

The Griffan

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Quarterly



SETTING THE MI
THEATER

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Back Cover: Thank you Maj. Gen. Ballard for your outstanding leadership and dedication.

On the Cover

Setting the military intelligence theater one piece at a time. Photo and design by Sgt. Juana Nesbitt.



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Setting the MI Theater for Success

By Col. Ingrid Parker
Griffins,



For this article of The Griffin Quarterly, I would like to discuss the 470th Military Intelligence Brigade Command Philosophy. It incorporates both Command Sgt. Maj. Yoneyama's and my thoughts into service to nation and leadership. First, we are both very honored to serve with you and to be your command team. More importantly, we think soldier and civilian development and growing talent is our most critical task. Our vision for your development is a deliberate, continuous and progressive process, including training, education and experiences acquired through opportunities in the institutional, operational and self-development domains. We think a key part of your development is learning engaged leadership and as executed by all leaders in the organization.

The intent of engaged leadership is to teach workplace and human capital strategies that implement strategic listening, information sharing and genuine ways to engage. We want to coach and mentor our young officers and noncommissioned officers (NCOs) to become authentic leaders, leaders that understand the modes and methods of engagement in order to grow, nurture and shape soldiers into future leaders and good citizens.

In the Griffin brigade, we conduct engaged leadership through one-on-one coaching and leadership training to organizational leadership at all echelons of the command. It is access to the brigade and battalion leadership teams through a formalized mentorship program, counseling sessions with raters/senior raters (military and civilian) and other internal mechanisms such as officer professional development/leader professional development (OPDs/LPDs) and brigade/battalion level care councils with subordinate command teams. We nested officer, NCO, and warrant officer development through the use of a strategic plan, making leader development a major objective for the brigade. Our other internal mechanisms for workplace and people development include walkabouts, town halls, The Griffin Quarterly magazine, staff rides, officer physical training (PT), Griffin time, a women's forum, career development initiatives for our civilian population, as well as improved organizational communication. We recognize we need multiple touch points to cultivate meaningful relationships and a sense of purpose in our workforce.

The purpose of our command philosophy is to serve as a basis of understanding how we think and in order to uphold the superb reputation and the great traditions of the Griffin brigade. Below are our key thoughts:

- Family: Family is a critical and integral element for all of us. Throughout all of your successes and struggles in life, our families are there with us. This is why it is imperative that we all strike a balance between our professional and family priorities
- Leadership: 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 experience and seeing others lead by example. Every challenge is an opportunity to learn and grow personally and professionally.
- Standards: Standards are the core of any unit. It is the quality by which we measure all of our actions both in and out of uniform. We owe it to our soldiers and civilians to clearly articulate the standards.
- Discipline: Right place, right time, right uniform and right attitude. Doing what's right even when no one is watching means choosing the hard right over the easy wrong.
- Teamwork: A team consists of many individual efforts that collectively come together under one banner to achieve unified purpose(s). It is essential that the "I" mentality be placed aside so that as an organization we can be stronger, more efficient and more productive.
- Professionalism: This characteristic 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 it. 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, civilians and their families is a solemn responsibility that we must enthusiastically embrace.

- Have Fun: We will work and train hard, however, we must find balance that ensures our soldiers have reasonably predictable lives. We will maintain an environment that ensures all soldiers want to come to work and serve this great country.
- Inspire: "It's not the load that breaks you down, it's the way you carry it." — Lou Holtz
- Forging the Future!

Rules for being amazing

- Risk more than is required. Learn more than is normal.
- Be strong. Stay current. Breathe. Excel. Initiate. Lead.
- Speak your truth. Live your values.
- Laugh. Innovate. Simplify. Release Mediocrity.
- Aim for genius. Stay humble.
- Be kinder than expected. Deliver more than is needed.
- Inspire others by your bigness.
- Shatter your limits. Transcend your fears.
- Exude passion.
- Dream big, but start small.
- Act now. Don't stop. Change the world.

Understanding the Origins of Drug Gangs and Militias in RDJ And What Actions FPD Brazil is Taking to Mitigate the Threats

By João Pereira and FPD Brazil



INTRODUCTION

In recent years, organized crime in Rio de Janeiro (RDJ) has increased dramatically due, in large part, to its struggling public safety apparatus. RDJ is a CRITICAL crime post, according to the Defense Intelligence Agency, and the crime rates continue to rise. Approximately 6,500 U.S. Department of Defense members enter Brazil for subject matter expert exchanges, VIP visits and mil-to-mil exchanges, as exchange students, etc. The importance of Force Protection Detachment (FPD) Brazil in this challenging urban area cannot be overstated. FPD Brazil is working diligently to keep in-transit DoD members safe in this dangerous environment, utilizing the support of local law enforcement agencies and military officials.

BACKGROUND

Organized crime gangs rose to power in RDJ in the 1970s. Due to scarce state funding, the police force was poorly trained and often corrupt. Criminal gangs were making extraordinary profits by dealing cocaine on the streets of RDJ and exporting the drug to Europe and other parts of the world. This environment offered immense profit opportunities to those willing to take high risks. Also contributing to the consolidation of the criminal element was the extreme level of leniency of the Brazilian courts. It did not take long for unscrupulous government officials to recognize the potential for illicit profits by using state bureaucracy as a tool to pursue their self-interests. Many did not hesitate to join criminal groups.

Before long, small and disorganized criminal gangs controlled all of RDJ's slums, known in Portuguese as favelas. Simultaneously, prisons filled with rival gang members who ruthlessly fought each other while continuing to run their criminal activities from inside prison. The criminal gang members shared cells with political prisoners who were imprisoned for actions against a dictatorial government. They taught the criminal gang members how to properly organize and use guerilla warfare tactics. The criminals soon real-

ized they could become wealthier and more powerful by imposing the strict standard operating procedures learned from their prison mates. In addition to empowering themselves, another tactic was to use drug proceeds to improve living conditions in RDJ's favelas, winning the hearts and minds of the impoverished living in those communities.

In the 1980s, inmates mastered guerilla tactics, which they employed during bank robberies and other crimes. They soon realized, however, that violent crimes were taking a toll on the organizations' human capital. Moreover, they noticed they could be more profitable, with less bloodshed, if they operated under the authorities' radar. This realization led to a truce among the leading drug gangs of RDJ in the 1980s, and they adopted a business model for their drug enterprises that was similar to the drug cartels in Colombia. The gang leaders divided the city in an attempt to avoid conflict with one another. Mangueira, Jacaré and Alemão were the first favelas to adhere to this trend, which gradually extended to other RDJ favelas. However, the lack of trust among rival gangs, confrontations with the police and the threat of new competitors for control of the drug trade quickly led to the breakdown of the honor-among-thieves agreement. Soon thereafter, the two major gangs in RDJ: Comando Vermelho and Terceiro Comando, resumed their war for territory.

In favelas, the leader of the ruling drug gang becomes the de facto government of the community. He becomes the judge, jury and executioner. With the proceeds from the drug trade, drug lords purchased modern warfare equipment such as rifles, machine guns, grenades, handguns and a large stock of ammunition, all of which came from Brazil's border countries: Paraguay, Colombia, Argentina, Uruguay, Peru and Bolivia.

THE APPEARANCE OF THE MILITIAS

Over the years, numerous corrupt law enforcement officers have succumbed to the more lucrative lifestyle of successful drug lords. Their deep knowledge of the RDJ organized crime structure has motivated many to betray the uniform they wear. Criminal gangs have forged ties at all levels of the city's bureaucracy, including lawmakers, mayors and governors, adding another rung to a ladder of corruption that leads to power in RDJ. The introduction of the militia into this group of players fundamentally changed the modus operandi of criminal gangs, facilitating the use of police resources and intelligence to gangs' benefit. This eventually led the government to implement new policies to fight the criminal gangs.

In 2008, the Secretary of State for Public Safety, José M. Beltrame, rolled out a program known as Pacifying Police Unit (UPP), an initiative modeled on a program in Colombia and United Nations' peace keeping operations. The goal was to retake control of the areas to which the state no longer had access and to establish a permanent police presence inside the favelas. Authorities sought to control the entry of drugs and weapons into those problematic areas. The city mobilized an unprecedented police contingent to execute this long-term mission and, early on, enjoyed success. Over time, however, failure to commit government resources for essential social services in the favelas placed the police in the position of the sole government entity providing services to the communities.

In 2016, a deep economic crisis rocked Brazil severely limiting the city's ability to invest in fighting crime. This shift in the balance of power emboldened criminal gangs to reorganize themselves and retake many of the areas once controlled by the UPPs. In the past year, violent crimes rose to levels that led the Federal government to intervene militarily, installing military leadership to administer public safety in RDJ. Additionally, the military is providing logistical and troop support throughout the greater metropolitan region, including RDJ's iconic tourist areas.

WHY IS RDJ IMPORTANT?

From 1763 to 1960, RDJ was the capital of Brazil. When the capital moved to Brasilia, many of the military institutions remained in RDJ. The city is home to the Command and Chief of Staff School (Escola de Comando e Estado Maior), the Superior War School (ESG – Escola Superior de Guerra), the Navy War School (EGN – Escola de Guerra Naval), the Brazilian Navy Academy and the Command of the Brazilian Marine Corps. It is the homeport for the Brazilian Navy Fleet, Airborne Brigade and Airborne and advance parachute School. Also located in RDJ are GRUMEC (the equivalent of Navy SEALs) and the Brazilian Peace Operations Joint Training Center (CCOPAB). The presence of these important military institutions, the numerous VIP visits and mil-to-mil exchanges in RDJ created a need for FPD Brazil to establish a satellite office, which opened in 2012.

WHAT ACTIONS FPD BRAZIL IS TAKING TO MITIGATE THE THREATS

The CRITICAL crime environment, coupled with the strategic importance of RDJ, requires FPD Brazil to work to mitigate the threat to in-transit DoD personnel. Liaising with law enforcement and military counterparts from all levels of government throughout the country is one of the protective measures in which FPD Brazil engages. It also continuously updates and provides security briefings, produces Defense Threat Assessments and assesses hotels, hospitals, airports, and ports. When needed, FPD Brazil provides personal security support to VIP visits. Additionally, FPD Brazil conducts joint weapons training with Brazilian military and law enforcement agencies to strengthen working relationships with their counterparts.

As an outcome of years of liaison and bilateral cooperation, FPD Brazil has forged strong professional ties that have enabled U.S. aircraft, ships and military personnel to transit through the region without incident. FPD Brazil continues to carry out its mission of identifying, mitigating and responding to security threats that may disrupt DoD's ability to conduct its mission.



FPD Brazil team supporting the USS Wasp leadership during their port visit to Rio de Janeiro.

Relationship status: it's complicatedly simple...

The union of tactical and fixed site intelligence architecture



Story and photos by Capt. Brand Kroeger

To many in the intelligence community, “intelligence architecture” is a nebulous and complicated term that often elicits a bunch of nodding heads in an air-conditioned conference room.

For the soldiers of Headquarters and Headquarters Detachment, 312th Military Intelligence Battalion, who are charged with the maintenance of fixed site and tactical intelligence architecture, the term is simple. It's simple because the best way to understand intelligence architecture is to build it and maintain it. That's exactly what these soldiers do every day.

The significance of an effective tactical and fixed site intelligence architecture serves to set the theater to support Army South (ARSOUTH) and U.S. Southern Command contingency operations whenever and wherever they may arise. Today, our soldiers and systems are ready to deploy in support of those operations.

Fixed Site: Soldiers of the HHD Intelligence Communications Maintenance Section (ICOMS) maintain the fixed site intelligence architecture that supports daily operations in the ARSOUTH Analysis Control Element (ACE). Day in and day out ICOM enables vital information sharing. When equipment fails or a system shuts-down, it's ICOMS that steps in to succeed and solve the issue.

Tactical: When the 312th MI BN was reactivated in June 2017, the ICOMS team set out to revitalize the brigade's tactical intelligence communications capability. ICOMS brought four Trojan systems online that were either idle in the motor pool or rotting in the corner of a warehouse. This capability is now a key enabler of the brigade's deployable intelligence support element (DISE) priorities and essential to the brigade's contingency outpost operations (COOP).

The fixed/tactical union: While ensuring the ACE fixed site architecture supports daily operations, ICOMS federated 312th MI BN tactical systems that now link seamlessly with servers inside ARSOUTH.

The idea was simple, build a tactical intelligence architecture that allows a team of analysts supporting contingency operations in our area of operations (AOR) to perform the same tasks they perform on their workstations at Fort Sam Houston, Texas.

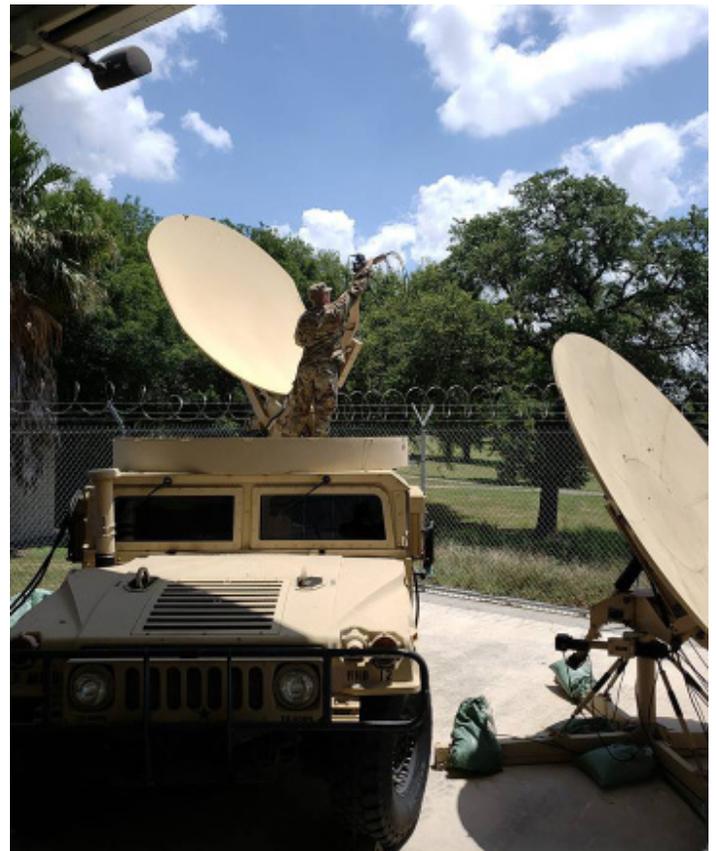
Three things guided our efforts to create a successful relationship between fixed site and tactical intelligence architecture.

1) Be realistic: Train as you fight and demand results. We have our soldiers and our equipment to keep us in the fight. The readiness of our soldiers cannot be separated from the readiness of our intelligence systems and architecture. The architecture gives our analysts the tools needed for their success.

2) Be balanced: You can't marry a soldier to steady-state fixed site operations and then demand tactical proficiency. You must strike a balance between technical competence and tactical performance when building intelligence architecture.

3) Be adaptive: Don't be alarmed if a satellite falls out of orbit and you lose all connectivity. Software changes frequently; hardware is fielded constantly and programs of record change. The goalposts will move so, leaders must adapt training plans and objectives accordingly.

Is intelligence architecture complicated? Yes, it is. However, it is also simple when you challenge intelligence system maintenance technicians and subject matter experts to succeed. They will. When they do, through mutual effort, the 312th MI BN, the 470th MI BDE and ARSOUTH all succeed together to set the theatre with a capable and trained tactical and fixed site intelligence architecture.



Setting the MI Theater in our AOR

By Chief Warrant Officer 2 David M. Joseph

Setting the theater involves a constant and continuous shaping of an area of responsibility (AOR) to establish and maintain favorable conditions for follow-on military operations. From an intelligence standpoint, it is continuously providing accurate and timely information to develop knowledge and a common operating/intelligence picture for the AOR. Setting the theater and intelligence preparation of the battlefield, are ways the 470th Military Intelligence Brigade and soldiers of the 717th Military Intelligence Battalion help to keep our leaders and decision makers informed and ensure mutual understanding across all levels.

The world is filled with bad actors and several of them are knocking at our southern border. The brigade provides information to help thwart individuals from gaining access into our country or inflicting harm from abroad. As such, the 470th is charged with a few of the nation's most important missions. The unit has soldiers engaged in the ongoing war on drugs, protecting our southern border, providing timely and accurate information to other federal agencies and combatant commanders across the globe. Soldiers in the Griffin brigade are primarily responsible for setting the theater for the Southern Command AOR, but also aid in vital shaping operations for the Northern Command, European Command and Central Command AORs. Soldiers from the 717th MI Battalion help set these theaters by providing highly trained and experienced soldiers to work multiple missions in multiple countries in order to reduce ambiguity and provide a relative advantage for U.S. forces and partner nations in the AORs. These soldiers play a vital role in providing commanders, federal agencies and partner nation forces with accurate and timely information to enable informed decisions and in turn, set the theater from an intelligence perspective.

As part of setting the theater, Alamo Station assesses and provides highly trained soldiers to deploy to multiple locations in support of full-spectrum contingency operations around the globe. Moving forward, the brigade and the 717th MI Battalion understand that there will be a constant fight in order to stop the illegal activity occurring at our southern border and around the globe. In order to do so, the brigade will leverage the relationships built with different nations throughout the AOR to ensure that we can help provide them with the means to protect their citizens and provide us with the means to set the theater so we can protect our military members deployed all across our Southern Hemisphere.





On April 13-15, 21 families from 717th MI Battalion dedicated three days toward strengthening their marriages and families at a Couples Strong Bonds event at Horseshoe Bay Resort. Strong Bonds is a unit-based, chaplain-led program which assists commanders in building resiliency by strengthening the Army Family. Chaplain (Maj.) Jerry Young led the event utilizing Couples Collaborative Communication, while Aloha Sitters led 26 children through activities to enhance their resiliency and emotional intelligence. Couples said they learned to communicate through hot topics without being defensive and to listen more closely without interrupting. Many said the training helped them to resolve important issues which brought them closer together. Pictured below, couples who wanted to were able renew their marriage covenant vows.



Setting the Theater for Future Deployments

By 1st Lt. Lindsay Gabow

While the 470th Military Intelligence Brigade does not deploy in the same capacity as a conventional U.S. Army Forces Command (FORSCOM) unit, opportunities abound for individual soldiers seeking overseas opportunities. As a fairly new second lieutenant, I pursued such an opportunity and returned from my first deployment at Al Udeid Air Base, Qatar.

Over the past six months, I filled an individual augmentee (IA) billet supporting a joint Military Information and Support Operations (MISO) task force. As the Deputy J2 in a Special Operations unit and a very junior officer with virtually no military intelligence background, all of my learning was on-the-job training (OJT). Prior to deploying, I attempted to prepare. Wide-eyed 2nd Lt. Gabow plunged into a riveting syllabus of military intelligence publications. My frantic initiative, if somewhat noble, yielded few returns. The OJT training proved invaluable. In Qatar, the need to be adaptable and open-minded was quickly apparent.

In sending individual soldiers off to distant corners of the world for missions entirely unrelated to ours here at Fort Sam Houston, the 470th Military Intelligence Brigade ought to bear this in mind. Perhaps the best preparation is simply steering these soldiers toward flexibility. Rather than tethering deployers to a single job in the brigade for entire rating periods, the brigade might consider shifting these soldiers around to different parts of the brigade. Ideally, the deployer should dip his toes in every intelligence subset, or "INT." Doing so will not only expand his/her foundation, but also keep them from getting too comfortable. While subject matter expertise is commendable, this serves the soldier little on a deployment with an entirely different mission.

I am extremely fortunate to have deployed with such limited experience. I joined the task force in Qatar with no preconceptions or expectations. Through complete unpreparedness, I was flexible. There was simply no alternative. As a general rule, however, the 470th should seek to prioritize flexibility in preparing individual soldiers for deployments. If not, better not to prepare us at all than keep us in the same position for too long. Comfort breeds complacency.

Below: Capt. Marvin Ryals takes charge of HHC on April 16 at the MLK Field. Capt. Christopher Phalan relinquished command. Welcome to the brigade, Capt. Ryals. Thank you for all you did for HHC Capt. Phalan.





377th MI BN Change of Command

By Monica Yoas

The 377th MI Battalion conducted a change of command ceremony on April 6 at the AFRC in Austin, Texas. Maj. Greg Smith relinquished command to Lt. Col. Timothy Martino. Welcome Lt. Col Martino and thank you to Maj. Smith for all he did during his time as commander.

Below: Soldiers from the 377th MI BN attended their annual training (AT) at Camp Bullis, Texas. The training was completed at the INSCOM Detention and Training Facility (IDTF) and prepares the soldiers for future deployments. Photos by Monica Yoas.



Interrogation Leader's Course

By Chief Warrant Officer 2 Tony Tatum

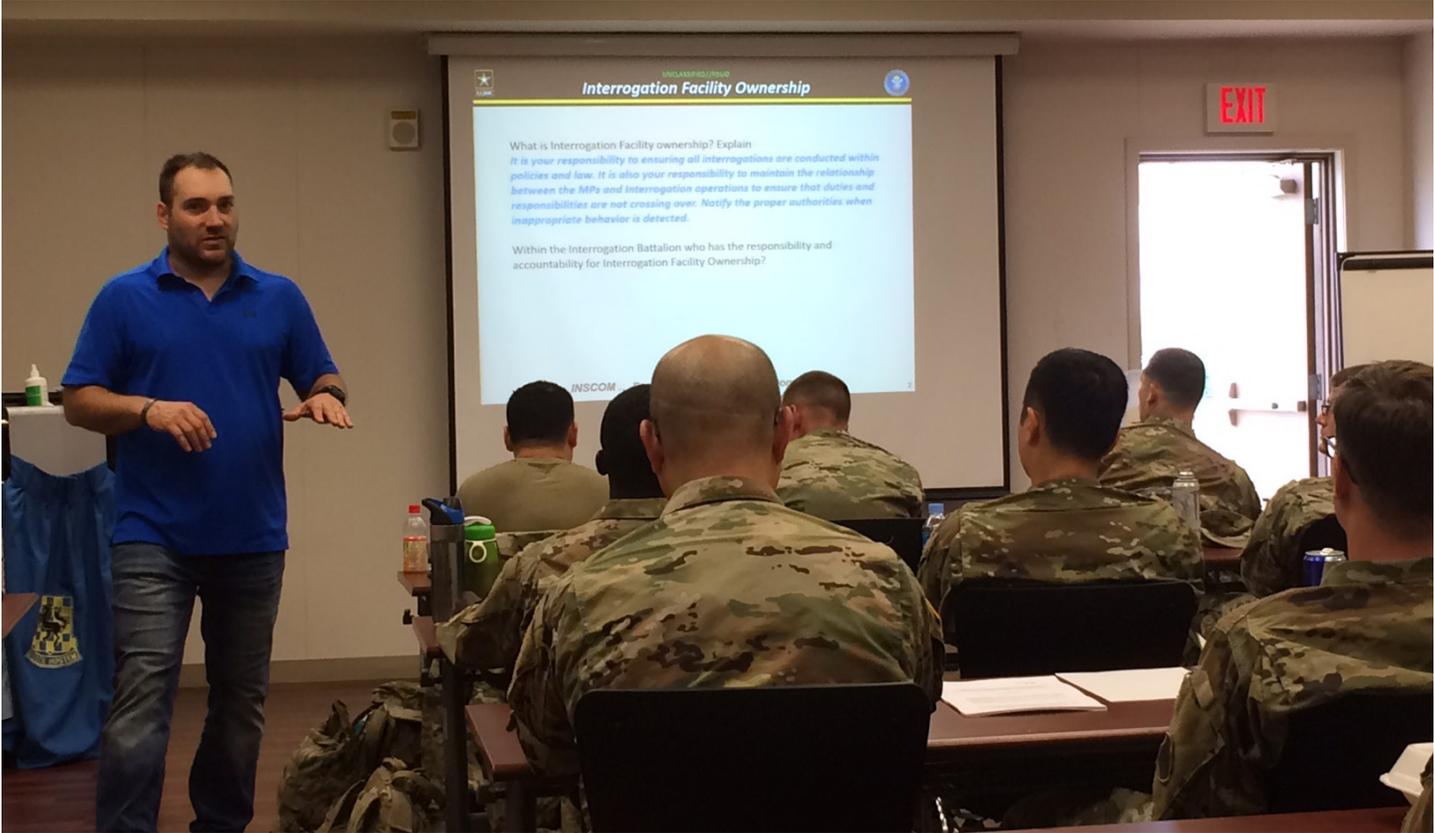
Make no mistake, interrogation is alive and well in the Army today. The Interrogation Leader's Course (ILC) is a three-day course developed by the Intelligence and Security Command Detention Training Facility staff and Army Interrogation Group to provide military intelligence (MI) battalions with tools, ideas and concepts focused on interrogation operations to enhance their effectiveness in their mission.

The ILC was designed to outline operational guidelines, the division of roles and responsibilities and the governing laws and policies associated with conducting interrogation operations within a Joint Interrogation and Debriefing Center (JIDC). In the absence of established Army Doctrine for establishing a JIDC, the ILC aids MI battalion commanders and staff section leads through the process of establishing and managing interrogation operations in a theater-level internment facility through mission analysis, demonstrated best practices and lessons learned.

Great courses take time and evolution. Since its inception, the ILC has been revised from a lecture-based program of instruction followed by Military Decision Making Process exercise focused on establishing a JIDC to a small group, interactive learning experience with the flexibility to adjust learning modules to meet customer needs. The course begins with a brief overview on the history that led to the policies and principles that currently affect Department of Defense intelligence interrogation operations. Participants then receive information pertaining to essential aspects of theater-level interrogation operations, such as detention facility and interrogation facility ownership, military police/detentions operations force relationships and coordination, communicating interrogation battalion capabilities, prioritizing interrogation operations, enabling interrogation practitioners, and product development and packaging.

Again and again throughout the course, students are confronted with common scenarios and challenges to work through collaboratively to determine legal and ethical solutions. Participants previously unfamiliar with interrogation operations even have the opportunity to gain perspective through brief mock interrogation iterations.

Army Interrogation Group



The ILC was recently provided and well received by leaders of the United States Forces Korea, 8th Army and the 501st MI Brigade at United States Army Garrison (USA-G) Humphreys.



Soldiers in Army Sports



Soldier Contributes Coaching Skills to Army Volleyball Team

By David DeKunder

A member of the 470th Military Intelligence Brigade at Joint Base San Antonio-Fort Sam Houston contributed his coaching talents in helping the All-Army Men's Volleyball Team to a second-place finish at an Armed Forces tournament in May.

Sgt. Pedro Ortiz Feliciano, 470th MIB analyst, was an assistant coach for the Army team that competed at the Armed Forces Volleyball Championship May 7-11 at Hurlburt Field, Florida. Men's and women's teams from the Army, Navy and Air Force participated in the round-robin tournament.

The men's Army team earned the silver medal at the tournament with a 3-3 match record, finishing behind tournament champion Air Force, who went 5-1.

Ortiz Feliciano said he enjoyed his experience being a member of the Army team.

"It was not only a privilege but it was mesmerizing because you have a group of people who are not only Soldiers, but that actually love the sport," he said. "So just to concentrate on that and really play and represent the Army was really, really, really rewarding."

Ortiz Feliciano has been playing volleyball since his teen years, starting on his middle school team in his native Puerto Rico. He continued playing the sport in high school and played professionally for one season, also in Puerto Rico.

He said he decided to attend try outs for the Army team after playing in volleyball leagues in San Antonio and getting the support of his commander.

“I saw the opportunity,” Ortiz Feliciano said. “I figured, why not? Just try out. You never know. That’s essentially what drove me.

Ortiz Feliciano was one of 19 service members who tried out for the team in April. The tryouts were held at Fort Indiantown Gap Army Reserve Center, Pa., the Army team’s training facility. The month long tryouts were competitive as service members practiced three times a day and played in several tournaments against club teams made up of former collegiate players.

After the tryouts were completed, 12 service members were selected to the team. Ortiz Feliciano was not one of them, but the team’s head coach, Jaime Gonzalez, asked him to stay on as an assistant coach.

He said being an assistant coach gave him an opportunity to utilize the knowledge and skills he has acquired in playing volleyball to help the Army team. In addition, Ortiz Feliciano has a degree in sports science with expertise of physical training and body recovery.

“Essentially what ended up happening is the coach needed some help,” Ortiz Feliciano said. “He figured if he got some extra help, it would be better for the team. Out of all the candidates that were participating, as far as knowledge in the court, knowledge against other teams and scouting other teams, I became the most experienced in that position (assistant coach).”

As assistant coach, Ortiz Feliciano duties included reading the offensive and defensive set ups of opposing teams, helping to create offensive plays and enhancing the Army team’s physical training.

“Even though we didn’t win gold at the Armed Forces tournament, I can say with 100 percent confidence that our team had the most stamina out there,” Ortiz Feliciano said. “I believe we were the most prepared when it came to physical readiness.”

He said volleyball is one of the top two sports to play in Puerto Rico, next to baseball. In fact, according to Ortiz Feliciano, about half of the members on the Army volleyball team are from Puerto Rico, including head coach Gonzalez.

Ortiz Feliciano said his family back home in Puerto Rico was happy for him when they found out he was playing volleyball while serving his country.

“They are really ecstatic, not only because I got to play, but because I got to do what I like,” he said. “I love playing volleyball. It was really cool for them.”

Ortiz Feliciano came to the U.S. in 2010 to study in the chiropractic program at Life University, in Marietta, Georgia, graduating with his sports science degree in 2014. Four months later, he joined the Army.

His next goal is to pursue the position of head coach for the women’s Army volleyball team next year. Ortiz Feliciano said he believes his experience as both a player and assistant coach would help him to improve the performance of the All Army Women’s Volleyball Team, which finished third at this year’s Armed Forces Volleyball Championship.

“I believe that the experience (of being an assistant coach) plus the volleyball player experience mixed together, it’ll help us come out on top next year for (the Army women’s team),” he said. “They have the talent to win, (the women’s team) just needs a little bit more organizing.”

Setting the Theater for Spirituality

By Chaplain (Maj.) James Covey

In the wilderness prepare the way for the LORD; make straight in the desert a highway for our God. Isaiah 40:3

Military definitions of setting the theater revolve around the fundamental work of establishing conditions for the success of operations. On the surface, a topic as seemingly transcendent as “spirituality” would appear to defy any connection with this theme. Admittedly, when the assignment for my contribution to this quarter’s Griffin Quarterly dropped into my inbox, I was at a loss for words, not something preachers experience frequently. In fact, I offered up a prayer for guidance. And then it hit me, that prayer was actually a perfect example of this theme.

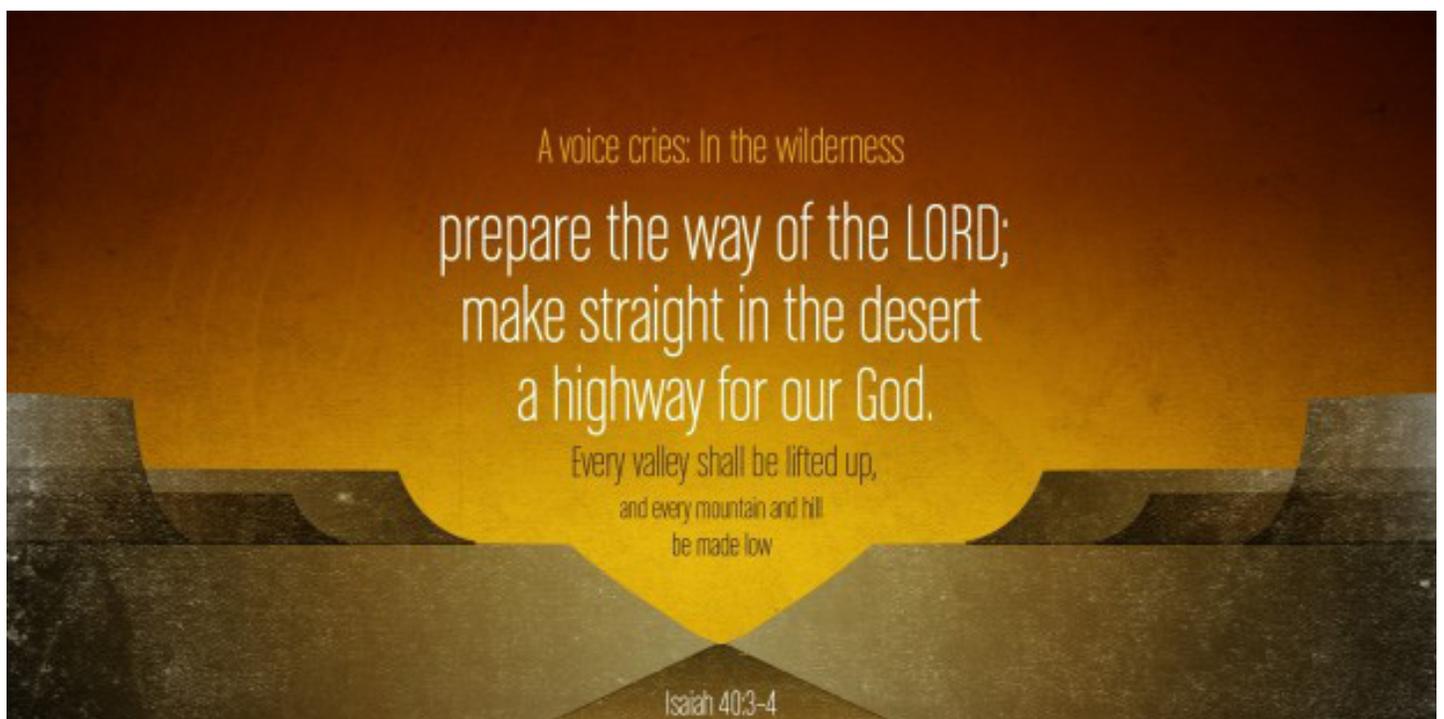
This is what the Old Testament prophet Isaiah was referring to when he called the people of his day to “prepare the way for the Lord”. New Testament writers quoted this same text to call God’s people to a season of preparation to “make straight in the desert a highway for our God”. The import of all of this being that we can actually set the theater for

God’s “operations” in our lives as we pursue basic spiritual disciplines like prayer, study of Scripture and worship.

You see, God is working (operating) all around us. He wants to also operate in and



through us for His good purposes. However, we need to be prepared, ready and willing for his advent into our lives. Mobilizing with others to hear his voice (worship), developing intelligence to understand our theater of operations and his guidance for us (study) and establishing lines of communication to clearly hear his voice (prayer) are all mission essential tasks if we hope to take part in his work. Sadly, some ignore these tasks and then lament God’s absence from their lives. But, God is not angry with any of us. He is closer to us than our next breath. Simply set the theater and your journey with Him will begin.



Moving Forward While Stuck in the Past

Provided by Military and Family Life Counseling Program

Imagine that life is represented by a ruck sack and the items inside represent experiences, circumstances and events throughout your lifetime. Some of the items you need, some you want and some you may never use. Some you do not even like or think they need to be in there (i.e. rucking with your desert uniform at Fort Wainwright during the winter) but you did not choose the items on the packing list. Imagine that some of the items represent traumatic events; events that haunt you and keep you stuck.

How do you move forward in life while your brain, body and emotions stay stuck in the past? How does anxiety and Post traumatic stress disorder affect careers, interactions with co-workers, loved ones and other drivers (especially in San Antonio traffic)? What are some ideas to help you start to move forward?

1. Acknowledge it happened - Denying a traumatic event occurred or suppressing the associated emotions gives it more power and increases anxiety around the topic until it is managed.
2. Understand your symptoms – Some symptoms of anxiety and/or PTSD include short-fused temper, avoiding confrontations, isolating, images of scary moments repeatedly replaying, uncontrollable crying, lack of any emotion or less than usual, chest pains, shortness of breath, fear, clenching fists, sweating, high blood pressure, paranoia, high-risk decision making, etc. The more you learn about your emotions and reactions the more you can prepare for triggers and explain them to loved ones and others you interact with. Symptoms of anxiety and PTSD often damage relationships because of misinterpretations of behavior. For example, if your nervous system is constantly in “fight or flight” your body will react like it is in danger instead of heated during conflicts.
3. Practice multiple coping skills to find the one that really works for you. Some examples are: grounding, mindfulness, sharing your story, spiritual techniques, journaling, volunteering, group therapy, individual counseling, etc.
4. Make mindful decisions based on healthy boundaries and professional guidelines. Ask yourself these questions when making decisions:
 - a. Do I have the resources to manage this request along with your current responsibilities?
 - b. Does this decision make sense for me physically?
 - c. Is this decision healthy financially?
 - d. Does this decision compromise my morals, values or beliefs?
 - e. Is this decision emotionally healthy?
5. Reach out for support and set realistic goals and accountability.

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.

Retaining the Right People for Future Mission Needs

By Sgt. 1st Class Lisa Tomlin

During recent counseling sessions with some of the soldiers of the 470th Military Intelligence Brigade, I noticed that job satisfaction and training, seems to be the key factor in their decision to reenlist. The career counselor, the commander's advisor on all programs impacting retention, is an integral link in ensuring that all soldiers are fully advised of their status upon reenlistment, transition or separation.

Effective counseling is an ongoing process between commanders, career counselors and soldiers that begins the day a soldier enters the Army and continues throughout the soldier's Army career. The Army Career Counseling System involves four stages: integration, professional development, sustainment and career development. These stages are designed to prepare soldiers for the future, whether a full Army career or for return to civilian pursuits. Counseling provides detailed records of the soldier's development and should be used as a management tool for commanders and leaders to effectively guide soldiers through their Army careers. These counseling requirements are a part of the Army's overall commitment to soldiers.

Counseling matches the needs of the Army and the soldier. It is an empowerment designed to facilitate a soldier's career development and growth within the framework of the Army's support systems and unique mission requirements. Since training for intelligence specialties are so lengthy and additional investments are required to process high level security clearances, it is in the Army's interest to promote the highest level retention rate possible for MI soldiers. With that, soldiers deserve honest and frank evaluations of their potential and opportunities to attain their desired goals with realistic expectations. Soldiers should be advised not only of their reenlistment options, but also of how they compare with their peer group for education, time in current rank and strength status of their military occupational specialty.

An Army career is difficult and demanding, but with proper counseling and guidance we can all rest assured that only the best soldiers will be retained in the 470th Military Intelligence Brigade and to serve the future Army mission needs.



Congratulations Spc. Kasia Adamietz on your reenlistment on May 3 at the historic Quadrangle. She will be staying Army for four more years and reclassing to be a pharmacy specialist. Great work, stay Army!

Empathetic Leadership

By Sgt. 1st Class Edward Gribbins

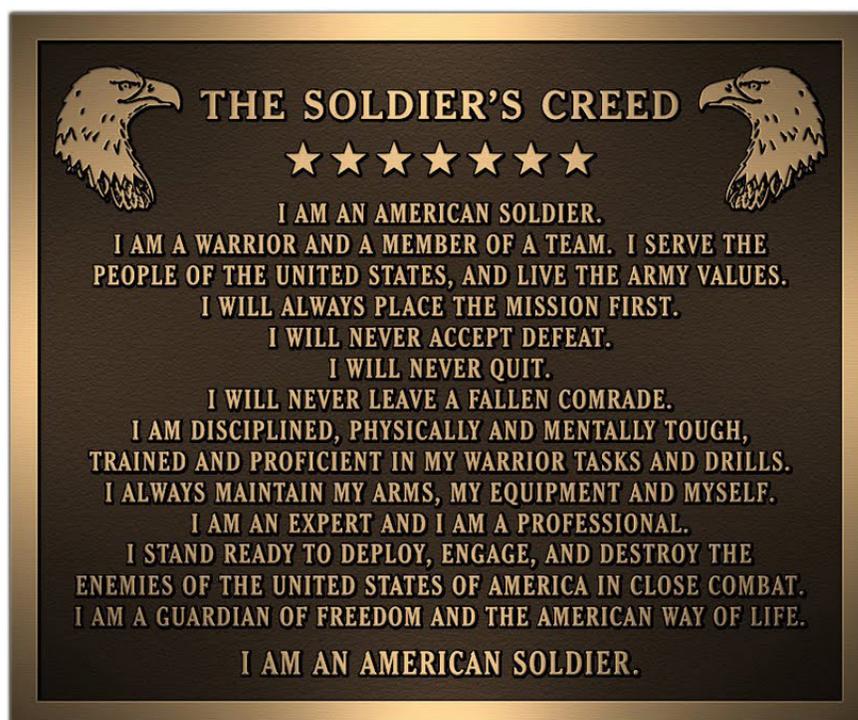
“I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade.”

The Soldier’s Creed contains these four sentences that we have come to know as the Warrior’s Ethos. The first three sentences are easy to visualize for most, “I will always place the mission first,” keeping your eye on the prize, victory. “I will never accept defeat” and “I will never quit,” set the stage of fighting to the bitter end. The final sentence can be tricky, “I will never leave a fallen comrade.” As a young soldier, you envision carrying an injured battle buddy through a flurry of bullets and shrapnel to safety, so they may recover and fight another day. That final line is easily romanticized, though as a leader it carries much more weight.



The ability of leaders to listen, relate and understand their subordinates is empathetic leadership. In some organizations, this type of leadership has devolved and diminished into near nonexistence. A unit without at least some level of empathetic leadership presence could be viewed as toxic, unsupportive and ineffective. This would be an organization with no trust in leadership and high levels of non-operational stress. Having empathetic leaders ensures soldiers are seeking guidance when they are having problems. The trust that comes from the bottom up in an organization that embraces this style of leadership cannot be overstated.

Every soldier in every organization is made up of values, attitudes, ideas and norms. Each one contains their own unique left and right limits for stress and work capacity. As a leader, there is an implied task to understand each of these nuances in your subordinates and identify when one is out of place. The ability to identify and address one of these irregularities in your soldier is the difference between that soldier being heard or being passed over, thus, forcing them to fight on their own. Failing to identify, address or follow up with that soldier, is to leave a fallen comrade. Not every fight is on the battle field. As a leader, placing the mission first is to know your soldiers. Never accepting defeat, is to address what is out of place. Never quitting is to follow up. Never leaving a fallen comrade, is to ensure the soldier has what they need to be successful on and off the battlefield.



Ethics: A Strong Foundation

By James E. McGhee

Ethics is the branch of philosophy that examines right and wrong moral behavior, moral concepts (such as justice, virtue, duty) and moral language. Typically, we think of ethics in reference to Socrates, Plato and Aristotle, debating what is the greatest good or establishing fixed habits of behavior that lead to good outcomes, such as courage, justice, prudence and temperance. How do these ancient concepts apply today? Specifically, how does the concept of ethics relate to the Department of Defense (DoD) member?

Perhaps as a starting point we need to first understand what it means to be a DoD member. The military draft ended on January 27, 1973, meaning all DoD members today are volunteers. People volunteer for many reasons, but regardless of the reason, we all end up in the same position – choosing to serve. Upon entering service we all take an oath. While the oaths for enlisted and officers differ, both require swearing or affirming “to support and defend the Constitution of the United States against all enemies, foreign and domestic, and to bear true faith and allegiance to the same.” Having an ethical code or living by ethical principles ensures we live up to our oaths.

While it is vital to know and understand an ethical code or ethical principles, such as the Fourteen Principles of Ethical Conduct for Federal Employees

or, the Joint Ethics Regulation (JER), much of what is contained therein can be summarized more succinctly. We have probably all heard the phrase, “always choose the harder right over the easier wrong” or, “always do what is right, even when nobody is watching.” What we probably didn’t realize is those simple phrases encompass thousands of years of thought and debate about what it means to be good and do what is right. The Fourteen Principles and the JER help guide us to be good and understand what is right in our service to the nation.

Public service is a public trust, meaning the public trusts us to serve them and the nation in the utmost fashion. DoD members must always place loyalty to high ethical standards above private gain. Understanding and observing ethics rules are essential to fulfilling that trust as well as our oaths when we choose to serve. Fulfilling that trust and our oaths not only benefits us, but also the units in which we serve. In other words, we are not merely making ourselves better, but also the entire Army.

Unethical behavior has just the opposite effect and can be detrimental to ourselves, by harming our careers and, to the units to which we belong, by decreasing morale and esprit de corps. It also erodes the public trust, upon which we depend. At the end of the day, know the rules, apply the rules and do what is right.

14 Principles of Ethical Conduct Executive Order 12674

1. Place public service above private gain
2. Financial interests cannot conflict with official duties
3. Do not use non-public information for private gain
4. No gifts from prohibited sources
5. Employees must put forth honest effort in performance of duties
6. No unauthorized promises purporting to bind the government
7. Do not use public office for private gain
8. Act impartially and no preferential treatment
9. Protect and conserve government property and only use it for authorized purposes
10. No outside employment or job hunting that conflicts with Federal job
11. Obligated to disclose waste, fraud, and abuse
12. Satisfy financial obligations in good faith
13. Uphold EEO laws and regulations
14. Avoid appearance of unethical conduct/violating the law or ethics regulations

Setting the MI Theater Funding

By Miguel A. Ocasio Moya

The Brigade Resource Management (RM) office is responsible for managing the brigade funds provided based on the unit commander's future funding requirements. Commanders drive the train on the budget forecasting and execution.

Unit commanders must have a holistic view of their future needs in order to forecast the amount of funds they need to conduct training and deployments. Additionally, as technology changes, they must do their 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.

As funds become available and requirements arise, we will fund these based on the unit's forecasted needs. There are some routine requirements such as software bills that are automatically paid by the RM office when they come due. However, other requirements such as the purchase of Class II and Class IX items are purchased per the unit's request in order to have adequate supplies and ensure all equipment meet 10/20 standards. Critical training is also funded as forecasted by the units, this way ensuring we have a well-trained, professional force.

The Brigade Program Budget Advisor Committee (PBAC) is the main brigade-level tool we use to track future unit funding requirements and challenges to the budget execution. The information provided in the PBACs by the commanders is relayed to INSCOM G3/G8 in the form of a spend plan which is, in turn, utilized by INSCOM to fund our brigade. Following our spend plans ensures commanders have the funds they need, when they need them.

Of course, not all well laid out plans work out. INSCOM G8 staff does their best to provide the funds we need but there are times this can't happen; usually due to external funding challenges (CRAs, decrements, etc.). When this happens, commanders must reassess their needs, conduct risk assessments and prioritize where the funding is needed in order to meet the brigade's requirements.

The brigade RM office will ensure funds are in place to meet the unit commander's funding requirement based on their forecast. This will allow our personnel to engage and provide actionable intelligence to our national-level consumers without interruption to the mission due to lack of funds.

No Quick Fixes

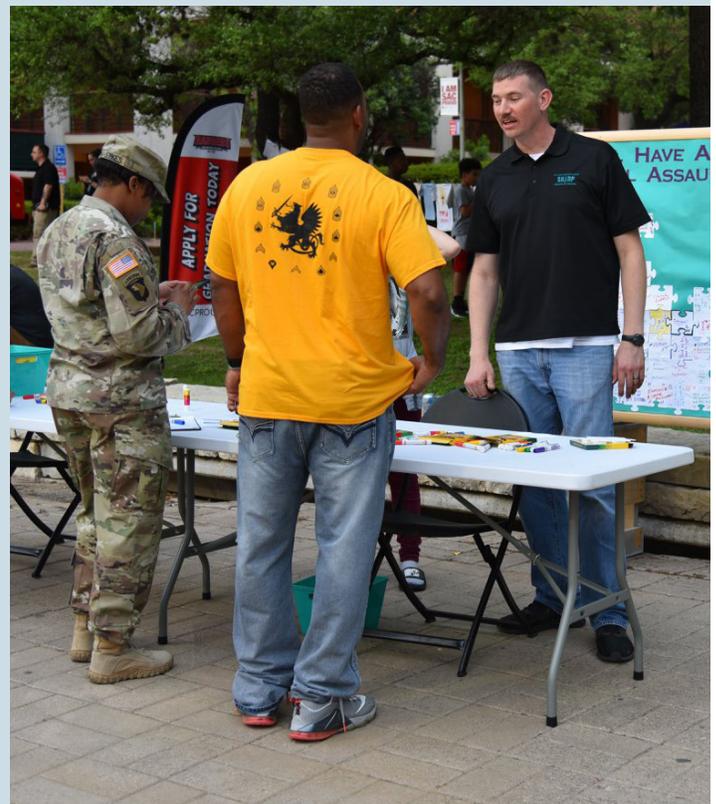
By Sandra Hocking

Eradicating sexual harassment and sexual assault from our ranks is still one of the goals of the Army's Sexual Harassment/Assault Response & Prevention (SHARP) program, but whether or not it is a feasible goal, is debatable. In theory, if our Army was fixed and we could slowly weed out predators, eradication would seem much more attainable. As it is, the Army is ever fluctuating; an average of 100,000 new recruits join our ranks every year. It takes time, and much longer than the time devoted to basic training, to integrate new recruits into the Army culture and value system. If we only educate those within our military community, we will always be fighting the same battle as new recruits join our ranks.

From a purely logical perspective, if we want soldiers with values that reflect the Army's, perhaps we should seek out recruits with similar values. It would be far easier and less time consuming for recruits to assimilate if the difference between their

preexisting values and the Army's was negligible. Assuming we had some way to adequately screen for values, this may or may not be a viable solution. Unfortunately, we don't currently have such a mechanism.

So, rather than constantly having to assimilate new recruits or searching for recruits with similar values, we may need to address the values of society, as a whole, by extending our efforts out into the community. By influencing the values and culture of the current communities in which we're living, we can help to reframe society's values to mirror our own. This is not a quick fix; the time that it will take to assimilate society will be exponential compared to the time it takes to assimilate even one batch of basic trainees. Although a daunting task, if we're up for the challenge, small efforts in our communities now, will pay large dividends in years to come.



The brigade SHARP team co-sponsored a Take Back Our City/Night event with The Rape Crisis Center. Soldiers enjoyed poetry, music and art displays, most created by members of the brigade.



ACTIVE SHOOTER RESPONSE

An active shooter situation is unpredictable and usually evolves quickly. There is no set pattern or method to the shooter's selection of victims. Depending on the situation, take the following actions when responding to an active shooter:

IMMEDIATE DANGER

If you are in immediate danger during a shooting incident, your first action should be to ESCAPE or EVACUATE from the scene, second option would be to HIDE or as a last resort TAKE ACTION/FIGHT Escape/Evacuate.

- **Escape/Evacuate:** Plan your route, leave personal items behind and exit with your hands visible. You don't want Security Forces personnel to mistake you for the shooter.
- **Hide:** HIDE and silence all cell phones, Contact Security Forces as soon as possible and only when it is safe to do so.
- **Take Action / Fight:** If you or others find yourself in IMMINENT DANGER, take action. Attempt to incapacitate the shooter by ANY means necessary!!!

RISK OF DANGER

If you are located in a building or area in which the shooter is not located, you are still at risk of becoming involved in the event or incident. If you find yourself in a situation where you have been notified of an Active Shooter but are not immediately threatened, then follow these instructions:

- **Secure yourself and your location:** Position yourself in a place clear of direct fire. You should be able to observe "ways in" and "ways out".
- **Notify authorities:** If a phone is within your secure location, dial your local (base) emergency number and provide as much information as possible.

CONTACT NUMBERS

911

OTHER NUMBERS

JBSA Fort Sam Houston & Camp Bullis

Security Forces: (210) 221-2222

JBSA Lackland

Security Forces: (210) 671-2018

HOW TO RESPOND WHEN SECURITY FORCES ARRIVE

- Remain calm and follow law enforcement instructions.
- Put down any items in your hands.
- Immediately raise hands above your head and spread fingers.
- Keep hands visible at all times.
- Avoid making quick movements toward the officers.
- Avoid pointing, screaming or yelling.
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering.
- Be prepared to provide the following information:
 1. Location of the active shooter.
 2. Number of shooters.
 3. Physical description of shooter(s)
 4. Number and type of weapons held by the shooter(s)
 5. Shooters direction of movement.

Setting the MI Theater from the Knowledge Management (KM) Prospective

By Chief Warrant Officer 3 Christopher Roche

I am often asked the question, “What is Knowledge Management (KM) and how is it applied to support the organization?” For the uninitiated, Knowledge Management refers to the process of creating a shared understanding through the alignment of people, processes and tools within the organizational structure and culture in order to create collaboration and interaction between leaders and subordinates, which enables decision-making through improved flexibility, adaptability, integration and synchronization to achieve a position of relative advantage.

Knowledge Management has been successfully applied in the military since WWII, although KM as an academic discipline was not established until 1991. Another concept closely associated with Knowledge Management is taxonomy which is the practice and science of the classification of things or concepts. In his technical paper titled “Knowledge Taxonomy”, Dr. Geoffrey Malafsky stated that “achieving knowledge superiority, for both the war-fighter and support forces, requires us to capture, organize and disseminate critical knowledge in a timely and succinct manner.”

Malafsky further stated that access to knowledge, information and data cannot simply be expanded without a clear and easy method to locate the needed information in a timely manner. The 470th Military Intelligence Brigade has adopted a standardized reporting format based upon Knowledge Management principles, which integrates well with the Distributed Common Ground System-Army Enterprise, ensuring the widest possible dissemination of our intelligence production. The 470th is also conducting an assessment of how reports from forward deployed locations are created, formatted, disseminated, analyzed and correlated with other forms of intelligence. The intent of this initiative is to identify and resolve issues in the reporting process and to establish a system that produces a more informed Common Intelligence Picture (CIP). The brigade is currently undergoing an extensive tech refresh of its military intelligence systems, as part of our knowledge management strategy.

Additionally, we are working with the United States Army Corps of Engineers the United States Army Training and Doctrine Command Capabilities Manager’s (TCM) office, PM DCGS-A and the United States Army Intelligence and Security Command to utilize the INSCOM Cloud Initiative (ICI) as a method for visualizing our ACE production. Since the 470th Knowledge Management Program was chartered in January, we have made great strides towards establishing a successful program. Trainers from the Army operational Knowledge Management proponent conducted an on-site, week-long KM course which every brigade staff section participated in. As part of the training, a Knowledge Management maturity matrix was completed to assess the strengths and weaknesses of the program and to provide a roadmap for focusing our efforts to improve the effectiveness of the organization as a whole.

All of these initiatives are part of our knowledge management strategy that is intended to deliver the right knowledge, to the right people at the right time, in order to achieve a tactical advance for the war fighter. It goes without saying that building any successful program requires command emphasis as well as the support of the staff, both of which I’m proud to say, have been critical factors in the early successes of our program.

Importance of Record of Emergency Data (DD93)

By Sgt. Dilver Valle-Zelaya

There are many events that can happen during the course of our military career that could result in death, capture or even missing in action. In order to prepare for such events, soldiers must ensure their Record of Emergency Data (DD93) remains current. It is mandatory to update annually, upon arrival to a new unit, prior to permanent change of station and deployment or temporary change of duty. All other life changing events such as marriage, birth of a child, divorce, etc. may result in a change to a soldier's current DD93.

This form is used to designate beneficiaries for certain benefits in the event of a service member's death. It serves as a guide for disposition of pay and allowances if captured, missing or interned. Additionally, the Record of Emergency Data provides the names and addresses of the person or persons the service member wishes to notify in case of an emergency and/or death.

Failure to keep the above information current will delay notification and the processing of benefits to designated beneficiaries. Ultimately,

failure to properly update could result in an unwanted designee receiving benefits. As a military member, it is your responsibility to keep your information up-to-date to show your desires as to who will be receiving certain payments and changes in your family or other personnel listed, for example, as a result of marriage, civil court action, death or address change.

We all take a part in ensuring this information remains current. Human resource professionals need to track soldiers provide updates annually, leaders need to emphasize the importance of keeping the above information current, and soldiers need to ensure updates are made during annual reviews or when other life changing events occur. Let's work as a team to ensure all Griffin soldiers are aware and the DD93 is current for emergencies or catastrophic events so that families or other designated personnel can be properly notified and supported.



New AKO Coming Soon!

Why Set the Theater?



By Capt. Kristine Benson

Tabletop exercises (TTX) are the best way to assess an organization's readiness without degradation to current mission. Tabletop exercises help validate effective procedures, build muscle memory, strengthen relationships with partners and identify critical gaps in response and recovery efforts. For the 470th MI Brigade, academics is midway to the TTX execution scheduled for August 2018. Academics is a way for the brigade to take advantage of this incredible opportunity to learn, share and improve techniques for emergency response and continuity of operations. Over the course of three days, June 5-7, 2018, the select brigade staff was able to review and identify critical gaps in architecture, sustainment, CI/HUMINT and technical collection.

The 470th MI Brigade TTX planning began with design. It was necessary to clarify objectives and outcomes and to understand what is to be achieved during the exercise. Several processes were utilized, such as MDMP (military decision making process), in order to determine objectives, outcomes and more importantly how the results will be utilized after the exercise is complete. Then, it was important to ensure the right participants attended and were engaged in the process. The concept is to have key decision-makers and subject matter experts for each team who will provide critical assessment of the current baseline and assess the way ahead. Chief Warrant Officer 5 Larry Haynes, Maj. Josh Tompkins, Maj. Hildred Mathews and Scott Hammon lead the four designated working groups and discussions that contributed to critical assessment and new ideas. Upon conclusion, academic objectives were met and conditions were set for TTX execution. The 470th MI Brigade is well on its way for performing a successful TTX execution in August.

Sustaining the Future MI Soldier in Theater

By Maj. Hildred Mathews

The Combat Service Support Automated Information System Interface (CAISI) and the Combat Service Support Very Small Aperture Terminal (CSS VSAT) were developed to be user owned and operated to support existing sustainment information systems and the evolving GCSS-Army. Thanks to them, sustainment transaction and status updates are now available across the sustainment domain in just seconds instead of the long lag times--sometimes days--that were experienced during Operation Desert Storm and the first months of Operation Iraqi Freedom.

To ensure your success in using sustainment information systems, here are the top 4 things you need to know about CAISI and CSS VSAT.

1. The CAISI and CSS VSAT systems are found everywhere an Army sustainer works; they are used in support of combat training center rotations, field training exercises, garrison operations, and contingency operations. They are found in ammunition transfer holding points, motor pools, supply shops, support operations shops, brigade S-1 shops, and battalion or unit aid stations. A typical brigade-sized element has an average of eight CSS VSATs and 73 CAISIs.

2. The CAISI and CSS VSAT systems are easy to deploy and set up. In 20 to 30 minutes, CSS VSAT can go from being "fully stored for transport" to being able to successfully transmit automated sustainment data. A sustainer can shut down, store, transport, and set up the systems at a new location without assistance.

CAISI does not require the use of long cable runs. CAISIs communicate wirelessly with each other and provide connectivity even if the CSS VSAT is miles away. This is important because motor pools and supply support activities do not normally fit within a brigade, battalion, or company command post area.

3. CAISIs can extend communications support up to 35 miles. CAISIs can be deployed to establish connectivity using a combination of grid, dual-band, and omnidirectional antennas. Using a grid-to-grid line of sight configuration allows a sustainer the freedom to operate up to 35 miles away from the CSS VSAT. A grid-to-omnidirectional combination extends the range six more miles, and an omnidirectional-to-omnidirectional combination extends the range up to four miles.

4. The CAISI and CSS VSAT are user owned and operated. They can be set up by the owner, who may be military occupational specialty (MOS) 68G (patient administration specialist), 68J (medical logistics specialist), 88M (motor transport operator), 92Y (unit supply specialist), or 92A (automated logistical specialist). No additional MOS is required in the using activity to maintain and deploy the systems. With constant use and training, both in garrison and in field environments, users quickly become self-sufficient in deploying the CAISI and CSS VSAT.



Setting the MI Theater: Signals

By Capt. Khalid Salim

Setting the Military Intelligence Theater from the signals side of the house entails the protection, maintenance, acquisition and deployment of highly technical suites of equipment to aid our personnel in their mission of gathering, protecting and disseminating intelligence information to facilitate the warfighter. The employment of communications assets is pervasive and is central to all aspects of what we do as Griffins. As a basic example, reporting and accountability information is often executed electronically as well as the distribution and confirmation of orders throughout the brigade. The most important way we contribute to the warfighter is through the protection of these assets and capabilities. While the S6 is charged with the overall responsibilities for communications assets, the users at every level are just as integral in the protection and maintenance of intelligence and communications systems across all intelligence gathering disciplines.

Key to protection success are the use of the basic tenets of operational security (OPSEC) and cyber security (CYBERSEC). Practicing good OPSEC and CYBERSEC are the best means by which we enable the protection and use of all domains of intelligence gathering. The protection of sensitive information about technical capabilities and the location of key assets helps to decrease the risk of compromise through persistent active mitigation thereby denying our adversaries the opportunity to counter our capabilities. Users help us to identify critical capability gaps by identifying threats and decreased effectiveness in processes and bringing it to the attention of the S6 leadership. Once we, as the S6, are aware of a threat or potential threat scenario, active steps are taken to decrease or prevent a harmful action from taking place thereby directly contributing to the protection of intelligence capabilities in aid to the warfighter.



What is a Care Team?



By Kelley Otto

Care Team volunteers provide assistance that complements the assistance provided by the Casualty Assistance Officer (CAO), Chaplain and Rear Detachment Commander. The focus of Care Team volunteers' efforts is on providing practical assistance and emotional support to the family on a short-term basis so that the family can continue to function while dealing with a traumatic event.

The Care Team is a way for the unit to reach out to a fellow soldier or family member who needs an extra hand or two during a very difficult time.

For anyone, losing a loved one can be a very stressful and emotional ordeal. The 470th MI Brigade has established a casualty response group of volunteers to help others in times of crisis.

The Care Team is responsible for helping families deal with a death or other tragic event by helping with tasks and coordination that may be overwhelming in a time of crisis. In the event of a casualty or situations of a serious, debilitating or life-threatening injury, the Care Team could be activated if requested by the soldier or family member. They can help with tasks such as answering the phone, answering the door, taking messages, keeping track of questions for the Casualty Assistance Officer, help arriving extended family members, household chores and cooking meals. They are available to do anything to help ease the first three or four days after a traumatic event.

With that being said we are in need of more volunteers for this incredibly tough but rewarding job. We have two teams here at the 470th; the Primary Team and the Secondary Team. Each team is dedicated to a different set of responsibilities, both being critical to our success.

The Primary Team are the members which are trained to go into the household and have direct contact with the soldier or family member. This requires training and an agreement to be available within two hours of activation. We try to have enough members on this team so that it isn't a burden to any one person.

The Secondary Team consist of the logistics of the operation. We have team members who make meals, provide transportation, walk dogs, etc. This is the team that keeps things moving in the background. Without them we don't succeed.

It takes a very knowledgeable, mature, and caring person to do this kind of volunteer work. You have to be prepared for something you hope you never have to do. If you would like to be a part of our team or have any questions please feel free to contact Kelley Otto at 210-295-6030 or Kelley.a.otto.civ@mail.mil.

Family Readiness Group



Above: Huge thank you to Becca Phalan for her work as FRG leader for 717th MI BN and HHC during her time at the brigade. She received the Golden Rose of Texas award at the MI ball. You will be missed.

Below: The 312th MI Battalion FRG hosted family baseball night with the San Antonio Missions. Over 60 soldiers and family members were treated to tickets and food for the event. Fun was had by all.



Father and son serve together in 'Griffin' family



By Sgt. Juana Nesbitt

What comes to mind at the mention of the word “legacy”? Could it be someone who has lived life well? Or, set the example for others to follow?

Motivational speaker and entrepreneur, Jim Rohn, has said that, “all good men and women must take responsibility to create legacies that will take the next generation to a level we could only imagine.”

Two members of the 470th Military Intelligence Brigade, are a living example of this statement. After nearly 20 years of service to the U.S. Army, Command Sgt. Maj. John D. Eldredge, with 312th Military Intelligence Battalion, spoke briefly in an email interview of his career in the Army and as a father.

“I joined the Army due to financial reasons,” said Eldredge. “I was married with two young children trying to provide for a family while going to college.”

Before joining the Army, the Salt Lake City native, stated he worked three jobs to provide for his family. When he realized this was an unsustainable way to live, he decided he needed a job with more security and benefits.

“The military provided that,” he continued.

Eldredge stated that initially he didn’t know what to expect about the Army.

“My original plan was a 4-year enlistment and on to bigger and better things,” he said. Since then, “my time in the Army has been wonderful, I have had the privilege of serving in multiple commands and essentially all echelons,” said Eldredge.

“This was the bigger and better things I always envisioned,” he said.

His son, Pfc. Nicholas T. Eldredge, a transnational issues desk operator at the National Security Operations Center in Texas and a member of A Company, 717th Military Intelligence Battalion, has been serving in the Army for over a year and has been a part of the “Griffin” family for a few months.

Despite his short time in the serving, “the Army has been great so far...being stationed in Korea was by far the coolest experience the Army has offered me.”

Some of his goals are to become a noncommissioned officer and earn a degree in physical therapy or sports medicine.

With all of this in mind, Eldredge, the senior, admitted he didn’t really encourage his son to pursue a career in the military.

“The discussion in our home was and is (to be a) productive and contributing member to family, community and society in general,” he explained.

For him, the fact that his son chose a career in the military came with mixed feelings. Although Eldredge is proud of his son’s choice to serve in the military, he worries about the sacrifices the Army life will require of his son. However, he stated he is not surprised by the decision.

“He was a fierce and loyal friend, a compassionate brother and son, who often times in my absence without realizing, took responsibility for the family,” Eldredge said about his son. “His desire to care and protect is why I truly am not surprised at his choice of profession.”

As he explained, he stated was confident that his son will succeed in the Army because of his drive, confidence, humility and willingness to earn.

For Eldredge, the younger, a big part of joining the Army was to follow in his father’s footsteps. “I saw how great he was to his family and the example he set for us, and I knew that was the type of man I wanted to be for my future family,” he said.

These days the father-son pair share a simple relationship of sports and sharing time together, he continued.

“My father and I make it very clear to each other and those around us that our careers are very separate,” said Eldredge. “He has his responsibilities and obligations for his unit and I have a job to do for my unit.

“But it is nice being able to go home for a home cooked meal and to be with my family,” he said.

Soldiers in Action



Above: HHC soldiers conducted an M4 range June 7 at Camp Bullis as part of their qualification.
Below: Soldiers with 312th MI BN, HHD completed a field exercise on May 30-31. Soldiers established an operational command post, built fighting positions and conducted a nighttime security patrol
Thanks to everyone who braved the Texas heat to execute some great training.





Bataan Memorial Death March

Soldiers from the 312th MI BN completed the 26.2 mile march with 35 pound ruck sacks at White Sands Missile Range, New Mexico. The day before the march, the team had a chance to visit with 98-year old Paul Ketchum, survivor of the brutal march in WWII. Thank you for your service.



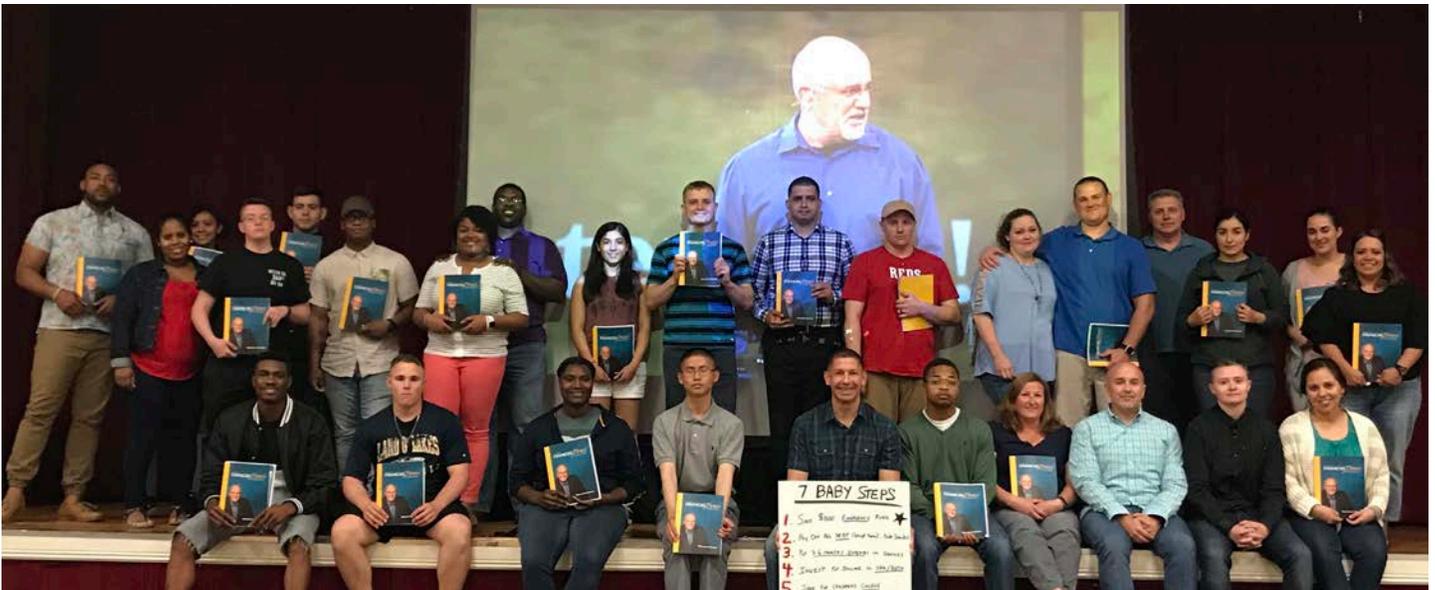
Joint Hometown News Release

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 Hosts Financial Peace University

On April 18, Chaplain (Maj.) Jerry Young and James Marcil led 27 service members and family members through Financial Peace University (FPU) training. This much needed training is necessary across the force due to financial mishaps, families in financial stress and growing personal credit card debt. The total consumer debt of the group was \$523,031. Within 12 months of attending Dave Ramsey's FPU, the average family will eliminate \$5,300 in debt, while saving \$2,700. The group graduates more equipped and highly motivated to live debt free, save money and build wealth. Financial readiness is mission readiness.



2018 Central Texas Military Intelligence Ball

The 470th MI Brigade hosted the 2018 Central Texas Military Intelligence Ball May 11 at the Hyatt Hill Country Resort. Almost 400 soldiers, civilians and their families attended this annual traditional ball where Maj. Gen. Ballard, INSCOM Commander, served as the guest speaker. Ten new soldiers, below, joined the ranks of the Knowlton Award recipients and were recognized during the formal portion of the ball. Thank you to everyone who made this event possible.

Photos by Capt. Damien Riggins



Physical Fitness



Secretary of the Army PT Session

We were honored to have the Secretary of the Army, Dr. Mark Esper participate in a PT session with brigade soldiers during his visit to JBSA-Fort Sam Houston April 17. Maj. Patrick Miller led the group fitness workout. Congratulations to the soldiers selected to participate. Photos by Sgt. Brandy Herrmann.

Murph Challenge 2018

Congratulations to Sgt. 1st Class Edward Gribbins for winning in his age category. The Murph challenge consists of a one mile run, 100 pull-ups, 200 push-ups, 300 squats and another one mile run all while wearing a 20 pound vest.





Brigade Sports Day

The brigade held the quarterly sports day May 24 at the Medina Valley Annex fields. Soldiers participated in soccer, dodge ball, kick ball and ultimate football. Great team building and esprit de corps demonstrated by all.

Army Birthday Run

Over 100 brigade soldiers ran in the June 14 Army Birthday Run hosted by JBSA-Fort Sam Houston.





Thank you Maj. Gen. Christopher Ballard for your leadership and guidance

