

# The Griffin

470th Military Intelligence Brigade Magazine  
Spring-Summer 2018, Vol. 1, No. 8

Quarterly



**FORGING THE FUTURE  
MI SOLDIER**

## In this Issue:

- 3 Note from the Commander
- 4-5 Note from the Command Sergeant Major
- 6-7 312th Military Intelligence Battalion
- 8-9 717th Military Intelligence Battalion
- 10 Brigade HHC
- 11 Army Interrogation Group (AIG)
- 12-13 IDTF
- 14-15 Brigade Language Program
- 16-31 Special Staff Sections
- 32-37 Soldiers in Action
- 38-39 Physical Fitness

**Back Cover: 2018 Commander's Holiday Reception**

## On the Cover

**Staff Sgt. Kevin Beuse as the future MI soldier.  
Cover design by Capt. Chris Phalan**



### **470th Military Intelligence Brigade**

**Commander**  
Col. Ingrid A. Parker

**Command Sergeant  
Major**  
Command Sgt. Maj.  
Lee Yoneyama

**Senior Editor**  
Lt. Col. Kimberly Tauch

**Writer/Editor**  
Monica Yoas

*The Griffin Quarterly* is an Army funded publication authorized in accordance with Army Regulation 360-1 for the members of the 470th Military Intelligence Brigade.

Contents of *The Griffin Quarterly* are not necessarily official views of, or endorsed by, the U.S. Government, Department of the Army or the 470th Military Intelligence Brigade commander. *The Griffin Quarterly* is a quarterly offset publication printed through the Defense Logistics Agency and published by the 470th Military Intelligence Brigade, Fort Sam Houston, TX 78234, DSN 471-6074. All material submitted for publication is subject to editing and rewrite. For questions or comments about *The Griffin Quarterly* call (210) 295-6458 or e-mail usarmy.jbsa.470-mi-bde.list.pao@mail.mil.

# Forging the Future MI Soldier: Way Ahead

By Col. Ingrid Parker

We, as an organization, serve the U.S. Army (1) to sustain, retain, improve and optimize intelligence tradecraft, (2) to build intelligence and individual readiness and (3) to set the theater. To do this, INSCOM designed the various military intelligence brigades, theater [MIB(T)] and their subordinate battalions while fastening the brigades to a particular mission and area of operations (AO). By umbilical chording a brigade to a geographic area, it allows the brigade to become the subject matter expert for that region while simultaneously building capacity, which is specific to an AO.

Like the other MIB(T)s, the 470th Military Intelligence Brigade is customized to an Army Service Component Command (ASCC) and mission, so when I took command, I assessed the MIB(T) organizational design and current capacity. I delved into the intelligence architecture, the collection assets, the subordinate battalion configurations, future Modification Table of Organization and Equipment (MTOE) and Tables of Distribution and Allowances (TDA) growth, organizational efficacy, and other intelligence assets within our footprint. In my assessment, the architecture was only partly functional, due to the lack of institutional knowledge to guide a complex system. Second, we are still conducting legacy collection missions that continue to create inflexibility (e.g. the inability to lift and shift) for collection against current threat streams. Third, several data streams continue to hit the floor and do not add to the over intelligence picture and therefore, do not obtain full dissemination as well. Consequently, the brigade still disseminates several intelligence products via email (point-to-point), hence this information does not add to the Common Intelligence Picture (CIP), unless manually inputted. Last, individual readiness or soldier hardiness was somewhat lethargic – as seen in APFT failures, high non-deployable rates, suicide ideations, poor job satisfaction and wore out commentary in command climate surveys. To address the gaps and shortfalls, we developed a “Way Ahead” with supporting Lines of Effort (LOE) in order to build and guide intelligence soldiers into the future.

Our LOEs are:

- LOE 1: Individual and Intelligence Readiness [e.g. inspirational leadership, fitness, intelligence gunnery, Soldier Readiness Processing (SRP) and medical readiness]
- LOE 2: Modernization [e.g. apparatus synchronization, new business practices for technological innovation, knowledge management strategy, the creative use of non-traditional collection, TCOP, Athena, and S303 Reporting]
- LOE 3: Optimization [e.g. Priority Intelligence Requirement (PIR)-driven intelligence enterprise, Area of Intelligence Responsibility (AOIR), Intelligence Handover Lines (IHL), capture data that hits the floor in the intelligence enterprise, and define reporting thresholds for the Brigade]
- LOE 4: Mission Federation called Platform San Antonio [e.g. The re-instantiation of the TCAE and pilots with external partners to include supporting the 505th MI BDE, a database partnership, data sharing agreements, and an information sharing partnership with adjacent commands through an improved architecture]

To implement our LOEs, we needed to provide direction and guidance to the battalion commanders and brigade staff for the op-



timization of the intelligence apparatus while working on individual and intelligence readiness. In order to move quickly (as commanders only have 2-years), we immediately issued guidance in several venues [e.g. face-to-face, working groups, meetings and Operation Orders (OPORD)] to the Battalion Commanders and other subject matter experts (SME) within the brigade in order to “get after it” quickly. Some agenda items were “Easy Wins”; such as, the consolidating the federated and delegated mission into one larger mission area, creating Technical Control and Analysis Element (TCAE), ensuring the use of reporting vehicles and restoring the interfaces in the intelligence architecture (e.g. the RSS feed from HighPoint to DCGS-A and DIB publication). These small improvements (or foundational activities) put into motion the modernization efforts within the intelligence enterprise, capitalizing on new instantiated tools within the architecture, too (e.g. HighPoint).

Unlike maneuver units, intelligence combat power is different and takes a combination of hard and soft skills to address the full gambit of intelligence and individual readiness. That meant, we needed a full-spectrum strategy to address organizational challenges. To demonstrate the direction and guidance to our organizational leadership, the Soldiers and civilians of the 470th Military Intelligence Brigade wrote a series of articles, indicative of how we are building intelligence combat power in the brigade to (1) to sustain, modernize, improve, and optimize the intelligence enterprise, (2) to build intelligence and individual readiness and (3) to set the theater. It was necessary that subordinate leaders understand their piece of the overall strategy towards organizational improvement. Like all organizations, some improvements were “easy wins” and quickly achieved because (1) the subordinate leader (or SME) understood and quickly implemented their piece of the plan or (2) the improvement simply required identification of the problem in order to fix it. Other improvements are moving slower and require continual oversight, hence the challenge of command, but lasting improvements are being made to improve readiness of the future generation of MI soldiers.

# Griffin 7 Signing on the Net

By Command Sgt. Maj. Lee Yoneyama



“Forging the Future MI Soldier,” is an appropriate theme to coincide with my arrival to the brigade. I think the best way to introduce myself is to share my thoughts on leadership, being a soldier and serving as your command sergeant major. Providing this insight will hopefully illustrate my role and responsibility in preparing all Griffins for tomorrow’s challenges. What follows is my leadership philosophy -

“I am a father and a soldier. My position exists to serve the people of this organization, the Army and the community. We are a disciplined, standards-based organization dedicated to being a professional team of soldiers, families and civilians.

Leadership is not only about accomplishing the mission, it is also about the way we accomplish that mission. The values of professionalism, resiliency, integrity, discipline and the practice of engaged leadership are at the core of everything we do so we are ready when our nation calls. These values are learned and reinforced through experi-

ence and seeing others lead by example. Every challenge is an opportunity to learn and grow personally and professionally.

Professionalism builds trust with the American public and with those we serve. Being a professional soldier, regardless of rank or position, goes beyond being tactically and technically competent. It means focusing on a process of life-long learning for intrinsic reasons. Leadership ability is the sum total of a person’s life experiences, training, education and inherent characteristics. How well a leader can lead, depends on their capacity and determination to continually refine their skills while upholding the values and traditions of the service. It is easy to identify what constitutes a bad leader. However, expert leadership is difficult to clearly define in a way that others can readily conceptualize and replicate. The expert and disciplined application and expression of power and influence to positively influence and improve the organization is an art, and must therefore be studied, practiced and taught. Providing this type of leadership to our fellow soldiers, families and civilians is a solemn responsibility that we must enthusiastically embrace.”

The development of a leadership philosophy is an important part of life-long learning and leader development. A leadership philosophy identifies the values, assumptions and beliefs of the leader so you understand the “why” behind their actions and decisions. It fosters mutual trust and promotes shared understanding. Most importantly, this leadership philosophy is my promise to all soldiers, families and civilians of the Griffin brigade. This is what you should expect from me and what I owe you as we move forward together.

I am truly honored and humbled to serve with all of you.

CSM Lee K. Yoneyama  
Griffin 7

## Brigade Change of Responsibility



**Above:** Col. Parker passes the brigade colors to Command Sgt. Maj. Yoneyama during the change of responsibility ceremony on Feb. 13 at the MLK Field. Welcome to Command Sgt. Maj. Yoneyama and his family.



# Forging a Deployable Intelligence Capability



By Capt. Kyle Gordy

Photos by Capt. Christopher Phillips

On today's battlefields, intelligence soldiers are called upon to conduct a myriad of complex tasks in order to deliver actionable intelligence to the ground force commander. As such, leaders must train their intelligence soldiers to be both technically and tactically proficient, maintaining expertise in their intelligence core competencies and warrior tasks and battle drills. The 312th Military Intelligence Battalion soldiers are no different and must be prepared to conduct intelligence operations for various contingency plans in support of U.S. Army South (ARSOUTH) and U.S. Southern Command (SOUTHCOM), while ready to face tomorrow's foes on a complex and ever-changing battlefield.



In order to maintain readiness, Beast Company, 312th MI BN was tasked by Intelligence and Security Command (INSCOM) to establish and certify a theater deployable intelligence support element (DISE) in order to support SOUTHCOM expeditionary requirements and Regionally Aligned Force (RAF) integration into theater. Upon activation, Beast Company immediately began manning, equipping and training the DISE in order to certify the element to deploy in support of ARSOUTH contingency plans.

The initial establishment and certification of the DISE recently culminated with a four-day certification exercise at Fort Hood, Texas from February 20-23. The exercise began with a 180-mile tactical convoy from Fort Sam Houston to Fort Hood during which intelligence soldiers exercised troop leading procedures, validated vehicle load plans/standard operating procedures and validated their ability to conduct a tactical convoy - a key sub-task for the DISE. Upon arrival on Fort Hood's range complex, the DISE immediately secured the training area by constructing and certifying a temporary secure communications facility after which they began their priorities of work in order to establish the communications and intelligence architecture needed to begin forward analytical support in austere environments.

In its totality, the training allowed the DISE to independently deploy forward and establish its own communications and intelligence architecture, coordinate both Class I (food and water) and Class III (fuel and oil) re-supply



from an external unit and receive a formal external evaluation on all key collective tasks in order to establish a baseline certification for the element. The 312th MI BN was also able to coordinate across installations and commands in obtaining maintenance and recovery support as well as external evaluators. In summation, the DISE exercise included participation from Headquarters and Headquarters Battalion, ARSOUTH, 1st Cavalry Sustainment, and the 504th Military Intelligence Brigade. According to Capt. Roy D. Ford III, the incoming Beast Company commander, the exercise “provided a baseline upon which the DISE can continue to refine and further develop its capabilities to become a lethal asset for the ARSOUTH commander.”

While this exercise provided the baseline, the DISE and its soldiers recognize there is a long road ahead in order to be able to fulfill all ARSOUTH expeditionary requirements. However, the soldiers of Beast Company stand ready to take on the challenge and continue to forge the future of a deployable intelligence capability.



# I Don't Do PowerPoint

By Capt. Jonathan Hudson

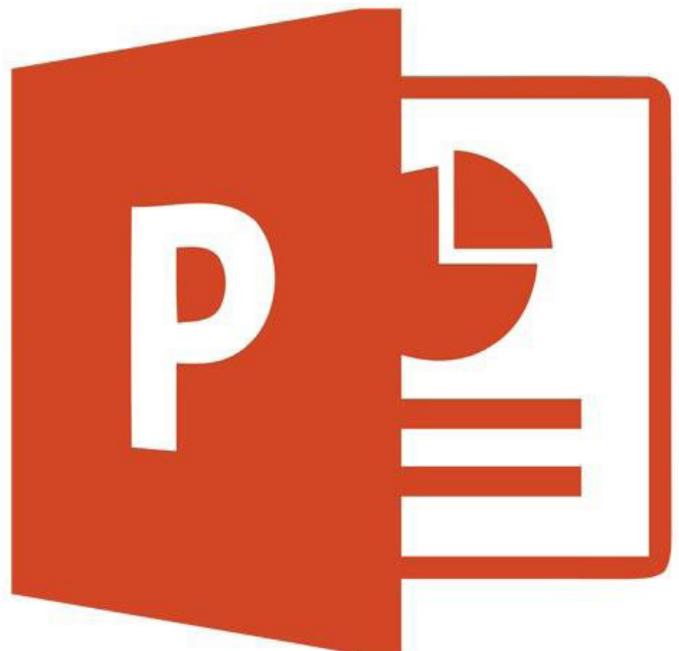
"I don't do PowerPoint." Have you ever had a military intelligence (MI) soldier say this to you before? Perhaps you were talking to a 35M, 35L or even 35P or 35S. This is usually a playful dig at our all-source brethren, but sometimes it signals a more dangerous attitude; MI soldiers who think that single-source collection is where their contribution to the intelligence process ends. Sometimes what this sentence really means is, "I don't have any interest in creating or disseminating intelligence products to audiences outside of my activity." While burrowing further into specialization is often tempting, the connective tissue between all military intelligence professionals are the intelligence core competencies and their relationship to the intelligence warfighting function (IWfF). An MI soldier who is not prepared to step out of their discipline and support the IWfF is not prepared to take on the challenges of the next fight.

Army Publishing Directorate, ADRP 2-0 positions the MI core competencies as those that every MI soldier must be well-versed in to drive the intelligence warfighting function. Just as every soldier, regardless of military occupational specialty (MOS), needs to be prepared to deploy, engage and destroy the enemy. Every MI professional must be prepared to synchronize, analyze and collect intelligence in support of force generation, situational understanding and targeting. No collector is just a collector. It is imperative that we train intelligence soldiers and leaders who can effectively accomplish their single-source mission without looking at the battlefield through a soda straw. Our signals intelligence (SIGINT) linguists need to be able to conduct structured analysis, our interrogators must understand and leverage the intelligence architecture and our counterintelligence agents must deploy the full intelligence process. These tasks are discipline-agnostic and must be mastered at all levels in order for the Military Intelligence Corps to support the warfighter.

The IWfF is bigger than the Military Intelligence Corps. Recall that within any situational order of battle (SITOB), intelligence units are rarely the only

ones performing the intelligence warfighting function. Therefore, maneuver commanders across the joint force continue to tailor their understanding of how to wield intelligence to achieve effects in support of operations and decision-making. When our MI soldiers dismiss the core competencies, they enable the wholesale abdication of the IWfF to leaders from other career fields who may choose to wield it and its supporting doctrine with effectiveness and understanding. MI soldiers may find themselves in front of maneuver commanders and staffs who understand fusion, architecture, authorities or synchronization better than they do. Falling behind in this space is a failure that the MI Corps cannot afford.

As we continue to face a complex world of threats, MI professionals must get better at driving the intelligence process across disciplines. Moving forward, the burden lies on the shoulders of MI soldiers and leaders to ensure that any commander can rely on an intelligence soldier knowing they can perform effective analysis and synchronization in addition to their single-source intelligence operations. Yes, sometimes that means doing PowerPoint.





Fifteen families from the 717th MI BN dedicated three days toward marriage and family strengthening at a Strong Bonds event held at the Omni Barton Creek Resort in Austin, Texas. Chaplain Jerry Young led the event utilizing Franklin Covey's Speed of Trust training, which focuses on building, extending and restoring trust. Pictured above, Sgt. 1st Class William Mattei briefs on the personality characteristics of the "gold" group. Below, a group picture of the families that participated in the event.



# One Team, One Fight

By 1st Lt. Karis Coe

The United States Army has several mottos, one of them is “one team, one fight”. Sometimes, this can be lost in a headquarters company because of different assignments and competing requirements. In each staff section, there are different priorities and there are office locations which can cause difficulty in feeling a sense of team cohesiveness. The brigade Headquarters and Headquarters Company (HHC) facilitates team building exercises to build team cohesion. One exercise was the Phoenix Challenge, where three platoons went head-to-head competing for the trophy and bragging rights. The company faced off against 312th Headquarters and Headquarters Detachment (HHD) in a dodgeball tournament that helped see others, not only as competitors, but rather all having the same goal – to win. These events help bring soldiers outside of their offices and built cohesion with the different staff sections they don’t normally work with. Once there is a sense of teamwork, soldiers are able to see their work and how it may affect the overall mission. Additionally, outside of the day to day job stressors there are other issues soldiers face that may hinder their ability to perform. Some of these stressors include financial readiness, exhaustion and stress management. HHC leadership was able to identify these influencers and recruited outside help to support the soldiers in distress. During sergeant’s time training (STT), HHC has offered training with financial advisors and stress level management advisors. We know and understand that finances play a huge role in our daily lives and can be distracting. The training was provided so the soldier can recognize if they need to take time off of work to resolve the problem and keep it from interfering with their ability to focus on work. Also, there are times where the stress from work, family, peers and superiors may overwhelm the soldier and cause a negative effect on their performance. However, if leadership is sensitive to the soldier they will recognize the stress and provide the resources to help them succeed in the future as MI and Army soldiers.





# AIG Provides Future MI Soldiers Support

By Master Sgt. Allen Lardell

Soldiers from the Army Interrogation Group (AIG), 470th Military Intelligence Brigade, supported Charlie Detachment (C DET), 312th MI Battalion, 470th Military Intelligence Brigade during an exercise at the IN-SCOM Detention Training Facility (IDTF), a Foundry training platform used to conduct Human Interrogation (HUMINT) training. From January 22-26, C DET participated in an Army South (ARSOUTH) command centered training event which tested their HUMINT capabilities while sharpening their knowledge of the South American area of responsibility (AOR). AIG personnel assisted C DET to prepare for the exercise by providing individual common tasks training. AIG personnel also served as observer controller/trainers (OCT) and as role players during the exercise, and provided essential feedback to C DET during their final after action review (AAR). The support of the AIG soldiers was vital in ensuring the future MI soldier is prepared for any mission they are assigned.



# The IDTF and Foundry 3.0: Forging the Future MI Soldier



**By Mark Stanley**

**Photos by Staff Sgt. Kenneth Burkhart**

The Intelligence and Security Command (INSCOM) Detention and Training Facility or IDTF is best described as a military intelligence training range for military intelligence unit commander's to train and certify intelligence tasks typically performed in support of operations at the brigade level and below. The IDTF provides an intelligence and maneuver range, global collective training scenario, IT systems, SIPR architecture and required facilities and equipment to complete the range. Perhaps most importantly, the IDTF has a staff "range cadre" chartered with "running the range" or building the exercise environment to conduct training helping the Army to forge future MI soldiers.

The IDTF and the MI range concept it represents is positioned as a key part of the Army/Foundry intelligence training strategy and a critical piece of Foundry 3.0 moving forward. As we continue to seek opportunities to enable collective training environments at home station locations, we should seek to integrate elements of the IDTF into the training design base by identifying a facility, a range cadre/staff to build scenario environments, establish an intelligence IT architecture and provide working equipment to conduct MI collection operations. Building an MI training range that is available every day inside of a range controlled area is a fundamental element of training. Location alone, with supported staff, will enable MI elements to focus on tactical collection requirements in a realistic way.

Additionally, IDTF staff members are available as part of a mobile training support package that can be sent to augment home station collective training requirements. An example of such a mobile effort occurred at Camp Hunter Ligget, California when Foundry mobilized IDTF and AOG staff members to support a 7ID exercise called Bayonet Focus in Camp Hunter Ligget, California. IDTF staff, worked with a collective training facilitator (adjunct IDTF staff member assigned to JBLM) to build roles, manage village environments, and conduct human intelligence (HUMINT) role play to create a dynamic realistic training environment for MI soldiers and leaders to prevent "no cold starts" and improve the readiness of our intelligence force. We have a great deal of work to do but with the proper applications of IDTF lessons learned in support of collective MI training, we can take a big step in helping to forge the future MI soldier into a well-trained, capable member of the Army intelligence team.

## Multi-Purpose MI Collective Training Facility - IDTF



Soldiers participated in exercise Bayonet Focus at Camp Hunter Liggett, California. Staff members from the IDTF provided support by creating realistic training scenarios to improve readiness.



## Brigade Language Program



Staff Sgt. Cintron with her host family in Antigua, Guatemala (above left). The group of soldiers from the language immersion class pose in Antigua with the Volcan de Fuego in the background (above right).

# Language Opportunities for Future MI Soldiers; Antigua, Guatemala

**By Staff Sgt. Luz Cintron**

At the beginning of the year, Spc. Kelly Lozano, Spc. Luis Ramirez, Sgt. Vincent Tezla and I were selected to take an immersion language course in Escuela Probigua, Antigua, Guatemala. The experience far exceeded my expectations.

Although, we are all native Spanish speakers we learned new vocabulary words, new colloquial terms and we had the opportunity to be fully immersed in the Guatemalan culture. Guatemala and its' loving people welcomed us with open arms and a load of delicious food, breath taking views of the active volcano, Volcan de Fuego (Fire Volcano) and colonial architecture that has been preserved since 1776.

We were able to visit a chocolate factory, a coffee plantation and a jade factory that is one of a few in the world, among other interesting places. The school's teachers were assigned on a one-on-one basis to each linguist to be able to address each individual's speaking needs.

Thank you to the 470th MI Brigade Language Program for the opportunity to participate in this cultural enrichment immersion.

# Brigade Language Program



# A Refining Fire

By Chaplain (Maj.) James Covey

*“Pure gold put in the fire comes out of it proved pure; genuine faith put through this suffering comes out proved genuine.”*

I Peter 1:7

Forging is not a comfortable process...especially when you are the object being forged. Look up any definition of the word and you will inevitably find actions like heating, beating and hammering. The premise being that a forge tests the quality of something and proves its value. Perhaps that is why concepts like forging and refining are alluded to throughout the Bible.

C.S. Lewis wrote in *The Problem with Pain*, “Pain insists upon being attended to”. God whispers to us in our pleasures, speaks in our conscience, but shouts in our pain: it is His megaphone to rouse a deaf world.” Frankly that is not something I like to read and it is certainly not something I want to experience. Nevertheless, one way to square the reality of God’s presence and love with the brokenness of this world and our own lives is that in some way he must be responsible for allowing

a measure of pain in our lives for some benevolent purpose. Lewis’ suggestion, and a clear theme of God’s word, is that part of that purpose is to grow us up, mature us and refine us.



Believe it or not, this is connected with the Army’s theory of resilience. For if resilience is defined as the ability to bounce back up, it presupposes that something has knocked us down. If you are headed up, I am happy for you. But if your current trajectory is a descent, fear not. There is a purpose in the challenge you are experiencing and part of that just might be a refining of your soul. If you are currently on that path, come and talk with a chaplain. We are subject matter experts and fellow travelers in journeys through mountains and valleys.



Above left, the brigade UMT held a single soldiers event on Feb. 9 at Dave and Buster’s. Right, Chaplain Covey gave a presentation on emotional intelligence during the HHC Team Building event on Feb. 23.

# Healthy Relationships For Single Soldiers: An Integral Part of a Balanced Soldier

Provided by Military and Family Life Counseling Program

Again and again as I sit in meetings about soldiers at risk, soldiers in pain, and sometimes soldiers in trouble, I am confronted with how important relationships are in all our lives. The recent survey conducted at the brigade on Suicide Ideation (SI) supported that relationship troubles are one of the top reasons that make our soldiers most vulnerable to SI. Studies also support positive, healthy relationships are what can make the difference in successfully dealing with the challenges life can and will throw at us ..... relationships ARE very important.

Being in a healthy relationship is such an important part of our well-being, but where does a single soldier start? A sage friend of mine told his sons the two most important decisions in your life are to select a good partner and to select a good career, all the rest will fall in place behind those two choices.

Relationships generally start out pretty easy. It's usually just about having fun together and making the other person feel special. But as a relationship grows, it's just like picking up rank, there is more responsibility. As the relationship develops, it can get better or worse, and it usually gets more complicated.

So, the first step to get started.....is with yourself. Clarify what you are really looking for in a relationship. What type of person do you typically do well with? What type of person brings out the worst in you? Become aware of your own personal pitfalls. Liking yourself is as important as liking the other person. When you like yourself, you believe that you deserve a healthy relationship and you are less likely to get involved with someone who is not right for you.

None of us are perfect and we all have different needs, so no one can expect perfection from their partner. However, there are some elements that sure can make the journey easier:

- Mutual respect for each other's individuality and needs
- Honesty, trust and commitment
- Each taking responsibility for their own actions
- Understanding that conflict is normal
- A sense of humor
- Ability to have fun together
- Sexual attraction
- Shared goals
- Vulnerability
- Honest but caring communication
- Partnership with equality and fairness
- Love, caring for and wanting the best for each other

I always like the old Irish saying, "Date with your eyes wide open, marry with your eyes half closed."

Check to see if you feel good about who you are in the relationship. Don't ignore warning signs, talk about them. If past hurts and relationship problems are getting in your way, seek help from a Chaplain, Military Family Life Counselor or behavioral health specialist.

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 at (210) 845-3769 or visit the "Health of the Force" suite on the first floor of the headquarters building the first floor of the headquarters building.

# Forging the Future

## Military Intelligence Soldier

By Sgt. 1st Class Lisa Tomlin

According to the creed of the Military Intelligence Corps, the core task of a military intelligence soldier is “finding, knowing and never losing the enemy”. The soldiers of the 470th Military Intelligence Brigade make a conscious decision to continue to serve the nation by reenlisting to maintain continuity and stability for future soldiers. This is a huge commitment to the profession of arms, the sacrifices that come with the profession and the creed of the Military Intelligence Corps, which is hardly a cliché.



Our success in strengthening the intelligence community (IC) for the future is of critical importance to all Americans. We take great pride in reenlisting quality soldiers, over quantity. This ensures that our soldiers are afforded the opportunity to receive proper training, experience and to become diversified to become future leaders and to make sure the Army can complete its mission decisively.

Reenlistment has always be a privilege for soldiers and not a right. The Department of the Army policy states that “only those soldiers who have maintained a record of acceptable performance will be offered the privilege of reenlisting within the active Army, transferring or enlisting into the Reserve components” and our soldiers have surpassed that quality. Reenlisting is a very special moment for a soldier, their families, the reenlisting officer and all those whom have had the pleasure to serve alongside them. In order to ensure the future of the Army, we must attract and retain the best intelligence professionals and overall soldiers within our formations.



Sgt. Kevin M. Carter, of B Company, 312th MI Battalion, reenlisted on Feb. 14. Battalion commander, Lt. Col. Christopher S. Synowiez administered the oath. He reenlisted for four years. Congratulations Sgt. Carter.

# The Work Environment's Impact on Readiness

By Sgt. 1st Class Edward Gribbins

The military intelligence (MI) soldier possesses a unique set of skills unlike any other warfighter. Proficiency in their basic soldier skills as well as their unique intelligence discipline is a delicate balance of complimentary war fighting tools. To hone these skills and disciplines through institutional training, is a linear path with minimal left and right limits. Even with a successful training plan, our MI soldiers are not formally trained in interpersonal or self-development skills. Equal opportunity training is changing how soldiers see mandatory Army training.



EO training gives the MI soldier a new perspective on both themselves and the world around them. This is achieved through real-world scenarios and discussions about each other's personal socializations and how these unique socializations affect their personal outlook on the world around them. Self-identification is only the first step in the Equal Opportunity training path. Once soldiers have become more self aware, they can begin to utilize their modernized skill set in the field. The ability to identify scenarios where the equal opportunity boundaries in the work place are being tried and tested is an important skill for each soldier. More EO trained MI soldiers, would represent a force multiplier for a unit commander.

Information coming from the lowest ranked soldier in the organization much like an actionable piece of intelligence, can be acted upon swiftly to the benefit of the entire formation. It is not just the MI leader's responsibility to identify issues as they arise, it falls on every soldier. Today's junior soldiers are receiving this training much earlier in their career than their predecessors. This training arms the next generation of MI soldiers with the tools needed to identify those faults in their surroundings and make necessary corrections. Regardless of each soldiers' background or creed, they are empowered to make a difference in their environments and foster a culture of acceptance and professionalism.

**Below**, Col. Parker is joined by retired and active duty women who participated in the Women's History Observance at the Fort Sam Houston Theater on March 7. The event was hosted by the 470th MI Brigade.



# Importance of Counseling for Soldier's Future

By Spc. Justin Brimmage

What is a DA Form 4856? Great question! Most of us have seen the form, but few of us actually receive counseling when we should. The Army's mission is to fight and win the nation's wars, but planes and tanks do not operate on their own; they require trained and ready soldiers to operate them and complete the mission. As an Army, we cannot ensure mission accomplishment without making sure our fighting force is well-trained and disciplined. Our future and the legacy of today's Army depends on how well we prepare the next generation of soldiers through teaching, coaching and mentoring—in a word, leadership. Although it tends to have a negative connotation, counseling can and should often be a positive developmental tool. The three different types of counseling are: event-oriented, performance and professional growth.

Event-oriented counseling is the most important and most widely-used. This type of counseling can be used for reception and integration, crisis, referral, promotion and separation. Event-oriented counseling is often associated with poor performance for situations involving failures to report, dereliction of duty or false official statements (lying). The importance of proper counseling for leaders cannot be overstated and this is the most common area where leaders can fail their soldiers and the command. A poorly-written counseling statement—or no counseling at all—can impact the command's options for dealing with a problem soldier. Sometimes, the best way to get rid of a problem soldier is to separate them from the Army. Did you know that Army Regulation 635-200 (Active Duty

Enlisted Administrative Separations) requires commanders to ensure adequate counseling and rehabilitative measures are taken before separating a soldier, in many instances?

This includes separations for parenthood, personality disorder, some physical and mental conditions, entry-level performance and misconduct, unsatisfactory performance, minor disciplinary infractions or a pattern of misconduct, and failure to meet body fat standards. If there is an absence of counseling and an opportunity to improve, the command can be stuck with the soldier.

In order to properly counsel a soldier, you need to explain the purpose of the counseling, address the defect or bad behavior, allow for a response, remain unbiased, and give a plan of action to correct the issue, to include the leader's responsibilities. When you go into a counseling session, be prepared to help the soldier discuss and overcome personal issues because poor work performance is often tied to unresolved personal issues.

The second type of counseling is performance counseling. This type of counseling should be done with all soldiers to address all levels of job performance, both good and bad. Most soldiers do not set out to intentionally fail their superiors; many simply do not know what is expected of them. Accordingly, many simple shortcomings can be resolved by communicating leader expectations to the soldier. Performance counseling is effective



DEVELOPMENTAL COUNSELING FORM	
For use of this form, see ATP 6-22.1, the reporting agency is TRADOC.	
<b>DATA REQUIRED BY THE PRIVACY ACT OF 1974</b>	
<b>AUTHORITY:</b>	5 USC 301, Departmental Regulations; 10 USC 3033, Secretary of the Army.
<b>PRINCIPAL PURPOSE:</b>	To assist leaders in conducting and recording counseling data pertaining to subordinates.
<b>ROUTINE USES:</b>	The DKO Blotter Routine Uses set forth at the beginning of the Army's compilation of systems or records notices also apply to this system.
<b>DISCLOSURE:</b>	Disclosure is voluntary.
PART I - ADMINISTRATIVE DATA	
Name (Last, First, MI)	Grade
Organization	Date of Counseling
Name and Title of Counselor	
PART II - BACKGROUND INFORMATION	
Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance, Professional or Event-Oriented counseling, and includes the leader's date and observations prior to the counseling.)	
PART III - SUMMARY OF COUNSELING	
Complete this section during or immediately subsequent to counseling.	
Key Points of Discussion:	
OTHER INSTRUCTIONS	
THIS FORM WITH THE DESIRED COPY IS TRANSMITTED TO THE OTHER UNIT (REGIMENTAL BATTALION, REGIMENT OR BTRY, OR AGENT) REFERRED TO FOR SEPARATION REQUIREMENTS AND NOTIFICATION OF LOSS OF BENEFITS/COMMITMENTS (SEE LOCAL DIRECTIVE AND AIR 1435.303).	
DA FORM 4856, JUL 2014	PREVIOUS EDITIONS ARE OBSOLETE.
Page 1 of 2	AFD LC 11.0463

Plan of Action (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specified time line for implementation and assessment (Part IV below)	
Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate.)	
Individual counseled: <input type="checkbox"/> I agree <input type="checkbox"/> disagree with the information above.	
Individual counseled remarks:	
Signature of Individual Counseled:	Date:
Leader Responsibilities: (Leader's responsibilities in implementing the plan of action.)	
Signature of Counselor:	Date:
PART IV - ASSESSMENT OF THE PLAN OF ACTION	
Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)	
Counselor:	Individual Counseled:
Date of Assessment:	Date of Assessment:
<b>Note: Both the counselor and the individual counseled should retain a record of the counseling.</b>	
DA FORM 4856, JUL 2014	Page 2 of 2
AFD LC 11.0463	AFD LC 11.0463

as a snapshot of overall performance during a certain time period, complete with objectives, standards and performance. When the counseling will address substandard behavior, it is best to not dwell too long on past performance, but instead to primarily focus on future performance. The evaluations report process requires periodic performance counseling for noncommissioned officers and officers. There are no formal evaluations for soldiers below E-5 and as a result junior soldiers are often left out, not receiving performance counseling unless they perform poorly. This is improper and indicative of poor leadership.

The third type of counseling is professional growth counseling and is useful for collaboratively mapping out a soldier's short-term and long-term future goals. As part of this process, leaders and subordinates can work to identify strengths and weaknesses to help plan for future success. As a leader, you must be open to your soldier's plans and be careful not to project your likes or dislikes upon them. This type of counseling is more constructive and effective if the leader acts as a mentor. The leader's job is to help their subordinates reach their own personal goals, not to force them to change their goals to suit the leader's tastes.

In conclusion, counseling is one of the most useful and often underutilized tools in the Army. To be used effectively, counseling must be balanced and an honest representation of the soldier's strengths and weaknesses. Developmental counseling must be a collaborative effort; if you expect help or change from your soldiers, you must be willing to help them as well. Pay attention, make eye contact, be supportive but firm and do not rush to conclusions.

# Forging the Future

By Sandra Hocking

Of all the challenges that military intelligence soldiers face as they forge the future, sexual harassment and sexual assault should be the least of their concerns. Unfortunately, despite our best efforts, sexual harassment and sexual assault in the military are still significant problems and will not likely disappear anytime soon. We are making progress, but we still have a long way to go.

The Army's biggest challenge is that it does not exist in isolation. The Army is part of a larger community that often does not hold the same values and ideals. To eliminate the problems of sexual harassment and sexual assault in the military, we must work simultaneously to eliminate the problems of sexual harassment and sexual assault that exist in society. Military intelligence soldiers will then have to go beyond the computer screen and into the world in which they live to combat the problems that inhibit their ability to forge the future.

First and foremost, soldiers will have to constantly resist the lure of anti-SHARP messaging that has permeated almost every aspect of our society. The average soldier receives Sexual Harassment/Assault

Response & Prevention (SHARP) training but a few times a year; however, they receive anti-SHARP training on a daily basis as they are confronted with messages and images in the media that run counter to the goals of the Army's SHARP program. Soldiers must be critical of these messages and remember that they live by the Army values and the higher standards that they are expected to uphold. It is not enough for soldiers to adhere to SHARP policies while they are on-duty; soldiers must uphold SHARP policies 24/7.

Soldiers will also need to go beyond simply resisting anti-SHARP messaging and work to influence the culture that exists beyond the gates. Soldiers will have to be the voice for change. Progress will not come fast, but will occur slowly with every conversation that causes someone to re-think their behavior or the behavior of others.

Collaboration is key. Sexual harassment and sexual assault are not military problems, they are societal problems that our society, as a whole, will need to address. Soldiers will be part of this collaborative effort - not standing alone, but leading from the front.



The brigade SHARP team participated in a training with local advocates and fellow VAs and SARCs. The training was provided by TAASA (Texas Association Against Sexual Assault).

# Funding the Future MI Soldier

By Miguel A. Ocasio Moya

As technology changes, we must do our best to stay ahead of our enemies and ensure our intelligence gatherers have the most updated equipment and training 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.

Training soldiers is a costly affair but well worth the expense. For fiscal year (FY) 2018, the brigade units are forecasting approximately \$850,000 for training. Training includes those needed to maintain AR 350-1 standards, officer, warrant officer and enlisted development, and mission related training (to include language training).

As new personnel arrives, their leadership assesses training levels and forecast the training needs. This requires holistic-type planning in order to anticipate how technology will change and ensure personnel maintain the level of proficiency needed to stay up-to-date with this changing technology.

At the 470th MI Brigade, the yearly training requirements for the upcoming FY are forecasted in the summer before the fiscal year begins. Because of this, leaders must rely on past experiences and current unit readiness to figure out what the training needs will be for the following fiscal year.

The spend plans capturing these training requirements are consolidated by the brigade resource management (RM) office and relayed to the INSCOM G8 who in turn consolidates the requirements for the entire direct reporting unit (DRU) and submits them to Department of the Army (DA) for funding. If all works well, the funds are in place by the beginning of the fiscal year. These training requirements are constantly reviewed at unit level, formally reviewed during the brigade program budget advisor committees (PBACs).

Of course, all plans have their challenges. Mission requirements, soldier injuries, courses are cancelled and, the one near and dear to me, limited funds, are factors that affect the execution of the planned training.

We are currently working on a fifth continued resolution (CR) for FY18. A CR is a temporary funding measure passed by Congress and approved by the President, which allows the federal government to work with a finite amount of money for predetermined amount of time. The current CR ends March 23.

This is a major external challenge that affects the timing of the planned training. As the availability of funds is limited, the unit leaders must assess the risks and prioritize the training needed in order to maintain proficiency within the organizations; no easy feat. This definitely becomes a brigade-wide team effort driven by the Brigade S3 and leadership to ensure the expense of the limited funds will benefit the soldier and the brigade's capability to provide the best support to our consumers.

Training our soldiers, regardless of specialty, is a major responsibility for our leaders. The brigade RM office's responsibility is to make sure the funds are in place to complete the training. Because of the challenges imposed by internal and external factors, we must stay flexible to change, be resilient and adjust the training requirements, keeping in mind personnel growth and the unit's ability to provide well trained professionals.

# Electrical Safety

By Todd Ramsay

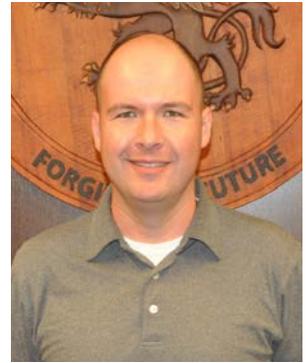
We are all guilty of charging cell phones and tablets in bed either on purpose or by accident. Did you know that by doing this you're at risk of starting a fire? I think waking up to a fire in my bed is one of my worst nightmares. Cell phone and tablet chargers need space to breathe. They generate heat and need proper ventilation. Devices that are covered and unable to breathe build up heat and may lead to a fire.

We don't always consider the risks before we charge our devices. I'm sure you have all heard about devices exploding or catching fire, but have you thought about why it happened? Unplug your phone before you start using it. When you drain or charge your battery, your phone lets off heat and when you drain your battery by using it while it's trying to charge, it gets even hotter. Always place your devices on a hard flat surface when charging. Never place them on upholstered furniture. Air vents on the backs and sides laptops should never be blocked in order to allow for ventilation. Bedding can easily block airflow and cause devices to overheat, so never leave these items on a bed while sleeping.

Always inspect your chargers for excessive wear. Damaged cords can spark and cause fires. Last week, my wife's iPhone charger started smoking while she was driving our kids to school. The cord was a cheap model that we purchased at the gas station. It was slightly frayed like the one pictured to the left. Damaged or frayed

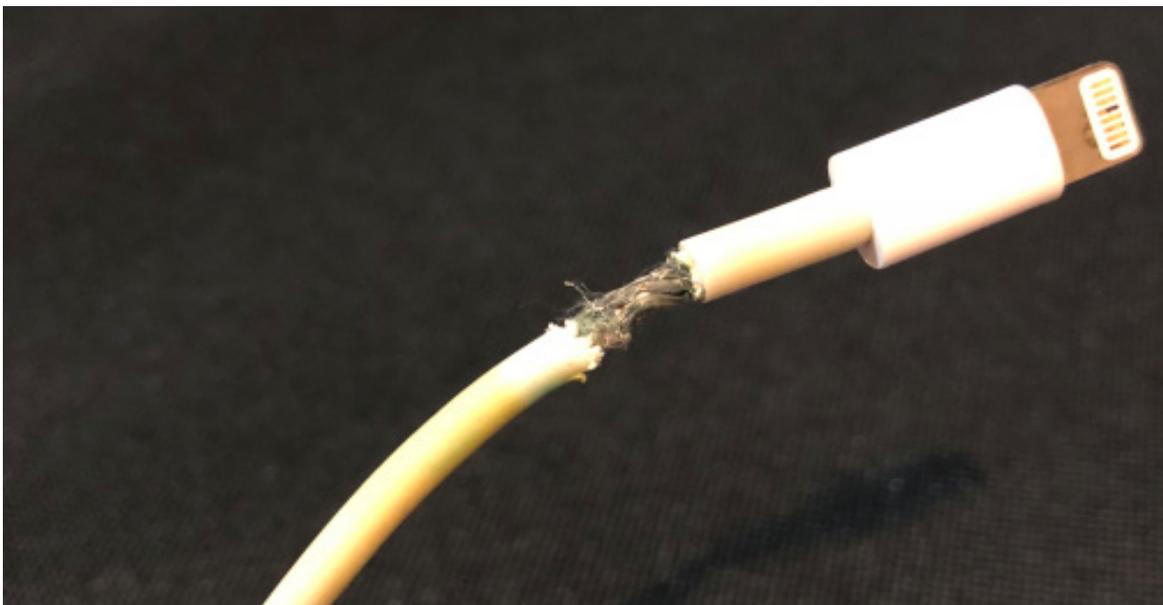
cords should be discarded immediately.

My wife and I recently implemented new rules concerning how our family uses devices in our home. Below is a list of a few changes we decided to make.



- We no longer charge devices in our bedrooms. All charging occurs in our kitchen, on granite countertops or tile flooring. (My phone is always fully charged before I place it on my bedside table when I go to bed)
- We no longer buy cheap cords from gas stations. I'm sticking with ones straight from Apple.
- We no longer charge our phones in our vehicles when no one is around. (My truck will charge devices even when not running)

Those are just a few changes we made. They might be a little excessive but I'm willing to deal with a little inconvenience if it means my family is safer. Consider making a few changes to how you charge phones and other computer equipment in your home and vehicle. Your safety is an integral part of our mission success. Electrical cords may seem insignificant but they have the potential to cause long lasting negative impacts in our lives. You are the U.S. Army's greatest asset, you are its heart and soul. Keep yourself safe so that you can come to work healthy and ready to start Forging the Future.



# Let Them Eat Cake!

By Capt. Scott McKinney

Nothing just happens, good plans and subsequent success don't. Take a moment to let that sink in. Why is it that companies go bankrupt, projects fail and people give up? It is because, in the final analysis, the company/unit/organization failed to invest the time, the right people and/or resources necessary to both understand a given challenge and, once understood, create and implement a strategy to overcome the challenge. A failure at any point in this process guarantees a failure for the whole venture. An example of this would be if you tried to successfully bake a cake. Cook it too long and it will burn, but don't cook it enough and it becomes a soggy and potentially unhealthy mess. But let's say you cook it the right amount of time and instead put in the wrong amount of ingredients or in the wrong sequence you will discover to your dismay that the cake is too salty, eggy or bready and in the end possibly inedible. But what if the problem was that you, as the cook, were untrained and inexperienced in the use of the stove and cooking utensils and/or had never used a cookbook or seen someone cook and therefore did not know or understand the meaning of measurements or activities like sifting, whipping and greasing? Once again, you would have a colossal mess. Consider how much is required to bake a successful cake and you begin to understand the monumental challenge for any organization trying to attempt change.

Since change is so resource intensive and because you are working in a resource constrained environment you need to make sure that any change made is worth the resources and effort required. The Knowledge Management proponent has a five step process to ensuring you do not waste the resources the military has provided and they call it ADDPI, which stands for assess, design, develop, pilot and implement.

The most important phase of this process is the first. Without a good assessment or analysis of the problem any solution produced will, in the long run, fail. As they say, "garbage in, garbage out". Therefore, it is imperative that when you begin the assessment phase you ensure the people you chose to lead and facilitate the process are experienced and knowledgeable. Change is not the kind of thing to leave to amateurs. Once this hand-picked group of people has identified the knowledge or performance gaps within their organization the commander must then be engaged to prioritize the efforts and provide guidance.

With the guidance received, the team can then move on to the design and develop phases. The key to success for the design and develop phases is collaboration. Without the input and buy-in of the different staff proponents and units the product will be incomplete and the implementation ineffective. The lack of socialization and collaboration on many a project has led to its failure. Therefore, it is once again imperative that we maximize the people part of the equation. A plan will remain only a plan if it never gets the acceptance of the people who are going to implement and enforce it. Which brings us back to the commander. Engaging the commander at every level insures that your project remains in sync with the commander's lines of effort and intent.

Once the plan has been created and before it is fully implemented, it needs to be tested or, as it is known in ADDPI, piloted. This phase is crucial for the discovery and mitigation of any unforeseen issues which the initial planning, design and development had not anticipated. Without the pilot phase you could be asking for your project to publicly blow up in your face; not something you want in a project requiring the confidence of your fellow soldiers and civilians.

Finally, upon approval of the commander the plan will be implemented. In the Army this is usually done in the form of an OPOD (operation order). The implementation, more often than not, should be the easiest part of the process, IF the appropriate effort was put into the previous four steps. But, and this is a big but, don't forget to re-assess the results at some point after the implementation. For as they say during war, "no plan survives first contact". Things change; be it people, technology, policies or regulation. If this happens, you need to be prepared to change course or make adjustments or start the whole process over again based on the facts on the ground. If re-assessment is not part of the OPOD you can find yourself doing things that no longer make sense in the operational environment six months down the road.

So, are you sick of eating burnt or salty cake or no cake at all? Then you may want to ADDPI(e). Trigger the groans.

# Future MI Soldier Promotion Criteria

By Staff Sgt. Kayla Chanek

Leader development is a time-intensive process. A focus of the Noncommissioned Officer Corps (NCO) is to build leaders of competence and strong moral character that are physically fit and ready to lead soldiers in combat. Leaders at all levels must ensure they develop and train soldiers and NCOs to assume greater roles of responsibility. We must train and retain soldiers and NCOs that are competent, educated, motivated and team players. They are the future of our Army.

The following information listed below provides the time in service and time in grade requirements as well as military education in order to be recommended to attend a promotion board.

**To be promoted to Sergeant-**  
**Primary Zone: 35 months time in service; 11 months time in grade**  
**Secondary Zone: 17 months time in service; 5 months time in grade**  
**Mandatory List Integration: 47 months time in service; 23 months time in grade**  
**Completion of Structured Self Development 1**

**To be promoted to Staff Sergeant-**  
**Primary Zone: 71 months time in service; 17 months time in grade**  
**Secondary Zone: 47 months time in service; 6 months time in grade**  
**Mandatory List Integration: 83 months time in service; 23 months time in grade**  
**Completion of Structured Self Development 2**



A major difference with the new promotion system is that all soldiers and NCOs will appear before a board once they reach the primary zone unless they are barred by headquarters, Department of the Army, for failure to complete structured self-development or barred to continued service initiated by the commander. This bar will be reviewed by commanders every three months and involuntary separation will be initiated after the twelve-month mark.

The commander's list integration has been replaced by the mandatory list integration. The time in service and time in grade requirements are listed above. A key difference with this new method is that soldiers will have all eligible points as if they attended a promotion board and will be able to continue add points to their promotion point worksheet.

It is imperative that leaders identify soldiers and NCOs that are not ready to attend a promotion board while they are in the secondary zone. This way they can be counseled and provided an opportunity to sharpen and improve their skills, knowledge and attributes. Otherwise, once they are in the primary zone and fully eligible, they will attend the promotion board or commanders will initiate a bar to continued service. It is important to recognize unique talent of all members of our Army team and continue to develop their strengths to build the future of our Army.

# Congratulations Lee McKinney and S2



## By April Evans

Lee McKinney, Brigade Command Security Manager, earned the Antiterrorism (AT) Honor Roll award at Army level. The award recognizes significant individual contributions to the AT program. Selectees are chosen by a review board comprised of Headquarters, Department of the Army Office of the Provost Marshal General (OPMG) AT Division.

The Army Antiterrorism (AT) Awards Program was established to recognize excellence and significant achievements in the antiterrorism field and those who work hard behind the scenes to protect DA personnel, family members, facilities, units and installations. These individuals work diligently to heighten awareness of military and family members to the nature and dangers of terrorism, while also deterring terrorism through aggressive defensive measures and Army Antiterrorism Strategic Plans.

“I could not have done it without the help and great work of our S2 personnel”, added McKinney.

# Setting the Theater for Future MI Soldiers

By Maj. James Chester

Setting a theater is often considered to be the responsibility of logisticians. In fact, an entire issue in the sustainment counterpart to this publication was dedicated to the concept. While the sustainment warfighting function does play a large and essential role in the process, setting an operational theater requires input from all warfighting functions, including intelligence. Most of us who deployed in support of Operations Enduring Freedom, Iraqi Freedom and their follow-on operations deployed into mature, established theaters where setting and opening a theater had long since ceased to be a concern. Likely future operations will be conducted in far different operational environments. The advances in adversary capabilities that underpin many multi-domain battle concepts require the Army to be ready to rapidly deploy into theaters dramatically different from late-stage Iraq and Afghanistan.

Army Doctrine Reference Publication (ADRP) 4-0, published in 2012, defines setting the theater as “all activities directed at establishing favorable conditions for conducting military operations in the theater, generally driven by the support requirements of specific operation plans and other requirements established in the geographic combatant commander’s (GCC) theater campaign plan.” A more recent, but non-doctrinal definition suggested in 2015 proposes defining setting the theater as “the broad range of actions conducted to shape the operational environment, deter aggression, and establish the conditions in a theater of operations for the execution of strategic plans.” Either definition has clear implications for intelligence warfighting function responsibilities. Setting the theater is simply a way of thinking about operations that include a wide range of activities in support of Phase 0 and Phase 1 requirements in the joint phasing construct that all lead toward specific condition-setting objectives. A wide range of organizations are setting operational theaters throughout the world every day, including INSCOM work in support of theater army requirements.

One of the key tasks for a theater army is to set the theater, briefly described in FM 3-94 as a task to “set conditions in the theater for the employment of landpower.” INSCOM’s Military Intelligence Brigades (Theater) (MIB(T)s support theater army/ Army Service Component Command (ASCC), and, in turn, GCC and aligned commander requirements in setting the theater in a variety of ways. In this article, I will cover some of them, including conducting distributed intelligence operations, the importance of joint, interagency, and multinational (JIM) integration, and intelligence and communications architecture development. I will also discuss some of the MIB(T)’s responsibilities in the theater opening process and what the future should look like as INSCOM and its MIB(T)s continue to improve our theater setting readiness.

Our multinational partners provide essential perspectives and capabilities. In some regions, one or two partners are so significant that we would be unable to effectively plan or conduct operations without their input. In other regions, input from a wide range of partner nations is necessary to achieve the shared understanding that allows us to act effectively. In either case, they provide indispensable functions. This includes not just relying on partner nation ground intelligence forces, but also leveraging expertise through U.S. joint and interagency partnerships with their own multinational counterparts. The regional expertise and distinct capabilities of these counterpart professionals often provides knowledge and opportunities that other U.S. Army, joint service, or interagency organizations can’t match. More importantly, based on the status of forces and other agreements signed between the U.S. and many of our international partners we are legally unable to conduct certain operations without host nation approval. Setting the theater necessarily requires that primary effort take place prior to the outbreak of hostilities or the beginning of a contingency operation, so wartime authorities, if granted, are insufficient to allow us to conduct the actions necessary to set an operational theater. The opening period of a named operation is too late to begin setting the conditions for mission success, making host and partner nation integration essential in any theater.

A better definition of theater opening for the non-sustainment warfighting functions, including intelligence, would be “the establishment and operation of processes, systems, and facilities that facilitate RSOI of forces within a theater of operations.” Under this definition MIB(T)s help to meet intelligence requirements in several ways.

Early during a potential conflict or other contingency operation a MIB(T) will likely deploy an intelligence support element, potentially in conjunction with the ASCC’s combat command post (CCP). This element will not only provide a better understanding of the operational environment to CCP leaders but it will also serve as one of the, if not the first intelligence organization(s) in a new operational theater. As such they will provide an integration point for intelligence organizations first arriving in a new area of operations. As more robust force levels are established the MIB(T) will need to synchronize with the ASCC G2 staff to help receive arriving intelligence organizations and to ensure they are appropriately connected to theater intelligence databases and other architecture. Depending on operational requirements, this reception and integration will involve pulling units not only into theater intelligence systems and processes, but also incorporating a wide range of potential augmentation directly into the brigade itself.

INSCOM organizations work to set operational theaters every day and we continue to improve how we do it. Support to theater exercises in every GCC allows intelligence professionals to improve our condition-setting operations. Specific set the theater exercises further allow INSCOM brigades to uncover capability gaps and establish solutions that draw on the capabilities and expertise of the entire intelligence community. Additionally, examinations of essential tasks and functions to account for unique theater setting requirements will help ensure units remain ready to perform these functions in the future.

There is still more that can be done. Use of Army Prepositioned Stocks (APS) and other prepositioned unit sets allow for the rapid deployment of units into potential conflict zones. The presence of these stocks also serve as a credible deterrent for adversaries considering actions that might provoke a U.S. military response. APS and other prepositioned unit sets should continue to maintain intelligence and other warfighting function systems that would allow INSCOM and other intelligence organizations to rapidly deploy into a range of potential theaters.

Our adversaries are watching, assessing, and responding to both our actions and our inaction. Readiness in setting a theater through effective performance of and support to ongoing operations and effective preparation for potential contingency operations can help to deter conflict. If this deterrence fails or if circumstances require a military response short of armed conflict then INSCOM’s ability to set an operational theater will play a significant role in the success or failure of arriving forces in supporting combatant commander missions in the land domain. By understanding and executing the tasks, we must perform now while also being ready for likely future missions INSCOM will continue to ensure that we can set the theater in ways that enable mission accomplishment.

# Modern Sustainment within the Military Intelligence Brigade



By Maj. Hildred Mathews

The ever-increasing complexity of the operational environment reinforces the necessity of how sustainment is executed in the military. Sustainment within any military organization has one primary objective when executing its wartime and garrison mission, to never culminate due to overreaching your logistical capabilities. Some of our greatest battlefield leaders have failed because they overlooked their forces' sustainment requirements and underestimated the importance of those sustainment requirements. Over 200 years ago, Napoleon and his Grande Armée set out to conquer Russia, and although his sustainment plan, obtain supplies from the land, had consistently proved viable and enduring, for this battle it proved insufficient. A sustainment plan in today's modern military is nested in every echelon and unit. These plans prevent organizations and units from culminating or overreaching their logistical capabilities.

Organizations reach their logistical end state using completely different sustainment models. There are many differences in how we sustain a military intelligence brigade and how a brigade combat team (BCT) is sustained. Key components to the MIB(T) (military intelligence brigade, theater) support structure that differ from the brigade combat teams. BCTs are operationally controlled support elements, hybrid maintenance management, and command supply discipline. These three areas function very differently but have the same effect when employed.

Identifying gaps and placing key sustainment components into an organization using command relationships is a staff's responsibility that should not be overlooked when moving beyond the garrison. The MIB(T) support structure, unlike any BCT, is not equipped with organic support elements to sustain the organization outside of the garrison environment. Forward logistics elements, brigade support battalions and sustainment brigades are military organizations that integrate with the strategic level proponents when deployed beyond the garrison environment.

How does the MIB(T) integrate its logistical requirements into the theater sustainment architecture without the basic sustainment components to enable their mission requirements and set the theater? Command relationships and support augmentation have to be built into the MIB(T) and shaped into an organization that can effectively bind itself into the sustainment fabric and support the personnel and equipment within the organization. Bottom line, the MIB(T) is not a self-sustaining organization outside of garrison. When deployed, theater sustainment assets are realigned and supporting organizations are tasked to support the MIB(T).

# Cyber Security – Back to the Basics

By Capt. Khalid Salim

Successful unified land operations rely on the adaptability of our soldiers in the face of the enemy. It is the responsibility of leaders to find and nurture talent through relevant training and dynamic leadership. Within cyber, electronic warfare, signal and intelligence domains, the nature of the protection and the acquisition of information does not remain static. Adversaries are constantly and consistently developing ways to circumvent, disable or destroy our systems to acquire the information or effects they need and prevent us from doing the same.

These challenges are compounded by the issues that soldiers face today involving a lack of funding, continuity challenges, as well as systematically poor maintenance support from some support representatives. Leaders are pursuing creative ways to engage in cost beneficial training by developing and/or requesting mobile training teams (MTTs) and engaging in more train-the-trainer focused scenarios to address not only the funding issue but continuity challenges as well. Leaders and soldiers address continuity challenges by engaging in cross training, developing policies and standard operating procedures to help eliminate short term gaps in knowledge and capabilities. This focus on reducing the gaps through training enables soldiers to maintain and sharpen their skills further by helping to reduce the reliance on external entities thereby increasing and maintaining overall readiness. It is important to note that leaders should be identifying key talent to engage in training with industry and certifications outside of the Department of Defense. This helps to develop a broader skillset in our soldiers by enabling extensive exposure to effective industrial and technical procedures directly impacting the lethality of effects and defense of assets across our organization.

Soldiers must rely on the best practices mentioned above as a guideline to developing solutions to complex problems to address challenges within this dynamic environment. It is important to note that soldiers must be aware of and operate within the limits of their environments as actions in good intention can have detrimental effects if not coordinated properly with the network owners and applicable authorities.

Coordination with leadership is paramount in achieving the desired effects and leaders must encourage the free flow of ideas, information and solutions to enable innovative approaches to problem solving within and beyond the aforementioned domains. Leaders must remain engaged with their soldiers and actively search for opportunities to increase their capabilities as it relates to key objectives of exploiting the initiative and protecting the network.

The challenges and solutions mentioned above are the baseline by which we enable our soldiers and leaders to pivot effectively to deter or engage and defeat the enemy in what is now a largely non-conventional fight in the Cyber and Intelligence domains. Continued focus, flexibility, preparation through training and shared knowledge are the keys by which soldiers can and will successfully face tomorrow's challenges. Cognizant and engaged leaders are the catalyst by which these keys are best put to action. So, if you have a new idea share it, if you have a weakness train it and always remember that if everyone is moving forward together in the right direction, then success takes care of itself. Teamwork and effective training are paramount to maintaining proficiency and ultimately relevancy in today's complex and challenging environments.

# Family Programs for Our Future Soldiers

By Kelley Otto

The strength of the 470th MI Brigade is the soldiers, and the strength of the soldiers is their families. It is critical that the unit improve performance and encourage resiliency of its biggest asset -- its people, ensuring they are prepared today and in the future.



There are a wide variety of family programs that are currently offered in the brigade. These include: Family Readiness Groups, Volunteer Program, Resiliency Training, Deployment/Reintegration Support, Military and Family Life Counselors and Information and Referral Support. Joint Base San Antonio (JBSA) offers many additional programs. These include: Family Advocacy Program, Financial Assistance Program, Employment Assistance Program, Relocation Readiness, New Parent Support Program and Army Emergency Relief.

Family programs throughout the brigade and the Army have a history of success due, in no small part, to their ability to adapt to the changing needs of soldiers and their families. While operations tempo (OPTEMPO) plays a major role in those changes it has also been able to adapt to technological and societal changes. Examples of these changes aren't hard to miss. Classes were offered at family centers on post in the past but now there is a wide variety of training and self-improvement courses available online. Also, as the definition and make-up of our families has changed so has our program content to ensure they are all inclusive. Our family programs are always evolving to meet the needs of our people now and in the future.

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](mailto:kelley.a.otto.civ@mail.mil). You can also join our Facebook page at <https://www.facebook.com/groups/1627095797557185/>.



HHC and the brigade FRG held a family friendly bowling event on Jan. 23 at the Fort Sam Houston Bowling Center. Everyone who attended enjoyed free pizza and drinks plus two hours of unlimited bowling.

# The Future in our Hands



By Pfc. Shawn Reed

“I serve the people of the United States, and live the Army Values”, is the backbone concept of the 470th MI Brigade volunteer program. As a mentor in the city of San Antonio, I have realized that some areas are better than others. On the east side of San Antonio, where Bowden Elementary and many other schools call home, kids are challenged in the classroom and in their community. In 2006, the brigade adopted Bowden Elementary School as our sponsored school campus. Spc. Leija, Pfc. Soto and I decided to pick up the responsibility of representing the 470th in a way that most call challenging.

Mentoring and coaching the future generations are the two main things that we as mentors must be able to do on a consistent basis “Reach 1, Teach 1” is our motto. “Despite all of the online connections that are available at our fingertips, face-to-face contact in today’s society is by far the most effective way to a child’s heart and mind,” said Leija about his experience at Bowden Elementary.

Growing up on the east side of San Antonio is a very difficult challenge in itself, but having someone to look up to helps with finding your way in life. There are some classes at Bowden that are labeled as English as a Second Language or (ESL) these student must have bilingual teachers so that they can learn how to conduct themselves in the classroom. I called on Pfc. Soto because he understands firsthand what it is like to come into a learning environment and have to pick up on English at a rapid pace. Joining the Army less than two years ago, he knew very little English but through hard work he has exceeded the standard in learning not only English but also his career specialty. The difference of having a mentor and someone to look up to can make a lasting impact in the lives of the students at Bowden Elementary.

## Change of Command



312th Bravo Company held their commander change of command on March 2 at the brigade headquarters building. Capt. Kyle Gordy relinquished command to Capt. Roy Ford. Welcome to Beast Company Capt. Ford.

## Soldiers in Action



## HHC Resiliency and Team Building Event

HHC held a resiliency and team building event on Feb. 23 at Main Event, over 50 soldiers attended.



# HHC and 312th MI BN Eggstravaganza



# 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:

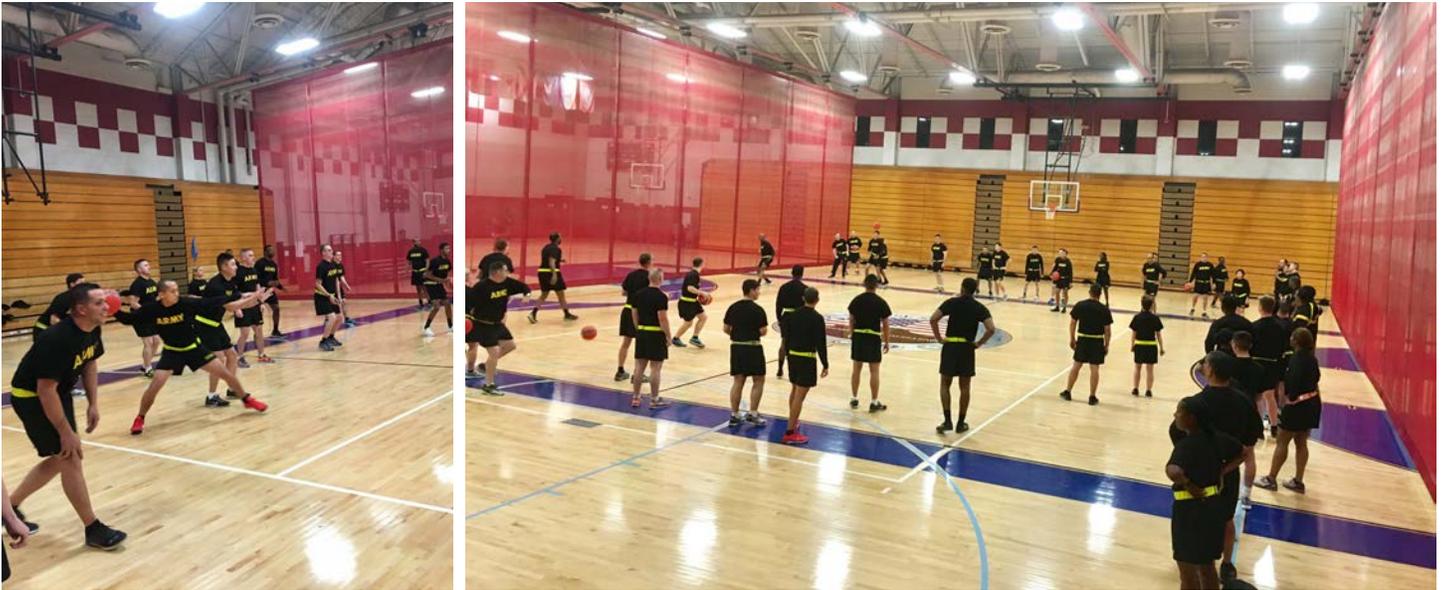
<http://jhns.dma.mil/>

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.



## 717th MI Battalion Soldiers Volunteer at Food Bank

The 717th MI BN continues their battalion tradition of volunteering at the San Antonio Food Bank attending the last Tuesday of each month. They assist in preparing boxes of food for families in need.



### 312th MI Battalion vs. HHC

On Jan. 24, soldiers from 312th MI BN and HHC battled it out in tournament-style games of dodgeball during their PT time. The event objective was to strengthen teamwork and communication.



On Feb. 3, Officer's PT consisted of a friendly game of kickball.

## Physical Fitness



**Above:** Lt. Gen. Jeffrey Buchanan, Army North Commander, took part in a WOD (workout of the day). Maj. Patrick Miller, Capt. Carly Schoenhoff and Sgt. 1st Class Edward Gribbins received coins.

**Below:** INSCOM Command Sgt. Maj. Eric Schmitz joined the Griffin Functional Fitness groups on Feb. 12 during his visit to the brigade. Photos provided by Maj. Josh Tompkins





## Griffin Functional Fitness 60-Day Pilot Program

The brigade presented a 60-day challenge, to complete a trial program that consisted of a benchmark workout known as the “Griffin” and other workouts done at 6:30 a.m., four days per week. Fifteen soldiers accepted the challenge and embarked on a fitness journey to improve their overall strength and health. The soldiers were divided into two groups and visited the wellness center to take their individual metrics at the start of the program. Their progress was tracked and most made significant improvements with specific gains and statistics coming soon after their final evaluation.





**Commander's Holiday Reception 2018**  
Photos by Sgt. Brandy Herrmann

