

GRIFFIN CHRONICLES

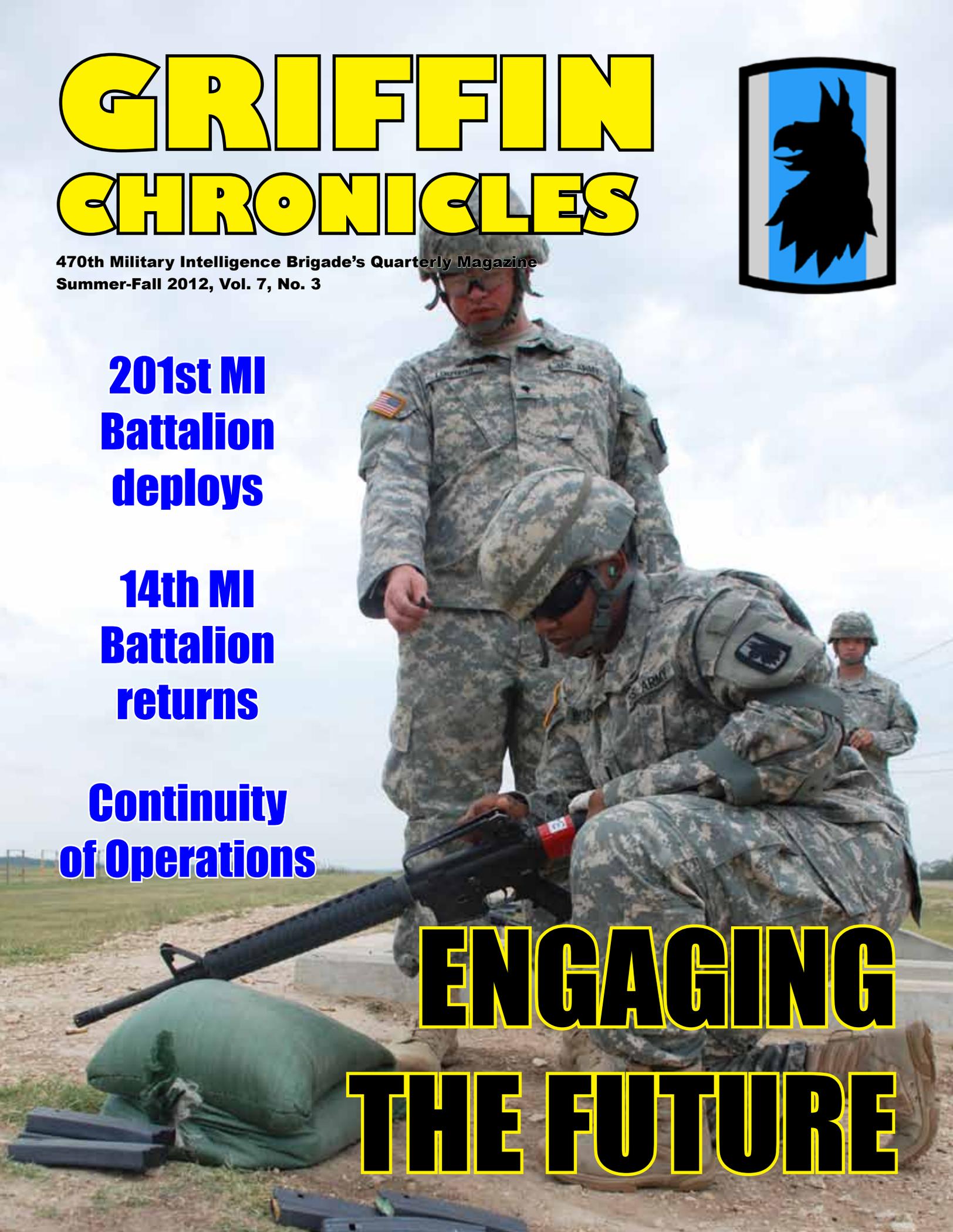
470th Military Intelligence Brigade's Quarterly Magazine
Summer-Fall 2012, Vol. 7, No. 3



**201st MI
Battalion
deploys**

**14th MI
Battalion
returns**

**Continuity
of Operations**



**ENGAGING
THE FUTURE**

Contents

- 3** Commander's Message
- 5** Command Sergeant Major's Message
- 6** 14th Military Intelligence Battalion
- 8** 201st Military Intelligence Battalion
- 10** 204th Military Intelligence Battalion
- 14** 338th Military Intelligence Battalion
- 16** 377th Military Intelligence Battalion
- 18** 717th Military Intelligence Battalion
- 30** General News
- 35** News in Photos

*"The Griffin Four"
Teamwork
Effective Communicators
Always Professional
More Heart*

Cover

A Soldier of the 338th Military Intelligence Battalion receives some advice in adjusting her M16 for qualification on the firing range at Camp Bullis, Texas. (Photo by Gregory Ripps)



470th Military Intelligence Brigade

Commander
Col. Pierre Gervais

Command Sergeant Major
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Engaging the future

By Col. Pierre Gervais

470th Military Intelligence Brigade Commander



The 470th Military Intelligence Brigade has a storied history tracing its lineage to the 470th Counter Intelligence Corps Detachment and World War II. Originally constituted on July 12, 1944, the detachment was activated on July 31, 1944, in Quarry Heights, Panama. On July 25, 1949, the detachment was relocated to Fort Amador and in 1966 was redesignated as the 470th Military Intelligence Group and located in Curundi, Panama. Reorganized and redesignated again on Oct. 16, 1987, as the 470th Military Intelligence Brigade, the unit conducted counterinsurgency, counternarcotics, force protection, and counterintelligence operations and participated in combat operations during Operation Just Cause. Inactivated on Oct. 15, 1997, in Panama, the brigade was activated under Intelligence and Security Command (INSCOM) five years later at Fort Buchanan, Puerto Rico and then reactivated on Aug. 22, 2003, at Fort Sam Houston, Texas.

Since 2003 the 470th has grown and become the lead for several key wartime requirements – Task Force ODIN (Observe, Detect, Identify and Neutralize), Joint Interrogation Detention Center battalions, the INSCOM Detention Training Facility, the Aerial Reconnaissance Low Battalion, and our very own Strategic Intelligence Battalion now supporting three combatant commands. Our accomplishments are many, and our unit awards include several Meritorious Unit Commendations, a Superior Unit award and more than 35 campaign streamers.

Abraham Lincoln once said, “You cannot escape

the responsibility of tomorrow by evading it today.” Clearly, our brigade has not evaded its responsibility. Indeed, our strategy to engage the future lies in the foundation of our Profession of Arms – trust, discipline and fitness – and must be engaged today. Lt. Col. Joe Kushner’s article on page 18 speaks to how our fundamentals continue to win. Those same fundamentals that enabled this brigade to succeed in the past will allow us to succeed in the future.

You need not look far to see dynamics of change throughout the U.S. government. Those changes are occurring in the Department of Defense, the Department of State, and now in our very own Army. Published documents such as the Chairman of the Joint Chiefs of Staff Capstone 2020, the Army 2020, Intelligence 2020, as well as new Army Training and Doctrine updates, elaborate on the future shape of our armed services. This is not to say that we are creating something new, but rather, emphasizing the importance of a well trained and focused military force.

“Men make history and not the other way around,” said President Harry S. Truman. “In periods where there is no leadership, society stands still.” Through it all, the fundamental building blocks to the Army’s change must be focused and disciplined leadership and leader development; without them, these documents identified above are worthless.

A book written and published in 2001, before 9/11, by then Maj. Christopher Kolenda titled “Leadership: The Warriors Art” is now a must read for all, especially considering the historical timing

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of its release. Of note is a chapter written by retired Lt. Gen. Daniel W. Christman titled "21st Century Leadership: The Broadened Attributes of a Soldier." We currently face again much of what our Army faced in years immediately before and after a conflict. Instances of toxic leadership, hazing, defamation and, at times, incompetence have allowed the society that we serve to question even the moral fibers of our Profession. Due to 11 years of continuing conflict, we face stressed and fatigued formations. The results make daily headlines – increase in suicides, behavioral health concerns, equal opportunity problems, and sexual harassment and assault cases.

We need to reverse the trend ... but how? General Christman believes "that those who respect dignity and worth of others will receive the same respect in turn, thereby forging the bonds of cohesion and teamwork among subordinates, peers, and leaders that will enable a unit to function effectively under the stress of combat."

You'll note throughout this issue of the *Griffin Chronicles* that there is a heavy focus on leader development – especially with reference to our future. Our 717th Military Intelligence Battalion

conducts a Junior Leader Development Course twice a year. JLDC training is designed to instill the Warrior Ethos, focus on fundamental Soldier skills, and to prepare troops for the Warrior Leader Course (WLC) and squad leader positions. It provides Soldiers (E-4 and below) with knowledge and skills needed to succeed and mentor the future leaders of tomorrow's Army; with proper training and guidance, this course has led to well developed junior leaders with the confidence to take on the challenge of future leadership positions; and upon completion of the course, Soldiers demonstrate a solid foundation of the skills, knowledge and sense of professionalism

necessary to advance in rank and take charge of troops when in a leadership position.

Capt. Garrett Gatzemeyer, Headquarters and Headquarters Company commander, notes that most of our leader development happens on a day-to-day basis and – largely due to time constraints – not as the result of a large, formal program. He says that "we rotate responsibility for planning weekly convoys and other training events and require all event planners to develop OPORDs [operation orders] and risk assessments in addition to briefing the first sergeant and company commander." In addition, planners must go through the eight-step training model and develop a training plan based on the commander's guidance. This also allows for one-on-one training opportunities between the planner and the chain of

command. Regardless of the leadership program or system you use, you must instill it in everything you do through a disciplined, standards-based approach.

In the foreword to "The Warriors Art," retired Gen. Barry McCaffrey writes, "[L]eadership boils down to one central reality: human organizations produce extraordinary success where they create teams capable of heroic behavior." The author postulates that "the best way to study leadership is from the perspectives: theory, history, and the insights of experience of others."

I know that the history and experiences of the 470th team will continue to build the future of our Military Intelligence Corps and our Army. Therefore, I pose five simple questions:

- How will you continue to grow and evolve?
- What personal weakness must you bolster?
- What role will you play now and well into the future of our changing Army?
- Will you be ready to assume the mantle of leadership when called upon?
- What is your passion in our Profession of Arms? Truth, Security, Loyalty! Griffins!

You need not look far to see dynamics of change throughout the U.S. government. Those changes are occurring in the Department of Defense, the Department of State, and now in our very own Army.

Soldiers must meet challenges head on



By Command Sgt. Maj. Charles Totoris
470th Military Intelligence Brigade
Command Sergeant Major

Hello, Griffin Team. I want to start off by welcoming our public affairs officer, Mr. Ripps, back to the team. He is the driving force for telling the Griffin Team story throughout the San Antonio area and does great work in putting together *The Griffin Chronicles*. I would also like to thank everyone on the team for all the great work we have accomplished throughout the last couple of months. Keep up the great work!

One of the main focuses of the Chief of Staff of the United States Army is to transition today's Army into Army 2020. One of the challenges that affect this transition is the current political and economic climate. Regardless of this challenge, the Army will transition to a leaner force. This leaner force must be agile, flexible and able to perform individually or as part of a joint force. The Army needs to be trained and postured to respond to and dominate a broad range of missions that include regular and irregular warfare.

In order for us to accomplish this transition, we as professional Soldiers must engage the future and meet these challenges head on to get us to the required end state. We first start with training. Training during the last 10-12 years was driven from the top down, meaning the training management cycle and the actual training was no longer commanders' and noncommissioned officers' responsibility. It was planned at the top and conducted by contractors who were hired to provide most of the training required for deployment. The operational tempo of the Army at the time, coupled with the large number of personnel required to sustain two operational areas, hindered our abilities to conduct training and meet all the requirements. This caused training management skills

at both the officer and NCO levels to atrophy. As stated earlier, with a leaner force, limited budget and the drawdown of operations, the civilian contractors will no longer be available or required. Commanders will be the unit's primary training manager, with unit leaders responsible to the commanders for the training readiness of their area(s) of responsibility and NCOs responsible for the individual training of Soldiers, crews and small teams.

To reacquire these skills, commanders, leaders and NCOs have a host of training resources available to meet this challenge. The best place to start is the Army Training Network (ATN), a web-based portal containing doctrine and resources for training Army units. There you can start by reading the Unit Training Management (UTM) publication, a how-to paper that is an extension of ADP and ADRP 7.0 (Training Units and Developing Leaders) and that provides the how-to details of planning, preparing, executing and assessing training. In conjunction with the UTM, I would highly recommend reading and becoming knowledgeable with the 8-Step Training Model. There is a great tutorial that will take you through the 8-Step Training Model processes. These are just a couple of resources available on ATN.

I encourage all leaders, officers, and NCOs to engage the future by utilizing all resources available and becoming that Army professional. In order to meet today's mission requirements and be prepared to meet tomorrow's, our formations will have to become more self sufficient in scheduling and conducting our own training. Leaders on the Griffin Team: as professionals, I know you will meet this challenge head on. Keep up the great work!

Spouses show their mettle during reintegration, team building event

By **Jessica A. Bode**
14th Military Intelligence Battalion
family readiness support assistant

The role of the military spouse can be challenging. The spouses of the 14th Military Intelligence Battalion know this all too well as their service members have been deployed since October of last year. These spouses, whom the president has called “the force behind the force,” have endured birthdays, holidays and anniversaries without their loved ones at home.

In an effort to honor these exceptional spouses and follow the first lady’s position “to remind our nation that just as our troops deserve the best support when dealing with the stresses of war and long deployments, so do military spouses,” the battalion’s Family Readiness Group (FRG) held spouses redeployment team building Sept. 8 at Pedrotti’s North Wind Ranch in Helotes, Texas. To show the command’s steadfast commitment to support the wives and husbands of its Soldiers, the event was open to all spouses of the battalion and consisted of several training classes and a team-building event.

The morning began with a briefing by Chaplain (Maj.) Gregory Jackson on what to expect during reintegration. Representatives from Army Community Services then presented Battlemind Training and were followed by 1st Lt. Steven Anselmetti, who spoke to the spouses about good operations security habits to follow when dealing with Facebook and other media sites. The presenters made the material relatable and engaged the group in discussion.

After a break for lunch, the spouses participated in a team-building event that consisted of a chili cook-off. Three teams formed to face off against each other for a friendly competition to determine not only who made the best chili but who could work best together as a team. Each group received a set of basic ingredients but had to compete for the pots they would need to cook the chili. Competition to win additional ingredients became fiercer as the teams found themselves involved in “minute-to-win-it” type challenges such as golf ball tosses and cup stacking.

“I didn’t want to go to this,” said Kathleen Fanelli. “I’ve spent the past 33 years living my life as either an active-duty Soldier or the wife of an active-duty Soldier. I believed that I had nothing to really learn, as I’ve lived it for so long. I am so glad I went! I met some really cool people, whose company I really enjoyed.... And I can say that everyone who attended, without exception, had a lot of fun!”

Her sentiments were supported by Nikki Longoria,

A Company FRG leader. “I really enjoyed this reintegration training,” she said. “I went into it thinking, ‘This isn’t our first deployment and there wasn’t much else for me to learn,’ but I was pleasantly surprised.

“The information was presented in a way that was enjoyable, very informative, and above all, completely unique,” she explained. “The chili cook off was a fantastic way to bring different spouses together and use the knowledge we just learned from the presentations to create something as a team. Winning the cook off was just a bonus.”

The spouses wrapped up the afternoon with an introduction to the brigade’s Military Family Life Consultant and were given an overview of things to expect as the deployment draws closer to an end. This time allowed the spouses an opportunity to share their concerns and ask questions of the rear detachment commander, Capt. Don Sheppard.

“The key to being a rear detachment commander from what I’ve learned is communication on all levels with both the families and Soldiers deployed in support of Operation Enduring Freedom,” he said. “Families definitely feel appreciation when there is a vested interest and level of care across the board.”





Lt. Col. Kris Arnold, 14th Military Intelligence Battalion commander, leads the battalion in rendering honor to the U.S. flag during the national anthem. (See related photos on back page.) (Photos by Gregory Ripps)

14th MI Battalion returns from Afghanistan

By Gregory Ripps

470th Military Intelligence Brigade writer-editor

The 14th Military Intelligence Battalion returned to Fort Sam Houston in the early morning of Oct. 21 after deploying to Afghanistan in support of Operation Enduring Freedom one year ago.

Earlier in the morning, the battalion disembarked from a chartered airliner at the Kelly Field Annex, Lackland Air Force Base, before boarding buses for the Fort Sam Houston Youth Activity Center. Inside the gym their families waited to greet them with colorful signs and balloons.

As the Soldiers entered the gymnasium and fell into formation, applause and cheers resounded.

Col. Pierre Gervais, 470th MI Brigade commander, briefly addressed the returning Soldiers of the brigade's subordinate battalion, quickly listing some of their accomplishments during their interrogation mission.

"You've done absolutely fantastic," he said. "We're very proud of what you've done."

With the short ceremony over, the Soldiers received the command "Dismissed!" but the family members were the first to move, springing from the bleachers to embrace their Soldier.

Staff Sgt. Kenneth Lebowitz's wife and six-year-old daughter had traveled from their home in Alabama to greet him.

"The first thing I want to do is spend time together," he said as he held them closely. This had been his fourth overseas deployment since joining the Army but his first deployment with the 14th MI Battalion.

For Sgt. Felix Contreras, it was his second year-long

deployment with the 14th; his first was to Iraq in 2009-2010.

"I first felt I was really back home when I was holding my family," he said as he embraced his wife, Irene, and their two little boys.

"I'm holding onto the moment and enjoying my family," she said.

Lt. Col. Kris Arnold, 14th MI Battalion commander, said it felt "incredible" to be home as he stood surrounded by his wife and daughters.

"The battalion did a fantastic job while they were deployed," he said. "They truly set the standard high."



Full of anticipation, family members in the bleachers watch for their Soldiers as the battalion forms up in the Fort Sam Houston Youth Activity Center gymnasium Oct. 21.

201st MI Battalion



Lt. Col. Joe Barber, 201st Military Intelligence Battalion commander, addresses his troops at the close of a week-long exercise at Camp Bullis, Texas. (Photo by Gregory Rippes)

Battalion wraps up interrogation training

By Gregory Rippes

470th Military Intelligence Brigade writer-editor

Anticipating their deployment overseas, Soldiers of the 470th Military Intelligence Brigade's 201st MI Battalion wrapped up their interrogation training with one more week-long exercise on Camp Bullis in July.

"This is the last interrogation training event for the battalion," said Lt. Col. Joe Barber, battalion commander, who noted that the training officially began back in February. "It's an expansion on all the training that has gone on before. ... It's been a constantly evolving process that improves on itself."

Barber explained that the training objective is to train Soldiers to provide actionable, or useful, intelligence to the warfighter "on the ground" and to "make that intelligence the best they can produce."

The training, in which Soldiers learned interrogation and analysis processes and management, began with the performance of individual intelligence collection tasks, developed through team and company-level tasks, and culminated in battalion-level intelligence collection tasks.

"They progressed from basic knowledge to advanced knowledge in intelligence collection and intelligence analysis," said Barber.

Chief Warrant Officer 4 Morris Tyson, the battalion's internal control element chief, said the Soldiers trained hard, were

extremely self-critical and maintained a high operations tempo, but kept their morale high.

A veteran of five overseas deployments, Tyson previously engaged himself in all levels of the interrogation and analysis training process, beginning with scripting the scenarios. Now the Intelligence and Security Command Detention Training Facility (IDTF) and its staff on Camp Bullis make training easier as well as more effective.

"Alignment of resources for intelligence training is a monster," said Tyson. "But now the IDTF takes care of the process."

Capt. David Dadd, headquarters and headquarters company commander and officer in charge of collection management and dissemination, added that the experienced IDTF staff, which is part of the 470th MI Brigade, provides a state-of-the-art training environment.

The facility, which resembles actual detention facilities in Afghanistan, offers spaces for interrogating "detainees," examining documentation, developing analysis and observing the exercise as well as the means to monitor, record and share elements of the training event.

"We are learning from the best and the brightest in situational development," said Dadd. "And this week everyone came into the exercise with a lot of confidence in their capability in their roles and responsibilities.

"Everyone was willing to help everyone else," Dadd continued. "It's a good battalion to be in because of the Soldiers in it."

'Black Knights' case colors

By Maj. Mark Campbell

470th Military Intelligence Brigade adjutant

The 201st Military Intelligence Battalion cased its colors Sept. 6 as its members prepared to deploy to Afghanistan in support of Operation Enduring Freedom.

The casing of the colors represents the movement of the unit's mission to a new theater of operations. The ceremony took place at the Fort Sam Houston Youth Activity Center.

Guest of honor was Col. Pierre Gervais, 470th MI Brigade commander. Gervais thanked everyone for joining him in acknowledging "the professionalism, commitment and selfless service" of the Soldiers and to recognize their impending deployment. Gervais also highlighted portions of a speech delivered by Gen. Douglas MacArthur to the corps of cadets at the United States Military Academy on May 12, 1962, that underscored the dedication and professionalism of the 201st's Soldiers.

In February 2010, the 201st deployed to Afghanistan to conduct and interrogation and debriefing operations.

For the upcoming deployment, the battalion will conduct a similar mission in support of U.S. Forces Afghanistan and the International Security Assistance Force.

Lt. Col. Joseph Barber, battalion commander recognized the sacrifice and commitment of the "Black Knights" and their families.

"Today marks a very sober yet very noble moment in our battalion," Barber said. "The best and brightest of our young men and women are embarking on a mission in Afghanistan.

"The past 18 months have prepared us well for the mission at hand, as we will deploy into a relatively remote and austere environment, figure out the various tribal dynamics and terror networks, navigate through the different NATO/Coalition command and control relationships and support structures, and execute to the best of our abilities.

"Before any deployment, casing the colors is a bittersweet occasion, where we prepare to leave our homes and loved ones,"



Lt. Col. Joseph Barber (right), 201st Military Intelligence Battalion commander, and battalion Command Sgt. Maj. Earl Jacobs furl the battalion colors prior to casing them Sept. 6.

Barber continued. "We also look forward to showing what this great team is capable of and to getting on with the mission we have worked so hard and long to prepare for."



The 201st Military Intelligence Battalion forms up inside the Fort Sam Houston Youth Activity Center for the Sept. 6 casing ceremony. (Photos by Spc. Sammy Rosado)

Engaging the future means keeping it simple

By 1st Lt. Jennyfer Y. King
204th Military Intelligence Battalion adjutant

What does engaging the future mean? How will we engage the future? As we ask ourselves these questions, the answers that we are looking for are right in front of us. When we look out into our work areas, our motor pools, and our formations we see quality Soldiers who are working hard, working together, focusing on their daily tasks, and executing their mission with little or no supervision. The answer is simple: to engage the future, leaders must keep the quality Soldiers we already have and make them better, stronger and more

disciplined. Soldiers are the future, and we as leaders best prepare them using three basic principles: raising the standards by enforcing discipline, instilling self-motivation, and teamwork.

Soldiers are taught from the beginning of their service that if they have discipline and are disciplined enough to do the hard work from the start, then the rest will be simple. As George Washington said, “Nothing is more harmful to the service, than the neglect of discipline; for the discipline more than numbers, gives one army superiority over another.” These words of our founding father ring true today; quality Soldiers who will stay and fight the good fight are superior over quantity. The Army will keep Soldiers who are disciplined and those who require very little supervision and guidance. Along with discipline, leaders need to find ways to instill self-motivation.

Self-motivation is the force that keeps pushing us to go on; it’s our internal drive to achieve, produce, develop and keep moving. While many Soldiers already have this trait, many need to dig deep to find it within themselves. As leaders, we will need to teach them how to find it. It’s motivation that will get the job done, and although it may seem simple, it is not. A motivated Soldier will work harder and faster than a Soldier who is unmotivated. Self-motivation is contagious and will spread faster than fire throughout the work place. There is something that makes every Soldier tick; if we can cultivate that motivation within our Soldiers, the Army will be better for it.

Finally, there is teamwork. Over the last two years, there have been more than 20 Soldiers rotating in and out of the 204th S1 (personnel) shop, half of whom were not qualified in the Military Occupational Specialty. Many of them required new training with unfamiliar standards. The key to the turnover and shortages was teamwork. Every Soldier within the shop was able to help each other to get the job done. Soldiers must think that their job is the most important job in the Army; with this in mind, they can and will accomplish anything, no matter how complicated or tiresome the tasks may be. Soldiers who help each other out complete the mission.

There is a reason why our Army has been around for centuries, and it’s because the Army has kept simple basic principles such as discipline, self-motivation and team-work as its foundation. The Army will adapt and transition as it always does, as long as we keep engaging Soldiers with these basic principles.

To quote Alice Morse Earle, “Yesterday is history, tomorrow is a mystery, and today is a gift, that’s why we call it the present.”



Mission change, reset define summer for C Co. 'Headhunters'

By 1st Lt. John Clements
204th Military Intelligence Battalion
C Company executive officer

Throughout May, June and July, Charlie Company, 204th Military Intelligence Battalion, successfully met the challenge of a busy schedule and demanding deployments. In May, the Aerial Reconnaissance Support Team (ARST) teams deployed almost every week to locations throughout Texas and New Mexico for a training mission. During the training mission, Soldiers worked closely with U.S. Border Patrol agents combating drug trafficking and human smuggling with aerial support over the U.S. and Mexico border. Our intelligence, surveillance and reconnaissance assets provided full-motion video in real time to Border Patrol agents, allowing them to respond and react accordingly, while Soldiers exercised their skills with cameras in an interagency environment.

The ARST met the challenge of working with the new Aerial Reconnaissance Exploitation System – Improved (ARES-I) workstation, which had yet been used in the field outside of training. The ARST rapidly overcame new and unforeseeable problems it faced and ended up with positive results. Team members' intelligence, professionalism and strong work ethic directly contributed to the success of the mission. The Soldiers profited greatly from this type of deployment achieving goals and operating programs that closely resembled the battalion mission in Central Command. The mission gave them valuable experience on the related equipment and communication in a more constructive environment. At the same time, the experience directly helped the United States Border Patrol conduct a more efficient job and helped to protect the U.S. border.

However, mission demands from the battalion cut the training mission short, and C Company kicked off a last-minute but much anticipated Northern Command deployment. Teams stayed on standby for months, awaiting a 72-hour recall, which finally came to fruition in June.

While some battalion Soldiers moved out to various locations, those in Southern Command returned home in July, successfully ending Seminole Saver 12-01. Family members and co-workers were present to welcome home the Soldiers from a long deployment and to recognize a job well done. The Family Readiness Group was present with food, beverages and music to welcome the missed Soldiers.

The Southern Command (SOUTHCOM) mission generated a high level of productivity and field operations with the host nation. This rotation consisted mostly of new Soldiers who arrived to the unit during the previous year. These Soldiers quickly adapted to their new environment and used the training they mastered at home station. The results strengthened their credibility and relationship with the host nation. The feedback received from the host nation credited individual Soldiers with having a direct impact within their country.

At home station, families were happy to see their Soldiers return. That same weekend, we also held an end of mission barbecue where C Company Soldiers and family members joined on-post personnel while catching up on news and enjoying good company.

In July, C Company conducted its first Job Shadow Day. This allowed family members to accompany their Soldiers to work and see firsthand a duty day in the life of an intelligence professional. Family members started the day by participating in physical readiness training. They received a tour of the facilities and were escorted into the Aerial Reconnaissance Operations Center so they could see the working environment. The C-12 aircraft was available for family members to see, which gave them get a better picture of what many Soldiers experience during deployment.

This wasn't a typical show-and-tell day. Family members were also expected to fill the role of their Soldier. They answered

(Continued on next page)



TROJAN NexGEN improves operational readiness



By Capt. Benjamin McKinley

204th Military Intelligence Battalion communications officer

Most people want their equipment to be on the cutting edge when it comes to electronics and automation. Soldiers always want the fastest equipment with the most robust capabilities whether it is the latest iPhone for personal use or a bank of high-speed CISCO enterprise servers at work.

Recently, the 204th Military Intelligence Battalion communications officer and Automation Management Office (AMO) were offered the opportunity to upgrade the unit's garrison legacy TROJAN with a TROJAN NexGEN Remote Operations Facility (ROF). They jumped at the opportunity to replace older machines with the latest TROJAN technology. The upgrade took place June through August and included the fielding of the equipment and also training on the new system.

What capabilities does such a system bring to the unit? The TROJAN NexGEN ROF is a system of equipment that provides access to the TROJAN Data Networks and enables split-based operations and training of critical intelligence skills (detect, collect, process, analyze and report) through multi-application workstations. The Next Generation ROF provides tactical commanders with remote access to the signals environments for the purpose of maintaining a high state of operational readiness and enhancing the training and sustainment of highly perishable intelligence skills.

At the most basic level, the TROJAN NexGEN ROF gives users access to SECRET, Collateral and TS/SCI networks (TDN-1, TDN-2 and TND-3). In real-world capability terms, the NexGEN ROF provides access to both TROJAN signal assets and non-TROJAN signal assets from very low frequency (VLF) through ultra high frequency (UHF). It is capable of storing Signals of Interest using commercial off-the-shelf (COTS) hardware and government off-the-shelf (GOTS)

software. Remote operations are executed through the use of client workstations with TROJAN Data Network 2 (TDN2) connectivity and TROJAN NexGEN Baseline Software. Installation of the new system took almost a month and the biggest challenge was keeping the legacy system running while the new equipment was being installed in parallel.

The installation team from the Intelligence and Information Warfare Directorate and the battalion AMO worked especially hard to ensure the upgrade was seamless to the user and didn't impact missions. Soldiers trained on the new equipment and software after TROJAN NexGEN installation and testing were complete.

"The training was interesting and fun because we got to play with audio cuts and do realistic 35P work," said Spc. Charles Hager from the C Company Aerial Reconnaissance Support Team (ARST). Pfc. Steven Harper, also from the C Company ARST, was especially impressed with the "capability to access and collect from remote antennas."

The Soldiers of 204th have had access to the TROJAN NexGEN for a few days only, but it has already been used during active missions. The initial results were impressive. From a network perspective, the AMO site lead, Vic Carbone, immediately noticed "better performance and more reliability than our previous system."

Harper summed it up best from the Soldier point of view: "It is a big upgrade and everything runs smooth; anybody in signals intelligence would be extremely happy with this package."

The implementation of this capability is a fine example of 204th MI Battalion's attempt to engage the future by embracing the latest technology.

(Continued from previous page)

phones, completed taskings, and were provided with daily duties. At formation, some Soldiers were presented with certificates of appreciation signed by the battalion commander, Lt. Col. Glenn Lapoint, and Command Sgt. Maj. John Tucker. Keeping with the tempo of this day, awards were also presented to their spouses or significant others who filled their assigned position during the duty day.

By the day's end, it was the family members who called the platoons to attention and released them after the safety brief. After their release, C Company ended the day with a family barbecue. Burgers and hotdogs were cooked over an open flame, and side dishes and ice-cold beverages were readily available. Many

Soldiers and their family members remained for hours after being released.

Even though the primary mission ended, there was little down time. The company returned from leave to work to prepare for the upcoming new SOUTHCOM rotation, Storm Saver 12-02, where Soldiers will assist the host nation with intelligence collection. Soldiers were immediately immersed with mandatory briefings, the Post Soldier Readiness Program and various other training to prepare and maintain certifications before deploying again at the end of July.

While the Soldiers of the 204th MI Battalion stay busy, they find the experience rewarding and know the job they do makes a worldwide impact.

C Co. takes Commander's Cup

By Capt. Wesley Knight
204th Military Intelligence Battalion security officer

Soldiers of the 204th Military Intelligence Battalion took time out of their intense deployment and mission cycle July 26 to come together with their families to celebrate the battalion's organization day with food, fun and several good-natured competitive events at Biggs Park.

The morning began with a welcome speech to Soldiers and families by Maj. Eric Jankowski, battalion executive officer, and Command Sgt. Maj. Andrew Woods, battalion command sergeant major.

A bungee run, dunking booths and a water park located next to the pavilion kept kids – and kids at heart – occupied throughout the day. However, many attendees focused on the battle for the coveted Commander's Cup, pitting Headquarters Support Company (HSC), Charlie Company and Delta Company against each other for glory and bragging rights.

The first competition was the guide-on relay. The relay consisted of four legs, with each leg consisting of one individual carrying his or her respective guide-on around a 400-meter track. HSC and C Company were neck-and-neck with D Company close behind, but a strong third leg by HSC sealed the deal, allowing HSC to take the first event, followed by C Company and D Company, respectively.

The rest of the day's competitions were played in a round-robin style, allowing each company to compete head-to-head against the other companies. The first competition was five-on-five basketball, and the first match was HSC vs. C Company, with C Company's athleticism overwhelming the HSC Rattlers mid-way through the second half. After a brief recess to allow the C Company Head Hunters a chance to catch their breath, they then went head-to-head with D Company. It turned out that C Company did not need the break, as they won handily. The final basketball game, to decide second place, pitted a tired D Company against a rested HSC. HSC wore the D Company War Hawks down and took the victory. At this point in the battle for the Commander's Cup, HSC and C Company were tied up.

Following basketball, the competition moved to the sand for beach volleyball. The first match had a determined D Company team playing HSC, where the War Hawks dominated, easily defeating the Rattlers. The toughest match followed with the Head Hunters losing a close match to the rolling War Hawks. However, C Company salvaged the volleyball contest by then defeating HSC to secure the lead in the Commander's Cup trophy chase by a small margin.

The intense competition took a pause for a while to enjoy lunch. All competitors and family members enjoyed hamburgers, hot dogs and cake under the shade of the pavilion. Noncommissioned officers, Soldiers and the chaplain merited accolades for cooking and feeding the entire group.

The afternoon competition picked up with several heated games of dodge ball. The first match between C and D companies resulted in a C Company victory and the possibility of extending its lead in the Commander's Cup chase with its next match against HSC. HSC fought valiantly but could not hold off the Head Hunters. However, HSC was able to secure a second place finish after defeating D Company in the third match. Although no one was injured (physically) during dodge ball, there were several reported sightings of hurt pride and ego.

Finally, after a day of intense competition, the Commander's Cup came to the final competition of the heavily weighted tug-of-war. The first battle came between Delta C and HSC with HSC winning. The following round between C and D companies was easily won by the Head Hunters, setting up the deciding match of the day between HSC and C Company. Both teams struggled and fought hard, but the brute strength of C Company (and by that I mean 1st Sgt. Gilberto Espinoza), carried the day and delivered the Commander's Cup to the C Company Head Hunters.

With all the great competition on the fields of friendly strife and family fun throughout the day, the organizational day was a huge success. This event would not have been successful without Soldiers such as 1st Lt. Yvette Thompson and Sgt. Thomas Branam, who spent vast amounts of time planning the event. As well as, those Soldiers cooking and refereeing all the events. Their dedication exemplified their selfless service to their fellow Soldiers and their families.



New Soldier's perspective

By 1st Lt. Darrell L. Whiting Jr.
338th Military Intelligence Battalion
operations officer

The 338th Military Intelligence Battalion's 2012 annual training was a critical training event for the battalion as it anticipates eventual deployment.

Approximately 70 new Soldiers joined the 338th just prior to the June training event, making it the first chance much of the unit had to meet the teammates with whom they will be training and deploying. This presented battalion leadership with both a challenge and an opportunity: while the majority of the new faces had never worked together in the past, many were experienced MI professionals with invaluable experience to pass on to more junior Soldiers.

Because of the large number of new additions to the unit, the battalion focused on team building early during the annual training. Battalion leadership scheduled activities that emphasized effective communication and teamwork with the goal of establishing a solid basis for the ranges and intelligence-specific training that would follow. The Leaders' Reaction Course (LRC) at Camp Bullis fit the bill, as it required quick thinking, effective communication and solid teamwork; it proved to be a success.

The LRC presented Soldiers with obstacles that required them to exercise sound judgment and clear communication while accomplishing challenging tasks in a time-constrained and resource-limited environment. Neither officers nor senior noncommissioned officers were allowed to help, counsel or assist during the exercise, which gave more junior Soldiers the ability to think on their own and gain the confidence to lead. As the training progressed,

I discussed the LRC with many of the participating Soldiers, and their feedback was very positive. I witnessed how they enjoyed the challenging obstacles and problem sets placed before them, and they also saw the event as a great start to building the team that will be essential to the 338th's successful real-world mission accomplishment. The general consensus within the battalion after the LRC event was that the training had been an excellent icebreaker and had allowed Soldiers to see the leadership styles,

strengths, and improvement areas of their peers. Annual training was already off to a good start.

The battalion spent the next two days focusing on weapons qualification, and all personnel who participated in the M16 range qualified. Although weather at Camp Bullis was predictably hot and humid, few complained. NCOs and junior officers gained valuable experience by serving in important leadership roles at the ranges. The 100 percent pass rate at the M16 range speaks volumes of the professionalism with which they executed their tasks.

Upon completing weapons qualification, the battalion concentrated on improving its Afghanistan-related cultural awareness. A mobile training team from Fort Huachuca, Ariz., provided the Soldiers with some of the best cultural awareness training many had received to date. The training gave Soldiers an opportunity to interact with cultural experts, as well as with a knowledgeable Afghan instructor. The training team encouraged dialogue and the use of real-world examples as part of the instruction, and the Soldiers left with an enhanced understanding of Afghan history and culture that will be an essential part of their tool kit when conducting interrogations and analysis during deployment.

The culminating event of the 338th's annual training was a four-day exercise at the INSCOM (Intelligence and Security Command) Detention Training Facility (IDTF). This was the first of many upcoming iterations for the 338th at the IDTF. The intent of this particular event was to provide an introduction for the battalion's Soldiers to the tools and techniques they will use during future training and during their real-life mission. The IDTF staff began the training by presenting briefings on individual intelligence collection tasks, report writing, an overview of information systems relevant to the mission, and interrogation approach techniques. After participating in the initial block of instruction, Soldiers were integrated into teams and began to practice preparing for and conducting interrogations. They then wrote reports, the results of which analysts used to link disparate pieces of information, allowing the next set of interrogations to be more informed and focused.

By the time annual training drew to a close June 15, the battalion's key goals had been achieved. All the new Soldiers had been integrated into the unit, and all members of the battalion had been through rigorous, informative training during which they used and enhanced both their basic Soldier and Military Occupational Specialty-specific skills. The battalion took its first steps toward gelling as a team and developing both the individual and collective skill sets that it will carry forward to future training events ultimately on real-world deployment. *Find and Exploit!*



Reserve Soldiers perform warrior tasks, interrogation training

By Gregory Ripps

470th Military Intelligence Brigade writer-editor

Nearly 100 Reserve Soldiers of the 338th Military Intelligence Battalion performed annual training at Camp Bullis, Texas, for the first two weeks of June not only to enhance their warrior and specialty skills but also to get to know one another.

The 338th MI Battalion, a U.S. Army Reserve unit assigned to the 470th MI Brigade at Fort Sam Houston, is headquartered on Camp Bullis. However, its members come from a number of states. A Company is based at Shoreham, N.Y., and B Company, at Lawrence, Kans. Individual Reservists come from as far away as Hawaii and California.

“This is the first time ever that this large of a group [from our battalion], with disparate backgrounds and from all over the country, are meeting here at one time,” said Sgt. 1st Class Robin Warden. “It is good to meet our brothers and sisters.”

The Reserve Soldiers receive training at their home stations and at other locations, principally at Fort Huachuca, Ariz., as well as at Camp Bullis, but usually not so many of them train together in the same place at the same time.

First Lt. Luke Siebach, B Company commander, said the Reserve Soldiers focused on warrior tasks, such as weapons training, and cultural awareness and cross-level training during their first week. During the second week, they concentrated on enhancing their interrogation and analysis skills, with emphasis on report writing.

“We want the Soldiers to become familiar with the reporting



Two 338th Military Intelligence Battalion Soldiers take on respective roles of detainee and interrogator in a practical exercise inside the Intelligence and Security Command Detention Training Facility. Interrogators either strip their uniform of name and insignia or wear a T-shirt when interviewing a detainee. (Photos by Gregory Ripps)

systems they will be using,” Siebach added.

A vital element in the second week of training was the Intelligence and Security Command (INSCOM) Detention Training Facility (IDTF), which the 470th MI Brigade maintains and runs on behalf of INSCOM. The facility makes possible realistic, practical exercises allowing the interrogators to interview “detainees” (played by other Soldiers) in booths while the analysts monitor the proceedings from another room. Using the interviews and other information gathered, the analysts learn to put together useful intelligence reports.

Warden pointed out that the battalion was the first unit to use the IDTF, in August 2008, prior to deployment overseas for a year shortly afterward. The battalion utilized the facility for both its mission rehearsal exercise and its certification event.

Warden, who has served in uniform for 18 years, is one of only four Soldiers who have belonged to the 338th MI Battalion since it formed in 2007.

“Today the battalion largely consists of junior enlisted Soldiers,” Warden said. “However, the key leadership brings a wealth of experience from other units.”

Spc. Stephen Gregory, a member of the battalion for only three months, said he was already favorably impressed by his new unit. In preparation for his anticipated promotion sergeant, he said his supervisor put him in a leadership position.

“I like the way this battalion is run,” Gregory said.

However, in the future, the battalion will be bringing its Soldiers together at the IDTF on a regular, more frequent basis.



A Soldier of the 338th Military Intelligence Battalion listens to a simulated interrogation in preparing his analysis.

Reserve Soldiers return to U.S. from overseas missions

By Gregory Ripps
470th Military Intelligence Brigade writer-editor

Soldiers of the 377th Military Intelligence Battalion celebrated Flag Day and the U.S. Army's birthday by returning to U.S. soil June 14.

A charter flight carried the Soldiers directly from Kuwait to Robert Gray Airfield, Fort Hood, Texas. However, the Soldiers still had a ways to travel before reaching home in Orlando, Fla.

On hand at the airfield's Larkin Terminal to welcome the returning troops were Brig. Gen. Duffy, commander of Military Intelligence Readiness Command; Col. Pierre Gervais, 470th MI Brigade commander; and Lt. Col. John Harris, 377th MI Battalion commander.

These Reserve Soldiers originally deployed in August 2011 as part of a larger contingent in support of Operation Iraqi Freedom (now Operation New Dawn). Some of them were detached to comprise a task force in support of Operation Enduring Freedom in Afghanistan; the detachment returned to the United States at an earlier date.



Col. Pierre Gervais, 470th Military Intelligence Brigade commander, welcomes home to the United States a Soldier bearing the colors of the 377th Military Intelligence Battalion.



Col. Pierre Gervais, 470th Military Intelligence Brigade commander, shakes hands with and simultaneously "coins" Lt. Col. Ruben McCoy, who led a contingent of Soldiers from the 377th MI Battalion during a 10-month deployment in support of Operation Iraqi Freedom/New Dawn. Looking on is 1st Sgt. Gary Schmal, the ranking noncommissioned officer for the deployment.



Soldiers of the 377th MI Battalion receive a briefing from Col. Pierre Gervais (right), 470th Military Intelligence Brigade commander, briefs while their battalion commander stands by. (Photos by Gregory Ripps)

Browder succeeds Harris as battalion commander

By Capt. Donald Vacanti

377th Military Intelligence Battalion operations officer

The 377th Military Intelligence Battalion held its change of command ceremony in Orlando, Fla., Sept. 9, bidding farewell to Lt. Col. John S. Harris and welcoming Lt. Col. Gregory E. Browder.

The unit was constituted Aug. 30, 1950, in the Organized Reserve Corps as Headquarters, 377th Military Intelligence Group. It was inactivated April 1, 1953, at Fort Myer, Va., and redesignated March 28, as Headquarters, Headquarters and Service Company, 377th MI Battalion. The battalion activated Sept. 16, 1997, with headquarters at Charlotte, N.C., and was inactivated June 15, 1999. The 377th MI Battalion was re-activated Oct. 17, 2004, at Orlando, Fla., and has command and control of 400 Soldiers and civilians assigned to four companies located throughout Florida and is operationally aligned under the 470th MI Brigade.

Browder is the fourth commander since the battalion was re-activated in 2004 and its first active duty (Active Guard Reserve) commander. He expressed his gratitude for the great work the previous Troop Program Unit commanders, Lt. Cols. Keith Nadig, Jeff Sickinger and John Harris, had done since 2004.

"I will build on the hard work and dedication of those who have served in this position before me," said Browder.

During Harris's tenure as the battalion's commander, "The Bunker" received the Exceptionally Meritorious Service Medal. Moreover, the unit deployed Soldiers to contingency operations worldwide in support of Army Reserve Force Generation.

After Harris passed the guidon, he expressed his appreciation for the hard work of Soldiers and civilians of the organization.

"I am grateful and humbled to have been part of the 377th MI Battalion team," said Harris. "It has been my honor to serve as your commander; I couldn't have done it without all of you.

"I'm also very proud to be leaving the command in good hands," Harris continued. "I have no doubt that Lieutenant Colonel Browder will continue build on the past success of the 377th MI Battalion."

Browder, a native of Pittsview, Ala., assumes command of the



Lt. Col. John S. Harris (left), outgoing 377th Military Intelligence Battalion commander, and Lt. Col. Gregory E. Browder, incoming battalion commander, exchange greetings following the change of command ceremony.

377th MI Battalion after serving on the Department of the Army Staff for the Army Reserves. Prior to this assignment, Browder served as an Army Congressional Fellow and Legislative Liaison for the Chief, Army Reserve.

As he looked over the audience, Browder briefly but thoroughly articulated his enthusiasm coming into the job

"Command is a great responsibility at any level," said Browder. "I am very proud to have been given the opportunity to command the 377th MI Battalion, and I look forward to serving and Soldiering with each and every one of you in the future."

Hometown News

Soldiers who receive an award or promotion are encouraged to submit a Hometown News Release (Defense Department Form 2266). The Hometown News Program can be used for such events as decorations and awards (achievement medals and higher), reenlistments and retirements, and promotions.

Soldiers assigned to Fort Sam Houston can fill out the Hometown News Release online at: <http://www.samhouston.army.mil/pao/hometown.aspx>.

Or you can fill out the attached Form 2266 and turn it in to me. Either way, your information will be submitted electronically to Hometown News, which will format the information into a short news release and send it to print media serving the localities identified on the form. A photo image can also be submitted.

If you have transferred to an organization outside the 470th MI Brigade, please contact the public affairs office that serves that organization.

Hands-on leadership engagement

By Lt. Col. Joseph Kushner
717th Military Intelligence Battalion commander

“The fundamentals win every time.” – From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

As we continue our transition from an era of persistent conflict to an era of fiscal constraint and economy of force, issues such as the national debt, shrinking defense budgets, overall force draw down, and the planned departure from two theater conflicts in the Asia all provide indicators of our immediate future. It is with this knowledge that we must formulate our strategy to adapt accordingly. Instead of dreading the future cuts to our force and budget, we would do well to embrace them as opportunities and make immediate course corrections to retention, Army standards and professional education.

All one has to do is look across our formations; it becomes painfully obvious that we have retained some questionable individuals: those with below average service records, discipline issues, poor work ethic, or just physically not up to the task. Now is our chance as leaders to proactively engage this concern and set the conditions of a more agile force. It is a calling, if you will, for leaders at all levels to take decisive action and recommend awards and accomplish evaluations that are truly commensurate with levels of performance and potential vs the “need” to keep a particular Military Occupational Specialty at strength. As a commander, I would rather have 20 able-bodied, hard-working troops than 100 average individuals who require constant intervention.

“Getting back to basics.” We have all heard this phrase by now; but for a myriad of reasons, we have departed from the time-tested fundamentals that make the military a revered and time-honored profession. Adherence to standards is just that ... a *standard*; and every time we ignore a discipline issue, or let slip a physical training failure, a height or weight violation, or a malingering Soldier, we create a new standard. We have all been the recipients of personnel who should have been dealt with previously, but for one reason or another were not; as leaders we know better than to do this to one another. Take the time, do the *written* counseling, build the packet and move people out of our formations in order to make room for those who are better qualified and eager to achieve.

While the aforementioned topics focused on the internal aspect, the final area we need to engage lies squarely with our interaction outside the Army. The next few years are going to demand leaders who can understand and operate within the joint-interagency environment. Those who can understand and “speak” multiple service languages will find themselves well postured in the near future. The recent release of Joint Force 2020 (Sept. 10, 2012) by Gen. Martin Dempsey spells out in no uncertain terms the growth and reliance on special operations and intelligence disciplines: “Flexible ... low-signature capabilities such as cyberspace, special operations and ISR will play more pronounced roles...” The more opportunities we can present to our junior leaders that involve exposure to joint, interagency and special operations; the better off they will be in adapting to the “new normal.”

Bottom line, regardless of exactly how to engage the challenges before us; It starts and ends with hands-on leadership.

‘Apaches’ tackle obstacles

By Capt. Tyler Johnson
A Company commander

“The pain of discipline and training or the pain or embarrassment and defeat – take your pick.” – From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

In the early Saturday morning of July 28, the Soldiers of Alpha Company filed off busses at Camp Bullis and fell into their company formation in front of four 30-foot ropes. Twenty obstacles came into focus as the cadre inspected each to ensure no last-minute safety issues were present. One hour later, more than 50 Soldiers were sprinting across the confidence obstacle course, attempting to prove their physical prowess, while another 50 were patrolling for CO2-based simulated improvised

explosive devices in the tree line. That morning, every Soldier embraced the warrior ethos, recognizing the fact that many will leave San Antonio and join brigade combat teams, where field training and deployments are common and self-assurance is essential.

This day proved to be an incredible confidence builder for Alpha Company Soldiers. After cadre demonstrations and necessary safety briefings, the Soldiers were broken into even

(Continued on next page)



(Continued from previous page) squads and paired with those not typically in their platoon. For the remainder of the day, these Soldiers were required to trust, depend and rely on one another as they climbed cargo nets, descended ropes and rose over walls as a squad. More important, Soldiers were taught the values of teamwork while reinforcing basic Soldier skills. After a grueling 90 minutes, Soldiers transitioned to patrol and IED detection training. As their peers were running the course, Soldiers were patrolling the periphery, identifying tripwires and IED triggermen. Alpha Company Soldiers were required to ignore the movement around them as they focused on finding indicators of insurgent activity in order to avoid being hit with chalk IEDs.

Throughout the day, the company NCO cadre consistently reinforced lessons learned that were applicable to both home station and combat environments. Maintaining focus on the task at hand without allowing distractions from the periphery to explode both literally and figuratively is crucial to success. Having the ultimate trust in your peers to pull you through challenging situations speaks volumes.

There was a remarkable symbolism in watching Soldiers from different backgrounds and life experiences fully rely on one another as they tackled obstacles. As individual Soldiers began to struggle, previous dissension and disagreement seemed to vanish, while loyalty to the mission and cause set in. At a time when our Army continues to be viewed as one of the most trusted federal institutions, it comes as no surprise that economic, racial and gender differences played no role that morning. Every Soldier completed the same tasks, and no Soldier was left behind or disregarded by his or her peers. After a total of three hours, everyone had completed the course and broke for lunch.

Although many training days end with the completion of the confidence obstacle course, Alpha Company Soldiers weren't finished; they eagerly moved to the Leaders Reaction Course (LRC). Although physically drained and running with clothes drenched in sweat from a 90-degree, humid morning, Alpha Company Apaches pushed through with high motivation. Eight squads broke into various LRC lanes and began a series of mental agility challenges. While each squad was allotted 20 minutes per event, many finished well ahead of schedule. Whether it was crossing a simulated river or maneuvering through a replicated minefield, the Soldiers were required to maintain sharp focus on the mission, regardless of physical fatigue. Originally, the command only planned for six lanes, but by the end of the day many had completed eight, nine or more.

This type of training was not only a success in the way of teaching fundamentals; it was also a great morale and esprit de corps opportunity. During the subsequent after-action report, multiple Soldiers exclaimed it was the best event they had trained on in recent memory. Although hot and exhausted, Apache Soldiers



717th MI Battalion



recognized the distinct advantages that this type of training provides. As we continue to fight the nation's wars in increasingly hotter temperatures, it is imperative that we incorporate realistic weather conditions. Having the mental wherewithal to identify a problem, visualize solutions, and implement a plan in a relatively short period of time are exactly what we're expected to accomplish downrange.

As we look to this month's theme of embracing the future, I personally believe the future of our Army is bright. If our quarterly training event taught me anything, it's that our Soldiers are prepared to undertake any challenge, regardless of physical and mental fatigue, and come out on top. It demonstrated a resolve to never quit until a goal is fulfilled, whether simulated or real. It reinforced the character of our Soldiers, as I watched them help their peers overcome personal, and largely internal, fears. And overall, it proved that we, as leaders, continue to embrace the future every time we embrace our Soldiers. If we continue to prepare and develop our junior leaders as they progress through the ranks,

I am confident we will see a stronger, more agile, and unified team in the near future. On July 28, although training only lasted eight hours, Alpha Company Soldiers clearly set a strong foundation that will last for years to come.

Joint operations: linking up with a Coast Guard cutter

By Maj. Scott Linker

717th Military Intelligence Battalion executive officer

“Cross training is the key to mission accomplishment.” –

From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

As we enter an era of severe fiscal constraint and the need to gain efficiencies by reducing redundancy, the military has to be flexible and adjust to executing more diverse missions with fewer resources. Many of these potential missions may be outside our “comfort zone,” which may have to respond to national and international contingencies ranging from high-intensity conflict to humanitarian assistance. According to the 2011 National Military Strategy, “the enduring challenges we face and the whole-of-nation approaches they require, demand leaders that have the qualities of flexibility, agility and adaptability, and the ability to build unique teams of teams to accomplish missions.” The unique teams aforementioned will most certainly be joint and will likely involve the interagency. For Army leaders, it is important to develop subordinates who understand how to work in a joint and/or interagency environment, especially at the junior officer level; as opposed to waiting to learn this as lieutenant colonels or colonels.

The 717th Military Intelligence Battalion Officer Professional Development (OPD) program places a great emphasis on the understanding of joint operations as well as understanding our interagency partners. As part of our OPD program, on May 30, officers and warrant officers of the 717th MI Battalion conducted a site visit with the Alameda Coast Guard Station and toured the U.S. Coast Guard Cutter Bertholf. The Bertholf is one of the newest classes of Coast Guard cutter (National Security Class), and at 418 feet long, one of the largest and heavily armed. Among other things, this new National Security Cutter class gives the Coast Guard the ability to work away from home port for extended periods of time and perform international

law enforcement functions in the Pacific region to include enforcing international fisheries rules and regulations and interdicting and tracking threats against the homeland.

Additionally, the Coast Guard gave several briefings that included mission planning, examples of how they collect and analyze the intelligence that drives their operations, and the challenges they face while operating in the Northern Command, Southern Command and Pacific Command areas of responsibility. The Coast Guard has a diverse mission set and must coordinate with both elements within the Department of Defense and law enforcement branches of the inter-agency.

During the OPD program, the officers of the 717th gained hands-on appreciation of the Coast Guard mission and better understand how they integrate and execute as part of the national security strategy. The site visit also gave Army officers important exposure to the culture of a sister service, one remarkably different from that of the Army. As we transition to a leaner military, exposure to joint operations becomes more imperative, especially if Army leaders want to stay relevant and ensure they have a clear understanding of the planning and execution of future military and intelligence operations.



New barracks combines with reception and integration platoon

By Sgt. Kelsey Curtis
717th Military Intelligence Battalion

“Taking care of our people is the most important thing we do.” – From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

In addition to transitioning its operational location, the 717th Military Intelligence Battalion is simultaneously moving to new barracks. Coordinated by Command Sgt. Maj. Sinnard and the company first sergeants, single Soldiers will soon be taking ownership of a newer, better-equipped and more secure facility, all while expanding the role of the noncommissioned officer in running this time-honored military institution.

The changes consist of more than different physical location or ascetics; they involve overhaul of the entire barracks operation. This battalion has consistently focused on the fundamentals, and the barracks are no exception; floor sergeants have posted duty rosters for details. The days of relying on contracted support are rapidly coming to a close, and as a result, our leadership has taken the first steps in “reclaiming” the barracks. The unit has always maintained and will continue to maintain a manned staff duty office (NCO and runner) from 5 to 8:30 p.m. every day. The staff duty officer, in conjunction with the floor sergeants and a full-time, dedicated barracks NCO, will ensure NCOs are properly providing and caring for their junior enlisted barracks personnel.

Battalion leadership has spent an inordinate amount of time and money to coordinate and outfit the new barracks. Over the past few months a handful of detailed and extra-duty Soldiers have scrubbed, power-washed and vacuumed all 71 rooms, day rooms, stairwells and the exterior of the new barracks. The day rooms have recliners, flat-screen televisions with surround sound, table football, air hockey and pool tables -- all vast improvements from the current barracks, which have legacy furniture from 20 years ago.

Although the rooms are the same size, the new barracks offer more amenities and will have better maintenance and accountability plans now that floor NCOs are being established. Floor NCOs will work with the barracks NCO by receiving and keeping track of all work orders and by putting together the duty rosters for their respective floors. With each floor separated by company (Headquarters and Headquarters Company on the first floor, A Company on the second floor, and B Company on the third floor), floor NCOs will be assigned in the same way from their respective units and reside in dedicated and clearly marked rooms in the same location on each floor.

In an effort to gain efficiencies and “tighten the battalion’s logistical footprint,” as stated by the battalion commander, the unit is combining the new barracks with the Reception and Integration (R&I) Platoon. All in-processing and red-badged (uncleared) personnel will operate out of the barracks first floor day room while awaiting “onboarding” or clearance adjudication. The R&I

Center is equipped with 18 workstations, enabling newly arrived troops to complete the almost month-long battery of requisite computer-based training requirements prior to continuing with indoctrination to the interagency mission. During normal duty hours the dedicated R&I platoon sergeant, Staff Sgt. William Shadrick, and his group of squad leaders integrate all incoming Soldiers into the 717th way of life.

“It’s great that the space is available to incoming Soldiers that have yet to gain access to Medina,” said one of the new in-processing NCOs. “Having a place where we can knock out all our required annual training during the duty day or even after hours makes in-processing more manageable.”

As the battalion moves forward into an era of fiscal constraint, we are see ourselves well postured to continue taking care of our Soldiers while simultaneously gaining efficiencies.



Color guard upholds special military tradition



By Staff Sgt. Jonathan Hoon
717th Military Intelligence Battalion Color Guard
noncommissioned officer in charge

“We are ambassadors of this profession; do not embarrass yourself, our unit or the uniform.” – From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

For the past two years, I have had the distinct honor and pleasure in leading the 717th Military Intelligence Battalion Color Guard throughout more than 30 ceremonies. Events take place year round and include retirements, noncommissioned officer inductions, changes of command and

military balls. Our Soldiers represent our unit and our nation well. We are reminded constantly of our battalion commander’s tenant, “We are ambassadors of this profession; do not embarrass yourself, our unit or the uniform.”

Soldiers such as Sgt. William Ivester, Sgt. Taylor Schultz, Sgt. William Suren, Sgt. Brady Ellis, Sgt. Skyler Cooper, Spc. Christopher Cordero, Spc. Eric Kelley, Spc. Rachel Smith and Spc. Harold Rivera sacrifice hundreds of hours of their personal time each year in dedication to a unique military tradition. These Soldiers maintain and wear their dress uniform twice as often as other Soldiers, yet I hear them ask only when the next event will be.

One of the most remarkable events we participate in each year





is the Independence Day parade in Fredericksburg, Texas, home of the National Museum of the Pacific War. Each year the 717th MI Battalion Color Guard and the National Security Agency Texas Joint Color Guard team up to lead a nearly half-mile-long parade witnessed by thousands of Texans and their families. The parade consists of representatives from various organizations, including the Fredericksburg High School Junior Reserve Officers' Training Corps, fire department, police department and combat veterans as well as the local Veterans of Foreign Wars post.

Typical of central Texas weather in July, heat indexes regularly exceed 100 degrees every year on this day. Despite these conditions, the disciplined Soldiers of the 717th MI Battalion Color Guard wake up at 5 a.m. every year on this holiday and then drive for at least an hour to make this event.

There are many reasons why Soldiers choose to volunteer in this capacity. Perhaps it's a little girl that runs up to them and says thank you while handing them a miniature flag. Maybe it's representing their country the same way their parents or grandparents did. Or it might be for the honor of bearing their nation's colors on its birthday.

Surely there are awards or other recognition they can earn,

but most of those require more than a year to attain. Many other methods for earning awards are far easier.

The Soldiers I have served with don't talk much about personal accolades. They aren't looking for the spotlight, even though their performances are routinely inspected by hundreds of eyes. At the end of the day, the people of Fredericksburg couldn't be more thankful. Every year has brought something different, but several things stay the same: gaining the opportunity to professionally serve our local community, representing the best of our unit and the Army, and honoring the U.S. flag.

The functions of a color guard are not very complicated; every Soldier learns the fundamental skills in basic training. The only difference is that the 717th MI Battalion stresses rehearsals and disciplined training as part of everyday language; and it is under that concept we have not only built a color guard in support of our brigade and the NSA, but see it as a point of pride in our battalion.

Program helps Soldiers to master mental obstacles

By James Marcil

717th Military Intelligence Battalion
Command Language Program manager

“Cross training is the key to mission accomplishment.” – From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

How many times have you said, “If I only had more time to do ____.” “Why is it so hard for me to focus on ____?” “What did I just finish reading?” “I can never learn that.”

In an effort to help address this and other similar statements, the Army has a program to assist. While this might sound like an infomercial, the Army developed the Learning Enhancement Program to help Soldiers get beyond these commonplace mental obstacles.

In 1993, the Center for Enhanced Performance (CEP) was established at the United States Military Academy at West Point to provide mental skills and support to the cadets. This program provides cadets the mental edge and techniques not only to pass the academy but also to succeed in their careers. Later in 2004 Gen. Peter Schoomaker, then Army chief of staff, recognized the need for mental skills education across the Army and directed the CEP to develop the Comprehensive Soldier



Fitness-Performance and Residence Enhancement Program (CSF-PREP) to bridge this gap.

In today’s Army, Soldiers are instructed to go study for the board, take required Army training courses, take a language training class, or participate in a Noncommissioned Officer Education System course. However, they are never taught *how* to take a class. They are expected to know how to study, how to manage their time and how to retain the applicable information. While many of them will perform adequately, many others need assistance in understanding how they learn.

In the 717th Military Intelligence Battalion, we treat language as a “weapon system.” This skill set is critical for the thorough and rapid processing of intelligence to the interagency. As such, we are constantly seeking new and innovative ways to better our linguist population and have therefore incorporated the Learning Enhancement Program under CSF-PREP into our overall language strategy.

The first part of this program focuses on how Soldiers learn and strategies to help increase their learning ability further. The key to this entire program is for the individual Soldier to understanding his or her mind-set and the role it plays in the outcome of what each one is trying to achieve. It begins with a self-assessment test to identify whether the Soldier possesses a fixed mind-set or a growth mind-set with regards to intelligence. In other words, do you believe that you can gain intelligence or is it simply a fixed or finite amount and therefore cannot be changed? After identifying how the Soldier thinks, the staff begins to develop strategies to overcome

preconceived mind-set obstacles.

Next, the Soldier will begin to answer the next question, “Why do I never seem to have enough time?” The individual Soldiers will subsequently create plans and prioritize not only their class work but also all competing requirements for their time. With a plan established, Soldiers are able to clearly see the necessary breakdown required to each item of interest. Once they make studying a priority, the next step will be to ensure that they study correctly and make their efforts count. The program assists the Soldier in identifying the elements of an ideal study block, employing attention control techniques to stay focused, and evaluating the conditions in which they are studying. Finally, the Soldiers will be taught how to “attach” their reading. They will learn the skills of active reading versus passive reading and how to learn to skim for just the facts and read highly complex technical data. With these strategies, they can attack any learning situation they encounter.

The second part of the class is designed to help apply to a test the knowledge that the Soldiers learned. When the Department of Defense transitioned to the Defense Language Proficiency Test (DLPT) version 5, many troops tested lower because of the psychological anxiety surrounding the new exam. Soldiers will often state that they understood everything on the DLPT but were extremely nervous and therefore did not score as well as desired. As a result, the CSF-PREP staff has created a program to help overcome this anxiety. Soldiers are given guidance and training on how to relax, attack a test and achieve the goals

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Creating a Language Professional of the Year

By James Marcil

717th Military Intelligence Battalion
command language program manager

“Quality is more important than quantity.”—From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

In August 2011, Staff Sgt. Hwon Pak began his long venture to compete at the Department of Defense Language Professional of the Year. During this journey he went up against language professionals within the 717th Military Intelligence Battalion as well as those throughout the 470th MI Brigade, Intelligence and Security Command and the Department of the Army -- winning at all levels. All in all, Pak had to compete against an estimated 3,000 language professionals to win at the Department of Army level. Unfortunately, Pak was the runner-up at the DoD level, coming in second to a deployed Marine in Afghanistan. So the question that has been asked of our unit is, “How does a Soldier win not only locally but also at the higher levels?” The answer is simple: hands-on leader involvement and command emphasis.

There is no question that Pak is a gifted language analyst; he scored in Korean 4/4, Spanish 3/3 and Brazilian-Portuguese 3/3. While his talent is a known factor, he did not rest on those abilities alone. Pak took the initiative to learn Portuguese on his own, read books in both Korean and Spanish, participated in advanced language training and finally took on the responsibility of being a language mentor for those language analysts who were struggling with the language. Pak realized that to be a more advanced Language Analyst was going to take hard work and commitment on his part to achieve his desired goal. With the vision of winning the DoD Language Program competition, this battalion, alongside Pak, leveraged the full power of the battalion’s language program to help work towards this outcome.

The 717th MI Battalion Command Language Program’s motto is “Language is a weapon system,” and we take this to heart. Language is regarded the same as physical training and weapons qualification. A Soldier who “maxes” a physical training test and shoots “expert” must train consistently and often. The battalion’s language program is designed with two basic principles: first, provide monthly language maintenance to just maintain their current scores on the Defense Language Proficiency Test (DLPT). Second, provide the Soldier a mandatory significant language training event (SLTE) prior to the required test in order to challenge his or her linguistic ability and garner self-confidence.

During a review of the current Army and INSCOM regulations and standard Operating procedures, the battalion command team insisted on making its language training even more comprehensive and structured. Outlined within this policy is the fact that all Soldiers who do not score a 3/3 will be required to attend at least one Structured Language Maintenance module at the Southwest Learning Center per month. Additionally, anyone who does not achieve a 2/2 will be required to attend a monthly training twice.



While all Soldiers will take an SLTE once a year prior to their DLPT, Soldiers who have a 2 in any modality will participate in a SLTE every eight months, and those score below 2/2 will train and test every six months. Prior to any Soldier participating in language training, they will take a language placement test.

Training cannot be episodic, and it must be individualized, based on each Soldier’s needs. Therefore, the Command Language Program utilizes additional resources to meet the commander’s intent. There is “vendor” training that focuses on various dialects; and there is English language training for those heritage speakers who are not having issues with the target language but whose particular struggles come from English. Also, Soldiers can have the opportunity to participate in ISO-immersion program and actual Immersion programs where they have the ability to learn the nuances of not only the language but also the culture.

So going back to the original question, how did Pak win the DOA Language Professional of the Year distinction and how will future 717th Soldiers compete? We will continue to follow the commander’s intent, vision and philosophy and focus on the fundamentals: developing and adhering to individual language training plans, conducting a significant language training event prior to DLPTs, encouraging multiple languages and holding them accountable for attaining higher than the 2/2 minimum. This method has been in place since the arrival of our command team and has proven itself both last year with Pak winning the DOA board and this year with Sgt. Ruben Costea winning INSCOM and on his way to compete at DOA next quarter.

(Continued from previous page)
that they have created for themselves.

Since the integration of CSF-PREP into the battalion’s language program, we have

seen noticeable increases in both reading and listening modalities by those who complete the training prior to their DLPT. Additionally, we realize that this program

not only sets up the Soldier for success during the upcoming language training event or DLPT but also sets the conditions for future learning situations.

Conducting elementary school's field day makes a difference in young lives



By Spc. Terrence Aursby
717th Military Intelligence Battalion

“We are ambassadors of this profession; do not embarrass yourself, our unit or the uniform.” – From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

“How better to engage the future, than to partner with a local elementary school multiple times a year and illustrate to young children what can be accomplished with a disciplined education, physical fitness and desire?” -- Lt. Col. Joseph Kushner

The 717th Military Intelligence Battalion arrived at Columbia Heights Elementary School, with a mission: continue to build solid community relations, encourage healthy lifestyle choices through positive role-models, and to simply enjoy a day in the sun. This field day event was just one of the one of three community outreach events the battalion annually conducts with Columbia Heights.

After the posting of the colors by the 717th MI Battalion Color Guard, the day began with cheers and great anticipation from the students.

“What’s next?” asked one of the excited third-graders as they quickly lined up in the hallways. “What are we about to do?”

One by one, with bright smiles and excitement, the students filed out to the new activity field where the Soldiers were stationed

Soldiers of the 717th Military Intelligence Battalion manage a relay race at Columbia Heights Elementary School.



with a bullhorn, whistles, mats and cones. The students realized that today was going to be a day they would never forget.

The Soldiers were in charge of three events, each run by one of their battalion’s three companies.

The first event, run by B Company with Staff Sgt. Eric Neal as noncommissioned officer in charge, was the litter carry. During this event, four students carried an “injured” student around a pentagon-shaped field on a litter while rotating positions at each point. A sixth student carried a two-gallon water jug.

The second event, run by A Company, with Sgt. Douglas Blisard as NCO in charge, was the individual movement technique lane. During this event, the students ran through an obstacle course while bouncing a soccer ball, carrying an exercise ball and crawling through a tunnel.

The last event, run by the Headquarters and Headquarters Company with Staff Sgt. Marques Wilson as NCO in charge, was a modified Army physical fitness test competition. Students knocked out 30 seconds of sit-ups, 30 seconds of push-ups and ran a 50-meter dash.

Students encouraged each other with shouts of, “You can do it, you can do it!” while others exclaimed, “I never thought I could do that until today.” The teachers were especially thankful for the Soldiers’ participation in their field day. “I wish they could do this more often,” said several teachers.

“The students need and want to do these types of activities,” said Jose Ramos, a physical education teacher at Columbia



Left: Staff Sgt. Christopher Lester supervises a relay race among fourth-graders during Columbia Heights Elementary School's field day. Lester belongs to Headquarters and Headquarters Company, 717th Military Intelligence Battalion.

Heights. "It's all about making the students aware of good health and good relations with the military."

Maj. Scott Linker, battalion operations and training officer, said, "The children don't have regular exposure to the military the way high schools have through recruiter and JROTC programs; that's why our battalion commander picked Columbia Heights.

"Our Soldiers provide the children with a positive role model," the major continued. "At their age, the impression the Soldiers make can last the rest of their lives."

Columbia Heights' field day was another opportunity to instill the healthy ideals of the military while providing a chance for elementary school-age children to see positive role models in the Soldiers of the 717th MI Battalion. They will continue to provide an ongoing presence and help instill a culture of physical fitness, good nutrition and disciplined education.



Above: A Soldier encourages a Columbia Heights Elementary School third-grader to pump out as many sit-ups as he can **Left:** Children try their hands in the proper use of a litter under the oversight of a volunteer from B Company, 717th Military Intelligence Battalion, while another child carries a water can. (Photos by Gregory Rippes)

Army observes 237th birthday

By 1st Lt. Joshua Harris

717th MI Battalion human resource manager

RESOLVED, that six companies of expert riflemen be immediately raised in Pennsylvania, two in Maryland, and two in Virginia; that each company consist of a captain, three lieutenants, four sergeants, four corporals, a drummer or trumpeter and sixty-eight privates. That the form of the enlistment be in the following words: 'I have, this day, voluntarily enlisted myself as a soldier in the American Continental Army, for one year, unless sooner discharged. And I do bind myself to conform in all instances to such rules and regulations as are, or will be, established for the governments said Army. Upon motion, resolved, that Mr. [George] Washington, Mr. [Philip] Schuyler, Mr. [Silas] Deane, Mr. [Thomas] Cushing and Mr. [Joseph] Howes be a committee to bring in a draft of rules and regulations for the government of the Army.

With these words, on June 14, 1775, the Second Continental Congress laid the foundation for what would later become the most powerful Army the world has ever seen. Congress recognized the immediate need to organize an Army to defend the rights of those residing in the colonies against King George III. In our nation's infancy, the concept of maintaining a standing Army, especially during periods of peace, was subject to continuous debate. One of its earliest and most prominent opponents was Thomas Jefferson, the principal author of our Declaration of Independence.

Given human nature, we know that periods of prolonged tranquility do not exist. British philosopher John Dahlberg-Acton exposed the darkest elements of human nature with the simple statement, "Power tends to corrupt, and absolute power corrupts absolutely." When a person dominated by one or more dark traits combines them with an ability to influence large groups of people, oppression and violence result. When such situations have arisen, the United States Army has played a historic role. We have defended our homeland against invasion by a foreign Army. We have fought to preserve our union. We have struggled to keep the world safe for democracy. We have defended the world against those who sought to eradicate an entire race of human beings from existence. Today we defend the weak against those who seek to deprive their societies the rights of freedom.

Our first commander-in-chief, President Washington, put it best in his first annual address to Congress: "To be prepared for War is one of the most effectual means of

preserving peace."

In commemorating the 237th anniversary of the now-famous resolution creating the United States Army, the 717th humbly acknowledges the honor and privilege we share in being a part for the most powerful army in history.

This event was a treasured opportunity to pause and reflect on the myriad missions the Army has conducted over the centuries. It is clear that, although American society and the very constitution we are all sworn to defend have evolved, the Army's basic purpose has remained constant since June 14, 1775. Until nothing threatens the inherent rights endowed to every human being, the best trained, most professional military institution in human history stands ready to defend them.

(Editor's note: First Lt. Joshua Harris is currently attending the Captains Career Course at Fort Jackson, S.C. Previously he served as the 717th MI Battalion's SI for three years.)



Our first commander-in-chief, President Washington, put it best in his first annual address to Congress: "To be prepared for War is one of the most effectual means of

From left, Command Sgt. Maj. Mark Sinnard, Lt. Col. Joseph Kushner, Sgt. 1st Class Mark Biddison (unit's oldest Soldier) and Pfc. Jonathan Conejo (unit's youngest Soldier) cut the Army birthday cake at a ceremony June 14 at Lackland Air Force Base. (Photo by Sgt. Justin Phillips)

Warrior competition brings out the best

By Sgt. Javaris Cooper
Signals Intelligence Squad leader

“**T**ry to learn something about everything and everything about something.” – *Thomas Henry Huxley*

After a challenging week of grueling and emotional stress, I've learned that being a Soldier is more than about being outstanding at anything in particular. Soldiers are expected to present their proficiency in tough and rigorous tasks in a plethora of trainings throughout the fiscal year. A select few Soldiers even challenge themselves to see how far their personal excellence can carry them, in hopes of properly representing their respective units.

This was the purpose of the Forces Command (FORSCOM) Best Warrior Competition. The competition consisted of nine noncommissioned officers and nine Soldiers who arrived ready to prove why they were the best. However, it didn't take long for the brotherhood to kick in. Aside from competition, I felt the best times were the stories shared. There was an unspoken eagerness among the competitors to know about every individual. This and the competitive nature were what made the event worthwhile.

FORSCOM provided tasks such as the Army physical fitness test, urban land navigation, a military board appearance, written examinations, essays, M4 qualifications, and drill and ceremony. All Soldiers competing had a common belief that the Best Warrior Competitions began to feel routine. I felt very prepared for any

task since they were presented so often throughout the year. At that point I realized that although the events felt easy, the competition made it the hardest ever.

I have never felt like I was around so many well-rounded Soldiers in my life. It made me humble and grateful to be one of the select few to earn the honor of being at FORSCOM. Training opportunities like these are rare and provide motivation to want even more in life.

I encourage all Soldiers to challenge themselves for the better. It's not about the accolades or the kudos; it's about knowing what it truly means to present yourself as an expert and professional who is disciplined, trained and proficient. It's about representing your unit and respective sections. It's about the pride in your profession and wanting to be the best.

Lastly, all should realize it was the “Griffin Four” that propelled me. It took a team consisting of various individuals within the brigade to help prepare me. Doing so, I learned what it means to truly and effectively communicate to coordinate this training. At these competitions your professionalism and bearing is constantly evaluated. Above all, it took having more heart not to give in when I was physically, mentally and emotionally exhausted with the challenges of training and competition. I learned to never stop seeking to better yourself!



Sgt. Matthew Baker, a U.S. Army South Soldier, plots navigation points on a map during the land navigation portion of the 2012 U.S. Army Forces Command Noncommissioned Officer and Soldier Best Warrior Competition, July 10, at Fort Bragg, N.C. (Photo courtesy of FORSCOM staff)



Facility provides all-source analyst with complex training environment

By Wesley Moczygamba

470th Military Intelligence Brigade
Intelligence and Security Command Detention Training Facility
training developer

In an ever-changing environment, all-source analysis remains crucial to synchronizing the intelligence effort across intelligence disciplines. Adaptability is required to meet the evolving challenges faced on the battlefield. Today's analysts face consistent system, product and process changes that require a collective training environment to leverage resources, and to provide exposure to full-spectrum operations beyond the capacity of individual skills development. The Intelligence and Security Command Detention Training Facility (IDTF) provides a flexible and collaborative environment to develop critical analytical skills necessary to meet mission demands ranging from tactical to strategic assignments.

The IDTF offers collective training ranging from unit-level interrogation exercises to full-scope Multi-Function Team (MFT) scenarios. These training opportunities are developed to meet unit requirements resulting in an environment that allows the analytical effort to replicate live operations. Analysts leverage real-world and training data to infuse all-source analysis into unit operational processes. The widespread availability of intelligence systems such as CIDNE, HOT-R, DIMS-F, TED, DCHIP, TAC and DCGS-A provides realism to the analytical process. This system architecture provides amplifying data and promotes full-scope all-source analysis.

The system's architecture offered at the IDTF further promotes the understanding and development of standard operating procedures as they relate to current operations conducted in theater. During a recent Joint Interrogation and Debriefing Center (JIDC) collective training event, Chief Warrant Officer 3 Chad Brown, senior all-source analyst, explained that collective interrogation training resulted in his Soldiers being "highly trained on the practical application of the tools available on the DCGS-A platform." Furthermore, the analysts are "able to adapt these tools

to execute their supportive mission to interrogation operations." A collaborative training environment is necessary to replicate all-source analysis across echelons.

Integral to MFT collective training is the analytical effort from a brigade fusion cell resulting in the availability of higher echelon analytical support to both multi-function and human intelligence (HUMINT) collection teams. The 2nd Squadron, 38th Cavalry Regiment, intelligence fusion cell, coordinated with external agencies, responded to requests for information, conducted data mining, and developed fused analytical products to support mission requirements. This process exposed both



junior- and senior-level analysts to the importance of collaboration within the intelligence community, giving them insight otherwise lacking in Army analytical training. Through coordination with organic and external units, the fusion cell contributed directly to mission requirements including targeting, military source operations, field detention site operations, tactical interrogations, and concept of operations development during a collective training event. This has proven to be a best practice in support of collective training, and will continue to be replicated in support of MFT and HUMINT training baselines.

As the battlefield continues to evolve, analysts at all levels require a collective and collaborative training environment promoting the development of analytical skills designed to meet the demands of mission requirements. All-source analysts perform in a variety of capacities. Understanding of the "tiger team" concept, HUMINT analysis, intelligence fusion, analytical assessments and available enablers only begins to address the diversity required to effectively leverage resources and conduct essential functions as an analyst. As systems, products and processes continue to adapt to meet the current threat, the all-source analyst's role in supporting and collaborating with all intelligence disciplines requires a collective training environment that allows full replication of analytical requirements; the IDTF platform is one of the venues that provides an opportunity to maintain and improve analytical skills within a complex, realistic training environment.



COOP ensures unit carries on mission

By Tom Meyer and Capt. John Bennett

470th Military Intelligence Brigade Continuity of Operations program managers

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

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

This is where the Army Continuity of Operations Program (COOP) comes in. AR 500-3 lays out responsibilities and policies of the program, and provides planning guidance to ensure the fulfillment of critical Army missions and the continuation of mission essential functions (MEFs) under all circumstances and all hazards. The 470th Military Intelligence Brigade has a COOP operational plan (OPLAN), and each subordinate unit located outside of Fort Sam Houston is required to have one as well.

The 470th MI Brigade COOP OPLAN consists of five phases: Phase 1 encompasses all pre-COOP event activities, to include:

- Assessing all potential hazards to brigade facilities;
- Identifying and prioritizing MEFs;
- Establishing a Continuity Facility (CF);
- Determining which personnel comprise the emergency relocation group (ERG) and its component emergency relocation staffs (ERS);
- Developing the information / data COOP plan;
- Writing and staffing the COOP operations plan.

This phase is continuous.

Phase 2 is the alert, notification and recall phase, and is implemented immediately after a COOP event has occurred. If the leadership of your organization has decided to implement its COOP OPLAN, it will issue instructions via its alert notification system. Accountability of all personnel takes place during this phase, and the brigade has a two-hour notification deadline.

Phase 3 entails personnel in designated ERGs deploying to the CF within the specified time. Facilities are evacuated and secured in accordance with local procedures, depending on the nature and severity of the COOP event. Personnel not required to report to the CF immediately must maintain contact with their leadership and await instructions. Reception, Staging, Onward Movement and Integration (RSOI) consists of the establishment of the CF by initially deployed personnel. These personnel will then orient and in-process follow-on personnel to the CF to ensure they are capable of conducting operations at the CF. The CF must be established and fully operational within 12 hours of a COOP event.

Phase 4 consists of the 470th MI Brigade Headquarters relocating to its CF and establishing command and control with all subordinate commands and communications with higher and adjacent commands. It has executed its MEF according to their prioritization and time lines. This phase is planned to last up to 30 days or as long as mission dictates.

Phase 5 is redeployment. This phase begins with the order to redeploy to home station or deploy to a new location. It ends when 470th MI Brigade Headquarters has resumed normal operations at home station. This phase may also involve developing contingency plans for long-term operations at an alternate operating site.

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

Do you know what your organization’s COOP plan is and where it is located?



470th Military Intelligence Brigade Force Protection Detachment Brazil members join Brazilian police for a group photo in front Los Angeles Police Department headquarters during an FPD-sponsored exchange in Los Angeles Oct. 15. FPD Brazil members with the group included Gennaro Gory (bottom left), Military Intelligence Civilian Excepted Career Program, and the FPD's Foreign Service National Investigator Jean Paraski (to his right). (Courtesy photo)

FPD Brazil supports Brazilian police contingent to LAPD

By Jean Paraski
Foreign Service national investigator,
and Martin Reyes
Force Protection Detachment Brazil chief

Brazilian police were so happy with the support they received from the 470th Military Intelligence Brigade's Force Protection Detachment a year ago, they wanted it to help them out again.

In mid 2011, the Brazilian Paraná State Military Police had requested the FPD organize and participate in a visit that took place in Los Angeles and San Diego the following October. Following that successful 2011 experience, the Brazilian police asked the FPD again to prepare a similar program for a different group of police officers.

Last year's group visited the Los Angeles Police Department, the Los Angeles Fire Department, the California Highway Patrol and the Coast Guard in San Diego. However, this year the group focused more on the LAPD and the Coast Guard. FPD Brazil's Army Special Agent Gennaro Gory and

Foreign Service National Investigator Jean Paraski accompanied the visiting Brazilian police delegation.

This visit had an educational emphasis similar to last year's trip as Brazil continues to prepare to host the 2014 Federation Internationale de Football Association World Cup and the 2016 Summer Olympic Games. This year's group of visiting Brazilian officers will be responsible for providing security during the World Cup matches in the Brazilian city of Curitiba, Paraná. Overall, the Brazil delegation benefited greatly from comparing their law enforcement practices to those of their LAPD counterparts as they relate to police assistance and coordination in support of international sporting events.

Officer Gary Crump, a member of the Counter Terrorism and Criminal Intelligence Bureau Liaison Section of the LAPD, hosted the delegation. He organized a welcome brief by LAPD Chief Charles Lloyd "Charlie" Beck, who greeted the delegates and introduced the LAPD to the Brazilian delegation. Chief Beck answered a number of questions, exchanged gifts, and took a group photo. He invited the Brazilians to visit again next year.

Following the meeting with Beck, the group observed how

(Continued on next page)

Logistician receives unique honor

By Gregory Rippes

470th Military Intelligence Brigade Public Affairs

The 470th Military Intelligence Brigade S4 (logistics officer) received a unique honor in a brief Quartermaster Corps event in brigade headquarters July 24.

Jessica Lee was awarded a medallion of the Distinguished Order of St. Martin by Col. Ron Pulignani, Intelligence and Security Command G4 (assistant chief of staff for logistics), symbolizing her admission into the “esteemed order of logisticians” of the United States Army Association of Quartermasters.

Pulignani, who nominated Lee for the honor, said it recognized her contributions to the Quartermaster Corps over approximately 25 years, including 22 years as a Soldier. He related that the order was named for a young, fourth-century Roman soldier named Martin who cut his cloak in two and gave half to a beggar. According to the story, Christ later appeared to Martin in a vision wearing that half of the cloak and commended his charity.

The image of Martin giving half of his cloak to the beggar “is reflective of what our Quartermaster Corps does in support of the Army,” said Pulignani, who noted that military intelligence units are very challenging to support, both because of their numerous missions throughout the world and because of the leading-edge technology logisticians must supply them.

“Ms. Lee and her team have been phenomenal in supporting worldwide deployments and ensuring their missions will not fail,” said Pulignani.

Lee, who served as a warrant officer for 15 years, has served the 470th MI Brigade as its S4 in a civilian capacity for three years. As the brigade logistics officer, she has played a key



Col. Ron Pulignani, Intelligence and Security Command assistant chief of staff for logistics, awards a medallion to Jessica Lee, 470th Military Intelligence Brigade logistics officer, signifying her admission into the Distinguished Order of St. Martin at brigade headquarters July 24. (Photo by Gregory Rippes)

role in major, ongoing improvements to the brigade’s vehicle maintenance area and facilities.

“I have a passion for my job,” said Lee. “After I retired from the Army, I came back because I love working with Soldiers.”

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their North American counterparts carry out their everyday policing duties at the LAPD headquarters and visited the dispatch center and bomb squad headquarters. The Brazilian officers were particularly interested in the way U.S. police forces interact with one another more closely than in Brazil. For example, the Los Angeles Communications and Dispatch Center gathers a number of government agencies and professionals into the same location. As such, they can more effectively and quickly provide responses to a wide variety of emergencies, including earthquake, fire and crime, not to mention terrorist-related information sharing.

Joint operations among Brazilian law enforcement agencies are still at early stages of development. The various agencies generate a lot of duplicate of work. Consequently, the Brazilian police officers compared and learned how their counterparts carry out challenges in a major U.S city that has hosted major international sporting events.

The Los Angeles police impressed the Brazilian officers

with their modern technologies, especially in the bomb squad headquarters. Some Brazilian police forces have bomb assessment trucks although robots are not a part of their equipment. The Brazilian officers attended a bomb threat demonstration and asked a large number of questions.

Overall, this exchange experience will help the Brazilian delegation improve their security plans for the major international sporting events in 2014 and 2016. Both the 2011 and 2012 visits were funded by the Brazilian Military Police, which has maintained a close professional relationship with the FPD over the years. This visit served to strengthen the already strong contacts that the FPD maintains with police of this key Brazilian state.

The Brazilian military police expressed their gratitude for the successful visits of 2011 and 2012 and their intention to continue this and other similar programs in the United States. Alternatively, they extended to LAPD police officers the opportunity to some day visit their academy in the future in Curitiba one of the largest police academies in Brazil.

Soldiers join NCO Corps

By Gregory Ripps

470th Military Intelligence Brigade writer-editor

Amid the trophies and trappings of Veterans of Foreign Wars Post 8541, nineteen enlisted Soldiers of the 470th Military Intelligence Brigade passed an important milestone in their Army careers June 22.

These Soldiers, who serve in the brigade's Headquarters and Headquarters Company and 401st MI Company, were ceremoniously inducted into the Noncommissioned Officer Corps.

"The tradition of commemorating the passing of a Soldier to a noncommissioned officer can be traced to the Army of Frederick the Great," explained Sgt. 1st Class Krystal Rogers, the brigade's retention NCO, who served as narrator for the ceremony. "Today we commemorate this rite of passage as a celebration of the newly promoted joining the ranks of a professional Noncommissioned Officer Corps and emphasize and build on the pride we all share as members of such an elite corps."

Command Sgt. Maj. Donald Freeman of the 502nd Mission Support Group, speaking without aid of script or notes, addressed the assembly as guest speaker for the occasion.

"Be mindful of the fact your Army, your president and the citizens of the United States count on you to handle NCO business," he began, specifying that the important things NCOs do are train, teach, coach and mentor their Soldiers.

"What we do in garrison is absolutely critical to what we do on the battlefield," he said. "Your first mission is to be a warrior and instill in [your Soldiers] that ethos and ensure they have the equipment they need."

He told the new NCOs that, if some time in their future one of their Soldiers fell because of enemy action, they would have to



Sgt. Sergio Calles passes beneath crossed swords, which symbolize the authority of the noncommissioned officer.

look that Soldier's loved ones in the eye and truthfully say to them that that Soldier was adequately trained.

"It's too late to train when the IED [improvised explosive device] goes off," he warned.

Inducted into the Noncommissioned Officer Corps himself in 1987, Freeman said he has worn every NCO rank with pride.

"I never worried about my evaluation report or my next job," he said. "I focused on the job I had at the time. My 'report card' took care of itself." He also advised the inductees to take care of themselves, especially to maintain their Professional Military Education.

"Thank you for what you have done and what you will do," he said in closing his remarks. "To join the Army in a time of war ... is a very brave thing."

The ceremony proceeded with all the inductees reciting the Creed of the Noncommissioned Officer. When each inductee's name was announced and then introduced by his or her sponsor, he or she stepped up to the stage under crossed swords, signed the "charge" to the NCO, and received the congratulations of the senior NCOs present.



Sgt. Christopher Saucida signs the charge of the noncommissioned officer, as the brigade's Command Sgt. Maj. Charles Totoris looks on.



Command Sgt. Maj. Donald Freeman of the 502nd Mission Support Group offers some words of wisdom and inspiration to new sergeants. (U.S. Army photos by Gregory Ripps)



As dawn breaks, the lead element of the 470th Military Intelligence Brigade dashes down a downtown San Antonio street. Along with thousands of other Soldiers, brigade members participated in the Thunder Run in observance of the Army's birthday, June 14. The ground-pounders ran from Fort Sam Houston through part of the city to join a mass formation on Alamo Plaza. Col. and Mrs. Pierre Gervais lead the brigade contingent. (Photo courtesy U.S. Army South)



Physical fitness

With the Franklin Mountains dominating the horizon, Soldiers of the 204th Military Intelligence Battalion take an early morning run at Fort Bliss, Texas. The 470th MI Brigade commander and command sergeant major joined the aerial reconnaissance battalion for the June 25 event. (Photo by 1st Lt. Ashley Bain)

News in Photos



Soldiers practice “clearing” a room during Military Operations on Urban Terrain training at Camp Bullis, Texas, July 26. The training prepares them for situations they could face when operating in urban areas.



One Soldier assists another in evacuating the HMMWV Egress Assistance Trainer, wherein Soldiers learn how to respond to vehicle roll overs, during training on Camp Bullis Aug. 9.



Trainees drive a HMMWV after learning about convoy operations, including such matters as driving in formation and during blackout conditions, and identifying road conditions and entrance and exit points.

Training

Three members of the 717th Military Intelligence Battalion receive personal attention from Command Sgt. Maj. Mark Sinnard during the Junior Leaders Development Course, conducted on Camp Bullis in late September. The course teaches leadership skills in a team-building environment as a prelude to the Warrior Leaders Course.

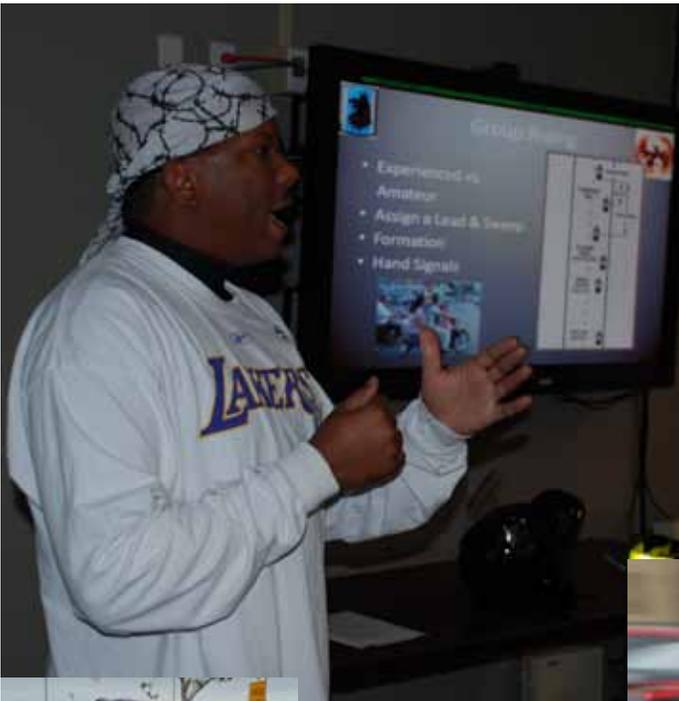
(Photos by Spc. Sammy Rosado)





Participants in a June 29 safety day exercise review initial reports of three actual motorcycle fatalities to determine how the accidents might have been avoided. These Soldiers of Headquarters and Headquarters Company, 470th Military Intelligence Brigade, suggested safety precautions the drivers could have taken. First Lt. Samuel Mitchell (left) conducted the training, emphasizing the proper use of personal protective equipment. (Photo by Sgt. Qaasim Jenkins)

Motorcycle safety awareness



A classroom briefing and equipment check precede starting up and taking off on a safety ride into the Texas Hill Country and back to Fort Sam Houston on Oct. 26. (Photos by Gregory Ripps)



VIP
visits



Col. Pierre Gervais, 470th Military Intelligence Brigade commander, greets Brig. Gen. Linda Urrutia-Varhall, U.S. Southern Command J2 (Intelligence) director, during her July 12 visit. (Photo by Spc. Sammy Rosado)



U.S. Army South Chief of Staff Col. William Hill visited the 470th Military Intelligence Brigade July 3. (Photos by Gregory Ripps)



Col. Timothy Chafos, who has been designated as the next commander of the 470th Military Intelligence Brigade, paid an office call on the current commander June 19.



Brig. Gen. William Duffy (left), commanding general of the Military Intelligence Readiness Command, tours the training areas outside the Intelligence and Security Command (INSCOM) Detention Training Facility (IDTF) on Camp Bullis June 13. To his left are Mark Stanley, who leads the IDTF staff, and Lt. Col. David Russo, 338th MI Battalion commander. The one-star took the opportunity to learn about IDTF operations while visiting the Reserve battalion, which is operationally aligned to the 470th MI Brigade, during the battalion's annual training. (Photo by Gregory Ripps)



Col. Pierre Gervais, 470th Military Intelligence Brigade commander, stands with Col. James (Rob) Bortree, 612th Air and Space Operations Center commander, during the Air Force officer's visit to brigade headquarters June 5.



Hispanic Heritage

Joining to kick off observance of Hispanic Heritage Month are (from left) Master Sgt. Jason Brooks, Fort Sam Houston equal opportunity adviser (EOA); Sgt. 1st Class Adam Mayo, U.S. Army North EOA; Sgt. 1st Class Mina Vasquez, 470th Military Intelligence Brigade EOA; Master Sgt. Granderson Alexander, Medical Command EOA; and Master Sgt. James Gilliam, Southern Regional Medical Command EOA. The event, which included reading of a proclamation from the City of San Antonio and the sharing of cake, took place inside Fort Sam Houston's main post exchange Sept. 14. (Photo by Spc. Sammy Rosado)

Family Readiness

Lunch is served in the foyer to raise funds for activities sponsored by the 470th Military Intelligence Brigade Family Readiness Group. Andrea Greene, family readiness support assistant, serves a Soldier during one fundraiser. (Photo by Gregory Ripp)



Action photos

The *Griffin Chronicles* likes to publish "action shots" and other photographic images that are out of the ordinary. Please contact the editor by calling (210) 295-6458 or e-mailing 470mipao@mi.army.mil for photo image guidelines.

Also, check out the brigade's Facebook page. If you have your own Facebook page, you can find "470th Military Intelligence Brigade" through your page. You will see the latest articles about and of interest to the brigade as well as photos that won't be published elsewhere.



Photos by Gregory Ripps



Return of the 14th Military Intelligence Battalion

