

The Griffin

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Quarterly



The Art of Intelligence



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**Back Cover: Soldiers complete obstacle course training at Camp Bullis, Texas.
Photos by Pfc. Blaise Snyder**

On the Cover

Art of intelligence demonstrated during land navigation training, photo by Sgt. Adrian Gilani



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The Art of Military Intelligence - Extending the Intelligence Enterprise

By Col. Ingrid Parker

Griffins,

In the 470th Military Intelligence Brigade-Theater [MIB(T)], we constantly evaluate and improve the collection, analytical, processing, exploitation and dissemination (PED) and partner footprint. This activity is called “extending the intelligence enterprise”. We conduct this activity, so that Army Service Component Command (ASCC) commanders and ASCC G2 sections have an intelligence apparatus that provides a thorough understanding of the area of operations (AO) from an opportunity and threat perspective. In business operations, this activity is called strengths-weaknesses-opportunities-threats (SWOT) analysis and it is a process for strategy formulation and implementation in order to outmatch competitors. When this activity is done right, it uncovers opportunities that the command is well-postured to exploit. Likewise, when we can “see” our weaknesses, it affords leaders a mechanism to manage and eliminate threats that would otherwise situate the command in vulnerable and exploitable positions. More importantly, by looking at ourselves in the context of the enemy, we can craft and implement a strategy that helps keep us relevant while pacing against AO threats. As such, the intelligence apparatus affords organizational leaders a mechanism by which organizational decisions can be made – decisions regarding sparse organizational resources like time, money, people and relationships.

As a long-time intelligence officer, I think this is one of the core tasks of intelligence professionals. Young leaders must always assess, update and manage the intelligence enterprise rather than be bogged down with daily, routinized activities. Large staffs and hierarchical organizations often lose their way, as they can be outdated and slow to change; hence aggressive action is always required to change the Borg. In the 470th MIB(T), we’ve been teaching our young noncommis-



sioned and commissioned officers about extending the intelligence enterprise. I often say that they are my seedlings, so that our leaders continue this work, long after I go. Extending the intelligence enterprise consists of four main tasks: (1) manage data (e.g. recover data hitting the floor, trace data and manage stovepipes); (2) modernize (e.g. implement the easy wins, stay current with organizational ontology and maximize the use of the current structure); (3) control the growth of the intelligence enterprise – meaning be strategic in growth choices; and (4) pace against enemy threats.

To make progress, we ensure that our infrastructure is up-to-date and are bringing modern business practices into the intelligence apparatus. For example, we are using Highpoint (e.g. word repository) that automates tear lines. In addition, Highpoint’s products are all word-readable and we store its metadata, too – posturing it for textual and context analysis. It uses an RSS feed (e.g. a standardized, computer-readable format for repository content) for consumers and we send it into DCGS-A via RSS, too. In the future, we plan to write applications that mirror long-term historical analysis – such as regression and trend analysis, the core work of intelligence professionals. Textual and context analysis is the PhD-level of analysis and it uncovers characteristics and the meaning behind certain activities. All of this work can be done using a word repository; however, it requires backend work to get there (e.g. phenomena dictionaries, apps and storage decisions). To my young leaders, continue to extend the enterprise and be strategic in your choices!

“Forging the Future”

“The Art of Intelligence”

By Command Sgt. Maj. Lee Yoneyama

The “art of intelligence” can be interpreted and defined in multiple ways based on an individual’s perspective. I believe the art of intelligence, in part, is to first understand what intelligence is for and why intelligence organizations exist. Although this concept seems simple, the “why” is often lost in the grind of daily operations.

I believe, our organization exists to inform and lead. By informing and providing situational awareness to the customers and consumers of our intelligence, we lead the intelligence enterprise in a way that continuously supports and drives operations. The “art” of this is not only how we conduct daily intelligence operations, but the way we do what we do. How well we are able to inform and influence depends on many things, some of them intangible. Part of this “art” is the trust, faith and confidence people have in the organization producing the intelligence products. The reputation of the organization, how people outside the brigade view us, is critical and must be purposefully developed. In order to accomplish this each member of the brigade must understand their part in what we do.

There is a story about a janitor working at NASA who was approached by President John F. Kennedy. President Kennedy asked the gentlemen what he did for NASA. The janitor replied that he was helping to put a man on the moon. This story illustrates the point that each member of a team - regardless of their individual role, duty title, military occupational specialty (MOS) or rank - is part of a larger enterprise moving and working towards a large



er purpose. I ask each of you to keep this in mind. In order to inform and lead, each of us must do our part within the larger enterprise at all echelons.

Another aspect of the “art of intelligence” is to understand that the intelligence enterprise must evolve as the operational environment changes. The adage, “good is the enemy of great,” illustrates the idea that intelligence professionals must continuously examine and scrutinize intelligence operations and methodology to holistically evaluate current and future effectiveness. Being “good enough” today can unintentionally cause us to miss opportunities because, on the surface, there does not appear to be an immediate problem. So, I refer back to my original statement that the art of intelligence entails understanding that we exist to inform and lead. In order to truly master the “art of intelligence” each of us must understand our purpose, what the brigade is for, and the fact that intelligence, like any other art form, must constantly evolve.

What is a Force Protection Detachment?

By Edgardo Ortiz

The FPD Program is designed to support DoD commands in transit through a foreign country and which fall under the security responsibility of a U.S. Geographical Combatant Commander (CCMD).

The FPD program's primary mission is to detect and warn of threats to DoD personnel (military, civilian and dependents) and resources in-transit at overseas locations without a permanent DoD counterintelligence (CI) presence. The mission further includes serving as a "force protection force multiplier" for the American Embassy Country Team in support of the DoD assets in those locations. This includes encouraging host nation support for threat warning and security of DoD in-transit personnel/resources. Other missions include providing routine DoD CI and CI support to force protection services to the country team, as well as surge capabilities in the event of crisis/contingencies or other DoD requirements.

An FPD is an overt force protection resource. It maintains close coordination with the Chief of Station (COS), Regional Security Officer (RSO), Defense Attaché Officer (DAO) and the United States Senior Defense Official (SDO). Day-to-day activities are tasked and synchronized with the SDO to ensure CCMD issues/requirements are adequately addressed. Their primary focus is to provide current and actionable Force Protection information to the commander of "in-transit" resources.

On October 12, 2000, the U.S. Navy destroyer Cole was attacked by a small boat laden with explosives during a brief refueling stop in the harbor of Aden, Yemen. The suicide terrorist attack killed 17 members of the ship's crew, wounded 39 others and seriously damaged the ship. The attack has been widely characterized as a boat bomb adaptation of the truck-bomb tactic used to attack the U.S. Marine Corps barracks in Beirut in 1983 and the Khobar Towers U.S. military residence in Saudi Arabia in 1996.

"If, as it now appears, this was an act of terrorism, it was a despicable and cowardly act."

U.S. President Bill Clinton on the day of the USS Cole attack.

The attack represented the first major international terrorist attack on a U.S. facility since the 1998 bombings of the embassies in Kenya and Tanzania and the deadliest against a U.S. Naval vessel since the USS Stark came under Iraqi attack in 1987.

The attack on the USS Cole prompted Congress to establish the USS Cole Commission; its purpose was to investigate the attack and provide recommendations to prevent future attacks from happening. The focus of the commission was to find ways to improve U.S. policies and practices for deterring, disrupting and mitigating terrorist attack on in-transit U.S. forces. In general, this attack demonstrated a seam in the fabric of efforts to protect our forces, namely in-transit forces. On January 9, 2001 the report was released and it provided several findings with recommendations to implement in order to mitigate any future repeat of this tragedy.



Maj. Gen. Mark Stammer, Army South Commanding General spoke at the FPD Conference Sept. 11.



Team members from the Force Protection Detachments attended the 2018 FPD Conference at the JBSA Mission Training Complex on Fort Sam Houston Sept. 10-14. The conference was hosted by the 470th MI Brigade.

The final report and its recommendations may lead us to think that the establishment of Force Protection Detachments was solely a result of the tragic events of October 2000 – but as writer and philosopher George Santayana wrote “Those who cannot remember the past are condemned to repeat it”. History has shown that deployed Department of Defense (DoD) forces have always been at risk of terrorist activity. Each and every one of these incidents, successful or not, have prompted changes on how U.S. intelligence agencies share imminent threat intelligence within the community and our partner nations and more significantly how we protect our forward-deployed forces. The establishment of the FPD program is a prime example of how DoD’s lessons learned, after a series of terrorist attacks and more importantly the USS Cole attack, changed their approach to force protection abroad.

Force Protection Detachments were established under the cognizance of Counterintelligence Field Activity (CIFA) and initially located in 20 locations worldwide, where DoD personnel and units regularly transited but where DoD did not maintain a permanent presence. Each military service serves as an Executive Agent for FPDs and are responsible for sponsoring and administratively supporting the offices assigned to them.

The 470th Military Intelligence Brigade has learned many valuable lessons and has worked closely with U.S. SOUTHCOM and U.S. Army South to ensure FPDs are resourced appropriately to continue their support to DoD.

Expeditionary Readiness at the 470th Military Intelligence Brigade (Theater)

Co-authored by Alpha Co members: Capt. Jonathan Hudson, Capt. Christopher Phillips and Chief Warrant Officer 2 David Setliff

Since 9-11, the requirement for American forces to be able to respond to a multitude of challenging and dire situations has increased exponentially. Troops have been deployed to more locations across the world and encountered more diverse threats than any other time in history. Prioritizing requirements that allow commanders to prepare for readiness, the Chief of Staff of the Army's top priority, has led commanders to organize, train and equip their formations in ways that will ensure the highest level of operational readiness.

The brigade was directed by U.S. Southern Command (SOUTHCOM) as well as U.S. Army South (ARSOUTH), to stand up an expeditionary capability that would provide regional and technical intelligence expertise that gives the commanding general a better understanding of the enemy, terrain and civil considerations. The 470th MIB (T) has to organically grow this capability for the Combatant Commands (COCOMs) due to no regionally aligned forces (RAF) available in the SOUTHCOM area of responsibility.

The 470th MIB (T) multi-function expeditionary teams (MFETs) were the answer to the complex requirement put forward by the COCOM. This task is currently being planned, training requirements identified and equipment is being resourced for a tailorable mission. The MFET will have a basic package for communications, medical, sustainment and command and control. Each single source discipline at the brigade is also preparing for the expeditionary mission. Based off of the Intelligence and Security Command (INSCOM) commanding general's guidance, this will create deployable capability for each discipline, enabling INSCOM to surge equipment and capabilities to meet short suspense requirements in support of COCOMs.

The MFET would allow the command to fill short notice intelligence collection requirements across the spectrum of conflict with ultralight, small, medium, or large multi-functional collection packages as required by the mission. This capability is being purpose-built for organic employment against phase-zero operations. The payload of soldiers and systems will be able to develop regional threat databases and signatures, support operational preparation of the environment and support other deterrence activities without relying on the sustainment backbone of deploying forces. This reality allows for the 470th MIB (T) to truly 'set the theater,' shaping the security environment in ways that are not possible once phase-one activities begin.

This mission comes with challenges, however, and the 312th MI Battalion is prepared to fill in the gaps and complete the requirements needed for success. The brigade is being positioned to be on the leading edge of INSCOM's contribution to the intelligence enterprise. If assigned missions are completed as planned, future employment methods for MI soldiers will be ensured, then we can be assured of one thing above all: the 470th MI Brigade is forging the future.

312th MI Battalion



Above: Alpha Co, 312th MI Battalion soldiers complete signals intelligence (SIGINT) training at the INSCOM Detention and Training Facility (IDTF) in preparation of expeditionary missions.

Below: HHD held their change of command July 26. Welcome Capt. Cabral, thank you for all you did Capt. Kroeger.



Language as a Weapons System

By Spc. Daniel Wenger

The primary weapon of a U.S. Army soldier is the M4 Carbine. Accurate to 550 meters, the much-cited standard and goal for a soldier is “One shot. One kill.” Speed, stability, accuracy and confidence work in concert as the soldier trains first to sight the weapon. The soldier punches holes in silhouettes so when real enemies appear on the horizon of the battle field they are defeated with the same ease as the pop-ups at the range.

In the same way a soldier’s aim must be true in battle, the soldiers of the 717th MI Battalion must provide accurate intelligence to enable successful mission execution downrange.

In “The Art of Intelligence”, Col. Gary D. Payton, U.S. Air Force, stated, “Accuracy is the prime principal of military intelligence. With accurate intelligence, all aspects of strategic, operational, and tactical planning and execution proceed based on fact. Without accurate intelligence on the enemy’s location, capability, and intent, planning is an unfocused and wasteful exercise and execution may result in defeat.” It is our charge to provide soldiers the means to identify these fact patterns.

The battalion is comprised of linguists and analysts who spend countless man hours pouring through intelligence collected from a variety of targets. Speed and accuracy in the translation and analysis may differ physically from pulling a trigger, but the results are the same. Kinetic action meets the right target at the right time and place.

Time spent in language training is akin to a range designed to best enable linguists to deliver actionable intelligence. Learning specific vocabulary, unique verbiage, recognizing cover terms, deciphering dialects and understanding cultural contexts are all part of what allows a linguist to determine when something is intelligence or just gibberish.

A confident linguist can sift the inundation of information like sand to hone in on important intelligence with reduced friction and increased precision. Linguists are required to complete 160 training hours in a significant language training event and subjected to the rigorous defense language proficiency test (DLPT) yearly. Even then, many linguists are engaged in refining their language skills during their off time.

Language training is one of the focus areas of the 717th because it enables the stalwart and steady support of the National Security Agency (NSA) in Texas. Leaders enable soldiers to maintain and improve their language skills through comprehensive classes, a variety of online resources and even foreign immersion trips.

The art of intelligence is about translating relevant facts into action. Although broad and expansive, signals intelligence (SIGINT) has yet to break the walls of the mind. As such, we are left intercepting words to understand, predict and prevent or anticipate actions. It is through the collected words we find and know our enemies. It is through words we keep our friends and allies safe.



Above: Spc. Hansil Jules, Bravo Company, 717th MI BN, prepares to fire an M249 squad automatic weapon during the Junior Leaders Development Course at Camp Bullis, TX Aug. 16.

Below: 717th MI BN soldiers and their families enjoyed a day of fun at Canyon Lake during the Back to School Splash Aug. 25. The weather cooperated for a great day event. Photos by Monica Yoas



Cadet Troop Leader Training (CTLT) Program

By Capt. Marvin Ryals

The Cadet Troop Leader Training (CTLT) program at the 470th Military Intelligence Brigade welcomed four cadets from July-August. The cadets were placed at the companies, in lieutenant-level position. The intent of the program is to provide Military Science (MS) year III cadets with an opportunity to be attached to a “real” Army unit and receive hands on, on-the-job training in a wide array of specialties.

Cadets who want to participate in the program must be MS III (juniors) and have approval from their Professor of Military Science. CTLT is generally 3-4 weeks and cadets complete the program either before or after advance camp.

Cadet Kim, assigned to the brigade HHC section, was integrated into the formation and supervised by the deputy commander (XO) 1st Lt. Coe. He kept the cadet fully engaged in both company and lateral external company operations. Such engagements included applying the 8-step training model in conjunction with a concept of operation to plan and execute an off-site training event and to plan a long-term volunteer program in the local community. Additionally, he completed monthly cyclic inventory, received capabilities briefing from each staff section, accompanied Charlie Detachment soldiers to observe border operations, observed the execution of an M4 zero and qualification range, as well as observed operations within Bravo Company’s All Source Collection Element (ACE). Cadet Kim also supported Sergeants Time Training where they conducted radio operations, vehicle PMCS, land navigation and obstacle course.





Above: Cadets in the leader training program attended a luncheon with battalion and company leaders. They received advice on the importance of their future roles as Army officers in leadership positions.
 Bottom left: The cadets participated in the officer PT session at the San Antonio Riverwalk.
 Bottom right: The group traveled to Laredo, Texas to learn about the border mission soldiers complete.



Dynamic Duo: INSCOM Detention Training Facility and Interrogation Support Activity

By Mark Stanley and Capt. Carly Schoenhof

The Beginnings

In 2006, the Army G2 and the Intelligence and Security Command (INSCOM) established the Foundry Program with the responsibility of enabling readiness with a focus on assisting commanders with pre-deployment certification. The lessons learned from 2001-2004 during Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) showed the U.S. Army intelligence force lacked appropriate training in military source operations (MSO), interrogation, intelligence surveillance and reconnaissance (ISR), signals intelligence (SIGINT) and geospatial intelligence (GEOINT) skills. The report unveiled the lack of pre-deployment training venues to train, certify and accredit readiness. These findings led to a combat support agency (CSA) directive in 2004 that directed Army DA G2, Training and Doctrine Command (TRADOC), Forces Command (FORSCOM) and INSCOM to address these problems by creating a program to ensure “no cold starts.”

The Abu Ghraib Effect

To spotlight interrogation support to detainee operations in 2004, the world saw prison photos that displayed abuse of Iraqi prisoners in Abu Ghraib, Iraq. These events brought the professionalism of military police (MP) and military intelligence (MI) interrogators operating in the Iraq theatre into question. Subsequent reports by the Honorable James Schlesinger, Maj. Gen. George Fay, Maj. Gen. Antonio Taguba and Vice Adm. Albert T. Church III identified the requirement for a unit designed with the command and control and structure for the conduct of detainee interrogation operations. Headquarters, Department of the Army (HQDA) created four Army interrogation battalions (2 active component and 2 reserve) with the intent to man and train the battalions to support future OIF/OEF interrogation requirements. The creation of force structure generated a need for a training platform where training standards and certification of deploying interrogation battalions could be evaluated.

IDTF and ISA

INSCOM expanded intelligence training at corps and divisions by establishing the INSCOM Detention and Training Facility (IDTF) in 2008 to serve as the primary training venue for interrogation battalions. The IDTF was designated as a Foundry platform with the responsibility to conduct interrogation training. The creation of an intelligence architecture was key to the IDTF success; it replicated the in-theatre capability in the field. This included the architecture needed to communicate and record sessions and a small staff to plan, coordinate and conduct training in support of this mission. The first training event at the IDTF was conducted for the Army's first reserve interrogation battalion, the 338th Military Intelligence (MI) Battalion (BN), to help train and certify the battalion in

2008 in preparation for deployment as the Joint Interrogation Debriefing Center.

The IDTF continued to expand, adding new technology to keep pace with technological innovations associated with the interrogation field and regulatory mandates.

Almost three years ago to date, a 23 personnel detachment, then named the Army Interrogation Group (AIG), was restructured from the 201st MI BN to assist the reserve component in training readiness requirements for remaining U.S. Army Reserve interrogation organizations. The AIG is currently assigned to the IDTF directorate actively engaged with training the reserve interrogation force. INSCOM recently approved the permanent placement of the AIG organization (called the Interrogation Support Activity) as an augmenting force to the IDTF manning structure to act as an exportable mobile training team (MTT) and supporting package to interrogation training. And now, with the intelligence support activity (ISA), the capacity of the IDTF has increased and operational reach has increased significantly. The green-suiter/contractor hybrid is a unique and effective model for running training events across the globe. The two teams have broken down the hierarchical structure provided by the military and progressed to work in a matrix model to work as one eclectic family.



Happy Birthday Army Chaplaincy

By Chaplain (Maj.) James Covey

Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; 1st Amendment, U.S. Constitution

Well actually a happy “belated” birthday as I write this in August because it was 243 years ago (July 29, 1775) that the Continental Congress authorized (at General George Washington’s request) the commissioning of Army chaplains. Several years later, the adoption of the U.S. Constitution’s “free exercise of religion” clause enshrined the responsibility of chaplains to secure this right for soldiers. As our founders clearly understood and articulated in the Declaration of Independence, the right to freely exercise one’s religious, along with all our other unalienable rights, has been given by our Creator. The role of government is to “secure” those rights. That’s exactly why we still have chaplains and religious support specialists (known as chaplain assistants) today. By regulation, chaplains are religious leaders and religious staff advisors. That’s what we are trained to do by our communities of faith and religious endorsing agencies and graduate schools, and frankly we are not good at much of anything else.

However, because religious needs and issues related to human spirituality are so significant, transcendent, and personal, we can provide pastoral care and counseling to any soldier that is completely confidential and privileged. Therefore, unit ministry teams can



represent the safest space in the military. It is a safe place for soldiers and other uniformed personnel, their dependents, and the entire Department of Defense enterprise to include our patriotic civilian co-workers. Most importantly, the spirituality represented in this care and counseling is your own. In other words, chaplains can easily maintain their own vocational identity and fully support any individual’s unique needs because while we perform out of our own ecclesiastical traditions, we can provide for any other. That’s an awesome privilege for us and a terrific capability for you. So take advantage of us and all the good we offer. Your brigade unit ministry team looks forward to talking with you.



ARMY CHAPLAINS

Serving all Soldiers
regardless of faith



Seasons Change

Provided by Military and Family Life Counseling Program

Life is a journey that causes us to go through seasons. As we prepare to end our summer season of fun in the sun remember to embrace and enjoy each season of life. Whether it is a transitioning to or from a job, transitioning from singlehood to parenthood or just plain adulting. Find the place in life to reflect on each season and prepare for the next season.

Think of:

Where you've been

What you've experienced

Where you're about to be

Where you would like to be

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 building.

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Quality Soldiers

By Sgt. 1st Class Lisa Tomlin

Retention is about taking care of soldiers and their families. It is about knowing the value of a soldier and what they bring to the table. It is about who will become our future leaders.

The Army Retention Program is a commanders program, though I believe that as noncommissioned officers, it is our inherent responsibility to be active managers of this program and career counselors to our soldiers.

The goals of the Total Army Retention Program are:

- Re-enlist soldiers on a long-term basis
- Enlist or transfer/assign separating soldiers into reserve units
- Achieve and maintain Army force alignment
- Support special programs, including the United States Military Academy Prep School, ROTC and Green to Gold

We all have to work in a collective effort with the retention team to support these goals and accomplish our mission. The key is to re-enlist quality soldiers to better posture the Army and maintain readiness. In order to meet that mission, we need leaders to understand that responsibility and embrace it so they can further communicate it.

The retention program is about the Army's end-strength. It is about how we fill the force. Retention is about the balance between accessions, soldiers joining the Army and separations, soldiers leaving the Army.

Do you know how much it costs the Army to replace a soldier? Do you know the value of a soldier's institutional knowledge? Like everything else in the world, there is a monetary importance to retention. Think of every soldier who leaves the Army as a trained and experienced employee; one who can only be equally replaced with another trained and experienced employee. Unfortunately, it costs time and money to turn a civilian into the kind of trained and experienced employee the Army needs. That's why it's so critical to retain quality soldiers. As leaders your support of the retention program saves the Army money.

If after you have done everything possible to help the soldier continue their service, they decide that reenlisting isn't in their best interest, then thank them for what they have done, and ensure that they see the reserve component career counselor (RCCC). Our RCCCs do an amazing job of counseling separating soldiers, sometimes so good that they've gotten soldiers to re-enlist. All of our collective efforts ensure mission success, and that truly is what makes our Army Strong.



Congratulations Staff Sgt. Thomas Hildreth on reenlisting in the Army for six years. Capt. Damien Riggins issued the oath of reenlistment. Hildreth was joined by his wife and two sons. After the ceremony, a group of soldiers joined him for a tandem jump at the Skydive Lone Star in Luling, TX. Stay Griffin, Stay Army!

Workplace Positivity



By Sgt. 1st Class Edward Gribbins

Shortly after the change of an organization's command and yearly thereafter the Equal Opportunity office conducts a "temperature check" for the command teams to assess the state of their current command climate. The topics poke and prod most facets of workplace norms. Things like communication, formations and additional duties are on a constant cycle of improvements and degradation in nearly every organization across the Army. The overall picture this annual check gives a commander is priceless. Many comments point out new areas of interest for the command team. These may range from a positive change enacted by a recent manning change, to a potential mismanagement of talent or leadership position. Without this "temperature check" many command teams would have a difficult time identifying potential problems before they turn into major issues. This data in the hands of the commander can help foster change in the command climate.

Command climate is the culture of workplace relationships. Command climate surveys are often viewed as a document of anonymous negative comments towards peers, offices and leadership. This view is reinforced by those who use it as a pedestal by which to generate grievances without providing a potential solution. Much of this is mitigated at the lowest level by practicing workplace positivity. It is much simpler than memorizing a regulation or reciting a creed.

Positivity in the workplace can start as small as practicing thankfulness and gratitude. Thanking someone for bringing in coffee for the shop or showing your gratitude towards your new leadership that just cut everyone out early to get ready for a big event, can go a long way in building trust and rapport at the lowest levels. Individual acts that constitute praise or thanks can be taken for granted and easily overlooked such as picking up papers off the printer when you notice the recipient hasn't stood up yet. A simple thank you to the small tasks around the workplace is the first steps towards a major culture shift.

The next step requires a bit more proactivity, using positive messaging. Positive messaging is simply speaking with optimism. Instead of dreading an upcoming command and staff meeting, reiterate that after the meeting the office will be able to relax before the next event. Instead of dreading the next inspection, highlight it as an opportunity to show your leadership your competence. It is a two-way street, positivity is usually responded to with positivity.

In the end all of this begins to shift a workplace culture towards a much more positive climate, which results in healthier workplace relationships. Healthier workplace relationships tend to solve local problems more swiftly and with less animosity. Ultimately to help not only your company, battalion and brigade command teams, but to also help yourself, treat one another how you want to be treated and charlie mike.

The Fourth Amendment: Searches and Inspections

By Pfc. Destiny A. Ayala

The Fourth Amendment to the U.S. Constitution provides that, “The right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated, and no Warrants shall issue, but upon probable cause, supported by Oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized.” As a soldier in the U.S. Army, we follow an additional set of laws and procedures known as the Uniform Code of Military Justice (UCMJ). Contrary to what many may think, members of the military do not waive their Fourth Amendment protections upon enlistment. However, the protections it offers have been adjusted to fit military necessity and to enhance the Army’s wartime mission to fight and win our nation’s wars.

Unlike civilian warrants, the military equivalent does not need to be done in writing or need to be under oath. A military “warrant” is actually called a “search authorization” and can be given orally, but is best to be given in writing to ensure the scope of the authorization is properly documented. A commander, military magistrate, or military judge can grant a search authorization upon finding probable cause exists. Military magistrates or judges can grant search authorizations over any person or place on a military installation. However, military commanders can only grant search authorizations over a person or place under their command authority. Commanders determine if probable cause exist through their own observations or through reliable information obtained from others.

Probable cause is defined as reasonable



grounds to believe that items connected to criminal activity are located in the place or on the person to be searched.

There are exceptions to the requirement for a search authorization; most notably, the administrative inspections. Some common examples are gate checks, health and welfare inspections, and urinalysis tests. Inspections do not have to be based upon probable cause; rather, the commander has the inherent right to conduct inspections as a function of the command. To ensure the unit is properly equipped, maintained, and ready, and that personnel are present and fit for duty. Inspections should have a primary administrative purpose and cannot be used as a subterfuge for a search when a commander does not have sufficient evidence to support a probable cause search. Search authorizations are also not required for property in which a soldier has no reasonable expectation of privacy, such as in a government office or on a government computer or telephone.

Once the command is given the place and items to be searched or seized by an authorized official, a search can then be conducted. Commanders should contact the brigade legal section to assist when preparing to conduct a search (DA Form 3744) or an administrative inspection.

Manager's Internal Control Program

By Miguel A. Ocasio Moya

"Would you leave your house without your pants on?" I heard this question in a TV commercial this morning. This made me question if this person had good personal internal control measures at home that would remind him to be fully dressed before leaving the house. How embarrassing would it be to show up to work without pants? The U.S. Army has its own internal control program with the goal of detecting and correcting instances of fraud, waste, abuse and mismanagement. Without correct monitoring and correction, these issues can tarnish the Army's reputation as good stewards over public resources.

The Office of the Assistant Secretary of the Army (Financial Management & Comptroller) is the Department of the Army (DA) proponent responsible for managing the Manager's Internal Control Program (MICP). This program's goal is to prevent waste of government resources (including money) and to ensure commanders are aware of the risks associated with daily operations. Through the MICP, commanders implement controls that enable identification and correction of weaknesses that could negatively impact the organization.

What are internal controls? These are the rules, procedures, techniques and devices employed by managers to ensure that what should occur in their daily operations does occur on a continuing basis. It could be associated with physical devices, such as access control locks and budget execution via the Defense Travel Service (DTS) routing procedures. They also include daily administrative procedures like supervisors monitoring the daily performance of their employees' duties. These procedures are normally captured in regulations, training manuals (TMs), policy letters, and standard operating procedures (SOPs).

Who is responsible for internal controls? All military and civilian personnel are responsible for the proper management of internal controls. This is an ongoing process where procedures are followed as an integral part of daily operations. The goal is to assess the daily operations, follow key processes and controls, assess if these are valid and implement or recommend improvements in order to reduce risks or waste. The formal review of these processes is made during inspections and yearly MICP reviews.

Why do we have internal controls? Failure to follow internal controls increases the risks associated with performing our daily duties and it can even result in loss of life. As an example, the November 2017 shooting in Sutherland, Texas could have potentially been avoided if the U.S. Air Force properly entered the shooter's court martial conviction for domestic abuse into the federal law enforcement database as was required. If the information was properly entered, the shooter would not have been able to legally purchase the weapons used in the shooting.

Where do you learn more information? There are several sources of information that provide guidance on the MICP: AR 11-2, Office of Management and Budget (OMB) Circular A-123, Department of Defense Instruction (DoDI) 5010.40, Government Accountability Office (GAO) Standards of Internal Control, INSCOM policy and brigade MICP SOP.

The brigade RM office is responsible for managing this program in accordance with these resources. Key roles at the brigade include the assessable unit managers (AUMs) which are the brigade and battalion commanders, internal control administrators (ICAs) who are the unit XOs and brigade staff OICs and internal control evaluators (ICE) which are the personnel responsible for reviewing the programs during organizational inspection programs (OIPs) or yearly during the MICP assessment period.

What can you do to help? Stay vigilant concerning material weaknesses within the organization. If you discover a procedure that will hinder the section or unit from being successful and pose a risk, annotate it and inform your chain of command so they can work on solving the problem. Don't forget to follow your own internal controls, you don't want to show up to work without pants on.

Engaging Our Young Leaders



By Sandra Hocking

Over the past decade, the Army's Sexual Harassment/Assault Response & Prevention (SHARP) Program seems to have been making some progress. If nothing else, soldiers seem to understand that the penalty for violations of the Army's policy on sexual harassment and sexual assault will quickly end careers. For young soldiers coming in to the Army, however, it may take a little while to assimilate. When it comes to prevention, this will definitely be the target audience that the Army will continue to focus on.

With this focus in mind, team leaders are the first line of defense against sexual harassment and sexual assault. They tend to be at the level at which soldiers receive the most direct leadership guidance and can therefore have the most influence. A good team leader can help steer soldiers in the right direction and can have a substantial influence on the rest of their careers, for better or worse.

Despite the influence of a great team leader, peers also have a significant influence on each other's actions. Human nature leads people to want to fit in with the group. This "fitting in" can be positive or negative, depending on what the "norm" of the group is. We, in the Army, need to tap into this critical area to affect cultural change and prevent incidents at the lowest level.

Currently, the Army has only entrusted soldiers in the rank of Staff Sgt. or above, or officers in the rank of 1st Lt. or above, to act as victim advocates. Although I don't disagree that it is definitely helpful to have more seasoned leaders as victim advocates, we are missing an opportunity to engage the more junior leaders in our ranks. I am not advocating for the rank qualification to be reduced; rather, perhaps we need to think of other roles that these soldiers can help fill. The Air Force has already started these types of programs, aimed at involving and empowering junior soldiers and it may be time for the Army to catch up.

If any soldiers or leaders have ideas on ways they would like to get involved or just want to be involved, please email the Brigade SHARP team at usarmy.jbsa.470-mi-bde.list.sharp@mail.mil. We can't wait to hear from you.

Leaders Professional Development



The brigade hosted a leaders professional development session Sept. 17-18 at the Army Community Service building. Soldiers heard from Sgt. Maj. retired Michael Quinn. He is an expert in workforce & training management, veterans programs and LinkedIn and branding expert. Soldiers attended different sessions where they learned about career progression, ongoing personal development and success as a Soldier for Life.





HURRICANE

A hurricane is a tropical cyclone. Hurricanes can be catastrophic to coastlines and impact those living several hundred miles inland. The cyclone has potential to bring violent thunderstorms, waves, winds exceeding 155 mph and may further result in tornadoes. Power outage and flooding are secondary hazards that even those away from the direct path may encounter. Hurricanes can cause extensive damage through strong winds and high flood waters from rain and storm surges.



How to Prepare for a Hurricane

- Stay informed and know your hurricane terminology:
 - **Tropical depression**—A system of clouds and thunderstorms with a defined surface circulation and sustained winds not exceeding 38 mph.
 - **Tropical storm**—A system of clouds and thunderstorms with a defined surface circulation and sustained winds 39–73 mph.
 - **Hurricane/Typhoon**—A system of clouds and thunderstorms with a defined surface circulation and sustained winds 74 mph or higher.
 - **Storm surge**—A dome of water pushed ashore by winds during tropical storms and hurricanes. Storm surges can reach 25 feet high and be 50–1000 miles wide.
 - **Hurricane/tropical storm watch**—Hurricane/tropical storm conditions are possible within 36 hours in specified areas. Stay tuned to radio or TV for further information.
 - **Short-term watches and warnings**—Provide detailed information about specific threats during hurricanes, such as flash flooding or tornadoes.
- Understand the categorization of hurricanes:
 - **Category 1**—Winds 74–95 mph, storm surge 4'–5', minimal damage to plants and signs.
 - **Category 2**—Winds 96–110 mph, storm surge 6'–8', some flooding, minimal damage to mobile homes, roofs and small crafts.
 - **Category 3**—Winds 111–129 mph, storm surge 9'–12', extensive damage to small buildings and low-lying roofs.
 - **Category 4**—Winds 130–156 mph, storm surge 13'–18', extreme damage with destroyed roofs and mobile homes, downed trees, cut off roads and flooded homes.
 - **Category 5**—Winds exceeding 156 mph, storm surge over 18', catastrophic damage destroying most buildings and vegetation, cutting off major roads and flooding homes.
- Install permanent storm shutters or have supplies available to board up your windows.
- Make sure trees and bushes are well trimmed and maintained.
- Keep enough fuel in your car's tank to evacuate. Expect a high volume of slow traffic.
- Build an emergency kit, make and practice a Family emergency plan and evacuation procedure.
- Develop a Family communication procedure in case you are separated. Keep in mind phone lines and cell phone towers may be down.



ARMY STRONG.

What to Do If There Is a Hurricane

- Listen to the radio or TV for more information and further instructions.
- Secure your home by closing the storm shutters and bringing outdoor furniture inside.
- Ensure a supply of water for household purposes.
- Turn your refrigerator to the coldest setting and keep the door closed.
- If you are told to evacuate:
 - NEVER ignore an evacuation order.
 - Follow the guidelines given regarding times and routes.
 - Take only essential items and your emergency kit.
 - Turn off gas, electricity and water, and disconnect all appliances.
 - Do not walk in moving water.
 - Do not drive in high water (as little as 6" can cause a stall or loss of control).
 - Follow the designated evacuation procedure and expect a high volume of traffic.
- If you are NOT told to evacuate:
 - Stay tuned to emergency stations on radio or TV, and listen for further instructions.
 - Stay away from windows and doors by seeking shelter in a bathroom or basement.
 - Prepare to evacuate to a shelter or a neighbor's home if your home is damaged.
 - Do not go outside until instructed, even if the storm is over and it seems calm.
- Once you are in a safe place, report to your command if you are military or government civilian personnel or a member of the selective reserves.

What to Do After a Hurricane

- If directed report your status using the Army Disaster Personnel Accountability and Assessment System (ADPAAS) (www.adpaas.army.mil.)
- Avoid flood waters, standing or moving; they may be contaminated or deeper than expected.
- Beware of downed power lines.
- Avoid any roads where flood waters have receded; they may have weakened and could collapse under the weight of a car.
- Be extremely cautious when entering buildings and homes; there may be unseen damage.
- Clean and disinfect everything that was touched by flood water; it can contain sewage and other contaminants.

Where to Find Additional Information

- Federal Emergency Management Agency (FEMA)—<https://www.ready.gov/hurricanes>
- National Oceanic and Atmospheric Administration (NOAA) National Hurricane Center—
 - <http://www.nhc.noaa.gov/>
 - <http://www.nhc.noaa.gov/prepare/ready.php>
- Centers for Disease Control and Prevention (CDC)—
<http://www.cdc.gov/features/hurricanepreparedness/>
- American Red Cross—<http://www.redcross.org/prepare/disaster/hurricane>
- Ready Army—www.ready.army.mil

It's up to you. Prepare strong. Get an emergency supply kit with enough supplies for at least three days, make an emergency plan with your family and be informed about what might happen.



Army Combat Fitness Test Set To Become New PT Test of Record in Late 2020

By Sean Kimmons, Army News Service



Army Combat Fitness Test

The six-event ACFT tests all of the major muscle groups and provides an accurate, scientifically-validated assessment of a Soldier's readiness based on the tasks a Soldier may encounter in training or combat. The events are completed in order and Soldiers must complete all six events in 50 minutes or less.

Sprint-Drag-Carry: For this timed event, Soldiers will complete five laps for a total distance of 250 meters. During the five laps, Soldiers will perform sprints, drag a 90-pound sled and hand-carry two 40-pound kettlebell weights. The event tests a Soldier's movement skill under anaerobic conditions: sprinting, dragging, carrying, turning and moving sideways. It replicates moving a casualty to safety, moving supplies or moving under fire.

Hand Release Push-ups: Soldiers start in the prone position, do a traditional push-up but when at the down position they release their hands and arms from contact with the ground before re-setting and pushing up. The number of successfully completed repetitions is counted over a 2-minute period.

Strength Deadlift: Soldiers lift the maximum weight possible, three times, under control, replicating a litter carry or the movement of ammunition and supplies. The event tests lower body muscular strength, coordination and balance.

Leg Tuck: From a straight-arm hang, Soldiers must raise their legs up so that their knees or thighs touch their elbows. Soldiers are tested on the number of successfully completed repetitions. Soldiers will stop when they are unable to continue or they have reached the two minute time limit. This event replicates climbing up and over walls.

Standing Power Throw: Soldiers throw a 10-pound ball up and backwards over their heads for maximum distance. The throw replicates the movement required to assist a buddy over an obstacle or the power required to leap across a ditch. The event tests explosive power and coordination of legs and arms.

2-Mile Run: The 2-mile run is conducted outside on a track or paved course. Soldiers run two miles as quickly as possible, replicating movement to contact over distance. At the completion of the 2-mile run, the Soldier's time is recorded, and the Army Combat Fitness Test is completed.

Army senior leaders have approved a new strenuous fitness test designed to better prepare soldiers for combat tasks, reduce injuries and lead to ample cost savings across the service.

The six-event readiness assessment, called the Army Combat Fitness Test, is intended to replace the current three-event Army Physical Fitness Test, which has been around since 1980.

Beginning October 2020, all soldiers will be required to take the new gender- and age-neutral test. Before that, field testing is set to begin this October and will allow the Army to refine the test, with initial plans for up to 40,000 soldiers from all three components to see it.

At least six years of significant research went into the test's development as researchers looked at what soldiers must do fitness-wise for combat.

Roughly 2,000 soldiers have already taken the test, previously called the Army Combat Readiness Test. They also provided feedback as part of the Army Training and Doctrine Command and Forces Command pilots that began last year at several installations.

The ACFT gauges soldiers on the 10 components of physical fitness: muscular strength and endurance, power, speed, agility, aerobic endurance, balance, flexibility, coordination and reaction time. The current test only measures two: muscular and aerobic endurance.

The ACFT is a foundational method, leaders believe, the Army can use to start a new era of fitness and obtain soldier overmatch in combat.

Army CID Announces New Crime Tips System

Provided by Army Criminal Investigation Command

The Army community and American public now have the ability to use their computers and smartphones to submit tips about crimes, suspicious activity or threats to the U.S. Army's Criminal Investigation Command (CID) via a new digital crime tips system.

The CID crime tips system recently transitioned to a web-based and smartphone app submission method. The public can access the system via any Internet-connected device by visiting, <http://www.cid.army.mil/>. In addition to the web interface, the app is for submission of tips and is available for free download from the Apple Store and Google Play at <http://www.p3tips.com/app.aspx?ID=325>.

According to CID's implementation project manager, Special Agent Christopher L. Adams, the new system provides users a safe, secure and anonymous method to report criminal activity and security threats without concerns of retaliation or fear. He explained that whenever a person submits a tip online, the completed form is securely transferred directly to Army CID through a Secure Sockets Layer connection, which means that the tips are encrypted, entirely confidential and completely anonymous. Users can also attach images, videos and documents with their tips.

"This new system is the ideal solution for 'tipsters' to report criminal activities or suspicious activity anonymously. Tips received will be seamlessly assigned to various units for further investigation. Additionally, persons providing anonymous tips will have the ability to communicate with the CID Agents," Adams said. "After submitting a tip, a tip reference/ID number is created that allows the tipster to create a password to check the status of the submitted tip or check on the status of a reward - if applicable. So do not misplace your ID number, as it will be needed to check on the status of your tip."

There is also the multi-language feature for global use that allows tips to be auto-converted into English on the backend regardless of what language they were submitted. Tips will be responded to in English and auto-translated back to their source language during the two-way dialog process.

According to Christopher Grey, CID's spokesman, the previous methods of reporting a crime to CID will remain in effect until the new Crime Tips System is fully implemented.

"It is critical for people to say something when they see something and it literally can mean the difference between someone receiving the justice they deserve or victimizing another innocent person," Grey said. "Although we prefer people with information to use the new digital Crime Tips system, they can still report a crime through our current methods until these methods are phased out within the next 60 days: contact your local CID office, contact 1-844-ARMY-CID (844-276-9243) or email CID at Army.CID.Crime.Tips@mail.mil." For more information on Army CID, visit www.cid.army.mil.



CID LOOK OUT

CRIME TIPS

Anonymous report crime, suspicious activity or threats
to the U.S. Army Criminal Investigation Command
with the CID Crime Tips app

WWW.CID.ARMY.MIL

470th MI Brigade STT-I TTX Recap

By Maj. James Chester

From August 21-23 the 470th Military Intelligence Brigade conducted a Set the Theater – Intelligence (STT-I) Tabletop Exercise (TTX) at the brigade headquarters. This exercise was the culmination of months of planning and preparation across the brigade, including multiple events in which key subject matter experts attended at Fort Sam Houston to set the conditions for a successful final exercise execution. This included participation and input from Army South (ARSOUTH), U.S. Southern Command (USSOUTHCOM), the Department of the Army G2 office, a number of Intelligence and Security Command (INSCOM) units and headquarters sections and many other key external stakeholders. The INSCOM Commanding General, Maj. Gen. Gary Johnston, chaired the collective sessions during the exercise.

This TTX tested the brigade's ability to set the theater in support of a contingency operation and was the latest in a series of INSCOM-directed STT-I TTXs. By soliciting input from a range of organizations and individuals that owned distinct parts of the mission the brigade was able to get a better sense of our likely capability gaps. The brigade also crafted and refined recommended mitigation strategies for these probable gaps. Some of these mitigation strategies have already been implemented, improving the brigade's collective ability to conduct both steady state and expected future missions. Others may take more time to fully implement, but will still lead to increased collective readiness.

The hard work of the brigade subject matter experts and support from key leaders in ARSOUTH and INSCOM directly resulted in the exercise's success. Notably, Scott Hammon, Maj. Joshua Tompkins, Maj. Hildred Mathews, Capt. Khalid Salim and Chief Warrant Officer 5 Larry Haynes all served as working group leads and were deeply involved throughout the entire process. Their personal effort and ability to drive group discussions towards useful outputs were essential. Additionally, Capt. Kristine Benson managed all administrative and logistics requirements for all exercise events involving external participants, including the final execution in August. Without the behind-the-scenes work done by Capt. Benson and her team the exercise would have been impossible to conduct. Many others contributed as well. This sustained effort has allowed the brigade to better accomplish our missions and will continue to lead to improvements as we implement mitigation strategies for expected capability gaps. Future STT-I TTXs, though time-consuming, will also yield significant results if leaders are able to contribute even a fraction of what those listed above contributed for this last event.



Maj. Gen. Gary Johnston, INSCOM commanding general was the presiding and reviewing officer during the exercise Aug. 21.

Sustainment, Innovation and Modernization

By Maj. Hildred Mathews

What is it?

In support of the Army Vision, the U.S. Army is innovating the way it supplies soldiers to be faster and more efficient. Sustainment plays a large role in the Army's overall readiness. Army logisticians will continue to feed soldiers, fuel and arm their vehicles and provide critical parts on the battlefield. Sustainment, innovation and modernization will support the mission of the Army logisticians.

What is the Army doing?

Advanced technology has given the Army predictive analytics that will assist in supplying the warfighter faster and more efficiently. The Army is developing five technologies:

- **Autonomous Resupply:** Technology, such as artificial intelligence or robots, to deliver materials autonomously or semi-autonomously by ground, air and water.
- **Additive Manufacturing:** Also known as 3-D printing, produces parts from plastic and other durable materials by using 3-D printers. It has the ability to improve the performance of Army weapon systems on the battlefield. This process reduces distribution requirements, increases operational readiness and improves materiel development.
- **Advanced Power Generation and Distribution:** Provides greater energy output, increased fuel efficiency and management, enabling expeditionary sustainment of forces in remote areas. This could reduce the logistics footprint and extend operational reach, making soldiers more effective and units less logistically dependent.
- **Condition-Based Maintenance Plus:** A system that allows commanders to plan maintenance around their training and operational cycles to increase reliability and reduce the costs to sustain equipment.
- **Big Data Management:** Allows full implementation of the Enterprise Resource Planning systems, to improve information management.

What continued efforts does the Army have planned?

The Army will continue its efforts to innovate and improve the way it delivers weapons, combat vehicles, sustainment systems and equipment needed by soldiers. With the development of autonomous systems, artificial intelligence and robotics, soldiers will be more effective and units less logistically dependent.

Why is this important to the Army?

Soldiers will always be the most important asset for the Army. The Army Materiel Command and the Army Sustainment Command will continue to focus on developing advanced technologies to help Soldiers do their jobs better and faster as the Army builds a more ready and lethal combat force for the future.

Social Engineering: S6 Security Tip

Common sense is your most powerful defense in identifying and stopping most social engineering attacks.

Overview

A common misconception most people have about cyber attackers is that they use only highly advanced tools and techniques to hack into people's computers or accounts, this is simply not true. Cyber attackers have learned that often the easiest way to steal your information, hack your accounts, or infect your systems is by simply tricking you into making a mistake. In this newsletter, you will learn how these attacks, called social engineering, work and what you can do to protect yourself.

What Is Social Engineering?

Social engineering is a psychological attack where an attacker tricks you into doing something you should not do. The concept of social engineering is not new; it has existed for thousands of years. Think of scammers or con artists, it is the very same idea. What makes today's technology so much more effective for cyber attackers is you cannot physically see them; they can easily pretend to be anything or anyone they want and target millions of people around the world, including you. In addition, social engineering attacks can bypass many security technologies. The simplest way to understand how these attacks work and protect yourself from them is to take a look at a simple (possible) real-world example.

You receive a phone call from someone claiming to be from a computer support company, your ISP, or Microsoft Tech Support. The caller explains that your computer is actively scanning the internet. They believe it is infected and have been tasked with helping you secure your computer. They then use a variety of technical terms and take you through confusing steps to convince you that your computer is infected. For example, they may ask you to check if you have certain files on your computer and walk you through how to find them. When you locate these files, the caller assures you that these files prove that your computer is infected, when in reality they are common system files found on almost every computer in the world. Once they have tricked you into believing your computer is infected, they pressure you into buying their security software or giving them remote access to your computer so they can fix it. However, the software they are selling is actually a malicious program. If you purchase and install it, not only have they fooled you into infecting your computer, but you just paid them to do it. If you give them remote access to your computer, they are going to take it over, steal your data, or use it for their bidding.

The key is to know what to look out for--you are your own best defense.

- * Someone asking for information they should not have access to or should already know, such as your account numbers.
- * Someone asking for your password. No legitimate organization will ever ask you for that.
- * Someone pressuring you to bypass or ignore security processes or procedures you are expected to follow at work.
- * Something too good to be true. For example, you are notified you won the lottery or an iPad, even though you never even entered the lottery.
- * You receive an odd email from a friend or coworker containing wording that does not sound like it is really them. A cyber attacker may have hacked into their account and is attempting to trick you.

To protect yourself, verify such requests by reaching out to your friend using a different communications method, such as in person or over the phone. If you suspect someone is trying to trick or fool you, do not communicate with the person anymore. If the attack is work related, be sure to report it to your help desk or information security team right away.

Remember, common sense is often your best defense.

Welcome Maj. Jake Weber, new Brigade S6 officer in charge (OIC).

Leaders: Essential to Mission Success

By Kelley Otto

The family readiness group (FRG) leader is the most essential part of our Brigade Family Readiness Program. This will become an even bigger role since the family readiness support assistant (FRSA) program is going away.

In order to have the most effective program possible, we will see the addition of the family readiness liaisons (FRLs), a military member (E-7 or above) will need to fill this role. Soldiers assigned this additional duty as the commander's representative provide support for the Total Army Family Program. This involves support for quality of life issues, family readiness needs and meet the Army's obligation to soldiers, civilian employees and their families by ensuring effective family assistance and support.

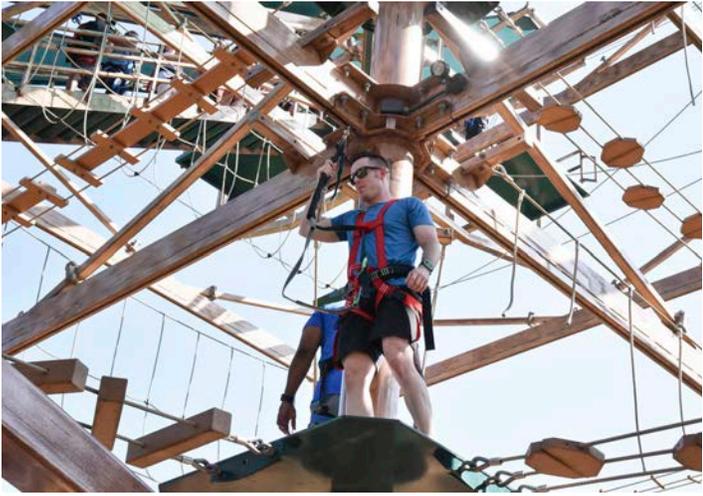
The FRL serves as a communication link between the families, family readiness group and the commander. They provide administrative support for the FRG as well as providing guidance, technical assistance and community resource expertise for all areas of family readiness. The FRL works directly for the commander and may have additional responsibilities and duties assigned in addition to maintaining their military occupational specialty (MOS) skills. Key to the FRL's success is his/her relationship with the unit FRG Leader. They must partner to ensure effective and efficient management of the Family Readiness Program. While this all sounds new, it is actually the system that was used before the FRSA program was introduced. The brigade has a great plan for continuing the outstanding family programs that the 470th MI Brigade is known for. If you would like to volunteer for your FRG please contact Kelley Otto at 210-295-6030.



Beast Company, 312th MI BN, held a baby shower for expecting company members. All soldiers expecting children in the upcoming months were also gifted with much needed baby items. The shower was a success.



Members of the 470th Military Intelligence Brigade conducted a staff team building event at Natural Bridge Caverns. During the event, soldiers and civilians practiced communication and resiliency skills necessary to improve mission readiness, unit cohesion and morale. Photos by Sgt. Juana Nesbitt



Soldiers in Action



Soldiers from the 470th Military Intelligence Brigade volunteered during their lunch break to mentor young minds at Bowden Academy, the brigade's adopted campus. The soldiers, led by the brigade Command Sgt. Maj. Lee Yoneyama, offered students advice on the importance of staying in school and learning good study habits now to help them in the future.

Photos by Monica Yoas





Strong Bonds, Strong Families

Soldiers and their families from the 312th MI Battalion attended a Strong Bonds Retreat at Horseshoe Bay, Texas Aug. 24-26. The parents and children engaged in learning communication skills, coping mechanisms and conflict resolution. The event was hosted by the battalion unit ministry team.



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.



Sergeants Training Time

HHC soldiers took to the motorpool July 12 for sergeants training time which included setting up a tactical operations center (TOC) and radio communication. The training included validation of staff functions, standard operating procedures for the TOC and rehearsing setup and teardown of the equipment.

Photo by Capt. Damien Riggins



Above: Twenty-one 717th MI Battalion soldiers were certified during the Combat Lifesaver (CLS) course Aug. 3. The course teaches soldiers how to help a wounded soldier survive those first few crucial minutes after he/she is wounded and help stabilize the soldier until they can be treated by trained medical personnel.

Below: The brigade hosted the Army Counterintelligence (CI) Deep Dive Sept. 11-14. The attendees conducted an in-depth analysis of CI capability gaps across echelons and components. The end state was to develop a unified, achievable long-term Army CI strategy to conduct full spectrum CI activities.



Physical Fitness



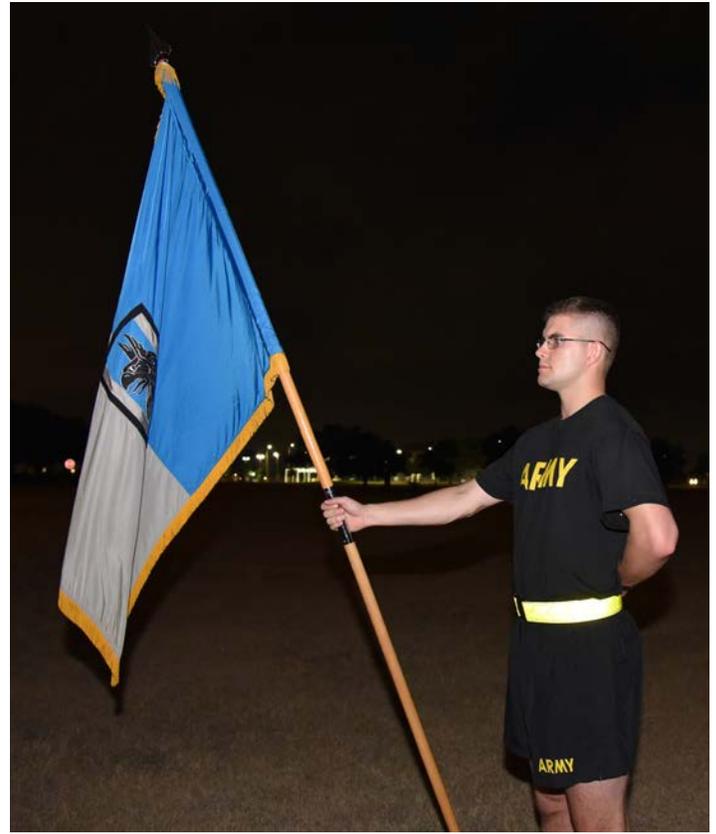
HHC Racing Group

HHC soldiers, led by Capt. Marvin Ryals completed the District 4 5K Race Aug. 11. Did you know HHC has a Racing Group and Facebook Page? Reach out to Capt. Ryals for more information. Everyone is welcome.

Remember the Alamo Race

Members from the 717th MI Battalion participated in the Remember the Alamo race Aug. 5. The race is part of a series of races promoting an active lifestyle and highlighting San Antonio landmarks.





Brigade Sports Run

The brigade conducted a sports run Aug. 30. Each company was represented in formation. The event concluded with a presentation from the brigade commander to everyone who made the event possible. Great work!





Soldiers complete obstacle course training
Photos by Pfc. Blaise Snyder

