

The Griffin

470th Military Intelligence Brigade Magazine
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Quarterly



Forging the Way:

Improving Intelligence Capabilities

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Back Cover: The brigade change of command took place on July 7 at MacArthur Parade Field. Welcome Col. Ingrid A. Parker.

On the Cover

Soldiers forge the way for future generations in the intelligence field through training, physical fitness and readiness.

Cover design and photos by Sgt. Adrian Gilani



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AP Style VS. Army Style



By Monica Yoas

The Department of Defense dictates that publications written by Army public affairs be done in AP style. What is AP style? AP stands for Associated Press and is an English grammar style and guide used to standardize mass communications. It is a common code for all writers to follow. There are standards for usage, spelling, grammar and punctuation. One of the main guidelines is to keep writing style easy to read, concise and uniform. This magazine will conform to AP style beginning with this issue.

Here are some common examples:

- Soldier is not capitalized, unless it's at the beginning of a sentence. Neither is civilian, families, leaders, service members, etc.
- Ranks in AP style: Spc. not SPC, Capt. not CPT, Sgt. 1st Class not SFC. On second reference, use only the last name.
- Dates: Jan. 16 not 16 JAN or January 16
- No superscript, 470th not 470th
- AP style deletes the comma in a series that comes before the conjunction. Example: The soldier has a bed, desk and shared restroom in his dorm room.
- Titles are capitalized only when used before a name. Example: The commander spoke to the crowd. The 470th MI Brigade Commander Col. Ingrid Parker will speak at future events.
- AP style does not use courtesy titles like "Mr." or "Mrs."
- United States is abbreviated U.S.
- Most abbreviations are spelled out on the first reference and abbreviated on second reference. Example: Army Interrogation Group (AIG) will conduct training. The AIG will certify all soldiers.
- When a month is used with a specific date, abbreviate in the following manner: Jan., Feb., Aug., Sept., Oct., Nov., Dec. Spell out March, April, May, June and July. Spell out months when used alone in a story or with a year only.
- Spell out numbers one through nine. Use figures for 10 and up.
- For percentages, write out percent. Do not use the % sign.
- Other common spelling guidelines: e-mail not email, toward not towards, health care not health-care, OK not okay.

Some content in this magazine may look different when AP style is implemented but we follow this style for continuity's sake. It's a print journalism code, and the Army and its leaders are big on codes, continuity, uniformity, etc. This is what keeps the Army rolling along, and it's what helps keep our PA profession legitimate in the eyes of the media and the consumer. It is how we forge the way with our communications to promote clarity and uniformity in telling the Army story.

Recognizing Transformation

By Col. Ingrid A. Parker

The world is on the cusp of an epochal shift from an industrial-based society to an information-based society. History demonstrates that changes of this magnitude do not occur without being accompanied by fundamental change in the way war is conducted. This "Information Revolution" is a product of advances in computerized information and telecommunications technologies and related innovations in management and organizational theory.

Throughout our military history innovation caused adaptations on the battlefield that have been remarkable and innovative. We call these adaptations Revolutionary Military Affairs (RMA). The easiest technological adaptation (or RMA) to recognize is the repeating rifle, patented in 1860 by Benjamin Tyler Henry. The repeating rifle caused armies to consider standoff, cover and concealment, and new maneuver in their tactical formations. Prior to the repeating rifle, armies fought mostly using Napoleonic formations; however, the accuracy of the repeating rifle, caused a shift in maneuver on the battlefield.

Another adaptation, which is less noticeable, but just as important, is the shift from courier reporting to radio reporting, with the introduction of the radio into tactical formations during World War I (WWI). The technological innovations of WWI marks it "as the first modern war, since a number of technological inventions made their debut during the war."

Like the repeating rifle, the technological innovations in WWI caused new tactics on the battlefield to include rigid reporting techniques like scheduled reporting, standard formats, a common language, and taxonomy. Commanders and other leaders still used face-to-face communications and battlefield circulation as the main method to grapple with situational awareness; however, reporting was designed to augment and improve battlefield visualization.

This RMA or technological transformation occurred in the summer of 1914, when Germany conducted a hasty military mobilization for an impending war in Europe. The Chief of the German General Staff [or the Chief of Staff (CoS) of the German Army], Helmuth von Moltke the Younger, understood that he prepared his Army for a war that had unpredictable outcomes due to military overmatch and a war-plan with a non-contiguous, battle-space strategy famously called the Schlieffen Plan. As directed by the Kaiser (Wilhelm II), Moltke readied the military for war; even though, he believed that the plan was too audacious in operational reach and force array. That said, the Schlieffen Plan was renowned and well-liked by the Kaiser and field commanders because it contained political objectives that made it very desirable to the military and national leaders alike. Moltke, however, was concerned about the plans' assumptions regarding timing, tempo and the political objectives, as they were ill-defined and overly audacious.



Note from the Commander

Prior to this hasty mobilization, Moltke wanted to aggressively revamp the Schlieffen Plan because he did not think his Army was ready to execute a two-front war with Russia and France. Plus, he recognized that the plan assumed (or predicted) that the British would not intervene in the conflict and he was not sure this was a valid assumption. Moreover, the Schlieffen Plan had no room for error and it did not account for the political conditions (changes in the international balance of power) nor technological innovations of the day.

In 1914, several subordinate Army commanders put the Schlieffen Plan into motion by going on the offensive at the Battle of the Frontiers. Likewise, Moltke's follow-on offensive actions and choices reinforced the plan, making it a maneuver decision and battlefield reality. After the Schlieffen Plan was enacted, Moltke struggled to gain and maintain situational awareness throughout the depth of the battle-space due to poor battlefield visualization and ineffective operational reach in the range and depth of the battlefield. Historians often assert that Moltke weakened Schlieffen Plan by amassing forces on the left side and diminishing the right side; thus, he did not set the conditions for a French Army defeat.

During this time and to assist with information management, which Moltke believed was the heart of the problem, he implemented rigid reporting techniques, mostly field reports to better understand the battlefield. Prior to radio reporting, the German Army mostly used courier as the means for battlefield visualization; however, this became quickly obsolete on a non-contiguous battlefield and with the implementation of radios. Nevertheless, Moltke had neither the staff, nor staff-expertise, to conduct thorough analyses of the reports as the reporting came into the command center. Consequently, information arrived, but went unused when it came to decision-making. Despite his only partial view of the battlefield, Moltke often assessed the situation and made decisions based-on conjecture in the theater of war. His inability to see the battlefield in depth often caused him to make poor use of military resources in terms of decisive and culmination points. In retrospect, Moltke believed that the reports had the information and answers that he needed; however, it was still inaccessible due to his inability to manage and organize the information.

Later and during the interwar period, the German Army's leadership conducted a rigorous After-Action Review (AAR). To address some of the challenges they faced in the Great War, the new Chief of Staff, Hans von Seeckt, revamped the Army's staff, doctrine, training and tactics. He implemented new organizational hierarchies for modern warfighting and for adaptation to air-land battle. More importantly, he recognized that telecommunications (the radio) made the courier obsolete and, therefore, continued to refine the reporting structures and reporting mechanisms that emerged under Helmuth von Moltke the Younger. He, too, understood that



he was in effect readying the German Army for another war - World War II (WWII). This paradigm shift and RMA (from courier to reporting) occurred in the early 20th century (1914-1926) because of the German Army's inability to manage the volume of information and ineffective staff processes for the emergent technologies during the Great War. The new reporting methodologies effectively supported new military technologies, information needs, and the new modes of warfighting, as tested by WWII.

While it is true that the U.S. Army and the DoD have adapted the force structures and information systems over the last few decades, the nature of war was the driver, not information exchange, the exigency of information nor unlimited data. Like in 1914, we are at the crossroads of technology and data availability; therefore, must adapt our Army to meet the demands of information, intelligence, and speed. As a military, we must implement data management processes to augment and improve battlefield visualization similar to the RMA between the years 1914-1926.

As an institution, we must consider data management processes including "acquiring, validating, storing, protecting, and processing required data to ensure the accessibility, reliability, and timeliness of the data for its users." More importantly, we need a long-term strategy that organizes, makes sense of, and applies analytics to raw data for real-time, military decision-making, better customer engagement, and critical insights to threat steams. If I had my druthers, our data management strategy would include data cleaning, storage considerations by purpose, the implementation of core services, a suite of web-based tools (or apps) for analytical work, and the introduction of new intelligence tasks. These tasks would formalize products that are wedged between intelligence analysis and processing, exploitation and dissemination (PED) - products such as geos, tips, raw data, running estimates, and targeting products.

Brigade welcomes new leader



By Sgt. Juana M. Nesbitt
Photos by Sgt. Adrian Gilani

Under the bright Texas sky, soldiers of the 470th Military Intelligence Brigade took time to welcome Col. Ingrid A. Parker, incoming brigade commander during the brigade change of command ceremony July 7, at MacArthur Parade Field.

“As I stand here truly humbled at the grandeur of the occasion, I’m truly, truly appreciative of this opportunity,” said Parker as she addressed the audience and her soldiers for the first time. “I wish I could begin to describe the feelings of gratitude, humility and joy that are absolutely consuming me, but what I can do is say, ‘Thank you.’”

As Parker continued, she thanked her family, friends and outgoing commander Col. James “Jamey” Royse for his excellent leadership of “the griffin brigade” and continued friendship after serving together at Fort Hood, Texas.

“Jamey, when I look at what you have done here I think of the poem ‘The Bridge Builder, (by Will Allen Dromgoole),’ said Parker. “The poem was about a man who built a bridge for another. In this case, I’m the other as well as the United States Army Intelligence Command thank you for your hard work and service to nation.”

As the ceremony began, the narrator spoke briefly of Royse’s two-year tenure at the brigade, during which the brigade maintained a high operation tempo. The main focus being to provide multi-discipline intelligence support to U.S. Army South and U.S. Southern Command while also supporting intelligence operations in U.S. Central Command in both Iraq and Afghanistan.

Additionally, force protection detachments within the brigade provide counter-intelligence support and force protection for counterintelligence missions throughout the U.S. Southern Command area of responsibility.

During his final remarks, Royse honored the excellence and hard work of the “griffin” soldiers and civilians and also welcomed Parker as the new commander of the brigade.

“Those three little words “forge the future” embody the spirit of the soldiers that stand before you who are willing to give the last full measure to provide us all a buffer of security from those who would do us harm,” he said. “I’m immensely proud...often impressed, but never surprised by the character, competence and commitment of well-led soldiers.”

Change of Command 2017



Improving training capabilities

By Chief Warrant Officer 3 Marshall Codd

Photos by Monica Yoas

It is the heart of winter in a snow-covered forest. The cold wind moans balefully across a frozen landscape. Amidst this inhospitable environment, a lone blacksmith toils in his workshop. Patiently and surely the craftsman withdraws from his forge a piece of metal; glowing yellow that illuminates a Hay Budden anvil standing proudly in the center of the shop. The blacksmith instinctively grabs a nine-pound hammer and begins to beat out the metal. Each blow ringing out a report that echoes through the leafless forest and pushes back the stinging cold. The smith methodically goes through the process of heating, shaping, cooling and reheating until he is satisfied. The metal is then tempered and quenched to harden it into a shape that will endure generations of hard work.

The blacksmith in the analogy is the Army Interrogation Group (AIG). The tool the smith forged is a training strategy for Reserve interrogation battalions. When we as members of the intelligence apparatus in the Army say we are “forging the future” what we mean to say is that we are producing something that future generations of soldiers and leaders can use. Something that is crafted with skill and built to last and support across a wide range of military operations.

Currently, there are five interrogation battalions in the Army inventory. All of those battalions are in the Reserve and National Guard component. Anyone who has experience with component two (Compo 2) and component (Compo 3) recognizes that there are additional challenges and obstacles to properly certify and train these soldiers in a timely manner. Those battalions have been placed in an order to train and maintain a level of readiness to support the Army’s operational requirements for interrogations. Every year, one of the battalions conducts a certification exercise (CERTEX), which further increases the capability and capacity of the unit to provide support as required to an ever-changing complex operating environment. The AIG, in coordination with components of the interrogation enterprise, identified the need to provide a strategy that would improve the efficiency of the CERTEX. After two years of interaction and cooperation between the AIG and the interrogation battalions, the AIG produced a training strategy for the battalions scheduled to conduct a CERTEX.



Army Interrogation Group

The strategy details actions and planning timelines beginning one year out with monthly key objectives to ensure the unit is as ready as possible to conduct a successful battalion level, multi-compo certification exercise. The plan also stipulates requirements from the Army to enable a quality CERTEX that include observer controller (OC), role-players, equipment, schooling, medical and technical experts support. This training strategy provides a model that will assist in forecasting future critical requirements and planning to objectives to ensure the successful execution of the CERTEX.

Our hope is that this training strategy enables the Reserve and National Guard interrogation battalions to have a clear road map to success. The future of interrogations as a means of intelligence collection and the warfighter depends on their ability to stay trained and ready. Ultimately, improving the effectiveness and efficiency of the interrogation battalion's support to the needs of the Army.

With this tool, it could end up that the Reserve and National Guard interrogation battalions become the blacksmith that recasts an active duty battalion with the same skill and patience thus forging the way for future generations.



The Army Interrogation Group, Alpha Company, conducted a change of command ceremony on July 5 at the Army North Museum. Capt. Jonathan Hudson relinquished command to Capt. Carly Schoenhof.

Photos by Monica Yoas

Ditch your desktop driven day: Keys to building and maintaining a deployable intelligence communications capability

By Capt. Brand Kroeger

Let's face it. The intelligence community is addicted to PowerPoint, and we spend too much time behind our desks. If you disagree, you may want to stop reading now. This article won't get any better for you.

You can't build a capability by ensuring your inbox has zero unread items and you'll never understand how intelligence capabilities perform in the fight by looking at graphics on a PowerPoint slide.

If you want to understand how intelligence capabilities perform in the fight, begin by following these simple steps:

- Grab your desk
- Push yourself away from it
- Walk out of your office
- Speak to the soldiers you entrust to leverage that capability

The activation of the 312th Military Intelligence (MI) Battalion (BN) provided an incredible catalyst that served to revive the 470th MI Brigade's deployable and contingency intelligence communications capability. The 470th MI Brigade has intelligence communication systems that have not performed their basic functions in years. Many just sat in closets.

The task of bringing these intelligence gathering systems to mission capable status while activating a new battalion was daunting, but without hesitation, we set out to turn this challenge into an opportunity to succeed.

System failure, maintenance pitfalls and dead ends with contractors would have made some soldiers throw up their hands in defeat, but the road blocks only made our soldiers more determined to overcome these setbacks. They coordinated with national level agencies, regional maintenance support and local facilities to conduct training and perform troubleshooting operations. They went to the field repeatedly to rehearse deployment sequences and execute baseline operations in order to build muscle memory for basic tasks. The work was hot, the hours were long, and the technical learning curve was steep, but progress was made every day.

Four months ago, the thought of the 470th MI Brigade providing intelligence communications support to Exercise PANAMAX '17 was a non-starter. By the time PANAMAX '17 kicked off, the brigade's intelligence communications systems were firing on all cylinders in support of U.S. Army South's semi-annual exercise. We didn't succeed because of a PowerPoint presentation or an email we sent, mission success came through hands-on experience, adaptive thinking and soldiers exercising disciplined initiative.



**“No good
decision was
ever made in
a swivel chair.”
-George S. Patton**



Three principles guided our effort to bring the brigade's intelligence communications systems online and they have proven incredibly effective:

Employ (top left): When operators and maintainers use the systems they are trained to employ, they get better at their jobs. Employment can't just appear in an operation order (OPORD) that contains quarterly training guidance. Executing training in the field that puts people and processes to the test is vital to ensuring real-world capability.

Educate (top right): If you expect soldiers to innovate, you better educate. Give soldiers the latest and greatest when it comes to technical training opportunities and continuing military education. Giving soldiers the tools they need to succeed is a no fail task for any leader.

Empower (below): Give soldiers opportunities to succeed. On the job success sows self-confidence, encourages disciplined initiative, and ensures soldiers solve problems that arise. Empowering soldiers encourages them to take ownership of problem sets. Further, empowering soldiers gives leaders an insight into individual talents that can be leveraged to achieve mission success.

The only reason I can sit at my desk (top) and write this article is because of the hard work of soldiers and leaders in the 312th MI Battalion. Today, we can truly say that the 470th MI Brigade intelligence communications systems and personnel stand ready to support U.S. Army South and 470th MI Brigade contingency outpost operations. The progress that has been made in four short months has been remarkable and it's just the beginning.

George Patton famously said, "No good decision was ever made in a swivel chair." Get away from your desk and ditch your desktop driven day. Let's continue to build intelligence capabilities and forge the way.



Forging the Future:

Improving intelligence capabilities in a world of ever-changing technologies

By Chief Warrant Officer 2 Michael Throne

In a world of ever-evolving technologies, improving our intelligence capabilities is a necessity. No longer are we able to be set in our ways and continue our mission as we are accustomed. In order to improve, we must remain watchful for these changes, how we exploit the available technology, and then finally train on how to collect against it.

As analysts, our soldiers must always be vigilant for new technologies emerging on the horizon. Too many times we have settled for staying in our comfort zones. This can lead to complacency and it will often times slowly diminish the quality and quantity of our work. Ground commanders cannot afford any complacent soldiers and must be afforded the best collection posture to meet their intelligence needs.

As soldiers discover new technologies, the next step is to determine how we are able to access this new technology. We do this through many ways, such as meetings, video teleconferencing (VTCs), or even temporary duty (TDYs) to locations that are the most knowledgeable on this topic. Also, attending civilian technology expos and roll-outs is another way for soldiers to keep abreast of emerging technology.

One such proven method is participation in different forums that are available. Attending these events has proved extremely valuable in imparting required knowledge and experience to attendees. These forums can also address our way ahead and allow us to set reliable paths for our future soldiers. Oftentimes, discussions on training strategies will be evaluated and established through these forums. This allows us to incorporate these findings into vital training for our new soldiers as they progress through advanced individual training.

We agree that training is of utmost importance. Soldiers must constantly be in a state of training. As we find and develop new technologies, we must constantly train on how to exploit them. While soldiers can accomplish this in many ways, Foundry is one of our best methods, upon completion of initial entry training (IET), to convey this knowledge. Foundry always keeps up-to-date on new technologies and provides the opportunity to send our soldiers through for some of the best training available. Units should strive to have their noncommissioned officers (NCOs) and high-speed, junior soldiers attend train-the-trainer courses to ensure an unimpeded flow of technical training for all our soldiers.

So long as soldiers continue to stay focused, seek new technologies, and train on these new capabilities, we will continue to have outstanding soldiers and intelligence capabilities. Soldiers of the Griffin brigade have always been some of the best intelligence professionals in the Army and we must forge the way for our next generation of soldiers.



Soldiers participated in a warrior task and battle drill one-day training event on July 27 at Camp Bullis.



717th MI Battalion, Bravo Company, held a change of command ceremony on Aug. 16 at the historic Alamo. Capt. Angel Aponte relinquished his command to Capt. Jonathan Hudson. Thank you Capt. Aponte for your hard work and dedication to Bravo Company, welcome Capt. Hudson. Photos by Sgt. Adrian Gilani



Improving intelligence capabilities through equipment readiness

By Capt. Christopher Phalan

With the draw down and inactivation of the 201st Military Intelligence (MI) Battalion and the subsequent activation of the 312th MI Battalion, there has been a lot of movement of property and equipment among the brigade. Headquarters and Headquarters Company (HHC) has been heavily involved behind the scenes receiving and maintaining proper accountability and maintenance of a large part of the equipment that was a result of the inactivation of the 201st MI Battalion.

The fluid threats that our Army faces around the world make equipment readiness more important now than ever to ensure that our brigade's intelligence capabilities remain ready at all times. With the activation of the 312th MI Battalion, HHC is staged to ensure that excess equipment and vehicles are ready for a smooth transfer to the 312th MI Battalion in order to fill critical equipment shortages. HHC has played an essential role in setting up the 312th MI Battalion for success by maintaining equipment readiness while conducting missions. This joint effort has improved the battalion's and the brigade's intelligence capabilities.



Vital to supporting the HHC mission of maintaining and keeping inventory of equipment is the brigade armorer, Sgt. Eslynoel Muñiz. He reenlisted on Sept. 7 for five years at the Sunken Garden Theater.

Photos by Becca Phalan



HHC change of responsibility ceremony was held at the brigade's motor pool Aug. 15. First Sgt. Lee Wright relinquished command to Master Sgt. Jose Antonio Cancel. Thank you for all you did for HHC!

Photos by Monica Yoas



Advancing our training capabilities

By Mark Stanley

The Intelligence and Security Command (INSCOM) Detention Training Facility (IDTF) was established in 2008 as part of the Army's Foundry Program to provide collective training environments for Army interrogation units. In 2011, the mission expanded to include the Army's enhanced military intelligence brigades and direct support military intelligence companies to assist commanders with training interrogation, source operations, counterintelligence, signals intelligence, document and media exploitation and limited all source requirements. The IDTF mission is to ensure the Army's military intelligence soldiers have a location where they can train and certify on the specific tasks they will encounter when they deploy in support of established military objectives.

The IDTF is best described as a military intelligence training range, a gunnery range for military intelligence unit commanders to train and certify intelligence tasks typically performed in support of operations at the brigade level and below. The IDTF provides the exercise environment, facilities, equipment, IT systems, architecture and live environment role play to enable units to sustain and maintain readiness. The IDTF's focus on military intelligence collective training enabled the creation of innovative methods and approaches for providing live environment training to the Army intelligence force. The IDTF remains postured as a critical capability and continues to forge the way in assisting military intelligence leaders to improve Army intelligence capabilities and readiness today and in the future.



Col. Ingrid Parker is interviewed by reporter Jillian Angeline with KCEN-TV at the IDTF on July 26. Angeline visited Camp Bullis to cover the 163rd MI Battalion training prior to their deployments. Photo by Monica Yoas



Thank you 377th MI Battalion, Detachment 3 for your support from Nov. 2016-Oct. 2017. The soldiers, led by Capt. Michael Contreras and 1st Sgt. Luis Andana, deployed in support of reach operations for U.S. Army South.

372d MI Battalion



Above: Col. Ingrid Parker met with 372d MI Battalion leadership during their training at the INSCOM Detention Training Facility (IDTF) at Camp Bullis on Aug. 23. They discussed the future of the Army interrogation mission.
Below: Soldiers with the battalion completed certification training requirements prior to their next deployment.



Building bigger, brick by brick

By 1st Lt. Matthew Leary

Intelligence is an arms race. As our intelligence professionals exercise their skill craft to track our adversaries, our adversaries develop countermeasures to conceal their activities. This game of cat-and-mouse leads to more complex battle spaces and an unavoidable increase in the sheer amount of information that has to be mined to create intelligence our warfighters can act on. With this greater quantity of information, any small problem or erroneous assumption can be repeated countless times until it snowballs into a larger blind spot. In order to combat this, the 338th Military Intelligence (MI) Battalion (BN) is starting a two-year review of our standard operating procedures (SOPs). We are taking a layered approach, building up one step at a time, from training our individual soldiers to exercising the entire battalion. Our aim is not to just keep up with increased expectations but to surpass them and come out with faster and cleaner processes.

To begin this self-assessment, we directed our companies to conduct home-station training for their yearly two-week training events. The 338th MI BN is comprised of multiple intelligence disciplines so extended company-level training opportunities allow our soldiers to hone their specific skills. During their annual training, our bravo detachment set up a realistic deployed environment in their home station. Throughout their event, individual soldiers briefed the commander, allowing him detailed insights into the detachment as a whole.

Moving forward, the next immediate goal is to have each of our three companies start exercising their company-level contribution to the battalion in a deployed environment. Bravo Detachment has already taken the first steps in this direction. By using the results of their annual training exercises as a starting point, the commander and senior leadership of the detachment solidified their best practices and processes to develop the intelligence products they produce for the battalion, which eventually inform leaders in battle spaces.



Once each company has trained on the individual soldier-level and company-level requirements, the companies will be directed to work together. The battalion structure will dramatically change when deployed, so it is critical that the soldiers of each company know how to work alongside each other. However, coordinating the efforts of the companies is not as simple as sticking two Legos together. The output of Bravo Detachment's intelligence products become the inputs of Alpha Company's processes and the results of Alpha Company's processes are used to refine Bravo Detachment's intelligence, forming a cycle that ultimately produces a complex picture of a large battle space.

The challenges the Army faces are becoming greater by the day. In order to meet those challenges, the goal of the 338th MI Battalion is to produce accurate, reliable and detailed intelligence. The best path to doing so is through the cycle of cooperation between our companies and the several intelligence disciplines they bring with them. Any little error in one step of the cycle can compromise the steps that follow it. By taking time to look at each level our organization is expected to operate at, we can eliminate those little errors. We can't simply stick Lego blocks together but we can build ourselves up brick by brick.

Improving spiritual intelligence



By Chaplain (Maj.) James Covey

"Monsters vs. Aliens", released in 2009, is one of my favorite animated movies of all time. My personal choice for best actor in the film was B.O.B., the Blob. B.O.B., short for Benzoate Ostylezene Bicarbonate, was a one-eyed, blue, gelatinous mass that was created in a laboratory when scientists injected chemically-altered ranch dressing into a genetically-altered tomato. B.O.B. was a mess. He had the ability to absorb anything, form any shape, digest any object, and could just generally do anything he pleased. The only problem, he didn't have a brain.

At a particular point in the film, as a great challenge was faced by the film's protagonists, B.O.B. grabbed everyone's attention and famously declared at the top of his voice, "I may not have a brain, but I have an idea!"

Have you ever done something like that? I've done it too many times to mention. You see, all of us (by virtue of serving in the Army) are doers. We value initiative, action and getting things done. We've all probably said to ourselves and others at some point, "Don't just stand there, do something!" There is value and there is virtue in that sort of action across multiple domains of life and service. However, there is one area in which "over-doing" and "over-thinking" is actually harmful and that is in the development

of spiritual intelligence. For in this domain, we improve our intelligence not by execution but rather by reflection.

In the Bible, I Kings chapter 19, we are told about the prophet Elijah and how he was greatly troubled and even depressed by much that was going on around him and within him. Elijah desperately wanted to know what to do next to meet the needs that had overwhelmed him. Consequently, he called upon God and what happened next might surprise you. The Bible says:

"Then a great and powerful wind tore the mountains apart and shattered the rocks before the LORD, but the LORD was not in the wind. After the wind there was an earthquake, but the LORD was not in the earthquake. After the earthquake came a fire, but the LORD was not in the fire. And after the fire came a gentle whisper. When Elijah heard it, he pulled his cloak over his face and went out and stood at the mouth of the cave. Then a voice said to him, "What are you doing here..." (I Kings 19:11b-13, Holy Bible, New International Version®, NIV® Copyright ©1973, 1978, 1984, 2011)

You see it is only in the still, calm, quiet experience of self-reflection that we can develop the capacity to know what we really need and to hear the voice of the God who wants to meet our needs.

So join me Griffins, on the journey of developing our "spiritual" intelligence capabilities.



Using our energy wisely

Provided by Military and Family Life Counseling Program

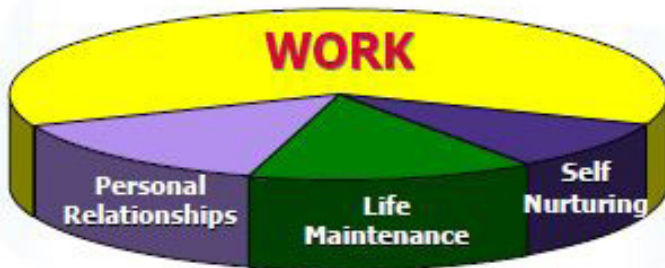
When I saw this quarter's theme about what can be done to improve efficiencies and how to overcome the volume of information to provide timely and relevant intelligence support, I thought that this applies to both our personal and professional lives. How do we sift through the constant information overload we all live in, coupled with the high demands on our lives? Counselors are always coaching their clients on ways to "balance" their lives.

Balance is not a matter of figuring out how to do everything that comes along; it is about balancing everything that comes along.

Identify your priority and then focus. Clarifying your priorities is a way of looking at the big picture. This can help you decide what you need to focus on and what you can let go of.

Energy. You only have so much energy in any 24 hour period. Use it wisely. Don't let the numerous energy gobblers deplete your resources. Don't squander your energy. (Insert Energy wheel if there is enough room)

Managing your stress will help you perform at optimal levels.



- Exercise
- Sleep
- Eat healthy
- Reframe your thinking
- Have a sense of control
- Social support
- Laugh
- Breathe

Life Balance is :



Retention:

Forging ahead with new team members



From left: Master Sgt. Ja'Net Chatman, Sgt. 1st Class Lisa K. Tomlin, Sgt. 1st Class Andre Brown and Master Sgt. Donielle Lanier. Thank you Master Sgt. Chatman for your steadfast support and hard work during the past three years at the griffin brigade. Good luck in all your future endeavors. You will surely be missed. Stay Griffin!

By Master Sgt. Ja'Net Chatman

Please welcome the new brigade Career Counselor, Sgt. 1st Class Lisa K. Tomlin. Tomlin was born in Sumter, South Carolina but raised in Baltimore, Maryland. She has been a Career Counselor since 2008 and has worked with a variety of military occupation specialties (MOSs) at all skill levels bringing institutional, strategic and operational experience. She is the mother of two, one son and one daughter.

Sgt. 1st Class Andre Brown is the incoming Career Counselor for the 717th MI Battalion. Brown is from Grenada, Mississippi. He served successfully as recruiter and later retrained to Career Counselor in 2009. He has been stationed across the country bringing a plethora of strategical experience. He is a father of one daughter.

First and foremost, thank you griffins for allowing us to be advisors to your career planning. These three years have not only been an awesome experience, but also insightful; allowing us to see exactly what military intelligence does and how much of an impact you all really do have on our daily lives. Thank you to all of the command teams for the support you have given us on a daily basis, as it has truly made our jobs a lot smoother. Best wishes to all and we look forward to our paths crossing again in this wonderful Army. Army Strong, Stay Griffin!

UTSA students finish internship

By David DeKunder

Four University of Texas at San Antonio students who interned this summer with the 470th Military Intelligence Brigade lent their computer science knowledge to help the unit improve its intelligence gathering capabilities.

The UTSA students participated in a pilot internship program at the brigade from May 31 to Aug. 10, working in the brigade's open source intelligence section on day-to-day operations and software development. The interns are all senior students from the UTSA computer science department.



One intern said the internship allowed him and the other students to put their computer science skills to use for the benefit of the intelligence brigade.

He said the internship was a good opportunity to get into another career field while helping people with his expertise and knowledge in computer science. Because of the internship, one intern is considering a career in the Military Intelligence Civilian Excepted Career Program (MICEP), a program that allows civilians to work in various Army intelligence and counterintelligence operations.

All four students were selected for the internships from a competitive interview process by the UTSA computer science department.

Monica Yoas, 470th MI Brigade public affairs officer, said the pilot internship program is starting with a small group of students with the goal of adding more UTSA students in future semesters.



Brigade legal column: "From the Quill"

By Maj. Robert Juge

Are your legal affairs in order? It's easier than you think—and free!

Ever glance at a list of the most stressful jobs in the U.S? If you have, you probably noticed that "service member" frequently tops each list. As a soldier or family member, this makes perfect sense. Why? The answers are near-endless: early mornings, long days, unpredictable schedules, lost weekends, deployments, frequent moves, spousal career issues, child care, child schooling—the list goes on and on. While the Army expects a great deal from soldiers and their families, it also provides a lot of often underutilized resources. One of the great benefits of military service is free legal assistance, both for soldiers and their dependents. By taking advantage of these free services—including wills, powers of attorney, living wills, and healthcare powers of attorney—you can ensure you are legally prepared for whatever mission may arise.

A will allows a person to dictate how their property is distributed in the event of their death. If you die without a will, each state's laws determine how property is divided without regard to your wishes. Because state laws do not necessarily distribute property the way you would want, wills are extremely important—particularly if you have children. With a will, you can set up a Uniform Gifts to Minors Act or Uniform Transfers to Minors Act (UGMA/UTMA) account or a testamentary trust into which you can funnel your servicemembers group life insurance (SGLI) policy. Both types of arrangements are established by will. Without one, you cannot leave your SGLI to a minor. A will also enables you to nominate guardians to take care of your children in the event both parents pass away.

A power of attorney (POA) enables a person (the "agent") to sign documents and conduct business on behalf of another (the "grantor"). Special POAs are limited to certain specific circumstances, such as allowing an agent to purchase a car, to buy a house, or to receive a household goods shipment. A general POA is broader—and more dangerous—and allows an agent to conduct any business on behalf of a grantor. General POAs can be very dangerous and should rarely be used. POAs can become effective immediately, or upon a future occurrence, for example, if the grantor is incapacitated or deployed (a springing POA). They can also be written to survive the mental incompetence of the grantor (a durable POA).

Living wills enable a person to dictate what types of medical treatment they want to receive and more importantly, what types of lifesaving treatment they do not want to receive in the event they are incapable of communicating their wishes. Living wills are often used to decline lifesaving treatment in a situation arising from a terminal illness or injury when there is little to no chance of recovery.



A healthcare POA is similar to a regular POA, but it enables an agent to act for another in regards to medical treatment and care when the grantor is unconscious or otherwise unable to communicate their desires.

If you need something notarized, legal personnel can also notarize documents for free. Free legal assistance services are available for soldiers, retirees, and their dependents; as well as Department of Defense civilians in certain limited instances.

The brigade legal office can assist with notarizations and regular POAs on a walk-in basis on Monday, Tuesday, Wednesday, and Friday from 9 a.m.-11:30 a.m. and 1 p.m.-4 p.m., and on Thursday from 9 a.m.-11:30 a.m. For all services, including wills, living wills and healthcare POAs, Fort Sam Houston Legal Assistance personnel are available for walk-in assistance from 8:30 a.m.-10:30 a.m. on Tuesday and Thursday (Thursday for active duty only). They are open for notarizations and regular POAs from Monday through Thursday from 7:30 a.m.-4:30 p.m., and Friday from 7:30 a.m.-12 p.m.



Planning, Programming, Budgeting & Execution (PPBE) Process

By Miguel A. Ocasio Moya

Staying up to date on our intelligence capabilities is a fiscal costly game. As technology changes, we must do our best to stay ahead of our enemies and ensure our intelligence gatherers have the most updated equipment available. Keeping up with new technology is a costly endeavor which requires a leadership-led comprehensive approach of what are the future equipment requirements that will enable us to stay ahead of our adversaries.

All acquisition programs must be concerned with three major Department of Defense (DoD) decision-making support systems:

- Joint Capabilities Integration and Development System
- Defense Acquisition System
- Planning, Programming, Budgeting and Execution Process (PPBE)

The Joint Capabilities Integration and Development System (JCIDS) is a structured methodology that defines capability gaps, capability needs and approaches to provide those capabilities within a specified functional or operational area.

The second decision-making support system is the Defense Acquisition System, which translates the user needs identified in the Joint Capabilities Integration and Development System (JCIDS) into a weapon system or automated information system. The Defense Acquisition System is governed by the DoD 5000 series of documents that define the management process for DoD acquisition programs.

The third decision-making support system is the Planning, Programming, and Budgeting Execution in which DoD allocates its limited financial, personnel, and materiel resources in light of mission priorities.

For this article we will concentrate on the PPBE process.

The Planning, Programming, Budgeting & Execution (PPBE) process is DoD's primary resource allocation system, having the ultimate objective of providing warfighters with the best mix of equipment, personnel and support attainable within established fiscal constraints. The end result of the PPBE process is the DoD portion of the president's budget.

PPBE consists of three distinct but interrelated phases: Planning, programming and budgeting with an execution review occurring during budgeting. Since 2001, the programming and budgeting phases have been conducted simultaneously.

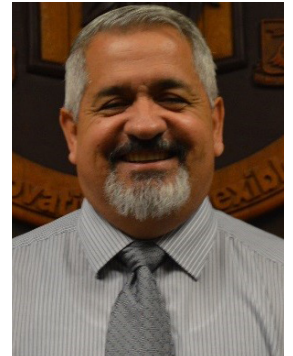
The primary purpose of the planning phase is to assess the DoD strategy and capabilities required to counter threats to national security and to document these in the Joint Programming Guidance (JPG).

The primary purpose of the programming phase is to develop affordable component resource packages (programs) prioritized in accordance with the JPG. These programs, which cover five or six years, describe the levels of forces, personnel and money required to execute the DoD strategy developed in the Planning phase.

The primary purpose of the budgeting phase is to scrutinize the first one or two years of the component programs to ensure efficient use of resources and to produce a DoD budget request that can be effectively defended before Congress.

PPBE is a calendar-driven system that requires information and decision-making based on specific dates rather than events. These dates are determined by the legal requirement for the president to submit a budget request to Congress no later than the first Monday in February. On the other hand, the Defense Acquisition System process is driven by events, specifically milestones and decision reviews.

As you can see, there are several programs that work together to ensure we have the resources (personnel/equipment/money) necessary to meet future challenges. Understanding this process and its constraints, and awareness of current events, will allow us to forecast requirements in order to maintain our leading edge in the protection of this great country.



Improving SHARP capabilities behind bars

By Sandra Hocking

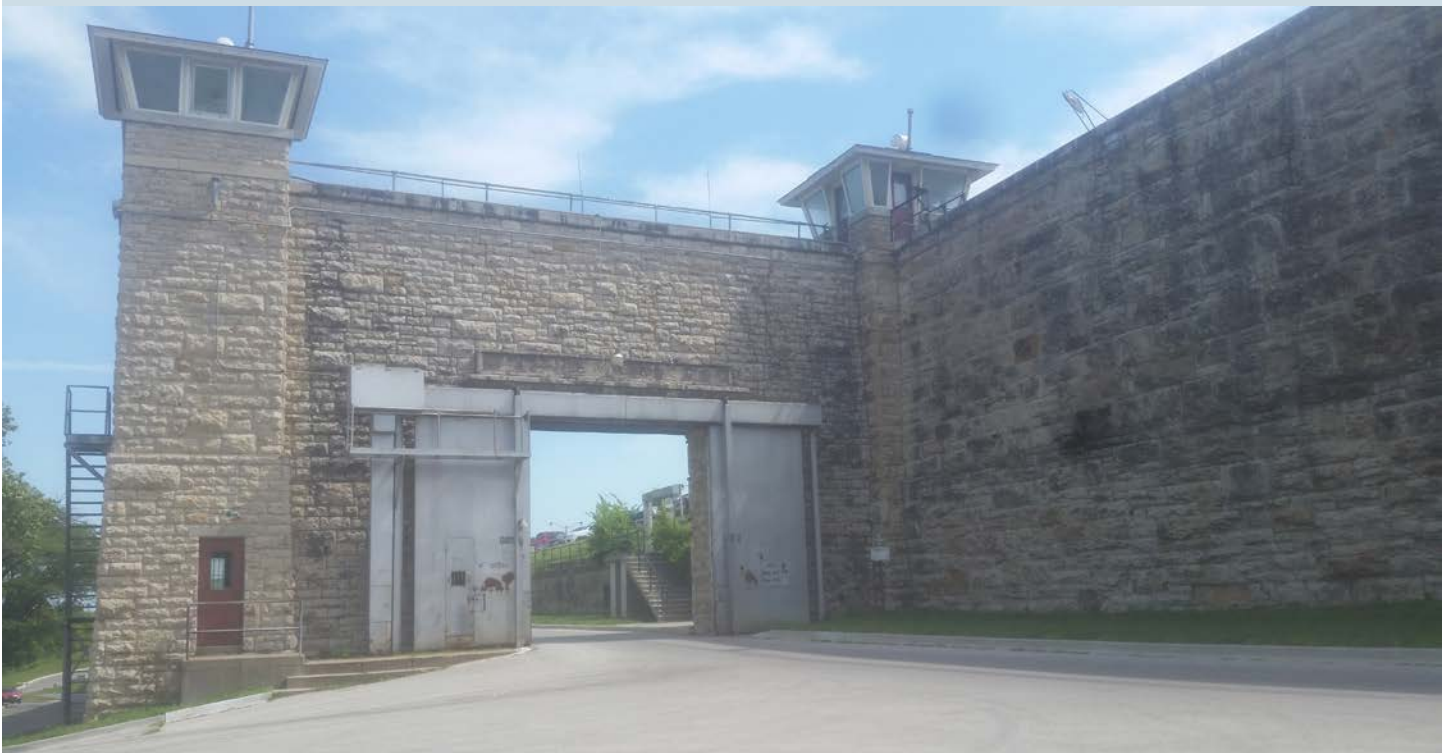
While spending the summer behind bars at Fort Leavenworth, Kansas, I was given dedicated time to focus on improving our brigade's sexual harassment/assault response & prevention (SHARP) capabilities. No, I was not an inmate at the military prison. Rather, I was a student at the Army's SHARP Academy.

The SHARP Academy is housed inside one of the historical buildings that was once part of the United States disciplinary barracks (USDB). The iron bars remain on the windows, but I assure you, I was not held against my will. I was willingly attending the SHARP Academy's seven-week career course, a course designed for full-time, brigade-level and higher, sexual assault response coordinators (SARCs) and victim advocates (VAs). As a student of the SHARP Academy, Class 17-006, I came to realize that improving SHARP capabilities requires improving education, experience and teamwork.

Education. Ensuring that personnel are knowledgeable is an essential part of improving one's capabilities. Like many Army programs, the SHARP program is constantly evolving to reflect our gained knowledge and experience. This constant changing, however, can cause its own problems. We must remain vigilant and ensure we are trained and aware of current policies and procedural guidelines.

Experience. Experience is also critical to enhancing one's capabilities. In addition to experience acquired first-hand, some experience comes second-hand, through communication with others about their experiences. The SHARP Academy, which brings together students from across the Army, provided me an excellent forum to enhance my level of experience, albeit second-hand experience. Not only was I in class with soldiers that held a variety of job specialties from a variety of units, but I was also in class with soldiers from the National Guard and Reserve. The diverse composition of the class aided in creating discussions and perspectives that broadened everyone's level of understanding and experience.

Teamwork. The most important facet of enhancing capabilities, and one which applies to both education and experience, is teamwork. We must work together if we truly want to increase our level of effectiveness. Thus, while I am grateful for the education and experience I gained while I was a student at the SHARP Academy, I am most grateful for the extended network of SHARP professionals that I am now able to count as part of my team. We may all fall under different commands, but we all share the same mission- to improve the capabilities of the SHARP program through education, experience, and teamwork.





Above: Congratulations Sandra Hocking for being selected as both the SHARP Academic Excellence and Spirit Award winner for Class 17-006.
Below: SHARP Academy Class 17-006 at Fort Leavenworth, Kansas.



Improving diversity capabilities

By Sgt. 1st Class Kim Benzel Lewis

As Army professionals, we often put a lot of emphasis on developing our professional, personal and intelligence skills. This development can be anything from formal Army schools, to language/analytical training, to college courses, but have you ever devoted time to improving your diversity and inclusion knowledge?

Many may think that either diversity isn't important or that we are already inclusive, so why should we take time out of our busy days to learn about others. We all do EO training and work with people from all different backgrounds, races, religions, etc. every day, after all. Isn't that being diverse and inclusive enough?

Well, sort of. The Army is inherently (and intentionally) a diverse organization, but just because we are part of it doesn't mean that we, ourselves, are open and inclusive. The second principle of the Army Mission Command is to "create shared understanding," but how often do we experience breakdowns in communication because we are looking at an issue from different perspectives? So with that in mind, how do we get to shared understanding? One way is to expand our knowledge of and try to see things through the other person's eyes (or at least from their standpoint).

When was the last time you researched another country or culture? Read a book about the struggles of the Lesbian, Gay, Bisexual and Transgender community? Watched a documentary about the continued effort for women's equality? Learned more about the Civil Rights Movement? Educated yourself about the customs and beliefs of a religion that was not your own? Attended an ethnic or special observance on post? Checked out the Facts of the Day on the Defense Equal Opportunity Management Institute (DEOMI) website? Enrolled in an e-learning class on DEOMI's website? Or even easier, when was the last time you asked a person that sits near you about their background or religion just to learn more about them?

The more we learn about one another, the better we can understand and appreciate each other for who we are, our viewpoints, skills and contributions. When we embrace our differences, it makes us stronger as an organization, facilitates more efficient ways to complete the mission, and makes work a more enjoyable place to be. A happier workplace is something we can all get behind, so take the time to ask questions, strengthen your diversity skills, and achieve shared understanding.



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DEOCS 4.1 Launched August 1, 2017

ASSESSMENT TO SOLUTIONS

Sexual Assault Awareness and Prevention

Visit our SAPR Assessment to Solutions tab for products that will help you to understand how Protecting Our People Protects Our Mission.



Fire Response Procedures

Respond with **SPEED** when discovering a fire



SOUND the fire alarm to evacuate the building

PHONE the emergency central dispatch **911**

*If calling from cell phone, ask to be transferred to Ft. Sam 911 Dispatch

EXTINGUISH the fire (if small and contained) with fire extinguisher

EVACUATE to the Rally Point and account for personnel

DIRECT fire fighters to the fire area

Remember **PASS** for operating portable fire extinguishers

PPULL the pin and break the seal

AIM at the base of the fire

SSQUEEZE the handle to discharge the agent

SWEEP the nozzle from side to side



Take control of your career

By Maj. Amanda Vela

The summer transition has come to a close and there are many new faces around the brigade. The Brigade S1 section welcomed Maj. Amanda Vela, Capt. Ieisha Woolridge, Chief Warrant Officer 2 Naomi Forfang, Master Sgt. Christopher Parks and Staff Sgt. (promotable) Mishi Graves to the team.

Although we have just completed the summer permanent change of station (PCS) cycle, the Army's Human Resources Command (HRC) is already preparing for next summer's PCS cycle also known as the 18-02 manning cycle. This encompasses all officers and warrant officers that have a PCS move between April 1 and Sept. 30, 2018. In preparation for the manning cycle, HRC has released the Assignment Interactive Module 2.0 (AIM 2). AIM 2 is the active duty officer talent management tool. The Army recognizes that deliberate talent management is essential to optimizing individual performance and has constructed a strategy to create a ready, professional, diverse and integrated work force. AIM 2 is the web-based information system designed to enhance that strategy and facilitate matching soldiers with talents to commanders with requirements for those talents. Units will be able to review the resumes of the officers available to move and indicate a hiring preference. The goal is to have more of the Army's people "in the right place, doing the right work at the right time." Within the AIM 2 portal, there is a resume section that populates from information already on the officer record brief (ORB) and allows input from the individual. If you are an officer identified to move in the 18-02 manning cycle, ensure that you access the AIM 2 portal from the HRC Self Service homepage at <https://aim.hrc.army.mil/> and download the Army's Talent Management Strategy, Force 2025 and Beyond.

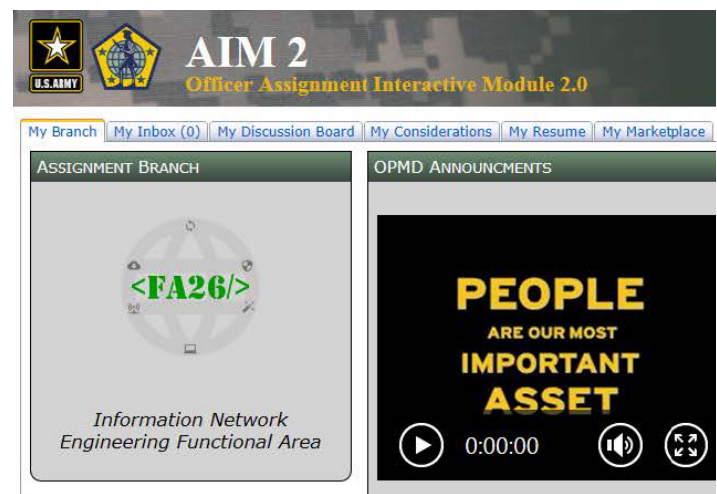
The S1 team is preparing for the 18-02 manning cycle by forecasting requirements and contacting officers scheduled to move. If you have plans

to submit a retirement, unqualified resignation, or release from active duty with a date between April 1 and Sept. 30, 2018, make sure you contact your S1 and get your request in prior to Nov. 1. Remember that effective communication with your career manager and the S1 is key to ensuring all position openings and requirements are recognized and communicated to HRC.

Brigade leadership acknowledges that we are currently experiencing manning shortfalls in certain positions. Rest assured that the Brigade S1 and the senior warrant officer leadership are working with career managers to identify critical shortages and requirements to fill those positions.

Now is the time to start preparing for future assignments. All soldiers need to ensure their record briefs are accurate and up-to-date. In order to receive a request for orders (RFO) in a timely manner, records for family members participating in the exceptional family member program (EFMP) must be kept current and updated annually. All high school stabilization requests must be submitted starting in March of the sophomore year of high school and no later than Sept. 1 of their junior year. Once you are placed on assignment, it is often too late to request special consideration.

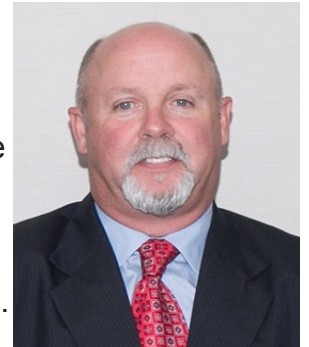
Be proactive, not reactive!



Speeding up the Army

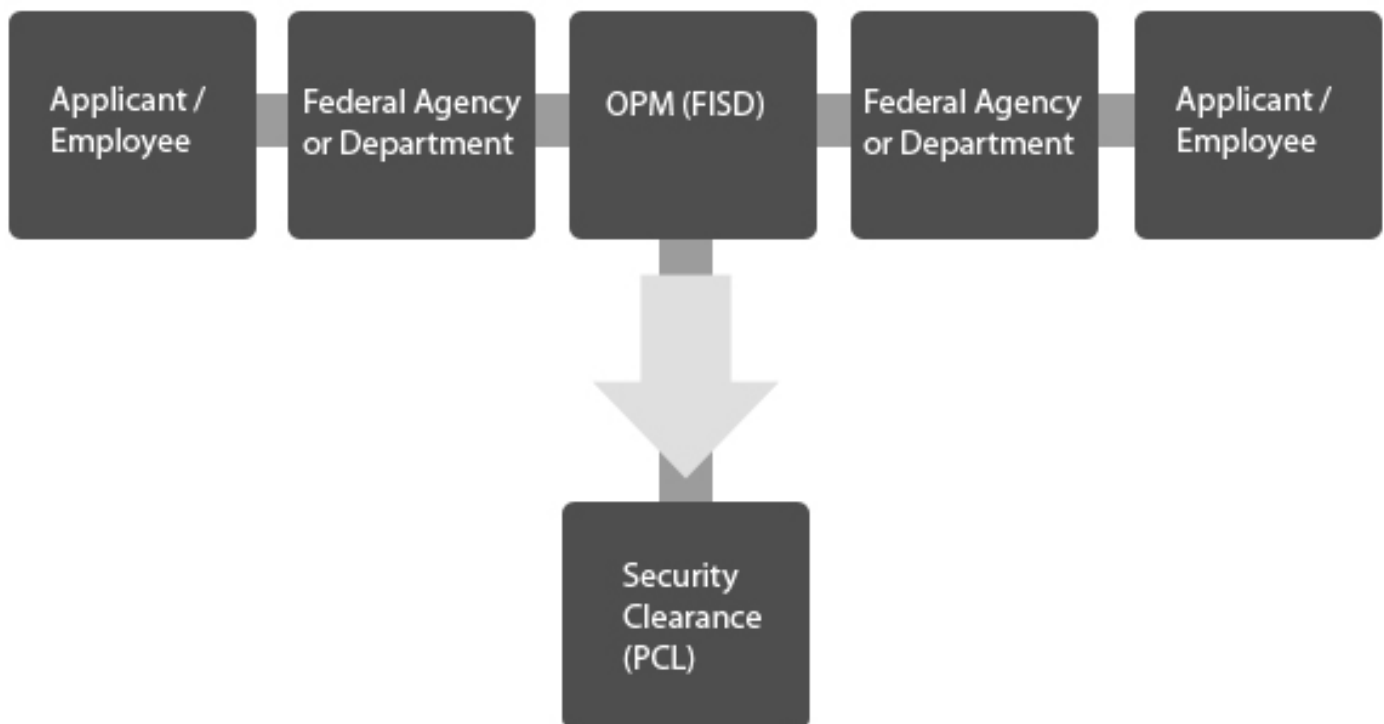
By Lee McKinney

Clearance management and adjudication is the evaluation of information contained in an investigation or other documents. A judgment concerning security eligibility is made by evaluating the information against the Department of Defense (DoD) adjudicative standards. Adjudicative determinations for DoD civilian employees are made by the Washington Headquarters Services Consolidated Adjudications Facility (WHS/CAF), National Geospatial Agency (NGA), and the Defense Intelligence Agency and the National Security Agency (SS positions only).



Adjudicative determinations for DoD military members are made by the appropriate military adjudication facility (Army, Navy, or Air Force). Adjudication determinations for DoD contract employees are made by the Defense Industrial Security Clearance Office (DISCO) soon to be renamed. Once the initial favorable eligibility determination has been made, an individual falls under the Continuous Evaluation Program (CEP) while “in status” (assigned to a sensitive position or having access to classified information or material). By definition, CEP involves the uninterrupted assessment of an individual for retention of a security clearance or continuing assignment to sensitive duties. CEP includes reinvestigation at given intervals based on the types of duties performed and level of access to classified information. Incumbents of CS positions are reevaluated every five years. Incumbents of NCS positions are reinvestigated every 10 years if they have access to SECRET material, and every 15 years if the access is to CONFIDENTIAL information.

Once the program is fully implemented, it will greatly improve the timeline (reduce the backlog) and keep up with the accurate reporting and demand to get clearances adjudicated and get soldiers mission ready faster.



Improving the continuity of operations program (COOP) capabilities

By Tom Meyer

In 1992, Hurricane Andrew wreaked havoc on Homestead AFB, Florida, forcing it to close as an active duty base. Hurricane Katrina hit Keesler AFB, Mississippi hard in 2005. In 2006, the attic of a building belonging to the 902nd MI Group caught fire. The fire itself and the water used to douse the flames damaged the facility and could have ruined the computer servers. In February 2010, a “snowpocalypse” struck the U.S. eastern seaboard, rendering roads impassable, and government facilities were closed for days. The failed New York Times Square improvised explosive attempt in May 2010 proved, once again, that the threat of terrorist activity on U.S. soil is alive and well.

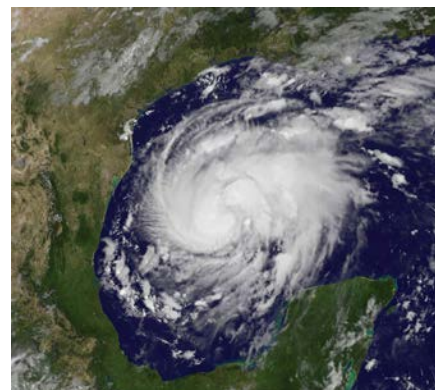
With all these potential hazards, what is being done to ensure our organization’s mission continues?

This is where the Army continuity of operations program or COOP comes in. AR 500-3 lays out responsibilities and policies of the program and provides planning guidance to ensure the fulfillment of critical Army missions and the continuation of mission essential functions (MEFs) under all circumstances and all hazards. The 470th MI Brigade has a COOP operations plan (OPLAN) that consists of five phases:

Phase 1 encompasses all Pre-COOP event Activities, to include:

- assessing all potential hazards to brigade facilities and personnel
- identifying and prioritizing MEFs
- establishing a Continuity Facility (CF)
- determining which personnel comprise emergency relocation groups (ERGs)
- developing the information / data COOP plan
- writing and staffing the COOP OPLAN
- conducting training, alerts and exercises

This phase is continuous.



Phase 2 is the alert, notification and recall phase and is implemented at the direction of the brigade commander after a COOP event has occurred and a staff assessment has been conducted. COOP instructions are implemented via the brigade’s alert, notification and recall procedures, by the staff duty after duty hours. Accountability of all personnel takes place during this phase and the brigade has a pre-determined notification deadline.

In Phase 3, advanced party (ADVON) and main body personnel deploy sequentially in pre-designated emergency relocation groups (ERGs) to the continuity facility (CF). Facilities are evacuated and secured in accordance with local procedures depending on the nature and severity of the COOP event. The ADVON establishes communication with subordinate and higher commands, establishes the CF, and conducts reception, staging, onward movement and integration (RSOI) for the main body. The CF must be established and fully operational within a pre-determined time from implementation of the OPLAN.

Phase 4 consists of executing mission essential functions and continuously evaluating the status of the COOP event, brigade capabilities and brigade facilities. This phase is planned to last up to 30 days or as long as mission dictates.

Phase 5 is future operation and redeployment. This phase begins with the order to redeploy to home station or deploy to a new location and ends with a detailed after action review and when brigade has resumed normal operations at home station. This phase may also involve developing contingency plans for long-term operations at an alternate operating site.

Has such planning worked in reality? Yes. The brigade has conducted extensive planning, conducted annual exercises, and has successfully exercised its COOP OPLAN on several occasions.

Are you familiar with your role in the brigade’s COOP Plan?

Improving logistics support for intelligence professionals

By Maj. Curtis Williams

One significant way logistics is leveraging its support capability is by balancing the use of contractors to complete the 470th Military Intelligence Brigade mission. With the downsizing of the Army, the use of contractors has become very critical to overall mission success. We currently have multiple contracts focused on accomplishing the brigade's mission. The brigade S4 provides oversight on contract support that ranges from facility maintenance to ground and maritime intelligence and reconnaissance (ISR). The brigade S4 provides oversight for various contracts where the work contractors provide is invaluable.

One of these contracts is the logistics contract that supports several areas in and around the brigade building. The electricians in charge of the service and maintenance for the heating, ventilating and air conditioning (HVAC) systems diagnose, repair and install various types of refrigeration/cooling equipment including but not limited to: walk-in and reach-in coolers, refrigerators, freezers, self-contained and remote compressor units, ice-makers, water fountains, beverage dispenser, and window and systems air conditioning. They install, repair, modify and troubleshoot new or existing electrical lines, circuits or systems in both industrial-sized buildings and smaller activities. Install conduit and wire for electrical circuits and low voltage equipment such as terminals. This contract also contains the maintenance team depot lead which has the responsibilities to manage requirements, task, deliverables and personnel in support of the Intelligence and Security Command (INSCOM) G4 worldwide logistics services.

The contract technicians and support personnel are not required to replace S4 government personnel, but rather support and supplement the S4 facilities team with unique or additional expertise working in a team environment. Contractors play a vital part of the Army's workforce. Many requirements could not be performed without contractors. The contractors and government employees are working towards one goal, which is support the Army soldiers.

Welcome to the S4 Maj. Hildred Mathews



Serve and protect



By Capt. Scott McKinney

The enemy is constantly probing our networks, looking for weaknesses in software, hardware, processes and procedures. Their goal is to exploit these weaknesses to gather intelligence and if necessary disable or destroy our capability to communicate and conduct mission functions over these networks. Recently, you may have read about the WannaCry and Petya ransomware attacks. Both attacks exploited vulnerabilities in the operating systems. The systems which were hacked had not been patched with the latest security updates. You may have also read about attacks against major security agencies, where hackers claim to have stolen numerous sensitive and classified documents. Again, the culprit was a bug in the operating systems software. The threat to our networks is real and the outcome is potentially catastrophic. So, what is the Army doing about it and how will it impact you?

The Army is combatting this and other problems using a variety of programs. The Army is upgrading all computers from Windows 7 to Windows 10. Why? The goal is to dedicate more resources to newer operating systems with less vulnerabilities. Older systems are becoming more vulnerable to enemy attacks. The Army has decided to upgrade all their servers and is in the process of upgrading its operating system which patches and images our servers and computers to ensure these systems receive the necessary patches and required security measures to keep our information secure. Our information assurance section is currently in the process of documenting and implementing over 1,600 security measures to ensure our networks remain secure and to maintain our network accreditation. The impact for you may be some inconvenience as you figure out the unique quirks of Windows 10.

Now that we have done our part to help ensure networks information security, I would like to ask how you can impact the security of our network for future generations. By far the largest security risk to any network is the user. The exploits mentioned above as well as many I have not mentioned were enabled by a user maliciously or otherwise clicking on a link or responding to an e-mail which gave the hacker access to the network. The bottom line; only you can prevent social engineering. If you think something seems fishy, stop, notify your security manager, S2 and let them check it out.

Together, we can ensure our networks will remain secure, reliable and available so you, the intelligence professional can confidently use your intelligence weapon system to forge the future.

The brigade is ready to jump into fall

By Kelley Otto



What an amazing group of dedicated volunteers we have in the 470th MI Brigade. They all work very hard to ensure our soldiers and families are having fun and growing as a group. They help get families involved and work to raise morale and build camaraderie.

We ended the summer with a bang at our Back-to-School Splash in August. There was a great turnout of over 250 people, with kids and adults alike having a great time.

Now we are ready to jump into fall. Our volunteers are planning some wonderful events. The Fall Fest on Oct. 28 is first in the lineup. There will be a haunted house, trunk-or-treat and games for the kids. In November, it's time for our annual 470th MI Brigade's Turkey Bowl. Everyone always has a great time as the units bring teams together and compete for the championship. The family readiness group (FRG) also has an amazing Thanksgiving potluck that day. Families always enjoy the activities offered and the competition culminates with a friendly game of enlisted vs. officers.

We also can't forget the holiday parties coming in December. The units and FRGs make sure that it is a special event for everyone. The fall is always full of fun for the brigade so make time to attend and enjoy these events designed with you in mind.

For more information about the events, training and volunteer opportunities offered by the 470th MI Brigade Family Readiness Program, please contact Kelley Otto at 210-295-6030 or kelley.a.otto.civ@mail.mil. You can also join our Facebook page at <https://www.facebook.com/groups/1627095797557185/>.



Griffin soldier becomes U.S. citizen, honored by unit



By Sgt. Juana Nesbitt

Soldiers of the 312th Military Intelligence Battalion took time to honor one of their own on July 12, during a celebration held at the brigade headquarters.

Pvt. Lawrence Oppong, a supply specialist with the battalion's Headquarters and Headquarters Detachment (HHD), "is the soldier every commander wants in their formation," said Capt. Brand Kroeger, commander of HHD. "He's an enthusiastic and optimistic soldier who is always a team player."

Oppong earned his associate's degree from Berea College of Education and came to the U.S. in June 2012 to continue his education at Arkansas State University. It was at this time that things began to get difficult, Oppong said, as school costs were expensive and finances were scarce.

In late 2015 and after reconnecting with a childhood friend, Oppong was encouraged to join the Army.

"Apart from the fact that I was going to have educational support, I had this belief that to live life fully is to experience something new," said Oppong. "The Army was a place I knew that I can have that. The chance to travel to places, meet different people and to experience the Army life."

The naturalization process normally takes a couple of years, said Oppong. However, in October 2016, as part of his enlistment contract, that time would be expedited he added.

"It was a great thing for me," Oppong said. "I am happy to be a citizen of United States of America. I love its history, its rule of law, freedom and opportunity it offers everyone who wants to live the American dream."

Kroeger stated it was important for the detachment and battalion to recognize Oppong's naturalization. "Little things like this ensure every soldier knows they are part of the HHD, 312th MI Battalion family," said Kroeger.

Although he hasn't been serving long, his leadership can already tell he will go far.

Soldiers in Action



Donations were collected in the lobby of the brigade headquarters building to be donated to those affected by Hurricane Harvey. A group of soldiers from the 717th MI Battalion made the drive to Houston on Sept. 2 to personally deliver supplies that were collected at their unit. Thank you to everyone who contributed.

Soldiers in Action

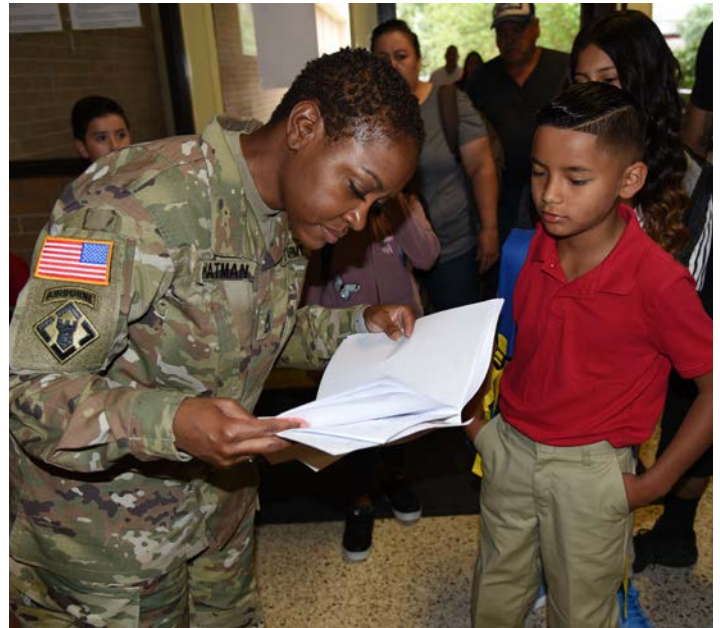


The Tragedy Assistance Program for Survivors (TAPS) offers compassionate care to all those grieving the loss of a military loved one. Staff Sgt. Jeremy Mosley (left) and Staff Sgt. Tamika Holcomb (right) took time from their schedules to volunteer to be a mentor at an event in Austin, Texas in July.

"It can be a little intimidating to think about mentoring a grieving child with no training given, but really, you're going to be a listening ear and a buddy to a brave surviving military child," said Mosley.

There were over 100 children and only 70 mentors at the event. They are in desperate need for volunteers. If you are interested in participating and becoming a mentor, visit <https://www.taps.org/goodgriefcampmentor> or e-mail mentors@taps.org. TAPS provides comfort and hope 24/7 to surviving families at no cost to them.





Bowden Elementary first day of school

Students from Bowden Elementary were greeted by soldiers from the 470th Military Intelligence Brigade on their walk in to the first day of school on Aug. 14. Almost 30 soldiers took time from their day to respond to the early morning call of safe guarding the children into their school campus for the first time as summer break came to an end. Bowden Elementary is the adopted campus for the brigade. Soldiers participate in various activities with the students year-round serving as mentors and being positive role models in the lives of the students.

Photos by Monica Yoas

Joint Hometown News Release

According to the Joint Hometown News Release website: “the process of submitting a release has been improved.” Traditionally, these forms were filled out by hand by the service member, and then mailed or emailed in. Now, all releases can be submitted by each service member online and processed by the unit public affairs officer. They no longer accept paper forms.

So, if you have done something worth writing home about like received an award or promotion, please go to the following link and fill out all the required fields. Be sure to spell out all abbreviations, select JBSA San Antonio and 470th MI Brigade:

<http://jhns.dma.mil/>

It may take up to 24-48 hours for your application to be accepted. You will receive an email that your account has been approved. There is a user's guide available to ensure the application is filled out correctly. To expedite the process, let your unit's public affairs officer know when you submit a form so it can be approved and released quickly.



Strong bonds make strong families

The brigade unit ministry team hosted a Strong Bonds event for soldiers and their spouses Sept. 22 at Dave and Buster's. The one-day training event is designed to strengthen communication and improve problem solving in everyday life. The couples also enjoyed a time of play in the afternoon.



Best Warrior Sgt. Kevin Beuse

Congratulations Sgt. Beuse who after winning the 470th MI Brigade Best Warrior competition in April went on to participate and win at the INSCOM regional level and at the Army Cyber Command level. Good luck as he competes for the Department of the Army Best Warrior title starting Sept. 30.

Physical Fitness



Tower climb in memory of 9-11 first responders

Soldiers from the 312th MI Battalion completed the Tower of the Americas stairs climb on Sept. 13 in honor of the first responders who lost their lives on 9-11 trying to rescue people stuck in the towers.



Lady griffins take on the quarry challenge

Lady griffins took on the quarry run during the Quarry Double Crusher on Sept. 9. In the overall women's category, 2nd Lt. Lindsay Gabow, HHC XO, won first place. Great work lady griffins!



Brigade sports day

The brigade sports day has become a quarterly tradition that the incoming commander, Col. Ingrid Parker plans to continue. Soldiers will meet for a friendly game of football, soccer or ultimate frisbee. Playing well together on the field will ultimately help the brigade come together in battle.





**470th Military Intelligence Brigade
Change of Command 2017
Photos by Sgt. Adrian Gilani**

