

The Griffin

470th Military Intelligence Brigade Magazine
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Quarterly



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Anatomy of an Intel Soldier: Enabling Readiness

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Back Cover: 2017 HHC and AIG Holiday Party

On the Cover

**Intelligence soldiers engaged in a training exercise.
Cover design and photos by Sgt. Adrian Gilani**



470th Military Intelligence Brigade

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Major**
Command Sgt. Maj.
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2018 CENTRAL TEXAS MILITARY INTELLIGENCE BALL

Hosted by the 470th Military Intelligence Brigade
Sponsored by the Military Intelligence Corps Association - Alamo Chapter

FRIDAY, 11 MAY 2018

1730-2330

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RESORT AND SPA

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717TH MI BN:

312TH MI BN:

MAJ FANNIE MALONE

MSG DONIELLE LANIER

CPT JOSHUA HEIFETZ



Note from the Command Sergeant Major

Next Chapter

By Command Sgt. Maj. Jayson DeWitt



Griffins,

As most of you know, my time here is coming to an end. With the help of this letter, I just want to thank all of you for the professionalism and commitment you have displayed during my tenure this last year as part of this great brigade.

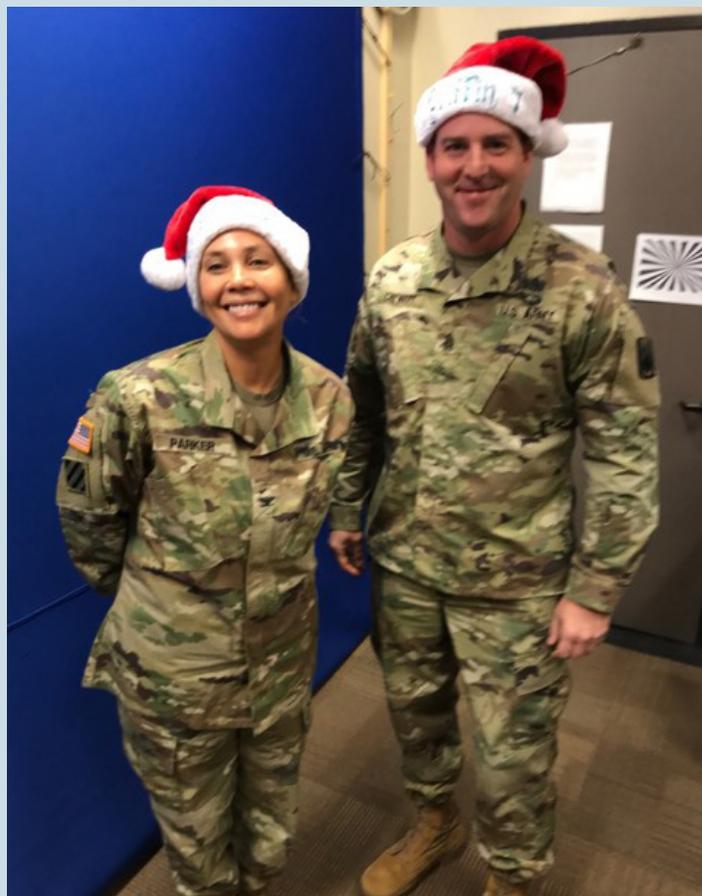
I would like to give a special thanks to my battle buddies Col. Royse and Col. Parker. Thank you for the trust and confidence, constant mentorship and the opportunity to be a leader in the 470th MI Brigade. I have learned a great deal from both of you. As for the staff, since I arrived to the unit, I was welcomed with open arms and "at a drop of the hat" each of you offered to assist wherever and however you could, and I am thankful. To the soldiers, civilians and families of this brigade, thank you for what you do for the unit, Army South and our Army. Keep moving forward, contribut-

ing to the mission and improving your fox-holes.

Command Sgt. Maj. Yoneyama, welcome to the griffin brigade. I am personally excited for you and the future of the Griffin Brigade! The Soldiers and Civilians across this great organization will surprise you and impress you on a daily basis with their professionalism and commitment to the organization and the mission.

Griffins, I only ask a couple of things from you all, continue moving forward, always look for opportunities to improve yourself and the organization and lastly, continue to take care of each other! Griffin 7 signing out!

CSM Jayson W. DeWitt



Commander in the Field



Above: Col. Parker dined with Col. Lee, The Republic of Korea Ground Component Commander (GCC) Senior Intelligence Officer (G2) during her recent visit to South Korea. From left: Col. Lee, Col. Parker, Capt. Schoenhof and Chief Warrant Officer 5 Haynes.

Below: The 470th MI Brigade, led by Col. Parker, conducted two staff rides to Vicksburg, Mississippi this fall. The first from Oct. 24-27 was attended by high performing soldiers as recognized by their supervisors. The second iteration was held from Nov. 14-17 and attended by senior leadership. Both groups learned about the Union campaign to seize Vicksburg and open the Mississippi River to commercial navigation. The major events of the staff ride included Grant's Overland Campaign of 1862, the Bayou Expeditions, the crossing of the Mississippi River, Grant's Inland Campaign, the initial Federal assaults on Vicksburg and the siege. The staff rides aimed to enhance the understanding of the profession of arms, foster teamwork, and esprit de corps among the Griffin team.



Enabling Readiness: The Soldier's Task



By Sgt. Brandy Herrmann

When posed the question, what are the elements of the anatomy of an intelligence soldier and how do those parts enable readiness? As a trained 35F (all source intelligence analyst), my initial thought is with the understanding of political, military, economic, social, infrastructure, information, physical environment and time (PMESII-PT) factors. Second, I think of how to create informative papers or briefs based on analysis of information researched and received from all intelligence disciplines. These come to mind because they are some elements of my job, though all intelligence disciplines maintain their own skill sets that assist in the success of the mission. I believe the elements that enable readiness of intelligence soldiers are the same elements that frame the readiness of all soldiers: determination, grit and pride. In my opinion, any soldier can perform almost every duty, given the proper training and the will to succeed.



Motivation starts fresh every day and begins with physical readiness training (PRT). It is tempting to accept a sub-standard PRT session, as everyone can be a little tired, didn't get enough sleep, woke up late, etc. However, studies prove that maintaining physical fitness prepares our bodies and our minds for the day ahead. Therefore, we preserve our determination to finish that last sprint despite feeling our legs may legitimately fall off and our lungs collapse. We take pride knowing we went beyond the Army standard, setting our own personal standard and the standard we expect of each other as soldiers.

This pride should remain throughout the day. We must ensure our equipment is clean, in working condition and is appropriate for training and mission requirements. Additionally, we must maintain the standards of the regulations that govern us and make certain administrative forms are correct and complete. When soldiers meet and exceed standards, they take solace in having done the right thing and are proud of their endeavors. Then, tasks that seemed minor combine to become a multitude of accomplishments. This pride transforms to dedication, ensuring the new standard exceeds the accepted standard.

Eventually, after a hard day's work, we are home with our families. We have been up for hours, working diligently, wanting to relax but still determined to excel. It would be unwise to focus all efforts into work while leaving nothing for our families. Thus, we help children with homework, walk the dog and cook dinner. We find little ways of assuring significant others their hard work is appreciated. We learn to balance what work should stay at work and what to talk about, to ensure strong relationships with healthy communication and positive mental health.



Master resiliency training (MRT) provides an abundance of tools, which assist in maintaining a healthy and balanced home and work life. Understanding thinking traps, detecting icebergs and hunting the good stuff are a few ways to remain resolute against life's curve balls while enhancing our self-respect and improving relationships with coworkers and loved ones. We learn that treating others with dignity and respect produces better results than treating them with disdain and loathing.

Is sustaining pride, dedication and grit always the easiest of tasks? Oftentimes, we stumble when doing even our best work. It's easy to lose motivation during the hum drum and rigor of our daily duties. However, if we remember today will end and tomorrow is a new day with a clean slate then we will maintain an Army that stands ready for whatever the future holds.

Overall, I believe taking pride in the smallest tasks, remaining determined to maintain healthy and happy professional and personal relationships and always having the grit to push through life's struggles are the fundamentals of the American soldier.



“Whether you think you can, or think you can't, you're right” – Henry Ford

Anatomy of an Intel Soldier: Tactical Skills Vital to a Complete Military Soldier

By Capt. Paul Barbo



When examining the anatomy and readiness of an intelligence soldier, a complete and balanced soldier should demonstrate competency in all basic soldiering skills. Core tactical skills are an important part of the technical intelligence competencies needed by an intelligence soldier. This is paramount so that the soldiers can fight on the battlefield and be able to visualize, fully comprehend the intelligence needs required of them on the battlefield.

Alpha Company, 717th Military Intelligence Battalion soldiers conducted battle drill assessments at Camp Bullis on Sep. 28. The purpose of the training was to evaluate the company on four types of battle drills: react to contact, establish security at a halt, perform tactical combat casualty care and react to ambush (near/far). The commander's intent was to meet the training objectives: embrace the weather, follow the troop leading procedures, and experience the chaos of combat arms.



Spc. Matthew Holmes said, "This training was useful because it put my fellow soldiers and I in situations which we do not see every day. I think that it is important to have training like this so that we remain ready to fight at a moment's notice. At the end of the day, we are all prepared to be on the battlefield."

Holmes' words ring especially true as we are all soldiers first and military intelligence professionals second.

Sgt. Hugo Medina-Medrano, a squad leader during the battle drills, described the training exercise as realistic. He mentioned key adjustments that improved the realistic element of the training. "The timeline starting in Phase II was very realistic and executed as planned. The leaders made arrangements for all major resources efficiently and effectively. I would say that the use of the paintball rifles and simulators made for a much more realistic and effective training event. You can visibly see a huge change in effort level, mood, behavior and motivation in soldiers when you throw in the 'I might get shot if I don't get my act together' factor."

Another soldier, Spc. Daniel Walsh, elaborated on the importance of the exercise. "This training exercise enabled the soldiers of Alpha Company to improve their individual readiness by carrying out a mission in which the orders given were constantly changing. This effectively simulated situations in which initial plans are abandoned and soldiers are given new roles and responsibilities [to] which they must adapt accordingly. On a unit level, the shuffling of NCOs in leadership positions meant that not everyone was training with people they knew. This was particularly effective because the lack of familiarity made everyone from the top down focus harder on communication. As military intelligence soldiers who do not get to train in the field every day, efficiency during these exercises is critical. The ability to incorporate a year's worth of training concepts into one exercise was especially beneficial for Alpha Company because it combined our intelligence-specific tactical training with the warrior task and battle drills."

The battle drill exercise at Camp Bullis proved to be a critical part of the prioritization of tactical training and development of the complete intelligence soldier.

Photo by Staff Sgt. William Ford



Congratulations on your promotion Maj. Jerry Young. (above). He was promoted by Lt. Col. Robert Chung, 717th MI Battalion commander, and accompanied by his family.

Spc. Kathryn Smith (below) was promoted to the rank of Sergeant at the historic Quadrangle on Fort Sam Houston. She was pinned on by her husband and daughter.

Photos by Sgt. Adrian Gilani



Enabling Readiness as a Command Team



By 1st Sgt. Jose Antonio Cancel

In April 2016, the Chief of Staff of the Army, General Mark A. Milley announced that his number one priority was the readiness of the Total Army. As a command team within the brigade, we took a moment to analyze this directive and created two key courses of action that would enable us to achieve the overall readiness goals to meet mission requirements. As the leaders of the headquarters and headquarters company (HHC), our responsibility is to provide every soldier the necessary resources to not only recondition themselves from a physical fitness standpoint, but to establish the baseline training necessary to enhance the capabilities and overall combat effectiveness.

One of the most effective initiatives spearheaded by the leaders of HHC was the establishment of the physical readiness training (PRT) reconditioning physical fitness program led by Sgt. Kayla Chanek and Sgt. Jeremiah Stoelb. The reconditioning program allowed the organization to focus individualized training for soldiers on temporary profiles to recovery from injuries, illness or medical conditions. The program is designed as a multi-level system, the first level being a gym-based program designed to determine and maximize the physical potential of the soldier while preventing further injury. Level two of the program focuses on measurable tolerance of physical fitness to assess the soldier's ability to return to unit level PRT. The reconditioning PRT program has allowed us to educate our soldiers on how to properly execute the various levels of reconditioning, restore their fitness levels and safely reintegrate them back into unit-level PRT upon expiration of their individual profiles. Because of this initiative, our organization has contributed significantly in the reduction of injuries, while increasing the mental resiliency and confidence needed for soldiers to overcome injuries.

The second initiative implemented was the establishment of effective communication between the 470th MI Brigade care coordinator, local physicians and the command team. The communication between these resources gave us the opportunity to assess the rehabilitation of soldiers who are currently on physical profiles due to injuries, illnesses or medical conditions. Because of this professional relationship, we were able to monitor our soldiers' progress through the utilization of medical care plans prescribed by providers. The access to the soldiers' individual medical care plan enables leaders to assess if the soldier is not only complying with the prescribed care such as physical therapy but most importantly, is the care plan working. These types of resources have given us the opportunity to make physical rehabilitation a deliberate process and it has provided a clear understanding of medical rehabilitation possibilities or to make the best decision when it comes to physical evaluation board recommendations.

In closing, readiness will always be a collective effort between the organizational leadership and most importantly the responsibility on the individual soldier. It is imperative that soldiers do their part by balancing their personal and professional lives, give their bodies adequate rest needed to get back after the mission, manage stress levels, and seek the education needed to maintain a healthy lifestyle. Our soldiers must stand physically and mentally ready to deploy and fight our Nation's wars.



Photos by Sgt. Travis Torres

Safe! Spc. Justin Brimmage (above) runs it in for the score at the HHC Org Day on Oct. 13 at the Pershing baseball fields. The company also held their annual pie in the face contest raising funds for their holiday party.



Intel Soldiers, Always Ready

By Brian Lloyd

Since 2008, the INSCOM (Intelligence and Security Command) Detention Training Facility (IDTF) has served as the primary collective training platform for all units designated to serve at a theatre level interrogation facility. The IDTF remains the premier collective training platform, purpose built and INSCOM supported to facilitate collective training and certification of military intelligence (MI) units. The IDTF training environments are developed to replicate the specific requirements aligned to unit training tasks to prepare our intelligence force to operate in support of global response and regionally aligned force contingencies.

The IDTF develops training environments which reinforce proper intelligence collection efforts along with management functions for units in direct support of existing wartime missions. When asked what makes up the “anatomy of an intelligence soldier” it takes into question today’s complex world and the training needs of an Army Intelligence force that is asked to do more, be more, and understand more than ever before. Today’s Intelligence soldiers must remain vigilant in accomplishing missions the nation has already been assigned while simultaneously preparing for future conflicts.

The IDTF enables the Army training strategy through the creation of realistic training scenarios, along with providing a “training range” platform to train Army leaders of intelligence units on how to deal with the many challenges they will face in a war time mission set. These collective training environments are developed and implemented through validated scenarios that ensure a high caliber, uniformity of training which puts everyone on a shared operational standard. This training is founded on critical thinking principles, adaptation to environments and reacting quickly to delicate and critical problem sets which are all aspects an intelligence soldier must possess in today’s Army as an always ready force.





Soldiers assigned to the 377th MI Battalion, Detachment 3 provided intelligence training and conducted office visits during their visit to Brazil in the summer. Their goal was to strengthen our foreign relations in country.



Enabling Readiness by Improving Language Capabilities

By Staff Sgt. Jose Comettant

Antigua makes an impression from the first moment you glimpse at its colorful buildings and colonial architecture. The lurching of the public transportation along the cobble streets and the ever-present active volcanoes – particularly the “Fuego” and its furious beauty – cement the realization that you are in a country far, far away from home. The city is steeped in a rich history stretching back hundreds of years and the Spanish influence is certainly noticeable walking around town. The history of the people goes back further though, with Mayan heritage still a source of great pride.

The people are such a huge part of any visit to Guatemala, extremely welcoming, friendly and keen to help visitors enjoy their stay. My host family was no exception. It was a really great place to stay, conveniently located for school with a good atmosphere in the home. However, it was very different than the lifestyle I’m used to back home. For example, the lack of air conditioning or fans in the house was something I wasn’t expecting, as well as the unpredictable meals; fruit salad for dinner one night was particularly memorable! I was always struck by how happy and kind the people were. I felt welcomed into the family from the first day and was incredibly grateful for everything my hosts did to accommodate my needs.

Brigade Language Program



On the first day at the Probigua Language School, I wasn't sure what to expect. I'd attended Spanish language school in San Antonio before, but the Guatemalan learning experience was quite different, with many attached benefits. My class schedule began at 0800 and ended at 1200 each day. During the morning hours, an intensive period of one-on-one tuition provided a strenuous and focused language training experience. My teacher, Elisabeth, was a law student who lived in Jocotenango, a small town located north of Antigua. Our lessons were focused on conversations that reigned in political, medical and social subjects. The depth of each conversation was much more than I had anticipated even as a Peruvian native. Not only did I learn much about the different nuances of the language in Guatemala and Central America, but I realized that in everyday speech there is often a tendency to be overly colloquial and perhaps use grammar incorrectly. From listening to Elisabeth speak and applying her feedback and constructive criticism, I improved my Spanish

grammar and vocabulary while learning about the culture and history of Guatemala.

Part of the curriculum included field trips to different sites of historical and cultural interests. Two field trips that had a lasting impact to me were the traditional leather-making workshop in San Jacinto and the Valhalla Experimental Macadamia Plantation just outside the city. These class trips provided us the opportunity to speak with the locals while expanding our technical or historical vocabulary that we had not previously encountered before.

Overall, my month-long immersive Spanish program in Antigua was very beneficial. I expanded my knowledge of Spanish grammar and broadened my understanding of Central American dialects and customs. For example, it was interesting how a simple concept to us such as a 'billion' can have such a different meaning depending on which part of the world you're in. In the United States, it means 'one thousand million' whereas in Central America it means 'a million million'. This highlighted the importance of consciously communicating clearly and recognizing how people might interpret something very different than what you intended to express. I not only benefitted linguistically, but also in terms of my ability to interact with those from different backgrounds and cultures, promoting a deeper respect for peoples cultures and backgrounds. It is to be noted that all this was possible because of the brigade's language program efforts to provide linguists with meaningful and realistic training. With enhanced language skills and cultural awareness, my ability to be mission ready as a linguist and a military intelligence soldier has greatly increased.

The Anatomy of the Soul

By Chaplain (Maj.) James Covey

One definition of anatomy has do with separating or dividing something into parts for detailed examination. That process gets a little tricky when the “something” being examined is the human soul. Nonetheless, Gen. George Marshall suggests that the heart, the spirit and the soul of a soldier are EVERYTHING.

Perhaps it is easier to examine what the soul isn't than what it is. For example, most people would agree with the proposition that the soul is a transcendent thing that is neither physical nor material. It is not something that can be apprehended with our five senses. We cannot see, hear, taste, smell or touch the human soul. As it turns out, that is actually the very best place to begin our examination because too often we try to meet the needs of our soul with material efforts. Consequently, as we have probably all experienced, these means will never satisfy the end of filling our souls.

It has been said that in every person there is a “God shaped vacuum”. Blaise Pascal, a French philosopher and scientist writing in the 17th century said that each of us attempts to fill this vacuum in vain,

“The soldier’s heart, the soldier’s spirit, the soldier’s soul, are everything. Unless the soldier’s soul sustains him he cannot be relied on and will fail himself and his commander and his country in the end.” - George Marshall

“with everything around him, seeking in things that are not there the help he cannot find in those that are, though none can help, since this infinite abyss can be filled only with an infinite and immutable object, in other words God himself.”



So then, with regard to this soulish vacuum, everything short of God ends up being a square peg for a round hole.

Has that been your own experience? If it has, you are definitely not alone and I would challenge you to consider the reality that (as the bumper sticker says), “there is a God, and you are not him.” However, please know that God’s greatest desire is to satisfy the needs of your soul. In this New Year, come and visit one of your unit ministry teams if you’d like to have a conversation about that.



Soldiers and civilians attend weekly bible study (on Wednesdays) presented by Maj. Covey in the brigade classroom where a weekly message is discussed and lunch is provided for all attendees.

Be a Mindful Eater & Not an Emotional Eater

Provided by Military and Family Life Counseling Program

As the last vestiges of pumpkin pie and sugar plums stop dancing in our heads and take up permanent residence on our hips, our thoughts begin to drift to the New Year. New Year resolutions just never seem to hit the spot any more. Too sacrificial, too austere for new beginnings. However, I do like the notion of a reset or reboot to kick off the next year. So, I shifted from the sense of sacrificing something I enjoy to adding to something I'm already doing that gives me pleasure. Eating, of course, comes to mind. As a result, this year I may tweak something I am already fond of and do it better, eating. Thus, the idea of becoming a more "mindful" eater seems to fit this concept.

In the behavior health field, there has been such an emphasis on mindfulness in all areas of our lives in the last few years. I believe the popularity of this concept is a way to counteract our busy, over scheduled, over demanding lives. It is an encouragement to stop, shut out all the distractions and just "be" for a few minutes in our day.

We often pair eating with other activities. How did you eat your breakfast today? We eat meal after meal, snack after snack barely aware of how much we are consuming. Scientists are beginning to better understand the role of the mind-body connection in eating behavior. When our mind is tuned out during meal time, the digestive process may be up to 30 to 40 percent less effective.

Here are a few tips on how you can incorporate mindfulness into your eating:

- * Before you begin to eat put your phone down, turn the TV off and become silent for 30 seconds.
- * Observe what you are about to partake of, colors, shapes, smells. Think about the human effort it took to get your food to you.
- * Take your first mindful bite. Notice the sensations of the food, such as taste, change of flavors, texture and aromas.
- * Eat slowly. Watch the clock and try to make the meal last 20 minutes.
- * Start with small portions on your plate. Gauge if you are still hungry before you add more.

How do we gauge if we are truly hungry or we are just fulfilling an emotional need? Eating is the primordial drive to assure we survive. However, it also is a way to reward ourselves, chase away boredom, sooth ourselves and many other needs that don't have to do with sustaining our health. Mindful eating has us start tuning into our own bodies. We don't just pop food into our mouth because it is there, instead we start tuning into our bodies. Are we really hungry? Is it just a craving that will fade? Mindful eating helps us learn to hear what our body is telling us about hunger and satisfaction.

If you would like to further explore how the Military Family Life Counselor (MFLC) can support you as a soldier and your family please call the MFLC at (210) 845-3769 or visit in the "Health of the Force" suite on the first floor of the headquarters building.



Anatomy of a Soldier: The Retention Perspective

By Sgt. 1st Class Lisa Tomlin

All commanders are retention officers. They are responsible for sustaining our intelligence personnel readiness by developing, implementing and maintaining an aggressive brigade Army retention program. These programs are designed to accomplish specific goals and missions consistent with governing laws, policies and directives. Intelligence, in my opinion, is the most important factor in any military operation and the soldiers of the 470th Military Intelligence Brigade are producing it, both for Army use and for sharing across the national intelligence community. These soldiers provide essential information that often save lives on the front lines and retaining these soldiers should be our priority.



The Army's Retention Program is used to shape the force, and retain the right soldiers, with the right skills, at the right locations. Retention also serves as an adaptable "morale enhancing tool" leaders use not only to meet manpower needs, but also to set the stage to properly man the Army as it continues to transform.

Our intelligence soldiers must meet basic eligibility criteria for retention in five different categories, to include the "the Army values", to even be eligible to reenlist. Trainability, education, medical, weight control, rank and physical fitness all play a major role in the structure of our soldiers. Intelligence soldiers are often offered very enticing reenlistment options that range from assignments in the beautiful Hawaiian Islands, Alice Springs, Australia to the European coast. Military and civilian education opportunities such as language training, career specific certifications, college credit recommendations and generous selective reenlistment bonuses are also offered. Since the beginning of the fiscal year, the brigade has reenlisted 20 soldiers with a combined bonus total of \$461,700.

As the brigade retention program manager, I will always strive to satisfy my soldier's needs, wants and desires, Army mission dictating.



Sgt. 1st Class Ashley Pennington reenlisted on Oct. 3 at Seaworld as part of the Career Status Program. Congratulations, Stay Griffin!

The Work Environment's Impact on Readiness

By Staff Sgt. Matthew House

Working in an Intelligence and Security Command (INSCOM) unit is a much different experience for a soldier compared to working in a brigade combat team. Instead of dealing with the grueling heat or freezing temperatures, soldiers can typically expect to perform most of their duties inside an air-conditioned building. However, this presents its own problems with readiness, especially from an Equal Opportunity perspective. The job can become monotonous since the soldier knows, generally, what to expect from day-to-day. This means that the morale and climate of the work environment become extremely important to the welfare of the soldier. Generally, the soldier can expect to work in the same building, behind the same desk and with most of the same people for at least two years. This becomes very important for leaders to create an environment conducive to accomplishing the mission and taking care of the soldiers.



Creating a workplace that is inviting and keeps morale high is not a terribly difficult thing to do, but does require laying some ground rules. The “golden rule” is that we must treat everybody with dignity and respect. This means, that the environment should be free of jokes, posters, conversations and any other material that mock, put down or otherwise offend a particular group of people. Regardless of whether or not that group is represented by anyone in the section. After ensuring we protect the rights of different groups, we then must turn our attention to the individuals. As leaders, it is our responsibility to learn and understand who our soldiers are. Without doing so, we make ourselves susceptible to treating them in a way that they may not appreciate, regardless of our intentions. By learning about our soldiers, we can ensure not only that we do not offend them, but that we understand what drives them. This allows us to achieve the highest productivity, as well as improve morale.

Why is morale important? A work environment with low morale will slowly begin to impact and degrade individual readiness and, therefore, the unit's readiness. When soldiers are no longer motivated to come to work, they will become less productive. More importantly, it can begin to chip away at their mental health. Imagine coming to a place that constantly depresses you or brings you down every day. It's something that no one would willingly do, yet not coming to work is not an option in our profession. Therefore, it is of utmost importance to understand your soldiers and to be able to gauge their morale. You don't have to wait for a command climate survey to identify issues. Sit down with your soldiers and discuss their thoughts and feelings about the environment they work in and their perception of the leadership. By doing so, your eyes may be opened to issues that were previously not seen. When concerns are identified early, you can be proactive, rather than reactive.

Creating a positive work environment is just one key skill that all leaders should possess. Motivated and happy soldiers are soldiers that get the mission done and are always ready to help fight and win our nation's wars.

The Army Soldier and Social Media

By Spc. Kasia B. Adamietz

“We are soldiers around the clock.” We hear this phrase time after time and often regularly throughout the week to inspire soldiers to do the right thing even when out of uniform. Has this phrase become something we acknowledge because we are accustomed to hearing it, or is it something we actually abide by? Being a soldier around the clock includes during the duty day, before and after reporting to duty, and on or off base. It applies when you are at your place of duty, at home or online. We as soldiers can exercise our First Amendment rights, but we are held to higher standards and what we post online carries the same consequences as if it was said in person. The Uniform Code of Military Justice (UCMJ) applies to every soldier on active duty, regardless of location or social media platform.

Understandably, we as soldiers, like civilians, look to social media as a way to express ourselves, our opinions and our interests. Being human means we naturally have an inclination to react, communicate and debate about situations and conditions influencing our daily lives. Despite these inclinations, every single soldier has voluntarily signed a contract to join the Army, which leaves them subject to penalties for violating the UCMJ.

Social media misconduct can include operations security risks, cyberbullying, retaliation, discrimination and even revenge pornography. Some people post things they would never say

to their squad leader in person. For soldiers, this is troublesome because the Army’s standards apply equally to the written or spoken word. The UCMJ does not contain articles directly addressing social media usage; however, existing UCMJ articles apply equally to online misconduct. Common UCMJ articles used to



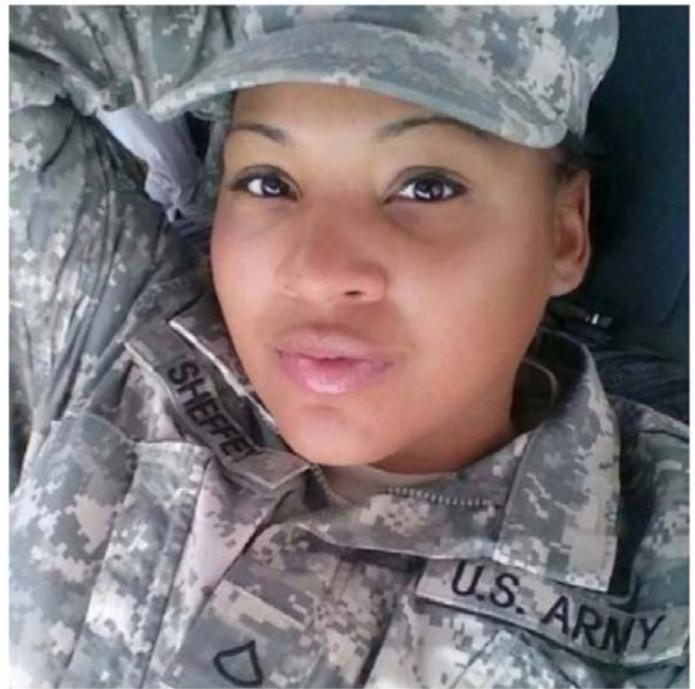
punish social media misconduct are: Article 88, UCMJ (contempt toward officials—including some political posts); Article 89, UCMJ (disrespect toward a superior commissioned officer); Article 91, UCMJ (insubordinate conduct toward warrant officer or noncommissioned officer); Article 92, UCMJ (violation of a lawful general order or regulation, dereliction of duty), Article 133, UCMJ (conduct unbecoming an officer); and Article

134, UCMJ (all other unspecified offenses that are either prejudicial to good order discipline or service-discrediting). There are also specific punitive rules for soldiers and Department of Defense (DoD) civilians regarding their in-person and online political activity.

Bottom line, if you do something online that is prejudicial to good order, discipline or service-discrediting, or if you post evidence of you committing a crime, your commander can punish you.



One relatively well-known incident of online misconduct would include the Fort Carson Army soldier who posted a picture of herself in her car on Instagram with the caption “This is me laying back in my car hiding so I don’t have to salute the 1700 flag.” It is easy to see how her conduct is service-discrediting. Another serious example was the “Marines United” Facebook page. The recent, very public, scandal involving male Marines and former Marines who shared revenge pornography and nude pictures of women on a private Facebook group. Similarly, another example includes a young Marine who posted a picture online in uniform holding a weapon with the caption “coming to a gay bar near you,” which was posted immediately following the Pulse Nightclub shooting in Orlando, Florida.



303 likes

sheffeynation This is me laying back in my car hiding so I don't have to salute the 1700 flag, KEEP ALL YOUR "THATS SO DISRESPECTFUL/ HOW RUDE/ETC." COMMENTS TO YOURSELF cuz, right now, IDGAFFFF

Each of these examples are violations of the UCMJ that could lead to adverse administrative action (such as a General Officer Memorandum of Reprimand or “GOMOR”), nonjudicial punishment (Article 15), or even prosecution at a General Court-Martial. Violations can carry significant consequences too. Recently, a female 1st Sgt. was convicted using her online pictures as evidence of a crime. The 1st Sgt. was involved in an adulterous relationship with a male sergeant under her command. The couple posted pictures online of them kissing, which were used as evidence of the relationship at a court-martial. As punishment for adultery and maltreatment, the 1st Sgt. was reduced to Staff Sgt. and received a bad conduct discharge. Not only did she lose her retirement, but her conviction and punitive discharge will make it difficult for her to find employment.

Ultimately, punishment regarding online misconduct is at the discretion of the command. Before posting, commenting or sharing links, a soldier should ask three questions. First, would I say in person what I am posting online to my supervisor? Second, does my conduct comply with the Army values? Third, would a reasonable civilian form a negative opinion about the military based on my online conduct? If any of those questions raise concern, think twice about your actions. Once you post something, you have no control over it. Even if you delete, unshare or unlike something, there is no guarantee the content is completely erased, as others could have taken screenshots.

If you want to learn more about the limitations and guidelines for soldiers regarding social media, see ALARACT 014/2017 (Professionalization of Online Conduct). For more information about restrictions on political activities, see DoD Directive 1344.10 (Political Activities by Members of Armed Forces).

Conversation Starter: #MeToo

By Sandra Hocking

Narratives of sexual harassment and sexual assault have flooded social media in the wake of allegations of sexual misconduct against Hollywood mogul Harvey Weinstein. Many of these narratives have come across as tweets in the #MeToo campaign. Although a woman named Tarana Burke originated the campaign over a decade ago, it wasn't until Hollywood actress Alyssa Milano endorsed it, "If you've been sexually harassed or assaulted write 'me too' as a reply to this tweet," that it really took off.

While the high prevalence of sexual harassment and sexual assault in our society, quantified by the thousands of re-tweets and replies to #MeToo, is appalling, reactions to the hashtag campaign have been mixed. Many survivors feel empowered by connecting with the movement. Others feel that it minimizes their experience, equates sexual harassment to sexual assault, or triggers painful emotions. Outsiders have also had mixed reviews, some are shocked by how many of their friends and relatives have been victimized. Others have taken this as an opportunity to engage in victim blaming or criticize the movement's requirement for victims to validate that a problem exists as counter-productive.

Still, despite the criticism and negativity that has come along with the campaign, the campaign has definitely ignited conversation and left people wondering, what now? How do we stop this?

The answer: it's complicated. It's not just about stopping the behavior itself, it's about changing the culture that normalizes the behavior. It's not about gender. The campaign has unfairly and inaccurately painted women as victims and men as perpetrators. Women, just as much as men, have been compliant in normalizing sexual misconduct and the behaviors that foster it. We need to devise a strategy to help create a culture in which we are all treated with respect, regardless of gender- a culture in which we hold everyone accountable for their own misbehavior.

Do we know now how to achieve cultural change? As with most of society's critical issues- no, we don't. We are, however, starting to make progress through conversations in which we start to identify the questions whose answers will deepen our understanding and may eventually lead to a solution.





Above: JBSA-Fort Sam Houston victim advocates attended the Partners of Hope Breakfast on Dec. 7 hosted by The Rape Crisis Center at the Pearl Stables.

Below: Please join us in welcoming the new brigade victim advocate, Staff Sgt. Thomas Hildreth. His office is located in the "Health of the Force" suite, first floor.



Safety Culture

By Todd Ramsay

A serious injury or death changes lives forever. Injuries can wreak havoc on families in the form of devastating financial burdens and time demands put upon family members. Every person who goes to work in the morning expects to return home in good health. Making sure this happens requires everyone's participation and dedication.

I remember growing up thinking I was invincible. I recovered quickly after days of climbing trees, jumping bikes and playing tackle football in the backyard with my friends. By the grace of God, the resilience of youth, and a lot of luck I remained relatively unscathed during those early years. My friends and I weren't thinking about safety. We were developing a culture focused on having fun. It wasn't until I joined the military

that I was introduced to the idea of developing a strong safety culture and how everyone's active participation is needed for it to be successful.

Safety Culture is the collective values, beliefs and attitudes of a group relating to the perceived importance of safety. In healthy units, safety is seen as a joint exercise where everyone feels a responsibility to ensure the overall health of the unit. Creating and sustaining a culture dedicated to safety requires hard work and a commitment

from everyone involved. That is why we do Safety Stand-Down days. Those days are opportunities for us to take a step back from our day-to-day tasks so we can be reminded that we are not invincible and that safety should always be considered regardless of



the activity. Safety Stand-Downs are also opportunities for us to exploit the unique knowledge each and every one of us has as a result of our past experiences. We all bring some form of expertise to the table. We all just need to be willing to speak up and share it with the group. Who knows, you could be the one who brings the missing piece of the puzzle that ends up saving lives.

Your health and safety is an integral part of maintaining the brigade's readiness. You are the U.S. Army's greatest asset, you are its heart and soul. Our high-tech weapons become paperweights without you to operate them. Keep yourself, your workspace and your family safe so that you can come to work healthy and ready to execute the mission.

Knowledge Management, a Primer

By Capt. Scott McKinney

What is knowledge management (KM) and why do we need a knowledge management program? When I introduce myself as the brigade Knowledge Management Officer (KMO) I get a lot of funny looks. The title itself seems ridiculous and even pretentious; for don't we all manage knowledge in some fashion or another? My response would be yes, but unfortunately, as the press so enthusiastically likes to point out, when we don't do it properly the results can be catastrophic. Recently, 26 individuals were tragically killed at a small church just outside San Antonio by an expelled airmen who legally owned weapons he should never have been allowed to purchase. The reason? The Air Force failed to place the airmen's history of physical abuse in a national database which would have come up in the background investigation to purchase a weapon, denying him the opportunity to purchase the weapon legally.

Another example would be the case of Maj. Nadal Hassan, who had made numerous inflammatory statements against the United States and was even corresponding with an individual who encouraged terrorist attacks against the U. S. Both the Army and the CIA were tracking this individual, but the processes and systems for sharing this information were imperfect and as a result his behavior was not taken seriously which might have been what allowed Maj. Hassan to plan and execute an attack at Ft. Hood resulting in the death of several service members.

What went wrong in both of these instances? There was a breakdown in the process of moving knowledge from where it was to where it needed to be so that the appropriate action could be taken to hopefully prevent the tragedies which ensued. These are pretty horrific examples of knowledge management gone wrong, but I believe they highlight the importance of knowledge management and why we should take it seriously.

The goal of knowledge management is to get the right information, in the right format, using the right tool/platform, to the right person/people, at the right time to enable shared understanding, improve decision making and support effective mission command. The purpose of a knowledge management program is to provide a formal framework for getting that goal accomplished. Many organizations conduct knowledge management in an ad hoc manner, but under ATP 6-01.1, "Techniques for Effective Knowledge Management", it is the intent of the Army that organizations at the brigade and higher level develop a formal KM program, the knowledge management working group (KMWG), to assist the organization in assessing and identifying areas involving the people, processes or tools within the organization where there are knowledge or performance gaps. The KMWG would then create, test and ultimately implement solutions to close or bridge these gaps (see diagram). The advantage of a formal KM program over the ad hoc way of doing things is thoroughness and accountability. In regard to thoroughness, a KMWG should conduct a complete assessment of the brigade from top to bottom; which would include identifying knowledge and performance gaps and their impacts on mission and a strategy for bridging the gap. In regard to accountability, the assessment should also include evaluation parameters which will highlight the effectiveness or lack thereof of the solution and if ineffective start the whole process again.

So, what can you do to make the KMWG a success? When the KMO and knowledge management representative (KMR) conduct an interview and assess your section/unit, be completely candid about the weaknesses, shortfalls, deficiencies or inefficiencies within it. Also, if you have a good idea but don't have the time, personnel or resources to accomplish it, share it and it could become a KMWG project. Finally, if you have to provide a body to the KMWG make sure it is someone who understands the scope of your mission and requirements so as we begin to craft a solution for your deficiency or shortfall we can craft the best one possible.

Anatomy of the New Blended Retirement System

By Master Sgt. Chris Parks

The military retirement benefit is changing to a new Blended Retirement System (BRS) starting January 1, 2018. What is the BRS and how does it affect you? The blended retirement system was approved by the fiscal year 2017 National Defense Authorization Act for implementation in January 2018. The intent of the change is to implement a system that allows 85 percent of all service members to receive retirement benefits. With the new plan, service members who leave the service after just two years will keep Thrift Savings Plan (TSP) savings, Department of Defense (DoD) contributions and any earnings. There is no longer an all or nothing retirement plan for those that opt in. The blended retirement system blends a defined annuity with automatic and matching TSP Contributions. The defined benefit is calculated with the multiplication factor of 2 percent times years served times your highest 36 months of base pay plus any automatic and matching TSP earnings. Under BRS, the members on active duty as of December 31, 2017 can begin contributing and DoD automatically contributes 1 percent and up to 4 percent matching contributions into their TSP. After 20 years, the member is eligible for monthly retired pay which includes a lump sum option. The open enrollment for the Uniformed Services Blended Retirement System is quickly approaching. The opt-in period starts on January 1, 2018 and soldiers must make a decision before December 31, 2018.

Before you can enroll, you must complete the mandatory training course number J3OP-US1332 (standalone version) <http://jko.jten.mil/courses/brs/OPT-IN/launch.html> or login to the JKO website and enroll in course number P-US1332 Blended Retirement System



OPT-IN Course. This course is mandatory for all soldiers that will have less than 12 years of service as of December 31, 2017. The brigade has directed that all soldiers complete the training no later than December 31, 2017. Once you complete your training ensure your company training room has a copy of your certificate. Starting on January 1, 2018, service members can do nothing and remain covered by the Legacy System or opt in to the Blended Retirement System by logging into MyPay and choosing the blended retirement system.

Start Planning Now!



The Number One Weapon for the Intel Soldier is their Security Clearance

By Lee McKinney

So what exactly is the security clearance and the steps to be granted one by the Department of Defense (DoD)? The military possesses information and technology which could be helpful to our enemies. Unauthorized release of this information can compromise national security.

A security clearance investigation ensures that you are eligible for access to national security information. The investigation focuses on your character and conduct, emphasizing such factors as honesty, trustworthiness, reliability, financial responsibility, criminal activity, emotional stability and other pertinent areas. All investigations consist of checks of national records and credit checks; some investigations also include interviews with individuals who know the candidate for the clearance, as well as the candidate himself/herself.



Who Requires a Security Clearance?

You need a security clearance if you need access to classified information to perform your duties. If your job requires you to have access to confidential information, you would require a confidential security clearance, for example. The DoD operates its security program separate from other government agencies, with its own procedures and standards.

Need to Know Required

Merely having a certain level of security clearance does not mean you are authorized to view classified information.

To have access to classified information, you must possess the necessary two elements: a level of security clearance, at least equal to the classification of the information, and an appropriate “need to know” the information in order to perform their duties. Just because you have a secret clearance, does not mean you would have access to all secret information in the military. You would need to have a specific reason to know that information before you were granted access.

Who Conducts Security Clearance Background Investigations?

Security clearance background investigations for the Department of Defense are conducted by the Defense Security Service (DSS). This includes background investigations for military personnel, civilian personnel who work for DoD and military contractors. The Office of Personnel Management (OPM) conducts security clearance investigations for most other branches of the Federal Government.

How Long Are Security Clearances Valid?

A periodic reinvestigation (PR) is required every five years (recently, temporarily extended to six years) for a top secret clearance, 10 years for a secret clearance, or 15 years for a confidential clearance. You may still be subject to a random investigation at any time.

When a security clearance is inactivated (i.e., when someone gets out of the military, or quits from their government civilian job or contractor job), it can be reactivated within 24 months, as long as the last background investigation falls within the above timeframe.

A Look at Readiness

By Maj. Hildred Mathews

The Army transformation places an increased premium on the Army's ability to efficiently keep its equipment ready to fight. The Army envisions relatively small but highly capable units that will deploy rapidly and then engage immediately in highly mobile operations. Because of the need to keep these units light enough for quick deployment and agile maneuver, their support structures must be lean. Yet these lean support organizations must still be able to repair broken equipment quickly. A unit with many systems unable to execute its mission or move will soon become ineffective and vulnerable. At the soldier level, maintaining your personnel equipment is just as important.

As a soldier, your responsibility is to ensure your equipment is always mission capable. In the sustainment realm, this is known as 10-level tasks. Those 10-level tasks are everything you can execute as a user to maintain your equipment. For example, each weapon in the arms room must be serviced in cyclical increments. These services are vital to the lifespan of the weapon and safety of the operator. Normal operator usage inherently degrades your assigned weapons performance. As an operator, you should be the first to identify any deficiencies and have them repaired. Your 10-level manual walks you through each piece of equipment's proper checks and maintenance requirements. The same methodology is applicable to each and every piece of equipment the individual soldier is issued. Effective readiness begins with the individual soldier. No matter rank or position, everyone inherently has personal responsibility for their equipment.



All issued equipment has a lifespan. Congress sees to it that our military has the very best equipment to accomplish our missions. Our responsibility as an organization is to ensure we properly dispose or return all outdated and non-mission capable equipment to the Army supply system. The potential for excess equipment to burden a footprint is all too easy to accomplish. To avoid this pitfall, the unit supply sergeant and commander must understand the turn-in and requisition process. Each organization has a supply support activity (SSA) assigned to it. This facility is the hub for all supply action within the Army system. Through the brigade property book officer (PBO), any unit can return property it has been assigned. The benefits of returning excess property are

1. Saves space within unit footprint.
2. Reduces the commander's hand receipt.
3. Places money back into the Army system for more up-to-date equipment.

It is everyone's responsibility to be prudent tax dollar spenders. The 470th MI Brigade has recently turned in over \$350,000 worth of excess property; effectively reducing the logistical footprint, decreased the unit commanders hand receipts by over 675 lines and saved American taxpayers dollars. Great job griffins!



Cyber Security – Back to the Basics

By Capt. Khalid Salim

You see it in almost every headline, it is not only companies but entire countries concerned with cyber and information technology (IT) security. Reports of state-sponsored cyber-attacks, ransomware, denial of service and insider threat attacks inundate news articles to the point that almost every major news network now has dedicated sections highlighting high-profile attacks and data breaches. This is indicative of what many perceive as the inherent security weaknesses many companies and organizations have as it relates to cyber security. The Department of Defense is no exception and is currently positioned at the tip of the spear to combat this. With all this talk of persistent threats and vulnerabilities, you may be wondering what it is that you as a Griffin can do to help prevent such attacks. The answer is, get back to the basics.

While our S6 and S2 sections have established a solid foundation and good posture by employing a risk-based approach to implement the security of the network and its infrastructure, it is at the user level that some of the best and most effective means of cyber protection occur. You, as the user, have the power to influence the success of our network through the right knowledge which we will provide you coupled with the right actions by you. Use these steps as a basis to ensure you are protecting the data we work so diligently to acquire and disseminate. These principles can not only be applied to our activities as a brigade but can serve as best practice guidelines for off duty activities as well.

Physical security is the first line of defense in the protection of our data. Griffins, you must be vigilant! Do not leave your mobile devices, smartphones or laptops unattended. Report unusual sightings of individuals accessing telecommunications systems (such as data lines, satellite systems or attempting to access secure areas where communications equipment is stored or in use) to the S2 immediately. Never insert unknown media such as CDs you didn't make or the ubiquitous thumb drive into your devices. Next, we must have heightened cyber intellect. Never open attachments from unknown emails. Verify receipt of suspicious files from known senders before opening. Spoofing attacks are used in conjunction with whaling attacks in which a malicious package is delivered through a seemingly innocuous email designed to appear as that of a trusted sender. Never click the attachment, it is always better to ask before taking that action. Contact the service desk to report any suspicious activities on the network if in doubt.

Never check your bank account, email, social media or any other protected content on an unsecure wireless connection. Even having this data enabled or already logged in while accessing an unsecure network could allow malicious actors to glean your login credentials even though you are already logged on. Check your log in information for all of your accounts as it often shows the location you last logged in. If someone has logged into your account from an unknown location, you have a problem. Immediately take steps to secure your accounts and delete them if necessary.

Although seemingly common in nature, it is best to reinforce this knowledge regularly and share it with our fellow Griffins so that we can raise awareness and enable our key lines of protection against cyber threats. By enabling these key lines of protection through good cyber security practices, you allow us to continue in the modernization and protection of our networks. This protection is tantamount in staying ahead of our adversaries through the preservation of our systems and data. Thus, enabling our leaders to maintain and improve our advantage in the battlefield through the uninterrupted and timely dissemination of intelligence support to the warfighter.

FRG: Helping Soldiers and Families

By Kelley Otto

Family Readiness Groups (FRGs) have become an important part of today's military. They help soldiers and families become stronger, more resilient and successful mission partners. By providing a support system, promoting resiliency and offering social outlets the FRG contributes daily to the success of our soldiers.



For some, FRGs can have a negative association and can prevent people from taking the chance to join. I want to encourage everyone to give the 470th FRG a chance. We have an amazing, strong community and our volunteers work hard to ensure that they listen to what our soldiers and families want and need. They provide great opportunities for learning and helping others as well as making new friends and bonding with unit members. An FRG takes on the qualities of the people in them. By being engaged, you're choosing to shape our FRG and have a positive influence on the future of ours.

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/>.

Brigade 2017 Fall Festival



Next Generation of Soldiers



By Monica Yoas

On Dec. 11, Maj. Amanda Vela, the brigade S1 officer, attended the MEPS (military entrance processing station) office for a very special briefing. She had the opportunity to swear in her son, Jesse Robert Vela. Jesse comes from a long line of family members who have served in the military including his father, Jesus, who served for 22 years in the Army.

“I would tell young people that are considering joining the military that it is a great honor to serve and defend our country. There are very valuable lessons learned from serving in the military such as the importance of not taking life, freedom and family for granted. Learning a skill set, discipline, punctuality and efficiency greatly assist in the transition from military to civilian life.” added Maj. Vela. Congratulations to Jesse who is set to leave for basic training summer of 2018.



Holiday Party



The 312th MI Battalion held their annual holiday party on Nov. 30 at the San Antonio Botanical Gardens. Santa and his elf took time to visit with the soldiers and their families. Gifts were given to all the children.

Soldiers in Action



Trunk or Treat Fall Festival

The 717th MI Battalion held their Trunk or Treat Fall Festival at Lackland AFB on Oct. 30. The event had fun crafts and activities for the kids. The trunk or treat provided a safe area for trick or treating.



717th MI Battalion Holiday Party

On Dec. 7, during an unusual snow event in San Antonio, the 717th MI Battalion held their annual holiday party. Soldiers and their families braved the elements to enjoy food, entertainment, raffle prizes, ugly sweater contest and a visit from Santa at the San Antonio Botanical Gardens Center.



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.



312th MI Battalion Couples Strong Bonds - Horseshoe Bay, TX

Chaplain led, Strong Bonds training was held Dec. 8-10 to enhance relationship resiliency by utilizing the Active Military Life Resiliency Skills curriculum. Couples participated in the Strong Bonds training, set in the relaxed atmosphere of Horseshoe Bay, Texas. This relationship training opportunity geared towards the needs of military couples provided a fun, skill-building event which included tools and activities to create and maintain happy, healthy relationships. The couples left the training with a better understanding of relationship resiliency, communication skills and conflict management tools.



Second Annual Brigade Chess Tournament

The brigade held their second annual chess tournament on Oct. 4 in the HHC classroom. Local chess master Jesse James hosted the tournament played in a Swiss-system, non-eliminating format which features a set number of rounds of competition. Thank you to all the participants and congratulations to the winner, Spc. Hector Barea, 312th MI Battalion.



MICA Golf Tournament

The annual MICA "Better than Work" golf scramble was held Oct. 20 at the Golf Club of Texas. Soldiers, civilians and families participated in four-person teams and spent a day of camaraderie. Congratulations to the winning team (above).

Physical Fitness



Commander's PT

Soldiers from the brigade joined Col. Parker during a kickboxing PT session at CKO Kickboxing. The event was open to all ranks and attendees burned up to 1,000 calories in the one-hour session.



#TeamGriffin in Action

Left: 1st Lt. Kendra Ishida won first place in the in her division at the New Braunfels 10K and Lt. Col. Kim Tauch placed second in her division. Right: More #TeamGriffin at the SA Rock and Roll Marathon.



Turkey Bowl 2017

The brigade's annual Turkey Bowl took place on Nov. 22 at the FSH Youth Center fields. Six teams competed for the top prize which ultimately went to the 717th MI BN, for the second year in a row. Thanks to everyone who participated and gave it their all despite the strong winds and cold temps. The enlisted team took the win in the Officers vs. Enlisted game (below). Photos by Monica Yoas





HHC and AIG Holiday Party 2017
Photos by Monica Yoas

