.gov/>
- The Centre for Counterintelligence and Security Studies at <http://www.cicentre.com/>
- Jane's at <http://intelweb.janes.com/> ■



## New IOSS Phone Number!

*To better serve the Operations Security (OPSEC) community, the IOSS will be replacing our current phone service with a new and improved 21st century system!*

*We'll notify you by postcard as soon as the new system is operational.*

*If you need OPSEC products, training or services, you will soon be able to reach us on our new numbers listed below.*

**IOSS: 443-479-IOSS (4677)**

**FAX: 443-479-4700**

**Don't forget to update  
your records!**



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