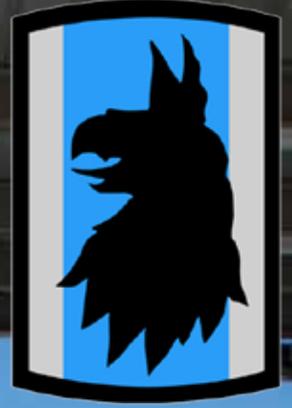
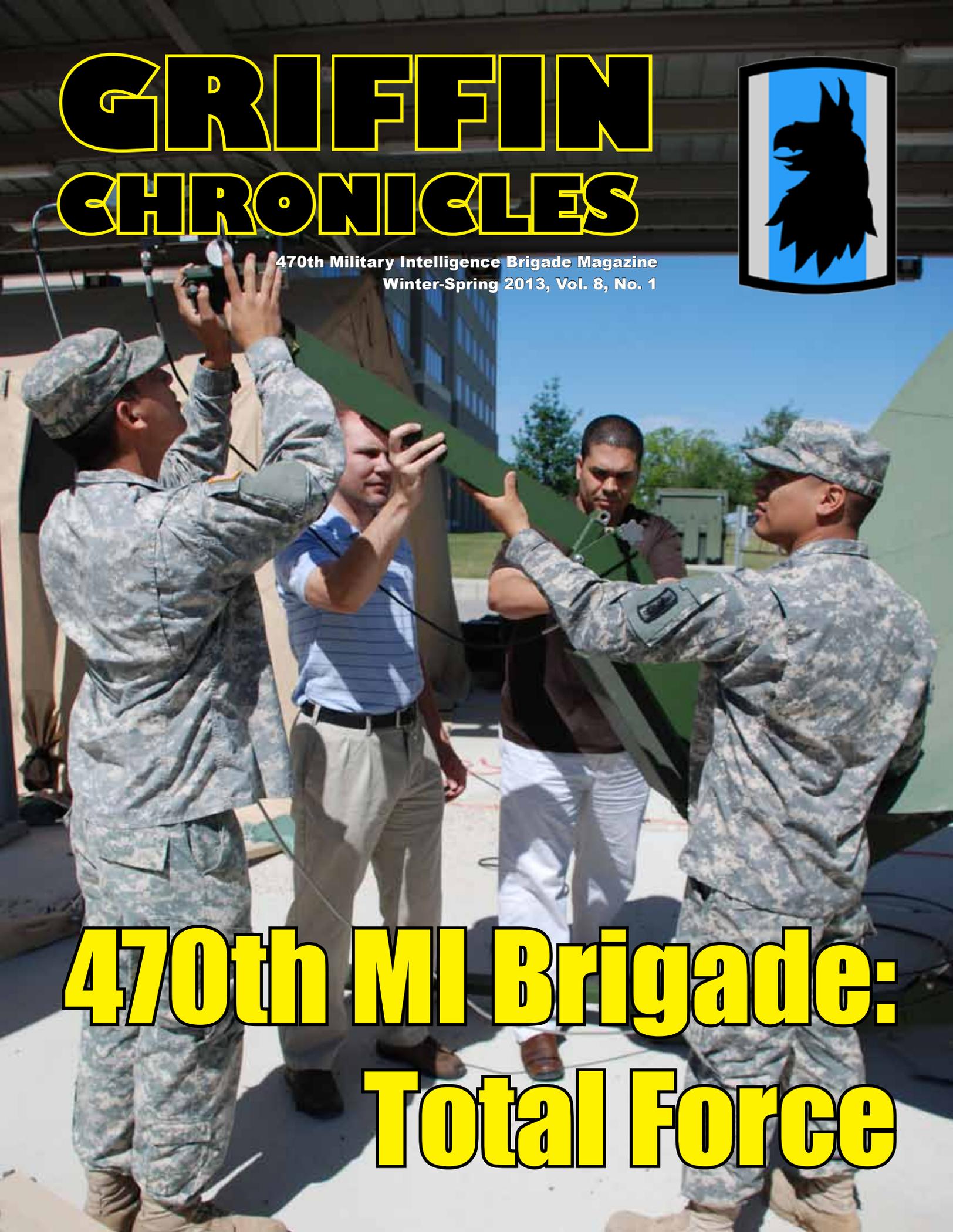


GRIFFIN CHRONICLES



470th Military Intelligence Brigade Magazine
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470th MI Brigade: Total Force

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"The Griffin Four"

- Teamwork* *Effective Communicators*
- Always Professional* *More Heart*



470th Military Intelligence Brigade

Commander
Col. Pierre Gervais

Command Sergeant Major
Command Sgt. Maj.
Charles Totoris

Editor and Designer
Gregory N. Ripps

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Cover

Spc. Elijah Cavazos, Mitch Foultz, Johari Fontenot and Spc. William Mizhquiri make adjustments to the feed horn of a TROJAN communications system. The Soldiers and civilian contractor systems technicians in the 470th Military Intelligence Brigade S6 (communications) work together as part of the Total Force. (Photo by Gregory Ripps)

Total Force

By Col. Pierre Gervais

470th Military Intelligence Brigade Commander



June 26, 2011, was just another day for most in the Army. However, for our team it was the beginning of another chapter in the storied history of the 470th Military Intelligence Brigade. On June 26, 2013, yet another chapter will unfold as Col. Tim Chafos, his wife, Cheryl, and his family continue the legacy of the organization and the powerful Soldiers, civilians and families who support the mission every day. The theme Total Force, more than Army policy established in July 2010 where Active, Reserve and National Guard align as one, is designed to provide the reader a sum of how theater intelligence brigades truly anchor Army forces within their area of responsibility (AOR) and for worldwide contingencies. I've discussed in previous Griffin Chronicles the importance of our doctrine and the linkages to intelligence functions and roles. As described in ADP 2.0, the intelligence enterprise (our Total Force) links the joint, interagency, intergovernmental and multinational (JIIM) components to Army Unified Land Operations. More specifically, the intelligence in unified land operations is intended to facilitate the commander's situational understanding through the warfighter function (collect, report, analyze, disseminate) leveraged predominantly throughout the greater intelligence enterprise (DCGS-A, networks, professionals) and guided by mission command.

With those linkages in mind, what truly brings the concept of anchoring are the systems, networks, and its people. First the systems. The 470th and Army South have worked extremely hard to create and evolve the fixed-site database for the Southern Command AOR. Because of some very well trained Soldiers and civilians, the node is now ready to integrate new data and maintain the repository not only for our ASCC but also, more importantly, the Total Force that requires it for production of federated intelligence requirements. As we move into Intel 2020 and the Regionally Aligned Force concept, this data base will be heavily relied upon by those in the JIIM.

Second, the networks – the key to successful database

production requirements – must connect the JIIM. The access and ability to feed and pull from the database must exist, in order to provide commanders that situational awareness and the ability to make critical, life-saving decisions. Connecting tactical through national is paramount since those networks are currently established to provide source use in a very stove-pipe ideal; the networks of the future must operate on a cloud-like infrastructure and consider all users.

Lastly, the professionals – in the forward to the new ADP 1.0 doctrine, the Chief of Staff, U.S. Army (CSA), states the following: "This capture doctrine publication frames how we, as the Soldiers and civilians of the U.S. Army, think about the strategic environment, develop and refine doctrine, and chart a course into the future. It is my vision of how the world has changed and how we as an Army will adapt to those changes, ensuring that we remain the world's dominant land force and a crucial contributor to the joint team. A key component of the way ahead is remaining focused on the professionalism of our force. Our Army Values are the essence of who we are, and these values rely on a bedrock of mutual trust among Soldiers, leaders, families and the American people whom we serve." (CSA Gen. Ray Odierno, ADP 1.0)

The very essence of an Army – Soldiers and civilians; the strength of the nation – combined with our interagency and multinational partners is the root meaning of this issue of the Chronicles' Total Force theme. Articles written from our team point to something much bigger than themselves, as you'll note discussions on leadership, training ideals, community support, volunteerism, values and fitness. For two years we've had the personal privilege to observe these men and women answer the call to a much higher cause, and without fail to answer it every time! It has been a supreme honor to serve these wonderful people and know that, as our history has shown, they will continue to impress well into the future!

Hooah! Griffins! Truth, Security, Loyalty!

Team Griffin brings much to Total Force

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

As the Army and other services draw down and our fiscal outlook equates to “doing the right things with less,” our requirement to operate through Joint, Interagency, Intergovernmental and Multinational levels is more important. Doctrinally, Unified Land Operations executed through both decisive action (offensive, defensive, stability, and defense support of civil authorities) by means of the Army core competencies (Combined Area Maneuver and Wide Area Surveillance) and further guided by Mission Command through the Intelligence Warfighter function, will also further necessitate command emphasis to train, sustain and employ as tailored intelligence force packages in support of the Army service component commander and the combatant commander. The 470th Military Intelligence Brigade has modified its training strategy and guidance, and based on recent successes, we are well prepared to execute current and future mission requirements as a Total Force.

The brigade’s mission is to provide multi-discipline intelligence in support of multinational operations and security cooperation in the U.S. Southern Command (SOUTHCOM) area of responsibility (AOR) in order to counter trans-national threats and strengthen regional security. We also support worldwide contingency operations as necessary. Simultaneously and implied, we improve, validate and refine our critical skills sets in collection, reporting, analysis and dissemination, and share our tactics, techniques and procedures with other military intelligence units and organizations throughout the Army. What does Team Griffin bring to our Total Force?

□ **The great evolution of the INSCOM (Intelligence and Security Command) Detention Training Facility (IDTF).** Originally designed by INSCOM and the 470th MI Brigade to train Interrogation operations for units such as the 201st and the 14th MI Battalions (active component), the 338th (reserve component), and the 415th (National Guard), the IDTF now stands as the premier “collective” level intelligence training facility for the Army, similar to our Joint Readiness Training Center or National Training Center designs. As part of the Army Foundry program, the IDTF continues to train multi-functional, human intelligence and signals intelligence (SIGINT) teams, and is prepared to work with our multi-national and interagency partners. A small team of Soldiers and civilians is on the forefront of this jewel in the rough and daily finds new and improved methods of executing our intelligence competencies. All the previously mentioned interrogation battalions trained and deployed in support of combat operations were extremely successful because of the efforts of the IDTF.

□ **Awesome dedication and support by Observe, Detect, Identify and Neutralize (ODIN) West Fort Hood (WFH) not only to the brigade, but to the forward-deployed warfighter.** Recognizing the extreme capability of all ODIN assets, the Army and INSCOM forged an agreement to create a series of reach-back centers throughout the United States with the intent to execute collection, reporting, analysis and dissemination. ODIN-WFH was unique in that it paralleled current Air Force designs and operations for other similar collection platforms. ODIN-WFH is now the foundational structure for the future of Intelligence 2020 and the Aerial Intelligence, Surveillance and Reconnaissance brigade design and continues to support contingency operations in Afghanistan. In addition, this site now provides critical skill maintenance for various intelligence Military Occupational Skills for all of Fort Hood, ensuring “no Soldier at rest.”

□ **The efforts of our 717th MI Battalion to anchor the tactical to national intelligence efforts -- not only in our AOR but around the world.** The battalion has truly built upon Soldier and civilian intelligence warfighter skills sets and refined to expertly and precisely answering peacetime and combat requirements. Daily operations entail working with joint, interagency and intergovernmental partners, truly integrating the elements of national power against our enemies. They also have mastered the art of junior leader

development. The results speak for themselves: Spc. Hilary Schultz winning the Brigade Soldier of the Year for fiscal 2012, several Distinguished Graduates, and Commandant Lists recipients at the critical Warrior Leader Course, as well as strong camaraderie and esprit de corps down to the team level all the while maintaining vigilance 24/7/365 around the world.

□ **Agility, flexibility and aggressive successes of the 204th MI**

Battalion (Aerial Exploitation). Over the last two years the 204th has executed seven counter-narcotic and counter-terrorist deployments including operations in support of U.S. and host-nation security forces in Iraq, Afghanistan, Colombia, Peru and on our southern U.S. border. The battalion has personally briefed commanding generals and congressional aides as well as mission debriefs monitored by the Secretary of Defense’s staff for ad hoc interagency support requirements. Of note is the integration and recent graduation of four of its Soldiers from the Colombian SIGINT School, forging multinational efforts with our partners in the AOR.

□ **Incredible work in both mission management and expeditionary mission support requirements by our very own 401st MI Company.** Originally designed as a battalion, the 401st was victim to other intelligence capabilities and requirements driven by roles in Iraq and Afghanistan, and drew down approximately 40 percent of its work force. Undeterred, however, the unit adapted and overcame and is now the workhorse of the brigade, performing its all-source intelligence function for the Army Service Component Command, ARSOUTH and SOUTHCOM. Soldiers and civilians as well as a new integration team member from the 377th combine to produce some of the most important theater security cooperation requirements in the AOR.

□ **The powerhouse behind the scenes, our Headquarters and Headquarters Company.** Compared to other similarly sized brigade-level elements in our Army, this relatively small group of professional Soldiers and civilians performs a tremendous job. The total work force combines to execute the necessary personnel actions, security and threat vulnerability assessments, budget allocation and funding, operational and training requirements, information technology and network operations and maintenance, information operations, legal advice, spiritual healing and caring, local and national public affairs, retention, and the list goes on. Truly unsung heroes of an ever successful organization and worthy of praise

□ **Support and alignment of the 338th and the 377th Army Reserve MI Battalions – truly the Total Force.** All the Soldiers in these units hold jobs and positions in their local areas, but when called upon, they don the uniform, train and deploy as active component professionals. Their families stand strong as they execute these missions without complaint and for that we owe them hearty thanks! The 377th recently returned from a deployment to the CENTCOM AOR, and are now well integrated into their habitual support roles with SOUTHCOM and ARSOUTH. The 338th is currently training at the individual and collective levels in preparation to deploy later this year. Both organizations continue to answer the call.

The brigade’s missions are accomplished by an amazing group of Soldiers, civilians and contractors committed and dedicated to a higher calling. In this issue of *The Griffin Chronicles* these Soldiers and civilians show how Team Griffin comes together to form a “Total Force.” During these last two years of my career and as brigade senior enlisted adviser, I have personally witnessed the growth and commitment of all of our Soldiers and civilians, who form one of the most diverse MI brigades in INSCOM. The accolades Team Griffin consistently receives are a direct result of these professionals, and it has been an honor and privilege to work for them.





Maj. Gen. Adolph McQueen, Army North deputy commanding general-support, visits Col. Pierre Gervais, 470th Military Intelligence Brigade commander, at brigade headquarters March 5.



Above: Col. Patricia Frost, Intelligence and Security Command deputy chief of staff for operations and plans, meets with Col. Pierre Gervais, 470th Military Intelligence Brigade commander, during her visit to brigade headquarters April 10.



Left: Retired Command Sgt. Maj. Neil Ciotola receives welcome from Command Sgt. Maj. Charles Totoris and Col. Pierre Gervais, commander, during a May 15 visit in advance of serving as guest speaker at the brigade's spring ball on May 23.



Dave Judson, Veterans of Foreign Wars Post 688 commander, meets with Col. Pierre Gervais after a briefing provided by the deputy commander and other key members of the 470th Military Intelligence Brigade. The post has established strong ties with the 338th MI Battalion.



Jerry Jones, Intelligence and Security Command Training and Doctrine Support director, joins Col. Pierre Gervais for a photo opportunity.

(Photos by Gregory Rippes)

Lessons from command: reinforcing the message



By Lt. Col. Kris A. Arnold
14th Military Intelligence Battalion Commander

Commanding in the Army is a truly rewarding experience that is rich in lessons on leadership and human nature. I often describe my command time while deployed as “humanity on steroids” because Soldiers throughout the battalion seem to experience just about all of life’s major events (good and bad) on a compressed time line. Leading our Soldiers to successfully accomplish the mission downrange while simultaneously assisting them in negotiating these ever-present life obstacles served as a veritable leadership Petri dish, resulting in leaders at all levels growing significantly in their abilities.

When I reflect on these leadership experiences, one critical lesson we learned was the importance of good communication within the organization. Clear communication enables a common message or, in doctrinal terms, unity of command. Ironically, as important as it is, few units do it well. Why? There are probably numerous factors, but I would posit that the primary factor militating against organizational communication is the multiple layers of command — each layer with a unique commander, who inherently hears, thinks and prioritizes differently.

So how can a leader mitigate this natural friction encountered in organizational communication? Outlined below are several common themes and lessons that I learned while serving as a battalion commander. I have grouped the lessons into two areas: what you should communicate and how you should communicate. While none of the lessons are revolutionary, they certainly helped me in maintaining unity of command and are the principle way that I found to direct my organization.

What you should communicate: priorities and context. The first one is your inherent responsibility as a commander and probably your most important task. If you don’t prioritize for your unit, someone else will. In the absence of guidance, subordinates will develop their own priorities. Most likely, their priorities will be in a different rank order than yours, and quite possibly could include different priorities or tasks altogether — translating into little or no unity of command. I tried to make it a habit to routinely end meetings with my priorities for the day or week, e.g., completing a specific training requirement that was soon coming due. I also found that prioritizing ahead of time greatly facilitated decision making later, especially if there were multiple competing factors involved. Clearly stated priorities also made it easier for subordinate commanders to understand a decision that may not have been in their or their unit’s favor — providing a deliberate versus capricious frame around the decision.

Context is the second item that leaders should regularly communicate. Understanding context, similar to knowing commander’s intent, is critical for success. By providing a Soldier with proper context and background, you equip them to accurately discern the *purpose* — in other words, *why*. Providing context for future events, missions or tasks also greatly facilitates expectation management. When Soldiers don’t understand the context, or create their own framework in the absence of this guidance, expectations become misaligned. Often this results in poor morale as Soldiers don’t understand the value of what they are doing. As the commander, you are the one who can best articulate a meaningful mission for your unit, as you will likely have the most information and experience, enabling you to place these future events in their proper and true context.

Many times I would use final formations on Fridays to provide context for a future event that would likely require an inordinate amount of time and focus or that was soon going to become the main effort for the command, e.g., supporting a brigade tasking to assist in the predeployment training of another unit. I highlighted the importance of this tasking and how our Soldiers were the only ones with the expertise to train this unit properly, having just recently performed a similar mission while deployed. I would also discuss that this effort was going to require longer hours than normal and potentially weekend duty, thereby setting the expectations early and allowing them time to internalize the impact.

Priorities and context are two things good leaders should routinely communicate to their units. Equally important, however, is *how* to communicate. I found that using multiple, redundant forums for communication, e.g., meetings and chain of command, and focusing on a common theme or priority were the best ways to ensure unity of command. Below are a few key lessons I learned while using these different forums.

I found that weekly command and staff meetings as well as training meetings served a dual role — not only ensuring that critical administrative and training requirements were discussed and disseminated but also serving as reoccurring forums for me to discuss current priorities or to reinforce points of emphasis from our higher headquarters. However, unlike most meetings where the commander is given the last word at the end to discuss important topics, I found significantly greater utility in discussing my priorities at the meeting’s beginning, when subordinate commanders and staff were more alert, attentive and engaged. These opening remarks also set the stage for that particular meeting. For example, if the unit was currently

(See **Reinforcing** on page 9)

Bringing it all together: challenges of inactivation

By Maj. Douglas Zimmerman
14th Military Intelligence Battalion Executive Officer

Receiving orders to inactivate one's unit can be an emotionally significant event. After investing a tremendous amount of energy to ensure an organization functions at a high level, the realization that the Army does not see a further need for your unit can be disheartening. Regardless of the emotional attachment one has to the inactivating unit, there can be no delay in refocusing efforts, for inactivation is a complex mission, involving multiple echelons of effort. Coordinating across these echelons takes time and can be a significant challenge, which can be met only through a team effort. This article will focus on how the 14th Military Intelligence Battalion organized for inactivation and how the 470th MI Brigade and the battalion have worked together to accomplish the mission.

The 14th MI Battalion was deployed in Afghanistan when the order came from higher headquarters to inactivate no later than Sept. 15, 2013. At the time of the notification, the battalion was performing its mission very well and receiving accolades from senior commanders across the Afghan Theater of Operations on a regular basis. The tasks of planning to dismantle a unit that had accomplished so much led to some initial conflicting emotions. But with time the ever-present enemy, inactivation planning quickly became a priority.

Inactivation is a mission typically carried out by Soldiers specializing in logistics and supplies, but there are many other Soldiers in a unit with different specialties who must remain engaged. Upon receipt of inactivation orders, many unit members will start to focus more on making arrangements for follow-on assignments, retirement or post-military service opportunities rather than focusing on the task at hand. A benefit for the 14th was the deployed mission. The majority of the unit remained focused on the mission while select members started the inactivation planning process. However, there was still only a short amount of time before our redeployment, so developing a Soldier-oriented plan to keep the unit fully engaged throughout the inactivation time line would be an important requirement.

Inactivation planning resulted in two primary focus areas for inactivation: disposition of equipment and disposition of personnel. Additionally, battalion leadership had to answer a very important question: While the unit turns in equipment and PCSes personnel, which takes only a handful of Soldiers to execute, how do you best engage the rest of the unit in the process? The answer was training.

Battalion leadership focused on the idea of "re-greening" Soldiers prior to their departure to new duty stations. While deployed, most of the 14th MI Battalion Soldiers focused on the primary mission of interrogation and allowed some of their basic warrior skills to atrophy. The leadership decided that strengthening the foundational skills of the Soldiers would better prepare them for transition to new units. After the deployment, the battalion implemented a training philosophy that focused mostly on individual training, Army warrior skills and weekly sergeants' time training.



Disposition of personnel and equipment required a coordinated effort between battalion and brigade subject matter experts to make the appropriate arrangements with installation, Intelligence and Security Command (INSCOM), and Army officials. The first iteration of teamwork dealt with moving personnel. The brigade adjutant (S1) coordinated with INSCOM and Personnel Command to place a "fence" on the unit. This would mean that no personnel would move into the unit and that all personnel in the unit would receive follow-on permanent change of station (PCS) orders. In the interest of stability, Soldiers who had less than 18 months in the unit upon redeployment would be transferred to other parts of the brigade prior to the official enactment of the fence. Brigade and battalion S1 sections worked diligently to identify and coordinate these moves. This action not only helped to ensure stability for select Soldiers but also helped to shore up shortfalls within the brigade. The brigade also worked with the battalion to develop Soldier wish lists, attempting to obtain desirable assignments for Soldiers where possible.

The battalion and the brigade supply (S4) shops were heavily integrated throughout the entire process. Upon receiving inactivation orders, the brigade S4 quickly assisted in the disposition of equipment in the Left Behind Equipment warehouse. At the battalion level, consolidating equipment disposition efforts across the board was vital to the success of the mission. Upon redeployment, the battalion consolidated all battalion property in the Headquarters and Headquarters Company to simplify the property book. Since many of the disposition instructions were coming from higher echelons, the brigade S4 and the brigade PBO were vital elements in the process. The initial disposition efforts focused on addressing equipment shortages within the brigade and then across INSCOM. After internal lateral transfers were completed, the brigade team took the lead in making arrangements for external transfers that the battalion would then execute. There were also installation disposition procedures that often required the brigade and the battalion to work together to ensure that all paperwork and equipment met Army regulatory guidance.

Inactivation of a battalion has to be a team effort on all levels. In the case of the 14th MI Battalion, the brigade-battalion partnership was a vital element in the process. The brigade must serve as the bridge between the battalion and upper echelons to ensure that personnel are moved to the right positions, equipment disposition instructions are generated, and turn-in deadlines are met. Although the battalion is the execution element of inactivation, the mission would not be completed without the brigade team as a vital support element. Additionally, maintaining close coordination with INSCOM only served to facilitate this complex mission. This larger battalion, brigade and INSCOM partnership served as a great example of bringing the team together at all levels to accomplish an important Army-level mission.

Human intelligence collectors raise moral questions

By Chaplain (Capt.) Mel Baars
14th Military Intelligence Battalion Chaplain

“If my job requires me to withhold the whole truth, does that dishonesty still count as a sin?” I lost count of how many times one of my interrogators asked me this question, normally offline, around the smoke pit or in an anonymous corner of the dining facility. Occasionally, it was a question intended to stump me, or at least require some deft theological maneuvering. Most of the time, though, it was an honest question borne from a true tension that many of my Soldiers felt every day when they talked to Afghan detainees and were required to develop relationships with them that were not altogether forthright.

Soldiers typically don't divulge information about their true identities during their interrogations. They don't talk openly about their spouses or their children. They don't tell their detainees where they were born or where they live. However necessary it is to withhold information, the question remains, “Is this dishonesty sinful?”

My primary responsibilities as a chaplain are to conduct religious services and ensure that all service members, regardless

of their faith background, have the freedom to practice their religion. I advise my commanders on issues of ethics, morality and spiritual health, and offer counseling to service members who are struggling with a plethora of issues from family strife to trauma stemming from combat.

Some days I talk extensively about God and pray about the fears that plague members of my unit. Most days, though, are less seeped in religious rhetoric. Instead, I find myself discussing the nuances that play out between the black and the white lines of the military doctrine we are ordered to follow. Because my Soldiers have been trained to read beneath the surface and capitalize on subtlety, they are not easily convinced by rote explanations to complex questions.

Over the year my unit was deployed to a detention facility in Afghanistan working as intelligence collectors, I never felt completely satisfied with my answer to their question about dishonesty. Is it or is it not a sin to lie, even when a lie may save a life?

Normally, I would ramble on about how complicated this kind of question is. On one hand, a lie is a lie. Any falsehood, even when its purpose is saving lives or eradicating terror, is still dishonest. Ends don't necessarily justify the means; nor do they exonerate a perpetrator from facing consequences of his actions.

Yet, some level of dishonesty seems to be a staple of human existence, even in the Bible. The Ten Commandments may instruct us not to bear false witness, but the Bible also relates stories where lying seems to be acceptable. Remember how Jacob lied to his father in order to steal a birthright and blessing away from his older brother, Esau. Because of his actions, Jacob ends up favored. Dishonesty helped him get ahead, and instead of facing punishment, he takes his place among the greatest lineage in human history.

(Continued on next page)



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About half way through our deployment, I, along with an Air Force psychologist who was working with our interrogation teams, decided to address some of their questions pertaining to ethics. Convening a class on ethics in human intelligence collection, we facilitated discussion among our personnel who juggle personal convictions about morality with an often conflicting reality that sometimes the only way to obtain answers is to play with deceit.

The first half of the class was a simple review of ethical systems. We talked about the ethics spectrum from relativism to absolutism and discussed three theories of ethics: consequentialism, deontology and virtue-based thinking. In each category, we looked at real-world examples that are pertinent to the military community and conducting safe, legal, ethical and effective military intelligence operations. From killing in combat to lying during an interrogation, we encouraged our Soldiers to draw from their experiences as they broke into smaller groups and discussed the complexities of human intelligence collection.

During the second part of the class, we discussed the challenges that arise when multiple systems of ethics converge. Throughout our deployment, we witnessed this in different ways. A detainee may have placed loyalty to family or tribe over a conflicting duty to tell the truth. An interrogator may choose not to lie to elicit particular answers because in his estimation the ends may not justify the means. We also noted that the Army's system of ethics, though in part a blend of all three of the theories, drew heavily upon a virtue-based ethics model, evidenced in its core values, the seven principles by which all Soldiers aspire to operate.

The most compelling example of conflicting ethical systems that many of us witnessed while in Afghanistan took place at a local hospital. I organized a visit to give members of our unit an opportunity to interact with Afghan civilians and give blankets, sweaters and other warm winter items to the children who were receiving treatment. Our first attempt to give things away nearly devolved into a riot. Children were grabbing whole armfuls of knitted hats and gloves and seemed ready to trample each other to get first pick of what we were offering. Mothers pinched their babies to make them cry so that they would be sent to the front of the line. We got the impression that the children would have said

or done anything just for the chance to walk away with something. They placed highest value on the opportunity to acquire something that might help them and their family survive the cold winter, even if it meant jumping the line and taking from other children.

Many of us were shocked by this behavior. We had never seen, firsthand, the kind of desperation and poverty that drove these children. Yet, this experience also helped Soldiers understand the background from which their detainees originated. Though interrogators may be trained in detecting lies, having a greater understanding of what motivates their detainees to lie in the first place helped them hone their skills.

No matter how lengthy a Soldier's career has been in human intelligence collection, every good interrogator must continually strive for self-awareness, always knowing where the line between "self" and "interrogator" lies. Because this line is often blurred and Soldiers wrestle with the heaviness of their work, good leadership and guidance is always imperative.

Wisdom comes most often from more experienced interrogators and warrant officers who have had to maintain this balance as a part of their career. Commanders provide mentoring that guides Soldiers as they negotiate challenging scenarios. I hope, at least occasionally, that this needed guidance even comes from the chaplain.

My theological training did not fully prepare me to tackle some of the questions Soldiers throw my way, but I know that I don't answer them alone or in a vacuum. Instead, I join an effort of many who aim to uphold values of loyalty, duty, respect, selfless service, honor, integrity and personal courage while also trying to protect the world from those who play by different rules.

Those engaged in this calling aren't looking for easy answers. They know easy answers don't exist. Rather, they are ready to ask the hard questions and tackle the complexities. A good interrogator recognizes not only the importance of the questions but also, even more importantly, the necessity of listening well for the answers. For imbedded in the bramble of truths and lies and everything between is intelligence that can save lives.

Reinforcing continued from page 6

failing to meet suspenses on awards, I would highlight this point before a command and staff meeting and then reinforce it as a priority in discussing awards later in the meeting — to ensure that all meeting participants were focused on fixing this emerging deficiency. Another technique I incorporated was to keep a running list throughout the week of key thoughts related to administrative tasks or training, again using the beginning of our meetings to disseminate these relational points of emphasis.

Unsurprisingly, I found it very effective to use subordinate chains of command for both redundancy and reinforcing a common message or current priority. However, an important point I discovered in the process of leveraging the chain of command was that when Soldiers hear guidance, priorities and context from their immediate commanders first, and later hear the same or a similar message from the battalion commander, this

succession builds the credibility of the company commanders in the eyes of the Soldiers. If the order is reversed, it may appear that the subordinate commanders are merely parroting what the Soldiers already heard from the higher commander. It also affirms that the subordinate commanders are on top of things and taking care of Soldiers by ensuring they are well versed in current priorities or events. Furthermore, this redundancy demonstrates unity of command, with Soldiers getting the message that a particular topic must be significant since it is being discussed at multiple levels.

Effective communication within organizations is necessary for success but is not an easy task. By incorporating the above lessons of routinely communicating priorities, context, common themes, and points of emphasis using multiple and redundant forums and mediums, commanders can go a long way in improving both the communications and the unity of command within their units.

14th/201st MI Battalions



Soldiers of the 14th Military Intelligence Battalion wave in response to the loud cheers from the audience during half time at the Spurs-Trail Blazers NBA game played March 8 in San Antonio's AT&T Center.

Spurs share spotlight with 2 battalions

By Gregory Ripps
470th Military Intelligence Brigade Writer-Editor

The 14th Military Intelligence Battalion and the 201st MI Battalion, both subordinate units of the 470th MI Brigade, received recognition before and during the San Antonio Spurs-Portland Trail Blazers NBA basketball game



A representative of USAA presents a "challenge coin" to a member of the 14th Military Intelligence Battalion. The coin features the Spurs Basketball Team logo on one side and the insurance company's logo on the other side.

March 8 as part of Military Appreciation Night at San Antonio's AT&T Center.

The 201st MI Battalion was primarily represented in person by 10-year-old Madison. Her father is serving in Afghanistan with most of the battalion's Soldiers. She and her mother knew that was one reason she was selected to present the first basketball used in the game.



What neither knew was that just before that happened, everyone's attention would be drawn to the big multi screen high above the floor, to see and hear a special 15-second message from her father, pre-recorded less than a week before in Afghanistan.

Madison's smile and her mother's tears expressed their reaction better than words.

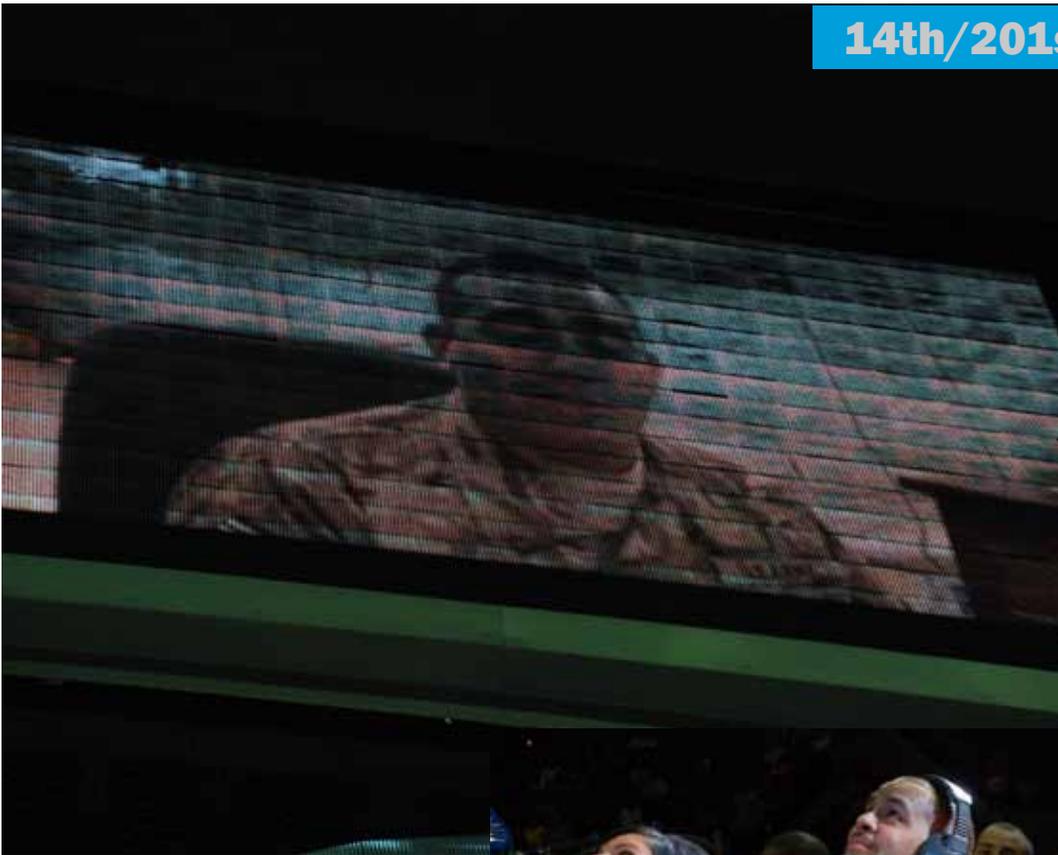
During half time, about 40 Soldiers of the 14th MI Battalion, who returned from Afghanistan the previous October after a year's deployment, gathered on the playing court to be honored. While images of the 14th flashed on the screens, a brief outline of the battalion's accomplishments sounded over the speakers. The audience cheered with obvious enthusiasm.

"It was an outstanding event," said Maj. Douglas Zimmerman, battalion executive officer. "It highlighted the efforts and the sacrifices our Soldiers have made. And we got a cool coin too!"

Representatives of the USAA insurance company, which

(Continued on next page)

14th/201st MI Battalions



Left: A staff sergeant deployed to Afghanistan the 201st Military Intelligence Battalion speaks to his 10-year-old daughter, Madison, through a pre-recorded message broadcast over the AT&T Center's Jumbotron.

Below: Madison beams with delight as she sees her father on the Jumbotron. Madison knew she was selected to present the basketball at the beginning of the Spurs game, but she didn't know about the message from Afghanistan.

(Continued from previous page)

sponsored Military Appreciation Night, presented a "challenge coin" to every Soldier. Each coin featured the Spurs logo on one side and the USAA logo on the other. The company representatives who shook each Soldier's hand were themselves former military; in fact, they were retired high-ranking military officers.

After the Soldiers filed off the floor, they returned to their suite to watch the rest of the Spurs game in comfort with refreshments close at hand.

"I have been on six deployments," said Sgt. 1st Class Christopher Miller. "This is my first time to be treated like this. It was great to see how we were appreciated by USAA and all the crowd."

Unquestionably, the event provided the 14th MI Battalion with its biggest public recognition as a unit. The battalion is scheduled for inactivation this summer.

"It was truly an incredible experience," said Lt. Col. Kris Arnold, 14th MI Battalion commander. "USAA and the crowd treated us like royalty throughout the night. You literally could feel the genuine appreciation emanating from the crowd each time the Jumbotron zeroed in on someone in uniform and the stadium erupted in applause. It's a night my Soldiers will never forget."



Left: Madison and her mother share tears of joy after seeing and hearing her father's message. It was a surprise for both of them. (Photos by Gregory Rippes)

Rear Detachment supports IDTF training

By Sgt. David Price

201st Military Intelligence Battalion

Training Room Noncommissioned Officer

Three Sergeants from the 201st Military Intelligence Battalion Rear Detachment supported the recent certification exercise of the 163rd MI Battalion (Task Force Blue Watch), 504th Battlefield Surveillance Brigade, at the Intelligence and Security Command (INSCOM) Detention Training Facility (IDTF) on Joint Base San Antonio-Camp Bullis.

Soldiers from the 14th MI Battalion and the 401st MI Company also joined the three 201st MI Battalion noncommissioned officers in supporting the exercise.

Sgt. Michael Hudson and Sgt. Daniel Hess were tasked as observer/controllers (OCs) of the interrogations and military source operations (MSO) of the human intelligence collection teams (HCTs). Sgt. David Price was tasked to support the operations of the multi-function teams (MFTs). He worked with a few of the 163rd Soldiers in Kandahar Province on his last rotation and returned from his second deployment to Afghanistan only recently.

The IDTF scenario included six objectives and four villages with an ever-changing battle space throughout the iterations. How a team does one day will affect operations the next.

"The second and third order effects, good or bad, play out in the roles and in the scenario," said Brian Lloyd, IDTF deputy director. "If a team does well, the 'villagers' and the 'elders' respond by being more cooperative. Conversely, if a team goes in half-cocked or hasn't done proper planning and prep, then the 'villagers' and the 'elders' see that and respond. We are trying to make this as real life as possible"

The 163rd conducted two iterations of scenarios for HCT and MFT operations that the IDTF prepared. "Opposition forces" (OPFORs), whose activities Staff Sgt. Eric Brown of the IDTF planned, coordinated and conducted, added another element to the 163rd training as well as the cavalry troop supporting them.

The HCT operations overseen by Hudson and Hess presented the 163rd Soldiers an opportunity for certification to conduct interrogations and source operations down range.

"I'm glad the IDTF utilized my experiences in interrogations, and I enjoyed being able to train Soldiers," said Hudson. "I'm pleased with how the teams themselves performed; they just need to tighten the shot group a little."

Along with conducting day-to-day operations, the HCTs had to work through

their respective operational management teams (OMTs) and the MFTs.

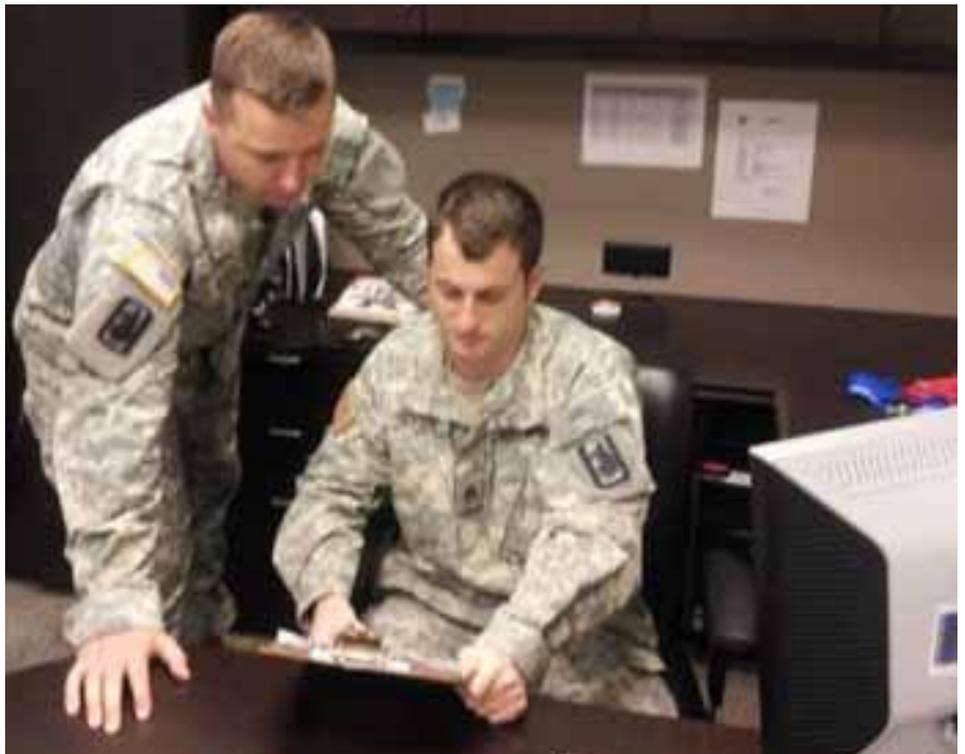
"In the beginning, it was interesting to watch," said Hess. "But once they got the swing of it, it was smooth sailing."

The MFT operations overseen by Price were also an opportunity for the 163rd Soldiers to certify to conduct interrogations and source operations down range, but also included Tactical Site Exploitation. The missions were different. MFT leaders had to utilize all their Soldiers for mission planning and cross-unit coordination with the maneuver elements and to work through their OMTs. Many Soldiers on the MFTs are new, not just to an MFT setting, but to their Military Occupational Specialty and the Army.

"I'm interested to see how they do," said Sgt. Nicholas Gigliotti, another OC supporting MFT operations.

"I think the IDTF has done a great job training and helping me certify my Soldiers," said Lt. Col. Mark Johnson, 163rd MI Battalion commander. "And we didn't certify everyone. That's what we were here for: to see where we stood as a battalion and where our Soldiers stand, and to see where the teams stand."

"We know what our focus needs to be now, and we know how to get there," Johnson continued. "We'll be back here in May, and I am positive that we will get everyone certified then."



Staff Sgt. Daniel Hess (left) and Staff Sgt. Jesse Gordy review unit training plans. (Photo by Staff Sgt. Wayne Baker)

Maintaining perpetual motion unleashes Total Force

By Lt. Col. Glenn E. Lapoint

204th Military Intelligence Battalion (Aerial Reconnaissance)
Commander

Command Sgt. Maj. Andrew Woods, Chaplain (Capt.) Michael Jones and I returned from Afghanistan shortly after the winter holidays. The Intelligence and Security Command chaplain, Col. Gordon Groseclose, visited our headquarters in El Paso soon after to learn the nature of our battalion missions, meet the people who were not deployed, and gain a sense of our organizational identity. During his short visit, he stopped by my office with the battalion chaplain to discuss how we monitor our battalion to meet mission requirements without crossing the red lines that jeopardize unit productivity and our ability to take care of people. By the end of our discussion, we outlined main lines of effort that sustain perpetual motion in our battalion. These include building flexible teams in depth, decentralized leadership tempered with battlefield circulation, taking care of each other, and maintaining a battalion atmosphere to strive for excellence.

Building flexible teams in depth. Our battalion has transitioned through five field grade officers, two command sergeants major, nine company commanders and six first sergeants. This would not be possible without deliberate planning to maximize learning curves under compressed time lines while minimizing time away from family and unit events that require our direct involvement. We held boards to select company commanders comprised of the entire battalion command team to ensure incoming commanders possessed the best qualities to continuously improve their formations while benefitting from the vast experience of their senior enlisted and warrant officer advisers.

The command sergeant major and I diligently conferred to follow up and double-tap friction areas throughout our dispersed footprints before they became significant problems. This maximized the effects of organizational energy for the greatest good of the battalion and kept the right people at the right place at the right times to ensure successful transitions and operational success. By developing new talent and rotating key positions, we continuously build a deeper bench of junior officers and sergeants who can step up and solve non-routine problem sets in the absence of primary leaders.

Decentralized leadership tempered with battlefield circulation. Despite flexing to evolving Central Command, Southern Command and Northern Command intelligence requirements, our officers and noncommissioned officers in charge remain free to implement the best tactics, techniques and procedures (TTPs) to optimize support.

Over the past two years, our battalion leadership maintained presence at all of our deployed locations. This ensured Soldiers, civilians, officers and contractors understood we are all invested in the hard work that it takes to make us successful, whether participating in home station training or standing up new mission capabilities for unfamiliar intelligence consumers.

We develop leaders capable of flexing to each forward operating site through deliberate exposure to each of our areas of responsibility, which minimizes transition time while maintaining uninterrupted mission support. Through deliberate planning and efficient hand-offs, leaders in the 204th MI Battalion remain engaged with all of our people and enjoy the benefits of predictability to train, recharge

and sustain teams and families despite high deployment operation tempo.

Taking care of each other. No one can do it alone. Our command sergeant major is my most trusted battle buddy, and we demand that this command relationship be mirrored at company and platoon level. Our chaplain maintains brutal honesty and 24-hour access with key leaders whenever they detect problem areas affecting unit resiliency. Our family readiness support assistant, Lori Starnes, teaches everyone throughout the formation how to leverage local resources to improve family and single Soldier readiness while having fun volunteering in unit and community events.

We conduct monthly high-risk review councils to identify Soldiers, officers and family members facing career and personal challenges and implement immediate strategies to orchestrate the most positive outcomes. We also participate in the Fort Bliss Risk Reduction Program to monitor the behavior patterns of our battalion's Soldiers both on and off duty. Each quarter we meet with our risk reduction coordinator, Russell Jordon, to review how our battalion compares to the local population and to identify indicators of high-risk behavior in order to mitigate negative trends before they become systemic problems. This program is part of Maj. Gen. Dana Pittard's holistic approach to minimize preventable deaths through early identification of problem areas and active leadership to implement countermeasures to high-risk behavior.

With early intervention beginning at in-processing, Fort Bliss stays ahead of suicidal ideations, substance abuse, sexual harassment and hazing. The 204th MI Battalion succeeds at taking care of people through a full-spectrum approach that begins with buddy teams, incorporates family members through our unit readiness activities, and is reinforced throughout our installation community.

Maintaining an atmosphere to strive for excellence. The first time I met Lt. Gen. Mary LeGere, she imparted an organizational mindset to "never settle" for "good enough." Every organization stands to benefit from methodically reviewing assumptions, paradigms and TTPs to meet routine and emerging problem sets in our increasingly less predictable operating environments.

In order to provide the best support to our intelligence customers, we must constantly adapt to evolving challenges and refine our solutions. By encouraging critical thinking, we provide leaders at every level the freedom of maneuver to improve efficiencies and recover from mistakes.

At the 204th MI Battalion, the only unavailable opportunity is to stand still. Mission requirements constantly disperse our people across the planet, and by maintaining perpetual motion and establishing achievable battle rhythms, we get the job done through mutual support, innovation and sharing a vision to improve ourselves and the battalion.

With formal counseling, mentoring and candid conversations, we cultivate an environment to reach our fullest potential as team members, communicators and intelligence professionals. These lines of effort converge to unleash the force required to propel our battalion forward while improving our profession of arms and serving the great country we have sworn to protect.



Total Force overcomes obstacles to mission stand up

By Maj. Eric M. Jankowski

204th Military Intelligence Battalion Operations & Training Officer

In my year as operations officer for the 204th Military Intelligence Battalion (Aerial Reconnaissance), I had a unique opportunity to influence and observe the inception of a new aerial intelligence mission in Northern Command (NORTHCOM).

It was a monumental undertaking for our comparatively small organization, which was already decisively engaged in two other geographic combatant commands (COCOMs). It was also a perfect example of the Total Force concept in action, whereby the hard work, expertise and professionalism of an incredible (and incredibly diverse) group of people worked together for the common goal of reducing narco-terrorism in North America.

Upon receipt of the warning order, it was immediately apparent that this mission would be significantly different from those of our other two supported COCOMs. We quickly identified three unique challenges: aircraft modification; remote base operations; and processing, exploitation and dissemination. The only way to overcome these challenges was through effective use of the Total Force.

The NORTHCOM mission required significant modification to one Airborne Reconnaissance Low (ARL) aircraft. Chief Warrant Officer 4 Ken Edmondson, force modernization officer, led this effort. Over the course of four months, the aircraft received dramatic exterior modifications, and the interior of the aircraft was completely gutted and re-configured. Total Force was vital to accomplishing this process in the minimum time possible.

Key civilian contractors from IDA Technology, King Aerospace, Telford and General Dynamics worked 24 hours a day to complete the work. Department of the Army civilians from Intelligence and Security Command and Fixed Wing Program Management were always available to provide assistance, coordination, and budgetary, logistical and technical support. Subject matter experts from the National Security Agency (NSA) observed the entire process, provided technical assistance, and certified the final product. Despite a myriad of issues, the ARL was completed ahead of schedule. The end result was a cutting-edge platform uniquely suited for the new mission.

The situation dictated that the 204th support the NORTHCOM operation from a remote location. After an extensive military decision-making process, the San Antonio area proved to be the best choice. Establishing a robust capability 500 miles from home base would require the Total Force working towards a common goal.

Luckily for the 204th, San Antonio is the home of 470th MI Brigade and ARNORTH, two of the battalion's most important partners. Soldiers and civilians of 470th were instrumental in offering and arranging viable work spaces, assisting with technical and information technology support, and providing access to vital classified communications architecture. Both Soldiers and officers of ARNORTH were extremely helpful in all logistical support. They secured airfield and hangar space, arranged line-haul of necessary aviation ground support equipment, contracted billeting, and coordinated all 204th MI Battalion travel requirements. Thanks to this team's hard work, the San Antonio forward site is now a familiar "home away from home" for pilots, maintainers and intelligence Soldiers.



Processing, Exploitation and Dissemination (PED), the last piece of the puzzle, proved to be one of the most challenging aspects of this operation. The capability the 204th brought to NORTHCOM was the first of its kind to be used in that theater, and many procedures, agreements, processes and trusting relationships had to be established for the first time.

Junior liaison officers from the 204th excelled by managing operations at ARNORTH and NORTHCOM headquarters and by briefing senior leaders to include U.S. and foreign general officers and high-level members of the diplomatic corps. Establishing the PED for the NORTHCOM mission was especially rewarding because it gave us the opportunity to work directly with our Reserve and National Guard brothers and sisters in arms. Our aerial reconnaissance support team shares space with the Southwest Army Reserve Intelligence Support Center at Camp Bullis, and the actual PED of 204th MI Battalion collection is accomplished by the 300th MI Brigade of the Utah National Guard.

Establishment of the NORTHCOM mission over the last year was extremely challenging but very rewarding. Planning, resourcing and establishment of this new mission required the 204th MI Battalion to work a Total Force comprising Soldiers, Airmen, Department of Defense civilians, contractors, national agencies and international partners. Now that the mission is fully operational, we look forward to that same team's ability to bring it all together to find our nation's enemies and help defeat narco-terrorism in the western hemisphere.



Last flight

An aircraft of the 204th Military Intelligence Battalion taxis under an arch of water after providing Chief Warrant Officer 4 Nico Bowersock with his "last flight" March 4. Retiring after 27 years in the Army, Bowersock coordinated the aerial reconnaissance battalion's mission movement during his last year in the service.(Unit Photo)

Check engine lights of life

By Chaplain (Capt.) Michael D. Jones
204th Military Intelligence Battalion Chaplain

“A man’s got to know his limitations.” – Dirty Harry in “Magnum Force”

While recently waiting for a flight, a gentleman struck up a conversation and began to tell me why he was flying to his destination. Just as he was heading out of town, his vehicle’s “check engine” light came on, and he decided to ignore it as he had done in the past. However, this time it was not a false alarm. His oil pump stopped working, causing catastrophic engine failure of his late-model automobile. The applications of this story to life are practically innumerable, but the greatest take-away is that life is full of idiot lights to which we’d do well to pay attention.

This article is the result of a larger project on knowing our red line limits as Soldiers. It is not enough to merely know where the lines are that distinguish success from failure. The larger question is: What keeps us out of that red line territory? Or to put it another way, as Dirty Harry said in the movie “Magnum Force,” “A man’s got to know his limitations.” What are your limitations and what keeps you from crossing those limitations? The 204th Military Intelligence Battalion is a busy place, and sometimes while doing what is good and necessary, we find ourselves dangerously close to the red line limitations of life.

The story is told of an old miner who wanted to hire a wagon driver to transport his valuable loads into town. Once suitable prospects were found, he took them up the winding mountain pass to show them what was to be expected. He looked at all three drivers and asked only one question, “How close can you get to the edge without going over?” The first driver peered over the edge and said, “I can safely get your loads within a foot of the edge.” The second driver, not wanting to be outdone, confidently piped up, “I can get six inches from the drop off without losing a load.” The last driver looked at the old timer and exclaimed, “I don’t know about these two, but I plan on staying as far from the edge as I can possibly get.”

There are different times in life when we play each of the roles of the drivers in the illustration mentioned above. The cliffs, idiot lights or red line limits in life are there for a purpose: to keep us from destroying what’s valuable. Ironically, the keys to preserving what’s valuable rarely change and can be categorized in five dimensions: physical, emotional, social, family and spiritual. When the five dimensions begin to take a toll because of the wear and tear of life, the “check engine lights” illuminate and we can sense we are nearing red line limits. You may be surprised at the simplicity of some of the daily activities that lead to a stronger and more resilient life and consequently keep you out of dangerous red line territory.

What in the physical dimension helps keep you from the red line limits of life? Maintaining a healthy balance in physical training is vital to sustaining physical health. Proper nutrition, sleep, wellness check-ups and hygiene also contribute to the physical dimension. Individual activities such as motorcycling, rock climbing, hunting or shopping are also essential to life, and we can sense decline when a

proper balance is not achieved.

The emotional dimension includes approaching life’s challenges in a positive, optimistic way by demonstrating self-control, stamina and good character with our choices and actions. When we are “out of gas” emotionally, we can frequently make poor choices that can cause irreparable damage. In some Army training we have learned to “look for the good” in what is happening. Looking at something from a positive aspect is a learned trait and takes repetitive practice. Understanding that our negative reactions to situations in life



are essentially warning lights helps us to see how the emotional dimension plays an important role. How are you training yourself to be positive, optimistic and a role model of self-control?

The social dimension includes developing and maintaining trusted relationships and friendships that are personally fulfilling and foster good communication, including a comfortable exchange of ideas, views and experiences. One example of the social aspect is the battle buddy system, which allows us to put into practice fostering relationships in life. All of life is about the relationships we maintain. When these relationships begin to break down, the lights come on and the red line limits are close. How good are you maintaining the relationships in life? Take a moment to evaluate your answer and commit to making these social relationships better.

Families come in all shapes and sizes. The family dimension of life means we are part of a unit that is safe, supportive and loving, and provides the resources needed for all members to live in a healthy and secure environment. Our relationship with our family is an excellent indicator to how close we are to red line limits. Playing video games with our kids, camping trips or simply reading books together can strengthen ties that keep us from red line limits. Family includes those not in close proximity such as parents and other extended family members. Strained relationships with extended family members can cause anxiety that could move you closer to red line limits than normal. What areas in our family life need to be improved to lessen stresses? What is it about family that keeps us a safe distance from dangerous red line limits?

Even if we do not consider ourselves spiritual persons, we may have guiding principles that sustain the core of who we are. The spiritual dimension includes strengthening a set of beliefs, principles or values that sustain a person beyond family, institutional and societal sources of strength. What is it that drives us and keeps our compass on a true-north bearing? This is our spirituality. When that compass begins to deviate from our core setting, it is time to re-evaluate. Inspirational or sacred reading, as well as meditation and prayer, are excellent ways to recalibrate our spirituality.

The red line limits in life are nearly unavoidable. It’s not necessarily a bad thing to become caught dangerously close to those limits. However, it is a bad thing to stay there once we realize how close we are to catastrophic failure. Strengthening the physical, emotional, social, family and spiritual dimensions of life help keep us a safe distance from red-lining and illuminating the “check engine” lights of life. Remember, it’s not enough to know where the red line limits are. We must also do what it takes to maintain the resiliency to keep from falling over the edge.

HSC support means working together to keep the 204th MI Battalion going

By **Capt. Mike Meador**

Headquarters Support Company Commander

The 204th Military Intelligence Battalion is deployed throughout Southern Command (SOUTHCOM), Northern Command (NORTHCOM) and Central Command (CENTCOM) in support of multiple operations, and the Headquarters Support Company (HSC) ensures that the battalion is always capable of providing intelligence, surveillance and reconnaissance operations for its supported customers. HSC provides command and control and battle staff functions in support of all garrison operations, as well as forward-deployed Soldiers, civilians and contractors. Through unification of Soldiers, Airmen, Army civilians, civilians from other governmental agencies, contractors and our foreign counterparts in a Total Force, HSC ensures the 204th MI Battalion is capable of performing missions for its supported operations all over the planet. More than 100 Soldiers, civilians, and contractors come together to execute command and staff functions at eight locations worldwide.

HSC works alongside civilians and contractors on a day-to-day basis. Civilians and contractors provide longevity and continuity in key positions within the battalion. They play vital roles both as aviation maintenance and mission equipment technicians and in the Resource Management Office, Automation Management Office, S1, S3, S4, S6 and Ground Vehicle Maintenance. Many HSC civilians are former military who each bring more than 20 years of experience in their respective fields.

Rodney Jimenez, former 101st Airborne Division supply command sergeant major, functions as the deputy logistics staff officer (S4). He coordinates housing, transportation and necessary supplies for flight crews, Soldiers, civilians and contractors in both the SOUTHCOM and NORTHCOM areas of responsibility (AORs).

David Torres, former first sergeant for D Company, now serves as the battalion's deputy operations and training officer (S3), providing continuity, knowledge and much needed experience to Airborne Reconnaissance Low (ARL) operations. On a daily basis, Torres coordinates with officers, noncommissioned officers and civilians of the battalion and the brigade in addition to SOUTHCOM and NORTHCOM operational planners.

Aviation mechanics, along with the mission equipment technicians, are another group of civilians who play an imperative role to the battalion's mission readiness. By conducting maintenance operations on the Dash 7 and C-12 aircraft and mission equipment, they ensure the battalion's pilots and mission operators are ready to go "wheels up" at any one of our AORs.

HSC's special staff sections work together to ensure maximum readiness and deployability of our war fighters. Our chaplain,

flight surgeon and family readiness support assistant (FRSA) work as part of a team designed to ensure Comprehensive Soldier Fitness. They ensure Soldiers and their families are prepared physically, mentally and spiritually for the difficulties and unique challenges that a constant state of deployment brings. A fantastic example of this support was highlighted when the chaplain spent last Christmas with "Vigilant Hunters" forward-deployed in Afghanistan, providing spiritual support, holiday food and care packages.



With ongoing operations and personnel scattered across eight locations at any one time, a unique group of individuals work to bring organization to a very complex set of operations. HSC's Air Movement Team coordinates moving supplies, equipment and personnel; provides country clearances, Isolated Personnel Report information, travel itineraries, lodging, ground transportation, entry/exit fees, and customs procedures with host nations for traveling Soldiers.

When it comes to actual equipment movement, HSC calls upon the 315th Airlift Wing, based in Charleston, S.C., and its C-17 crews for support. A team of Soldiers will work long into the night to prepare, weigh and load equipment for the aircraft in preparation for movement. The Air Movement Team comprises both civilians and active-duty Soldiers. Paul Magitt and Chief Warrant Officer 3 Joseph Lutz lead the Air Movement operation during both the planning and execution stages. Magitt and Lutz travel on all movement operations to SOUTHCOM, acting as a country guide and coordinating ground transportation with the host nation. Without this devoted team working together, the 204th MI Battalion would instantly become combat ineffective.

Owing to an extremely high operation tempo and a constant state of deployment, the 204th MI Battalion depends on HSC to sustain the forward-deployed troops, provide command and control, and conduct battle staff functions in support of forward-deployed Soldiers, civilians and contractors.

The battalion calls upon HSC at any time to move personnel and their equipment to eight different locations in SOUTHCOM, CENTCOM and NORTHCOM. The dedication of these Soldiers to the 204th and their brothers and sisters in arms is evident in every task they complete. To supplement the force, HSC calls upon a unique group of contractors and civilians to work together to provide sustainment to deployed troops. As the 204th continues to support the nation by providing aerial reconnaissance all over the world, HSC will continue to work as a cohesive unit to get the job done.

Teamwork drives Total Force

By **Capt. Nathaniel Plunkett**
C Company Commander

Tasks at hand for all service members are constantly changing as they adapt to new missions, regulations and guidance from leadership. This is no different for the 204th Military Intelligence Battalion. Battalion Soldiers have grown accustomed to new mission requirements and understand that even if they are spread across the globe, working in different time zones, they're still obligated to get the job done ... and get it done while exceeding standards. Rarely are they all at the same location at the same time. Battalion Soldiers are located in Central Command, Southern Command and Northern Command simultaneously, and battalion headquarters is located 550 miles northwest of brigade headquarters. So how do 204th Soldiers make it all work as efficiently as they do? The answer is teamwork; there is no one job that is more important than another. It takes the Total Force to be effective!

Soldiers in C Company have done an amazing job stepping up when needed. Rather than grow complacent, they stand ready with minimal guidance to fulfill the requirements of the profession of arms; they are capable and proficient because of the training they receive from their outstanding noncommissioned officers, subordinates and civilian support. Within command leadership, they've personally supported the Aerial Reconnaissance Support Teams (ARSTs) in two of the battalion's three areas of operation while they were at Biggs Army Airfield, Fort Bliss, Texas. They are constantly training on new systems, and a great deal of the training comes from the members of Telford and BAE who work first hand with our noncommissioned officers on systems training, integration and their full operational capabilities. Once the NCOs become trained to standard, they train the rest of the force, but in the end they are all constantly learning, growing and completing the mission with outstanding results.

C Company and the 204th MI Battalion recognize that, in order to succeed, they must not only utilize resources available to them but also branch out when necessary. Until recently, multiple ARSTs worked in San Antonio in different facilities and sometimes on the opposite sides of the city. After consulting with the brigade, the company found space available at Camp Bullis, and thanks to the Southwest Army Reserve Intelligence Support Center and its commander, the battalion now has two teams working separate missions out of the same facility. Productivity has increased exponentially with the two teams being able to bounce ideas off each other. When time allows, they also cross train on different missions to expand their knowledge and capabilities.

Foreign relations are a huge part of expanding the minds of our young Soldiers, especially those who have never been stationed overseas or deployed. Spc. Jose Bonilla leveraged an international opportunity at home station by seeking out local training that is cost effective to the battalion and to the Army. Fort Bliss is home not only to the 204th but also to the German Air Force Command Air Defense Center. In February, Bonilla single-handedly coordinated

with German military senior leadership for C Company to participate in the German Armed Forces Proficiency Badge (GAFPB) exercise. Without Bonilla's persistence and dedication to his fellow military members, the U.S. Soldiers would still be unable to earn the GAFPB, and the German leadership would be unaware of the battalion's existence. Bonilla's hard work will result in C Company Soldiers earning the GAFPB well into the future. Also, Bonilla is the first 204th MI Battalion graduate of the Colombian Signals Intelligence School, and his training is already paying dividends in his work at the Colombian embassy as the Embassy Intelligence Fusion Cell NCO.

Adaptation is critical to mission accomplishment. Very seldom does everything go precisely as planned, but when you have standards to guide you in the midst of decision making, making the right decision becomes more probable, especially when it comes to saving a life. This was a valuable lesson that C Company Soldiers learned while participating in a recent Combat Life Savers certification. Throughout this extensive training, the Soldiers learned essential life-saving techniques to save their fellow service members in the event of an attack, disaster or accident. The Soldiers found these techniques to be a cornerstone tool from which they can teach their junior Soldiers during training events and potentially save a life at home or abroad.

In the end, the Soldiers endure. As professionals operating on multiple fronts, it may seem they are stretched thin, but they always prevail with a "get the job done" attitude. C Company knows its mission contributes to Americans' security and way of life both home and abroad. That's why they stand ready to fly, gather intelligence, fight and win – no matter the cost – in order to defend this country as members of C Company, the 204th MI Battalion and the Griffin Brigade Total Force.



In an example of teamwork, Spc. Ariel Williams pulls security while 204th MI Battalion Soldiers simulate loading a patient onto a helicopter. (Photo by Sgt. 1st Class Joshua Benge)

204th MI Battalion

Staff Sgt. Emilio Aviles offers assistance to a junior non-commissioned officer during an M9 qualification range. (Photo by Capt. Matt Paladino)



Training, trust leverage company's full potential

By **Capt. Matt Paladino**
D Company Commander

I leveraged the full potential of my company throughout a very demanding year through training and building trust. One cannot underestimate the importance of how much training can be accomplished in a single day's work, especially at the pace of the 204th Military Intelligence Battalion. Trust was sometimes difficult to earn and difficult to give but always required because of our operation tempo and geographical separation.

Success in training meant training often, creating redundancy in trainers, and seizing the smallest opportunity to accomplish training.

A prime example of training often is sending Soldiers to available ranges even when they may not be due for a weapon qualification for some time. With the current situation of limited range opportunities and hectic deployment schedules, the next opportunity could be six months or more. While deployed, Soldiers capitalized on mission down days by running their own ranges to ensure weapons qualification, and conducted Sergeant's Time Training to stay current on Army Warrior Tasks and Military Occupational Specialty training.

To offset continuous section and group deployments, we sent multiple Soldiers to school for training, often many months in advance of when we needed their training. If we needed one unit movement officer, we sent three to school. This ensured we had at least one on hand when the deployment schedule inevitably changed. In addition to intra-company redundancy, the commanders and first sergeants created redundancy laterally. If the D Company equal opportunity leader (EOL) was attending an Advanced Leaders Course, C Company would provide its EOL to ensure training continued for the entire battalion.

Finally, we achieved success by seizing every training opportunity possible. For instance, if an aircraft returned early from a mission, we flew the aircraft nearly continuously until maintainers inducted it into heavy maintenance. This mission-

essential training occurred whenever possible, even if it was on a weekend or a holiday.

The 204th MI Battalion runs on trust. Leaders earn trust through training, formal and informal counseling, and the decisions they make each day when confronted with different courses of action. Training together, in and out of the aircraft, built trust within this formation. Soldiers built trust with each other through multiple deployment rotations and collective training events. Over time, they relied upon each other to take care of families and square away home station tasks while deployed.

Reaching out to other commanders built trust laterally within the entire battalion. Although geographically separated, company commanders remained in constant contact with each other, which facilitated global property and personnel accountability. Formal and informal counseling sessions conveyed commander's guidance and intent vertically and laterally throughout the formation. Despite being half a world away, a company commander executed his fellow company commander's or battalion commander's intent based on conversations they had months prior. Constant contact with staff members ensured all parties worked to agreeable end states to prevent surprises at meetings. Reciprocating efforts led to staff members coming in on a weekend to finalize orders or push a last-minute manifest through because of a last-minute change to the company's deployment schedule.

In summary, training paved the foundation for continuous mission execution for the past 12 months in command. Continuous efforts to train at all times, creating additional trainers throughout the year, and capitalizing on last-minute training opportunities provided the substance to ensure the Soldiers were ready to deploy at a moment's notice. Building trust took time. Training events built trust within the company among Soldiers. Informal conversations built trust amongst commanders and staff members. Once trust was in place, company commanders used trust to cover three geographically separated areas of responsibility when it came to personnel and property. Used in concert, these principles leveraged the entire 204th MI battalion enterprise and resulted in a very successful year of command.

Warrant officer represents brigade at All-American Bowl

By Chief Warrant Officer 2 Jason Bailey
204th Military Intelligence Battalion

Representing the 470th Military Intelligence Brigade at the 2013 U.S. Army All-American Bowl was truly a pleasure. Sponsored by the Army beginning in 2002, the All-American Bowl, held this year at the Alamo Dome on Jan. 5, selects 90 of the nation's top high school football players to participate. Many of the National Football League's finest players, such as Adrian Peterson, Andrew Luck, and Tim Tebow, all made their debut at the All-American Bowl. The game also features the All-American Band, which consists of 125 of the nation's best high school musicians and color guard members.

The purpose of this game is to bridge the gap between the nation and its Army with good "old fashioned" American football. I was one of 56 Soldier Heroes chosen to represent the Army as a mentor for two football players and two band members.

Soldier Heroes are Soldiers who have earned a Purple Heart or an award for valor in combat operations. I had the honor of mentoring Max Browne (13), a quarterback who will attend the University of Southern California, and Miles Bergner (16), a place-kicker still deciding on which college he will attend. In the days leading up to the game, the players, band members and Soldiers met for social gatherings and competitions.

The three groups were divided into two teams, East and West, to compete in push-up, sit-up and eating contests. I competed in the eating contest representing the West. I was surprised to learn the winner of the push-up contest was neither a Soldier nor a player. It was a drum major, Tommy Militello, who narrowly beat one of the Soldier Heroes.

The All-American Bowl pre-game events concluded with an awards dinner recognizing players and band members for achievements. Hall of Fame running back Marcus Allen served as guest speaker and moved the audience with a speech about responsibility and work ethics. Also in attendance were Assistant Secretary of the Army Manpower and Reserve Affairs Thomas R. Lamont, former Attorney General Alberto Gonzalez, Training and Doctrine Command Commander Gen. Robert W. Cone, Command Sergeant Major of the Army Raymond Chandler, basketball Hall



of Fame recipient David Robinson, and my wife, Elisa Bailey.

The game was a defensive showdown, with only one touchdown in the first three quarters, but there was plenty of excitement. During the game, the jumbo screen showed players making their college commitment announcement. These live broadcasts not only grabbed the spectators' attention but also lured the attention of the players on the field. It was the first time I saw all the players on the field, referees included, watching the big screen at the same time. Attendance by more than 40,000 people broke last year's record. The game was no doubt an Army game, with Advanced Individual Training students in the stands and Soldier Heroes on the sidelines.

The All-American Band delighted the record-breaking crowd at half time with an ensemble paying tribute to the men and woman who serve our nation. These musicians yelled the most motivating "Hooah" I have heard thus far in my career. The game finished with a nail-biting 15-8 win by the East, which has sealed victory seven times in the game's 13-year history. I am truly honored to have been a part of the All-American Bowl. The young players and musicians had the utmost respect for not only the Army, but for each other. They reminded me of the bond we share as Soldiers and the drive we have to complete our missions.

The Most Valuable Player of the game, James Quick, represented Army Strong best by saying, "It means a lot, you have to play hard for your team and that's what I did today, I'm just happy I can help my team win."

Leadership 101: three basic points

By Lt. Col. Michael Mora

Task Force ODIN-West Fort Hood
and 206th Military Intelligence Battalion Commander

Leadership, by definition, is the act or action of leading a group of individuals to achieve a common goal. There is a lot of meaning in that definition. This past year in command has reinforced my personal thoughts on leadership and highlighted what is important to being a successful leader. Leadership is about people, vision and influence.

Leading and being a leader is all about Soldiers; it is a people business. We must love and understand Soldiers if we ever want to lead them. Soldiers are our country's most precious resource; they are America's sons and daughters whom we as leaders are entrusted to take care of in the execution of our mission.

The Special Operations community's No. 1 tenet speaks to this: "Humans are more important than hardware." The Army's newest quote clearly places the right emphasis: "The strength of our Army is our Soldiers." What does this mean? It means that the most important building block to leadership is ensuring we and our subordinate leaders take care of Soldiers and their families. This is a 24 hours a day, seven days a week responsibility as long as we are in uniform.

In taking care of Soldiers and their families, we set the conditions for a command climate that develops trust, respect and esprit de corps. Encouraging and maintaining a command climate of mutual trust, respect and service will result in the creation of cohesive and effective teams that consistently excel at mission accomplishment. These teams strive to continually improve and attain greater effects. All of this is possible by taking care of Soldiers, training them to accomplish their assigned tasks, and holding Soldiers accountable to high standards of excellence.

Taking care of Soldiers should not be construed as coddling; it is training Soldiers to fight, survive and win in the harshest conditions and against determined enemies; anything less is a disservice to our Soldiers and our country. Leadership and taking care of Soldiers is ensuring that the organization plans and conducts tough, demanding and purposeful training. Equally important is standards, discipline, and holding individuals and teams accountable. Leaders must know the standards. They must be well versed in how to train and maintain those standards. Next, as leaders, we must live the standards. There is nothing more hypocritical and, in the end, cancerous to an organization than a leader who does not live up to the standards he attempts to enforce. Finally, leaders at all levels must enforce the standards. Maintaining and enforcing high standards is critical to taking a team to the next level. It forges a sense of accomplishment, uniqueness and camaraderie. Every Soldier wants to be on a great team, on a winning team, one that does not allow just anyone to participate. Failure to enforce discipline and standards will quickly drive away the top performers and leaders in an organization and eventually go down the road of mediocrity.

Once the team is forged through caring hands on leadership, the next basic step is to provide vision and direction to the organization. Joe Namath once said, "To be a leader, you have to make people want to follow you, and nobody wants to follow

someone that doesn't know where they are going."

Effective and consistent communication of the goals and vision for an organization is critical in order to effectively harness the full potential of the team. Even the best units will become mired down without a common sense of purpose and direction. As leaders, we must be able to clearly articulate our vision and goals for our formations. This vision must be continually communicated down to the lowest elements and individual Soldiers in order to ensure the greatest unity of effort. A vision is not a complicated or difficult concept or flowery command philosophy. It is merely a clearly defined goal set for the organization to achieve over a period of time. For me, my vision was to build a streamlined, cohesive team, fully trained at the basic skills, and execute our real-world mission without fail. I further defined those goals to more tangible metrics when communicating guidance and intent to the formation and individuals. I also set ground rules for accomplishing that vision and to assist subordinate leaders in prioritizing. The ground rules were in my command philosophy:

- Accomplish the mission;
- Develop leaders;
- Take care of Soldiers and their families;
- Train, live and enforce the standards.

Together, the vision and philosophy provided subordinates the framework from which to operate. Regardless of the technique used, the key point is that leadership requires the leader to effectively communicate a vision for the organization. That vision must permeate the unit, and subordinates must take ownership of that vision. Accomplishing this task will result in a purpose-driven team that knows where to go without constant supervision. If done right, the leader will find the organization exceeding his expectations.

The final basic step is achieving results. We are in a results-based Army. In the end, nothing matters but results. The Army either wins or loses. Units either accomplish their missions or they fail. Individuals either get the job done or they are removed. We serve in a profession of arms, and those are the rules of the trade. Leadership is how we achieve results. Here are a few quotes from Army Doctrine Publication 6-22, "Army Leadership," on the importance of leadership and achieving results:

"Leadership, the lifeblood of the Army, makes a difference every day in the United States Army."

"Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization."

The publication also goes on to discuss that getting results is the goal of leadership. However, it cautions that leaders must be vigilant to avoid micromanagement in the pursuit of results. All the time and energy spent in developing an effective team is lost unless a leader achieves the right level of delegation, empowerment and trust.

Achieving results is all about winning the hearts and minds of your leaders and Soldiers, getting their buy-in to your vision, and then allowing the organization to figure out how to best execute your intent and guidance in order to achieve outstanding results.

"Leadership is the art of getting someone else to do something you want because he wants to do it." – Gen. Dwight D. Eisenhower

Mission Readiness Exercise: where it all comes together



By Maj. Derrick Peters
Task Force ODIN-West Fort Hood Operations Officer

This spring the 306th Military Intelligence Battalion, better known as Task Force Observe, Detect, Identify, Neutralize (TF ODIN), deployed to Afghanistan to conduct mission command of the largest fixed wing/unmanned aerial system (UAS) and aerial Intelligence, Surveillance and Reconnaissance (ISR) organization in the U.S. Army.

The battalion is providing the combatant commander with real-time, professionally fused, and accurate analytical support to effectively prosecute targets with lethal precision. The unit will be able to provide that level of cutting edge support because of its mission train-up and, most important, its validation exercise where all aspects of its mission came together in an effort to test the preparedness of the team.

The Mission Readiness Exercise (MRE) is a capstone, collective training event typically used to validate a unit's operational readiness for a given mission. The battalion's MRE followed doctrinal order: individual training, used to improve and sustain assigned duty position and skill level tasks, followed by collective training, which reinforces foundational skills while adding essential tasks needed to support the unit's training objectives and Mission Essential Task (MET) proficiency.

This effort can be described in these terms: During the MRE there was a section of Warrior Alpha unmanned aerial system (UAS) teams, an Aerial Reconnaissance Support Team (ARST) and a Tactical Operations Center (TOC) team. Each team had specific training objectives; those training objectives were supported by individual tasks; all subordinate tasks and training objectives supported the overall unit training objectives that are

embedded in the unit's METs (ADRP 7-0, "Training Units and Developing Leaders," 1-5 through 1-7).

The individual training phase for TF ODIN included an extensive 10-day Individual Readiness Training on Fort Hood, Texas, followed by Military Occupational Specialty (MOS) specific training at various other locations. The MOS specific training can be divided into several groups: aviators, intelligence/imagery analysts and UAS operators. Aviators attended the Medium Altitude Reconnaissance and Surveillance System (MARSS) qualification course, simulator-based aircraft refresher training, upset (or unusual attitude) recovery training, and Survival, Evasion, Resistance and Escape training. Intelligence analysts and imagery analysts received training on the MARSS, TiGR, Pennant Race workstations, the proper use of the ODIN's Eye database, and development of mission-specific products. The analysts also had the opportunity to hone their skills while performing real-world mission support in the ODIN-West Fort Hood (WFH) Mission Operations Facility as members of the ODIN-WFH ARST.

Some imagery analysts were hand-selected to attend an additional training course – the Aerial Sensor Operator Course – where they learned the operations of an MX-15 optical payload as well as lessons in air crew coordination. These select individuals can perform air crew duties while deployed.

The Warrior Alpha UAS Soldiers attended the Joint Firepower Course at Nellis Air Force Base, Nev., as well as UAS progression training at Fort Huachuca, Ariz. The UAS operators also conducted intense training scenarios in the state-of-the-art Common Ground System shelter.

All individual training preceded the in-depth team training conducted during the staff training week. The unit came together in their sections and began transitioning from facile to complex problems solving while learning their specific functions downrange.

In an effort to "Capitalize on Experience", as described in The Army Training Strategy, a group of five deployed ODIN Soldiers, including a captain, two sergeants first class, a sergeant and a junior enlisted were re-deployed for 17 days in order to conduct the team phase of training. This same group also served as the observer controller/trainers during the validation exercise. During the team training phase, re-deployers covered a myriad of topics primarily focused on understanding the how, the why and the who of the mission. Daily, the battalion team worked on battle drills, understanding tactics, techniques and procedures; standard operating procedures; battle rhythm development; synchronization of external coordination; duties and responsibilities; and much more. All members of the ODIN

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Battalion provides intelligence remotely

By Capt. Brian Karhoff

D Company Commander
Task Force ODIN-West Fort Hood

Less than a year ago, the 206th Military Intelligence Battalion (Aerial Exploitation) was a unit without a mission. Having provided multiple years of non-standard and cutting-edge ISR support focused on defeating improvised explosive devices and IED networks within the Republic of Iraq as Task Force Observe, Detect, Identify, Neutralize (ODIN)-Iraq, the 206th MI Battalion (AE) had now uncased its colors on West

Fort Hood (WFH), Texas, with an uncertain future. Its sister battalion, the 306th MI Battalion (AE), was still in a continually deployed status in support of Operation Enduring Freedom as Task Force ODIN-Afghanistan (TF ODIN-A). As mandatory troop reductions took hold for Afghanistan in mid-2012, it was essential to transition a large portion of the 306th MI Battalion's



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team received a capabilities brief that described all assets under control of ODIN headquarters. Team training phase served as the key training event linking individual training and preparing the unit for a successful collective training event.

The MRE was a simulated, constructive, and virtual Afghanistan replicated training environment developed and exercised in the Fort Hood Mission Command Training Center. For three 12-hour days, TF ODIN's staff, the Warrior Alpha Company and the ARST worked through numerous battle drills, which exercised their daily battle rhythm. This resulted in the unit developing a comfort for their specific duties and responsibilities. The TOC managed a daily flight schedule of more than 20 sorties (a far cry from an actual mission day comprised of more than 80 sorties). The Warrior Alpha Company planned and flew a fraction of the missions making use of virtual UAS software. While many of the missions were notionally represented due to limitations of the simulation there was no lack of required tasks associated with each mission. The Aerial Reconnaissance Support Team conducted exploitation of the virtual full motion video feeds. Simultaneously, another section of the ARST performed product development and practiced conducting quality control review of products prior to submission to ODIN customers.

TF ODIN showed marked improvement throughout the exercise in their ability to handle multiple significant events along with the daily mission processes. One event that received extra attention each day was the Hellfire Missile battle drill. This battle drill represents one of ODIN's most time-intensive (and time sensitive) and detail dependant event due to the probability of civilian casualties. The unit had the opportunity to exercise this battle drill multiple times with varying degrees of complexity. The MRE ended with a comprehensive after-action review coupled with confirmation from the 470th MI Brigade commander, Col. Pierre Gervais, that the unit was prepared for combat.

Every Army organization experiences training challenges (i.e. funding, insufficient resources or personnel) as it prepares for deployment; TF ODIN is no different. There were two primary challenges that had to be overcome in order to conduct

a successful MRE; one, the late arrival and compressed time lines of ODIN leadership, and two, reconstruction of operational details of TF ODIN. The two challenges were not insurmountable but did require some coordination and de-confliction in order to achieve the desired end state.

TF ODIN leadership has historically arrived at the unit within 90-120 days of deployment, and that pattern held true this year as well. Prior to arrival, scheduled activities were e-mailed out (including in-progress review dates, Pre-Deployment Site Survey (PDSS) timeframes, MRE dates, etc.). Upon arrival, the leadership began the intense indoctrination including several classified briefs, attendance at SVTCs, and some also attended the PDSS. In short order the deploying ODIN leadership became very knowledgeable and effective during the MRE.

The simulated environment presented its own problem sets: integration of non-standard systems with Army Battle Command Systems, web-based databases on the live SIPRnet versus a closed SIPR network, and volume of missions in reality versus ability to simulate. Many of the technical problems were discussed and eventually worked out by a team of civilian computer experts. The mission volume and simulation limitations were overcome by developing a detailed master events list with several available injects to be used if time and exercise flow permitted. The commander's training objectives were achieved and a flexible and adaptable fighting force was validated in spite of any challenges encountered.

TF ODIN's train up, MRE and validation are all in line with the Army Training Strategy, the 470th MI Brigade's training guidance, and the ODIN-WFH commander's training objectives. Each of these directives on training the force share a common theme: to provide realistic, tough, doctrine-based training, making use of current tactics, techniques and procedures. Additionally, fiscal constraints challenged units to use live, virtual and constructive environments to train adaptive leaders and units to meet the combatant commander's array of requirements. TF ODIN has become a highly sought-after capability on the battlefield because of its effectiveness, adaptability and lethality. That level of precision begins on WFH, where we train individuals, teams and ultimately the entire unit in an MRE – where it all comes together.

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206th/306th MI Battalions

mission and personnel out of theater in an expedited fashion.

From this transition, TF ODIN-WFH was created with its main focus centering on taking over the portion of real-world combat support being transferred out of theater, remotely exploiting multi-intelligence feeds from aerial platforms being flown by its sister unit in Afghanistan. From the sanctuary continental United States (CONUS)-based site on WFH, created from the ground up purely to support Tasking, Processing, Exploitation, Dissemination and Feedback (TPED-F) operations, TF ODIN-WFH now provides real-time support to ground force commanders conducting combat operations throughout all regional commands in Afghanistan (and potentially any theater of operations) 24 hours a day, seven days a week, 365 days a year.

TF ODIN-WFH is now the center of gravity for TPED-F operations in the TF ODIN enterprise, but this has not been without its fair share of challenges and impediments during its inception, construction and continued operation as it strives to bring it all together as a Total Force focused on providing world-class multi-intelligence support to operational commanders.

Conducting remote, sanctuary-based exploitation of full-motion video (FMV) and signals intelligence (SIGINT) through a “reachback” network architecture is not a new idea, but for the most part the capability had not previously existed within the U.S. Army. There was not an approved solution to follow in the transformation from in-theater to in-sanctuary exploitation operations. Countless manhours were spent overcoming numerous obstacles as TF ODIN-WFH came together through a process that roughly followed a building, training, transitioning, manning and maintaining roadmap.

In the building phase, network infrastructure needed to be constructed to carry the large quantity of bandwidth intensive FMV and SIGINT feeds. Getting the signals half way around the world through satellite feeds, fiber lines and multiple government agency network switches was only part of the battle. New fiber and network lines needed be emplaced throughout the Fort Hood reservation to bring the signal to the TF ODIN-WFH Aerial

Reconnaissance Support Team (ARST) facilities that were being simultaneously constructed. Redundant paths for every part of the infrastructure were a necessity because the mission support would be interrupted if any piece of the path was broken along the route from Afghanistan to WFH. As of this article, Fort Hood is in the process of digging a 16-mile trench in order to provide a redundant communications line to the Mission Operations Facility. The TFO-ARST facilities started out as a temporary containerized shelter able to support only a fraction of the transitioning mission as the main ARST facilities were being built. With the short time line to transition the mission to TF ODIN-WFH, it was essential to get these initial feeds to Soldiers who were waiting to start the training phase of the transformation.

The normal Relief in Place/Transfer of Authority (RIP/TOA) and left-seat/right-seat training methods were not as easily applied to a unit assuming a mission where everything was being done remotely with no face-to-face interaction or ability to see and coach the new team in its tasks and organization. Standard operating procedures used for the in-theater mission met challenges as the sanctuary analysts trying to use them found they couldn’t access certain networks, programs and information they needed.

Training time-sensitive and complicated tasks such as Warrior-A Hellfire Missile engagement briefings and approval chains further complicated the transition. Many tasks that were simple to conduct in person turned out to be very complex when done remotely. Limited workstations and space in the temporary facility necessitated many iterations of the same training that needed to be conducted in order to encompass all of the analysts at TF ODIN-WFH. This resulted in what normally is passed off in a matter of a few weeks during a RIP/TOA taking a couple months to pass remotely.

As the training phase concluded and the permanent facilities came online, a portion of the mission was permanently transitioned to TF ODIN-WFH. Phased redeployment and attachment of D Company, 306th MI Battalion, from Afghanistan to WFH occurred in order to provide the additional analysts that would

be needed as more of the mission was transitioned to TF ODIN-WFH. Manning and maintaining a sanctuary-based mission with limited personnel resources proved to be the next ongoing challenge.

It was understood that additional Soldiers would be needed to conduct the same level of mission support in a CONUS-based environment as compared to a deployed environment. The mission tables for organization and equipment for both the 206th and the 306th were designed solely to support their deployed structure because they had never existed in

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206th/306th MI Battalions



Aviation Standardization Program: bringing it all together

By Chief Warrant Officer-3 Douglas Armstrong
Task Force ODIN-West Fort Hood Instructor Pilot
and Chief Warrant Officer-4 Theodore Dean
Task Force ODIN-West Fort Hood Standardization Pilot

As a part of the normalization of Task Force (TF) ODIN and development of home-station operations, the 206th Military Intelligence Battalion (AE) developed and implemented an Air crew Training Program (ATP). This project has been a significant undertaking, and bringing it all together has involved coordination between TF ODIN, the 470th MI Brigade, Intelligence and Security Command, and the Army Fixed Wing Program manager's office. The aviation standardization program

for 206th MI Battalion was formulated from the residual TF ODIN-Iraq standards section. In the spring of 2012, inbound personnel arrived at West Fort Hood (WFH) to find the ODIN mission reduced to one theater. With Afghanistan being the only forward mission for TF ODIN, the 206th and the 306th MI Battalions found themselves with enough personnel to staff two battalions but without any actual flight companies.

The first step, initiated by the standardization section, was the development of a standard operating procedure followed by commencement of a flying-hour program or ATP. In the initial stages, the 206th MI Battalion's standardization section proposed joint use of the schoolhouse aircraft organic to the Fixed Wing Army National Guard Aviation Training Site (FWAATS), located in Bridgeport, W. Va. As a result, we were able to secure the use of two aircraft for the purpose of flight training and continuation training for Soldiers slated to deploy to Afghanistan.

Now equipped with a Super King Air 300 and a Medium Altitude Reconnaissance and Surveillance System (MARSS) aircraft, a King Air 200 equipped similar to the current mission aircraft in theater, aviator training could start at WFH. The task was to bring all assigned pilots up to Readiness Level 1 (RL1) prior to deploying to theater. Since TF ODIN receives many of its pilots immediately following the Fixed Wing Multi-Engine Qualification Course (FWMEQC), the focus of instruction is primarily centered on basic aviator skills to ensure proficiency prior to their deployment. Once deployed, downrange instructor pilots focus the aviators more intently on mission tasks and tactics, techniques and procedures (TTPs). As the unit evolves and matures, the mission tasks and TTPs will be incorporated in the training at WFH.

The 206th MI Battalion's standardization section has several new initiatives, including acquisition of a King Air 300 Multi-Sensor Airborne Reconnaissance and Surveillance System (MARSS) aircraft, identical to what is currently used for mission support in theater, in order to expand on the current training plan to include Aerial Sensory Operator (ASO). The 206th MI Battalion's standardization section has been charged with developing a home-station based ASO training program. Finally, the battalion standardization section has incorporated the unmanned aircraft system (UAS) company into all aspects of aviation standardization and is providing oversight as the UAS operators conduct crew training and currency flight in their accredited simulator.

Task Force ODIN continues to bring together various elements to form a highly skilled organization capable of equipping, training and deploying itself to theaters of operation. The next ODIN rotation will be the best prepared group in this unit's history owing to the continuity of training and support now resident on WFH.

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the CONUS environment where the operating environment includes manpower challenges such as mandatory professional development schools, required Army training (Warrior Skills, AR 350-1, and other key readiness indicators), leave, holidays and family commitments/emergencies. In theater these requirements, in a large part, did not exist to detract from mission support. The additional analysts provided through redeploying D Company were meant to offset these distracters, but reality has shown that even with the additional Soldiers, there is still a shortage that

forces an ever-present balancing act between mission support, Soldier development and maintaining the health of the force. The situation is compounded further as analysts are being trained and deployed to Afghanistan to conduct internal relief in place between TF ODIN-WFH and TF ODIN-A with no backfill during the flux of RIP/TOA and reintegration.

Throughout the entirety of the transformation process, the overarching goal was to conduct a seamless transition to sanctuary-based operation that was transparent to the supported warfighter. Having zero interruption to support was always non-negotiable, regardless of the hurdles present.

Active duty and Reserve Soldiers serving together: always and everywhere

By Capt. Alberto Frias
338th Military Intelligence Battalion
Assistant Operations and Training Officer

For the past three years, I have served as a Reservist on active duty orders at the 470th Military Intelligence Brigade. I recently transitioned to the 338th MI Battalion as it prepares for deployment. I have seen the integration of numerous Reserve Soldiers, to include several 338th Soldiers, into many 470th MI Brigade missions.

Over the past 12 years of conflict, thousands of Reserve Soldiers have served side by side with their active duty brethren overseas. Sometimes, Reserve units serve as separate entities supporting active duty units. Other times, Reservists augment an active duty unit on an individual basis.

Reserve Soldiers supplementing active duty Soldiers is normal. It's what they are supposed to do. What is not often covered, and what brigade has truly exemplified, is how much active duty Soldiers support their brother Reservists when it's their turn to deploy.

The 338th, as an interrogation battalion, will have a specific mission in Afghanistan that is both highly visible and critical to the overall effort. Because of the unit's sensitive mission, the smallest mishap, a seemingly inconsequential misstep, could transform into an international incident. To minimize those possible precarious situations, battalion leadership must ensure its Soldiers are well trained not only in interrogation approaches but also in the cultural dynamics of Afghanistan. To accomplish this, the battalion coordinated for several training exercises at the Intelligence and Security Command Detention Training Facility (IDTF), in addition to mobilization training they will receive at Fort Hood.

As Reservists, they don't have the luxury to train on a daily basis. They have to maximize the short time they have available to adequately prepare for the upcoming deployment. The 470th MI Brigade, along with the civilians at the IDTF, having prepared and trained the 201st MI Battalion and the 14th MI

Battalion for four deployments in the past five years, understood the situation perfectly. Consequently, when the 14th offered to send mobile training teams to the 338th's companies in New York and Kansas, the Reserve unit jumped at the opportunity. Soldiers of the 338th received first-hand accounts of how life will be like for them in Afghanistan. They received essential training on multiple systems such as HOT-R and DCGS-A, as well as an introduction to the operational flow involving interrogation intelligence reports.



In addition to the assistance from the 14th, the 338th has been in constant contact with the 201st MI Battalion, currently in theater. The help received from the 201st has proven vital to training success. Through monthly video teleconferences, daily and weekly leadership interaction, and numerous products from its own train-up for deployment, the 338th MI Battalion is well equipped to overcome pitfalls in preparation for deployment. The 201st MI Battalion, from relaying the latest changes in current operations to the refinement of unit standard operating procedures, has provided immense assistance to the 338th MI Battalion's overall readiness.

The time for the 338th to head out the door is just around the corner. Over the next few months, its Soldiers will work tirelessly as a battalion to properly prepare themselves. Soldiers from the 338th have gone to Central America to support the brigade. Soldiers from the battalion also work in the Army South Analysis and Control Element and deploy to South America to assist with 470th MI Brigade missions. In response, the brigade's active-duty Soldiers have helped them prepare for deployment. They have trained together. They have served together — side by side, brothers in arms. Always and everywhere.

Active duty, Reserve Soldiers train toward single goal



“... [S]eparate ground, sea, and air warfare is gone forever. If ever again we should be involved in war, we will fight it in all elements, with all services, as one, single concentrated effort. Peacetime preparatory and organizational activity must conform to this fact. Strategic and tactical planning must be completely unified, combat forces organized into unified commands, each equipped with the most efficient weapons systems that science can develop, singly led and prepared to fight as one, regardless of service. – President Dwight D. Eisenhower

By Chief Warrant Officer 3 Michael Knight
338th Military Intelligence Battalion
All-source Intelligence Technician

During the second weekend of March 2013, approximately 75 Army Reserve Soldiers of the 338th Military Intelligence Battalion converged onto the Chief Warrant Officer 2 Kerry Hein Army Reserve Center in Shoreham, N.Y., to attend pre-deployment briefings led by five active duty Soldiers of the 14th MI Battalion.

The 338th MI Battalion is a U.S. Army Reserve unit operationally aligned to the 470th MI Brigade at Fort Sam Houston, Texas. The battalion, which recently relocated its headquarters from Camp Bullis, Texas, to Fort Sam Houston, has two companies: Alpha, located in Shoreham, N.Y., and Bravo, located in Lawrence, Kans. Battalion members, however, reside in multiple locations, including Alabama, Arizona, California and Hawaii.

The 14th MI Battalion, a subordinate unit of the 470th MI Brigade, has deployed overseas twice during the past four years – serving one year in Iraq and another year in Afghanistan. The 338th MI Battalion Soldiers benefitted from the 14th MI Battalion Soldiers’ experience.

“The briefings presented by the members of the 14th MI Battalion provided critical information regarding the upcoming deployment of the 338th,” said Sgt. 1st Class Brian Roe. “The presentations not only motivated everyone in attendance, but the level of detail that was included also significantly reduced the stress and anxiety of many of the 338th Soldiers, especially those who have never deployed.”

Soldiers of the 14th covered topics that ranged from the daily battle rhythm to mission requirements to quality of life, and they painted a picture of what is to come during the next year for members of the 338th. The training also facilitated

networking and forged relationships between members of the two battalions that will be important as the 338th trains for its upcoming mission.

The 338th MI Battalion has been augmenting its ranks throughout the past year in preparation for deployment and, consequently, Soldiers with varied backgrounds and a wide range of experience levels have recently joined the unit. Many of its members have little or no deployment experience as many of the Reserve Soldiers are junior enlisted members.

“Some of you young Soldiers are going to be the rock stars of the battalion when you deploy,” said Chief Warrant Officer 3 Crawford Clark of the 14th MI Battalion. “You are going to do great things that you’ll remember the rest of your life. For many of you, the deployment will be the pinnacle of your career.”

The two days of collaboration in New York between the 14th and 338th MI Battalions will pay huge dividends for months and years to come. The active duty Soldiers of the 14th MI Battalion successfully formed a cohesive, focused team with the 338th MI Battalion Army Reserve Soldiers.

By working together, the March training event exemplified the “unity of effort” principle of war that President Eisenhower spoke about almost 60 years ago. These two groups of Soldiers came together and trained with “one, single concentrated effort,” and in doing so, are “prepared to fight as one.”



Staff Sgt. Margaret Ingram and Spc. Dwayne Warner review training. (Unit photo)

Develop leaders, build relationships

By Capt. Jessica G. Kingsley

Headquarters and Headquarters Detachment Commander

Leadership is paramount to our profession and integral to our success. It requires personal commitment, constant learning, and dedication to your Soldiers and unit. “Leadership is the process of influencing people by providing purpose, direction and motivation to accomplish the mission and improve the organization (Army Doctrine Publication 6-22).”

Under the leadership of Lt. Col. Gregory Browder, the 377th Military Intelligence Battalion has found a renewed sense of purpose and motivation as its Soldiers embrace his strategy of prioritizing operational support, training, leader development, facilities, readiness and safety. To execute this strategy, the organization is focusing its efforts on building strong, mutually supporting relationships that center on the leadership’s philosophy of “getting back to the basics.”

As part of the strategy to improve operational support to the Army Service Component Command and the 470th Military Intelligence Brigade, Maj. John Sarabia, deputy chief of A Company’s Analytical Control Element (ACE), is challenged with fully integrating A Company’s ACE in to the Army South (ARSOUTH) tasking process.

Major Sarabia recently traveled throughout the Belize area of responsibility (AOR), conducting assessments and visiting with active duty and reserve battalions to identify intelligence gaps that could be filled by capabilities of A Company. Currently, A Company provides country study support, but plans to expand its in support of ARSOUTH and the 470th MI Brigade.

In addition to A Company’s country study support, the battalion currently has 12 Soldiers spanning every intelligence discipline and serving at various organizations in support of the U.S. Southern Command AOR. Participation in operations such as these provide Army Reserve Soldiers with critical knowledge that serves to professionally develop them. The entire organization also benefits from their newfound knowledge of current operations, trends and tactics within their respective disciplines.

While efforts continue to develop additional operational support opportunities, commanders and noncommissioned officers of the 377th MI Battalion are working to increase the competency of its Soldiers and the effectiveness of the organization by increasing quality and quantity of training. The battalion training conference in February laid the groundwork for improved training support during battle assemblies and annual training.

“Keeping Soldiers engaged in relevant and tailored training is especially critical to retaining high-quality Soldiers and building effective units in the Army Reserve,” said Jason Munn, 377th MI Battalion staff operations and training specialist. “In a resource-constrained environment, the challenges of keeping our Soldiers prepared becomes progressively more difficult, and operational ties to the active component become increasingly critical to maintain our technical competency.”

Specifically, the organization is focused on maximizing Live



Environment Training, participation in the Military Intelligence Readiness Command Army Force Generation (ARFORGEN) Training Program, which provides tailored training by intelligence disciplines, and language immersion training. In addition, the organization is focused on Duty Military Occupational Specialty Qualification and professional military education to meet training and readiness objectives.

While the companies and the staff are leading improvements to operational support and training, Colonel Browder and Command Sgt. Maj. Richard Hall have taken point on leader development. They have instituted the battalion monthly Leader Development Program and “Back to Basic Program” designed to empower staff leaders and small-unit leaders, respectively. The programs are designed to have Soldiers take ownership of their organizations, readiness and inspire them to lead from the front. One key task that battalion leaders have charged each Soldier with is the commitment to Soldier and unit readiness. Leaders are responding with name-tape management of their Soldiers in all areas of readiness including physical, medical, dental and military education.

With additional operational support opportunities, improved training and leadership development in progress, Tonya Rodriguez, logistic management specialist, and Chief Warrant Officer-2 Eddie Eagle Spirit, communications staff officer, are leading the initiative to improve the operational and training capability of the 377th MI Battalion headquarters facilities. Chief Eagle Spirit is leading the renovation of the current headquarters facility to install a collateral integrated multi-discipline intelligence training platform with Secure Internet Protocol Router and Distributed Common Ground System-Army connectivity and update two classrooms with automation and projection capabilities to support training. The new training platform is projected for use as a multi-purpose training room for human intelligence, counterintelligence and language training. The battalion is also preparing the long-term initiative to re-station the outlying companies and co-locate them all with the battalion headquarters in Orlando, Fla. These additional capabilities and enhanced mission command will allow increased training effectiveness as well as increase capacity for greater operational support.

The battalion’s renewed focus on leadership, training and readiness is critical as the organization resets itself within the ARFORGEN cycle. The staff and subordinate companies have each made contributions to the overall improvement of the organization and its mission accomplishment as they build their capabilities and relationships in support of ARSOUTH, the active-component 470th MI Brigade and the reserve-component 208th Regional Support Group. As resources grow scarce, it will be leaders of the 377th MI Battalion and the support they generate through strong relationships with supported units that will allow them to come together and complete any mission.

HHD changes hands

By Cpl. Carissa Boback
Headquarters and Headquarters
Detachment
Training Noncommissioned Officer

Leadership of the 377th Military Intelligence Battalion's Headquarters and Headquarters Detachment changed hands March 2 with Capt. Jessica Kingsley relinquishing command to 1st Lt. Peter Rodriguez.



Lt. Col. Gregory Browder, battalion commander, presided over the change of command ceremony. He reflected on Kingsley's contribution to the battalion over the past two years and praised her leadership and dedication to the Soldiers and the mission. "Jessica has ushered HHD through some tough times," said Browder.

Kingsley leaves to begin the Army Congressional Fellowship Program in Washington, D.C. She thanked her leaders for support and guidance, her family for their patience and perseverance, and the Soldiers for their dedication.

"It is truly a testament of your commitment as you serve your nation during a time of war and transformation," said Kingsley. "As Army Reserve Soldiers, the job of taking care of your Soldiers and unit often comes at the expense of time with your families, after you leave your civilian jobs.

"You represent the professionalism of our Army, and I am proud to have served with you," Kingsley continued. "I know that you will be well led by Lieutenant Colonel Browder and your new company commander, First Lieutenant Rodriguez."

Browder emphasized his focus on leadership, training and readiness, and challenged the incoming commander to provide purpose, direction and motivation to continue to improve on the hard work Kingsley started.

"Simply 'get back to the basics,'" Browder said.

Rodriguez said, "I am honored to have been selected to lead this unit and look forward to serving the Soldiers of Headquarters



and Headquarters Detachment."

The HHD comprises more than 100 Soldiers with 26 different military occupational specialties and a myriad of responsibilities within the headquarters. This challenging mission for a commander is compounded by the fact that each subordinate company is stationed at a different location in central Florida. Also, the headquarters staff must merge the competing requirements of its two higher brigades, the Active Component 470th Military Intelligence Brigade and the Reserve Component 208th Regional Support Group.



A Company maintains operational readiness

By Capt. John Hughes
A Company Commander
377th Military Intelligence Battalion

“Enhancing the Army Reserves ‘by building teams through relationships’” – From the 377th Military Intelligence Battalion commander’s intent, vision and philosophy statement

After returning from deployment, A Company, 377th Military Intelligence Battalion, turned its focus to providing reach-back support to Army South (ARSOUTH) and the 470th MI Brigade.

While the main body of A Company was deployed, the rear detachment made key advances in its ability to provide intelligence support from South Florida. For the first time, the Soldiers gained access to the Southern Command facility, which provides equipment and connectivity needed to deliver operational support during battle assemblies and annual training. With Soldiers returning from deployment with a year’s worth of experience under their belts, A Company is continuously exploring ways to build capacity, better support ARSOUTH and the 470th MI Brigade and keep its Soldiers fully engaged.

Since the deployment, the 377th MI Battalion has worked steadily to define A Company’s role and capabilities in support of ARSOUTH and the brigade. One current initiative under way is embedding the Reserve Component (RC) deputy Analysis and Control Element (ACE) chief into the ARSOUTH ACE at San Antonio. The RC deputy will serve as a functioning part of the ARSOUTH ACE and as a USAR representative. The RC representative’s primary goals on the ground in Texas will be to enhance the tasking process between ARSOUTH and the battalion, understand and define connectivity requirements to enhance future productions capacity, and ensure A Company is

always “ready” to assume its role as defined by Army concept plans.

On the Perrine, Fla., side, A Company is taking every opportunity to build capacity through operational support to various missions. The focus is to support and improve mission readiness simultaneously.

Currently, A Company is providing imagery support through the local National Geospatial-Intelligence Agency (NGA) office. During the last several battle assemblies, NGA reps have provided system access and the training needed for geospatial-intelligence Soldiers to exercise their Military Occupational Specialty skills and better support ARSOUTH and the brigade. The Soldiers also recently began conducting imagery analysis on countries in the ARSOUTH area of responsibility and brought three Soldiers, Warrant Officer 1 Scotty Mack Stock Jr., Spc. Kyriacos Antoniou and Sgt. Michael James Astrella, onto active duty to participate in Live Environment Training provided by NGA. These Soldiers will use what they are learning to train other Soldiers assigned to the company and facilitate production efforts.

As mission manager, Stock will focus on incorporating better production opportunities, de-conflicting production efforts and preparing products for Soldiers to work on during battle assemblies. In addition to expanding reach-back support, A Company is committed to enhancing its relationship with both the Army Service Component Command and providing whatever support it can to Southern Command. This support will solidify its role within its operationally aligned Active Component brigade and provide the warfighter another sharp tool to continue taking the fight to the enemy.



Welcome home, warriors

A Company, 377th Military Intelligence Battalion, conducted its long-overdue Welcome Home Warrior Ceremony in December. Twenty-three Soldiers and their family members were recognized for their sacrifices and service to their country.

The unit deployed in July 2011 to Iraq in support of operation New Dawn. After four months the unit was redeployed to Kuwait and some Soldiers were redeployed to Afghanistan before returning in June 2012.

During the ceremony, each Soldier was recognized and presented a special U.S. flag in a wooden display case. The engraving on the plaques stated: “In appreciation for your faithful military service. Your selfless sacrifices and excellent performance of duty are reflective of the Army’s Warrior Ethos. Your Patriotic service as a true ‘Warrior Citizen’ will never be forgotten.”

Each Soldier also received a lapel pin set, a Global War on Terrorism commemorative coin and a Warrior Citizen Flag to welcome them home. The national anthem was sung by Brianne Sanil Gonzalez from John A. Ferguson High School. Command Sgt. Maj. Peter Sabo presided over the ceremony as the guest speaker along



with battalion Commander Lt. Col Gregory Browder and Command Sgt. Maj. Richard Hall.

The 470th MI Brigade commander, Col. Pierre D. Gervais, and Command Sgt. Maj. Charles Totoris attended the ceremony to honor the Soldiers and discuss their operational support and the relationship between the organizations.

Training opportunities critical to success

By Staff Sgt. Mathew Barta
B Company
377th Military Intelligence Battalion

“Enhancing the United States Army Reserve Tactical Intelligence Platform ‘by building teams through relationships.’” – From the 377th Military Intelligence Battalion commander’s intent, vision and philosophy statement

Starting at the end of fiscal 2012, B Company sent several Soldiers as augmentation teams to support the 401st Military Intelligence Company’s Document and Media Exploitation (DOMEX) platform. Through DOMEX, the intelligence community practices the art of exploiting foreign documents and media captured from the enemy or found openly to provide insight into the enemy’s disposition.

As an operationally aligned team, these types of training opportunities are critical to successful Active Component (AC)/Reserve Component (RC) relations. They also provide an RC DOMEX augmentee or “collector” the opportunity to translate and scrutinize assigned documents and media for intelligence and detail intelligence in information intelligence reports (IIRs). This intelligence collection method and platform is able to provide valuable information to the intelligence community that is in turn



disseminated to upper- and lower-level elements.

Five personnel making up three augmentation teams were sent to Fort Sam Houston, Texas, in support of the 401st MI Company’s DOMEX platform. These augmentation teams proved to be a key asset to the DOMEX section of the company and the 470th Military Intelligence Brigade’s overall mission. The teams provided timely exploitation and translation of documents followed by the production of IIRs. The teams translated and exploited numerous documents. Collectively, the IIRs produced by the teams answered an aggregate total of 375 strategic and national-level information requirements that were crucial in supporting Force Protection Detachments throughout Central and South America.

Because of the mutually beneficial relationship between B Company and the 401st MI Company, this mission is being viewed as a viable reach-back support opportunity. This reach-back support opportunity will allow B Company 35M linguists to continue providing DOMEX support to the 401st MI Company remotely from the Wilson Reserve Center in Orlando, Fla.

These are the types of missions that continue to provide an excellent long-term reach-back opportunity for RC Soldiers and an enduring capability for AC units.



Golden Eagle Dinner: leadership engagement

By Capt. Donald Vacanti
377th Military Intelligence Battalion plans officer

“Building stronger community relations between the Army Reserve and the greater Orlando community ‘by building teams through relationships.’” – From the 377th Military Intelligence Battalion commander’s intent, vision and philosophy statement

The 377th Military Intelligence Battalion is seizing the opportunity to work on building community relations among the Army Reserve, Boy Scouts of America and the local JROTC community outreach program.

Army Reserve 2nd Lt. Shawn Marler, Boy Scouts district executive; Lt. Col. Gregory Browder, 377th MI Battalion commander; Ali Braswell, Army Reserve Ambassador, and Soldiers from the 377th MI Battalion will attend the annual Boy Scouts of America Golden Eagle Dinner, led and organized by the Orlando Magic. This event will be held to honor Boy Scouts in the greater Orlando, Fla., area and the owner of the Orlando Magic for the work they do for the greater Orlando community.

Every year, key leaders throughout the community help host

the dinner to raise money in support of the Boy Scouts. The battalion commander said the Boy Scouts of America has proven itself as an organization in developing discipline, positive values, leadership ability, loyalty to worthwhile causes and ethical decision making.

“Ethical decision making is a learned behavior, and it is never too early to start practicing,” he said. “The 377th Military Intelligence Battalion will continue to work on community relations and team building in the Orlando community by supporting community activities such as the Boy Scouts of America and local JROTC programs.”

These types of community outreach activities are designed to focus on and support leader development. They also improve the long-term health of our communities by focusing on young people who will serve as our future leaders. These types of activities help create a sense of shared pride between Soldiers and their local community.



Building relationships applies to allies too

By Staff Sgt. Michael Piamonte
C Company, 377th Military Intelligence Battalion

“Enhancing the United States Army Reserve Tactical Intelligence Platform ‘by building teams through relationships.’” – From the 377th Military Intelligence Battalion commander’s intent, vision and philosophy statement

In April 2012, C Company, 377th Military Intelligence Battalion, cross-leveled several counterintelligence (CI) Soldiers for deployment with the 301st MI Battalion to support contingency operations ongoing in Afghanistan. In an effort to maximize the safety of Soldiers serving in theater, these CI professionals were separated into small tactical teams supporting several areas of operation throughout the Southern Regional Command. Although missions were different in each respective forward operating base (FOB), the CI mission remained the same: protect the boots on ground.

By every account, these Army Reserve Soldiers said their experiences left them with a worthwhile feeling. These CI professionals conducted activities to detect, identify, assess, counter, exploit and/or neutralize adversarial, foreign intelligence, international terrorist organization, and insider threats to the national security of the United States.

Operating in the Uruzgan Province, a province located in the center of Afghanistan, Sgt. Shaun Kennedy was in the middle of it all. Coming off a long break in service, Kennedy decided it was time to come back. He volunteered, deployed, and was charged with protecting the Soldiers on the ground and the interests of the mission.

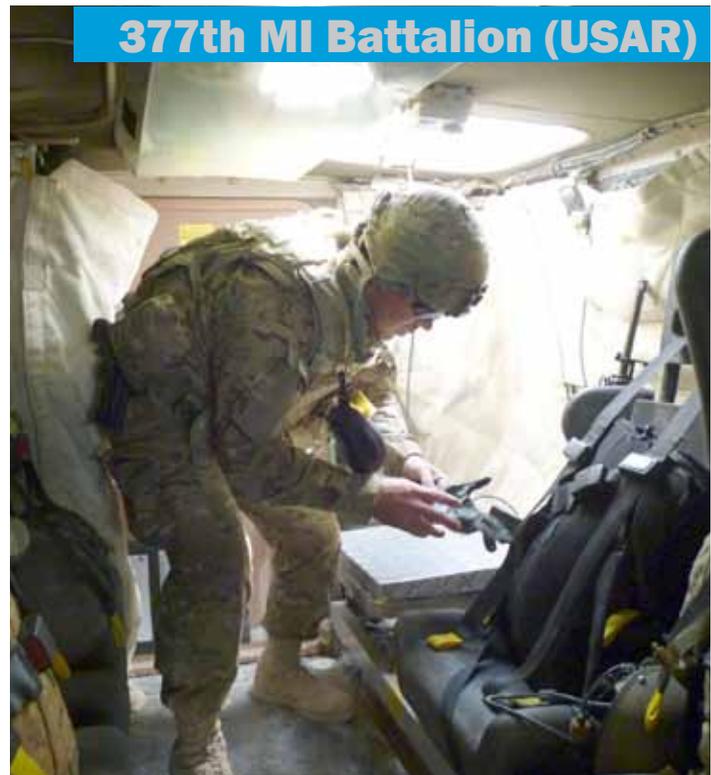
The operational knowledge learned and practiced enabled Kennedy to provide commanders with threat assessments to mitigate risks involved in day-to-day operations. These operations ranged from simple risk assessments to in-depth analysis of intelligence reports.

When Reserve Soldiers deploy, they are expecting to do the same type of work an Active Component Soldier does. Therefore, Kennedy was not surprised when he was called upon to provide the wide range of CI specialty work including threat awareness briefings and reporting procedures to troops in order to educate them on what to look for and how to report it.

“I wanted the Soldier to know the possible threat out there and how to identify threats and how to report them,” said Kennedy

Kennedy’s relationship-building opportunity was at a level that he probably never expected. His FOB was unique in that it was commanded by the Royal Australian Army. He related that building a strong relationship with the Australian forces was a challenge to his team in the beginning.

“At first it was very hard making friends with units on the ground,” said Kennedy. “But after building rapport and just



being friendly and making myself available, it became much easier.”

Kennedy was able to earn the Australians’ friendship with his outgoing personality and his tireless work ethic.

“We immediately began working on building strong rapport throughout the entire force operating within our area of operation,” Kennedy explained. “This complemented our mission tremendously and opened the figurative door for commanders and their staff to report any suspicious activity and/or persons.”

Kennedy gained the Australians’ trust so much that his team assisted the Australian forces with a customized awareness briefing.

The Australian commanding officer asked Kennedy to assist in the creation of a base standard operating procedure for identification of locally employed persons utilizing the Biometric Automated Toolset (BAT) and the Handheld Interagency Identity Detection Equipment (HIIDE).

Kennedy also provided in-depth first-hand knowledge and taught U.S. Soldiers as well as Australian forces how to effectively use these tools.

“Our mission as a counterintelligence team was to keep Soldiers safe, and in order to do that, we had to utilize our equipment properly,” said Kennedy. “BATS and HIIDE allowed us to screen third country and local nationals for employment within our wire and cross-check their information within the program.”

As imagined, CI professionals are presented with unique hurdles and challenges. Kennedy and his team met challenges head on and conquered hurdles as they came.

“My team’s ability to work through hurdles and actively search for solutions made our deployment a success”.

After reflecting on the past year’s events, Kennedy now looks to share his experiences with new CI professionals.

'Apache Scouts' set the bar high

By Capt. Tyler Johnson
A Company commander

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

On a quiet Saturday morning at Camp Bullis, Soldiers of A Company, 717th Military Intelligence Battalion, ascended the steep slopes of King Ridge and positioned themselves for movement into a "notional" village in the Central Command area of responsibility. Three months later, A Company Apaches were sprinting to aid wounded Soldiers, loading litters and buddy-carrying victims over three kilometers to a landing zone for medical evacuation.

In keeping with the battalion commander's "You Are a Soldier First" initiative, troops within A Company consistently dedicate quarterly training to fundamental Soldier skills inherent to all disciplined warriors. Movement in urban terrain, selection of fighting positions, and land navigation are among key training objectives. Each quarter, A Company Soldiers are treated to a full crawl, walk, run training progression. Initially classroom based, Soldiers are challenged to think through the conceptual aspect of a specific task, pose questions and hypothesize on best strategies. Throughout the walk phase, Apaches are given the opportunity to practice situation- and scenario-based training in person. For example, prior to conducting Military Operations in Urban Terrain, A Company trained at the Engagement Skills Trainer 2000, located on Fort Sam Houston. Soldiers were placed in multiple shoot/don't shoot scenarios, many of which they would see again first hand during Operation Apache Storm.

While multiple platoons flanked a complete village and moved into position, commands were relayed over the din of traditional calls to prayer. Rifle shots and indirect fire soon replaced the relative calm, and Soldiers were given a rare, first-hand opportunity to practice urban operations in a simulated combat environment. Three months later, during early February, Soldiers embarked upon Operation

Apache Valor; after dismounting vehicles on the far northeast training side of Camp Bullis to find friendly forces injured during an "IED explosion," suffering from simulated fractures, trauma and severe bleeding. Their task: move the Soldiers as expeditiously as possible to a safe landing zone while avoiding further enemy contact, if possible.

By the conclusion of Apache Storm, Soldiers had evaded direct fire, cleared rooms and captured the objective. Once Apache Valor was complete, Soldiers had conducted land navigation, moved as a team and saved individual lives.

The common theme, of course, was realistic, quality training. This realistic training provided lessons to young and experienced Soldiers alike. Communication, command and control, and following strict rules of engagement consistently proved more challenging than expected. Real growth, however, followed in the after-action reviews (AARs). Once Soldiers caught their breath and rehydrated, the A Company first sergeant, an experienced combat veteran, led his Soldiers through an in-depth review of actions on the objective.

Throughout the AARs, Soldiers began to realize differences between training in a classroom and training in the field. Sending Soldiers into a simulated firefight with live villagers and real



(Continued on next page)

Right: A member of 3rd Platoon, A Company, assists a wounded Soldier during Apache Training Day.

Below: Soldiers of A Company pull security on local nationals during Apache Training Day. (Photos by Capt. Tyler Johnson)



Members of 1st Platoon, A Company, conduct a stack against the outer hotel wall during Apache Training Day.

(Continued from previous page)

explosions provided a sense of realism many Soldiers had never seen before. In these moments, Soldiers recognized how important muscle memory could be. While stress and confusion continued to level higher throughout the exercises, individual and collective training kicked in. When confronted with new situations or unforeseen circumstances, Soldiers quickly adapted and fell back on the very fundamental skills they had trained in months prior.

Overall, the exercises and the following AARs were successful. Each quarter, Soldiers learn more in one Saturday than any amount of classroom training could provide. Even when uncertainty causes confusion, the AARs allow leaders at every level to reevaluate their actions from an alternate perspective. This, combined with an educated and experienced first sergeant, reinforces lessons that only genuine training can offer. One Saturday per quarter, Apache Soldiers learn first hand both the stress and rewards of proper training while ultimately preparing themselves for possible combat operations in the near future.



A Soldier of A Company posts himself against a wall during Apache Training Day.

Competition builds stronger teams

By Sgt. 1st Class Michael Hall

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

The 4th Platoon, A Company, 717th Military Intelligence Battalion, was recognized as the quarterly recipient of the coveted Apache Scout Platoon (ASP) designation Jan. 1. This culminated a three-month competition that consisted of rifle marksmanship, Army physical fitness training (APFT) scores, drill and ceremony evaluations, Army knowledge and an in-ranks inspection. The end result was a spirited competition that raised morale, esprit de corps and, most importantly, increased the Soldiers’ technical and tactical proficiency.

What it means to me as a leader for my platoon to achieve the title of ASP is to know my Soldiers can be proud. We are the first to achieve this honor, and it is great to see their hard work rewarded and recognized. The feeling of accomplishment to see the platoon improve from start to finish was something all leaders strive for. In the end, the knowledge that Soldiers increased skills that are often neglected in strategic units was the true victory.

The ASP is an evolving event that has already made improvements, to include the drill and ceremony contest being performed in front of all platoons for added pressure. The focus on physical fitness and the

need for a current metric has been addressed with a quarterly company diagnostic APFT. The focus on improved APFT scores reaches beyond individual platoons and trophies and benefits the entire company with improved physical fitness. The ASP competition will continue to offer improvement in A Company’s pride, morale and skills in future iterations.

The official awards to the winning platoon’s Soldiers are great. Each Soldier in the ASP is rewarded for the victory with a three-day pass, a certificate of achievement from the battalion commander, and a trophy engraved with the winning platoon’s name to be displayed by the platoon sergeant. Every quarter, a new engraving on the trophy will be added to show the accomplishment of the winning platoons, past and present.

Unofficial rewards are equal, if not greater, in measure. The platoon enjoys first choice of what order to start in company training events and the pride of knowing it earned the title of the best platoon in the company. The bragging rights of the winning platoon over a constructive competition between platoons also serves as a reward of the ASP.

All Soldiers seek to be the best; the ASP competition is the metric A Company uses to acknowledge the best in its ranks in skills Soldiers should possess. As the rewards, both official and unofficial, become more known, the interest and urge to compete and win in each platoon will only grow. Before the ASP competition, each platoon did not have the sense of team that is now clear. Each platoon has a growing sense of pride and identity that can be forged only from working together.

This unique contest is not reserved for a single talented Soldier or a measure of a single skill. The ASP competition is a comprehensive test of each platoon as a whole and the platoon sergeant’s ability to prepare and execute as a team. The events are focused on the skills that all Soldiers learn in basic training and that are reinforced throughout a Soldiers’ career in professional development courses. The Apache Scout competition offers the chance to compete and win as a platoon. From the first call to inspection, the calls for cadence and to the last report of the rifle, this comprehensive evaluation is the true measure of being Army Strong ... and a valuable part of the Total Force.



Soldiers of A Company 717th Military Intelligence Battalion, conduct an M16 range at Camp Bullis, Texas.

CSF2 helps Soldier achieve personal goals

By Staff Sgt. Brian Thorne
All Army Golf Team Member

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

Last year, I tried out for the All Army Golf Team. Unfortunately I missed making the team by only four strokes and had to come home earlier than expected. I felt embarrassed, almost like I let my unit down, especially after my battalion command team encouraged me to pursue this endeavor. I promised myself that I would come up with a better plan to make the 2012 All Army Golf Team. Not making the team last year might have been the best thing that happened to me.

I found out officially that I had a tryout for the 2012 team with only two months’ notice. I was excited for the opportunity to redeem myself from the previous year’s tryouts and I drew up a plan that included playing in local tournaments and a detailed practice schedule. I then gave the Comprehensive Soldier Fitness Family Program (CSF2) a call to validate and reinforce my strategy.

Having already attended several CSF briefs with my unit, I already had a fundamental focus on learning to appreciate the importance of both goal setting and stress management. I set up an appointment with Robert Castillo, a program facilitator. He explained to me that, while he knew nothing about golf, the CSF2 skills could be used for anything. During the first meeting, we identified and discussed some of the aspects that were holding me back from achieving my plan. He changed my plans to goals and showed me how to use visualization and breathing techniques to



help reach those goals. We met only one time in his office; the rest of our meetings were at the golf course. He and I met every week leading up to the tryouts and talked daily about how my preparations were going. My golf coach, Leon Dunagun, arrived two weeks before the tryouts and solidified all the work that Mr. Castillo and I had done.

Finally, the time came to play the four rounds of golf that would determine if all my work with the program had paid off. The first three rounds were smooth, and I found that I spent most of my time using the visualization and breathing techniques to help improve my game from last year. With every round, I got more confident in my abilities and really believed that I had a chance to win the tryouts.

The final day came and I found myself in second place, 10 shots back. This was going to be the real test of my new skills that I learned from Mr. Castillo, because in the past, it was the final round that I struggled with the most. I fought hard and tried to win the event, missing first by only four

shots. I tied my career low round with a 66 and a four-day total score of 287, which earned second place on the All Army Golf Team. As part of the Army team, we took second place in the All Services Championship, beating Navy and Marines. As for me, I ended the season as the 12th best golfer in all the armed services.

The CSF2 skills I learned can be used anytime, anywhere, for any event or situation. I strongly encourage anyone that has the desire to achieve success to contact CSF2 and inculcate some valuable skills.

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.

Soldiers of B Company, 717th Military Intelligence Battalion, learn about first aid during a company training day. (Photo by Sgt. 1st Class Ricardo Fuentes)



‘Barbarians’ focus on Soldier skills

By Staff Sgt. Angela Pile

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

In executing a 24/7 global strategic signals intelligence (SIGINT) mission, it is extremely difficult to get an entire company together on a single day to train and conduct Army Warrior Tasks and Battle Drills. That is exactly what the leaders and Soldiers of B Company, 717th Military Intelligence Battalion, accomplished. On the morning of Feb. 23, Soldiers arrived at Training Site Medina pumped up in their “battle rattle” and ready to conduct their quarterly training – a training event that will help them not only increase their familiarization with Battle Drills but also provide an effective way to give them hands-on time with tools that are not used on a daily basis. This is done by implementing the battalion’s training guidance into our quarterly training cycle by “bringing it all together” through tying in Sergeant’s Time Training (STT) with our quarterly crawl-walk-run phases of training.

Soldiers in conventional Army units often take this type of training for granted, but as a strategic element, in support of a real-world mission every day providing reach back to the warfighter, it is far more difficult to host this collective event; and that is exactly what makes it all the more important for us. Many of our first-term Soldiers have only limited exposure to this training, but this training emphasizes the battalion commander’s “You are a Soldier first” initiative.

Keeping our troops proficient in their Army tasks is one of the main goals of B Company. During the second quarter of fiscal 2013, we conducted the walk phase of training, known as Barbarian Fury. Each Situational Training Exercise (STX) lane taught a different task. First-aid, React to IED, and React to Indirect Fire were the main subjects taught, all while performing voice communications, moving un-

der fire, and performing first aid to those who became “casualties” in each lane. To prepare for each lane and the event as a whole, considerable planning took place in writing the operation order, completing a risk assessment, and coordinating with the Training Audiovisual Support Center for training aids and weapon simulators.

In lane one, Soldiers were trained to move as a member of a team while being hit by an IED and sustaining fire from opposition forces. Lane two consisted of Soldiers evaluating casualties using Tactical Combat Casualty Care and performing first aid to those who had an object stuck in their throat, were in shock, had a bleeding extremity, or had been burned. At lane three, Soldiers were taught how to react to indirect fire while on patrol in an alleyway while under direct fire, all the while performing voice communications to effectively navigate the situation. Each task was trained by experienced leaders, executed under the supervision of those leaders, and evaluated by the company commander and first sergeant, as well as an external evaluation by the battalion operations and training shop.

The intent for this training was to provide an opportunity for all leaders and Soldiers in B Company to train and evaluate both individual and collective Warrior Tasks and Battle Drills with zero safety incidents. We accomplished this by thoroughly evaluating all Soldiers using the Training and Evaluation Outline process in identified tasks during the course of the operation’s STX lanes. Soldiers were provided mentorship and on-the-spot corrections from leadership and cadre. The end state of this operation was to build confident and proficient Soldiers in the identified Warrior Tasks and Battle Drills, and judging by the morale upon conclusion, we definitely achieved our task. As the Soldiers of B Company prepare for the next iteration of training, they look forward to experiencing more hands-on and realistic training that brings together all the hard work put into this fiscal year’s training during STT and weekend training events, culminating in all Warrior Tasks and Battle Drills being trained and evaluated by the conclusion of the third quarter.

Unique course develops junior leaders

By Sgt. 1st Class Darnell Hudson

717th Military Intelligence Battalion operations and training
Noncommissioned Officer in Charge

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

Over a decade of war has generated some unfortunate second- and third-order effects on junior leaders in the Army. Standards were changed to recruiting, training and retention in order to fill the ranks of deploying units in a compressed time line. Consequently, some professional development requirements were altered to increase and maintain the rank structures in organizations. Not a day goes by without leaders discussing the changes in the times between Soldiers of yesterday and Soldiers of today. However, in the 717th Military Intelligence Battalion, we have consistently strived to impart these basic Soldier skills to our junior leaders; it is commonly recognized in our unit that “a leader’s ability to effectively form, develop and manage teams is key because well trained and organized teams complete missions on time with given resources with minimum wasted effort.”

The 717th MI Battalion addressed this challenge by developing junior leaders upon arrival and throughout their experience in the unit. The Junior Leadership Development Course (JLDC) began as a 40-hour classroom course to prepare junior Soldiers for the demands and the expectations of being noncommissioned officers as well as the Warrior Leader Course. Some Soldiers were promoted from private to sergeant for displaying the *potential* of possessing critical skills that the Army needs but lacks. This program assists in bridging the experience gap generated by quick promotions.

As the battalion regularly deploys individuals and small teams,

often for the first time, Field Craft/Warrior Tasks and Battle Drills were added to our JLDC. Now the course offers an opportunity for junior enlisted Soldiers below the rank of sergeant to learn basic Army leadership, doctrine, administration, unit programs and training. The classes focus on the primary duties of NCOs when training and caring for their subordinates. Junior enlisted Soldiers additionally receive reinforcement training in team-building skills that will be consistently applied throughout their careers.

From day zero, Soldiers learn proper reporting in conjunction with pre-combat checks and pre-combat inspections; they are broken down into teams and taught how to conduct inspections. The course cadre inspects fire team leaders and then observes them while they inspect their team members.

During these inspections, property and personnel accountability is reinforced and documented on clothing records and personnel data sheets. Team leaders sign an actual hand receipt for the equipment required to conduct the upcoming training; this equipment is then hand-receipted down to the individual Soldier, offering a hands-on practical experience in property accountability. After an orientation and in-brief, Soldiers begin training on Drill and Ceremony and Physical Readiness Training (PRT).

Each morning begins with student-led PRT. Soldiers are evaluated on leading a formation and conducting the prescribed training. For the second and third days, Soldiers report to the classroom for course instruction. This portion concludes with land navigation and pre-marksmanship instruction. At the conclusion, the teams prepare for the field phase of JLDC.

Day four begins at the M16 range. Soldiers begin a morning of practicing reflexive fire techniques. Fortunately, the unit has experienced first sergeants to lead the training and give the Soldiers additional motivation to learn from experience gained over a lifetime of practical application. After the initial, long range day, the tempo increases with a round of Warrior Tasks and Battle Drills until personnel hygiene and lights out around 9 p.m. Day five follows up with a day of land navigation and battle drills including movement techniques in teams, communicating, and operating effectively; then they receive an order to begin preparations and rehearsals for the final mission and capstone event.

The capstone event tests the Soldiers’ ability to operate dismounted for eight to 10 hours over a five-kilometer movement in rough terrain. During the movement, they demonstrate ability to move, communicate, observe, react, adapt and survive. Upon completion of each objective, a new fragmentary order is issued until the final objective is accomplished. At the completion of training, a full after-action review is conducted, evaluated and, if required, added to the next course iteration.

The team-building skills learned throughout the course are critical in the leadership development of the junior enlisted Soldiers and young NCOs. Team building requires hard work, patience, time and interpersonal skill from both leaders and team members. The 717th MI Battalion brings it all together by developing Soldiers early to be effective leaders and team builders in the organization. No matter how much time lapses and things change, the U.S. Army will always require NCOs to be able to train, care for and groom tomorrow’s leaders, and the JLDC is a great example of this mantra in action.



OCS. Transitioning from enlisted to officer

By 2nd Lt. Adam Beitz

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

Every year, several hundred enlisted seek out the challenge to become officers. I recently had the privilege of being the first of three candidates from the 717th Military Intelligence Battalion to attend Officer Candidate School (OCS) at Fort Benning, Ga. This event culminated an 18-month process of putting together a comprehensive and competitive packet just to be accepted. By continuously focusing on the fundamentals of Soldiering, I was able to outperform my peers. I was recognized not only as the Honor Graduate but also as a Distinguished Military Graduate and received the award for the highest academic average in the class. I took my preparation for the school seriously, especially knowing that my career path in the Army would directly depend on my class standing. I quickly learned when I arrived that military intelligence is the most popular branch choice and, indeed, in my class all the MI slots were taken by the fifth person. I wanted to take this opportunity to share the process and hopefully answer some questions from those who wish to embark on a similar path; I will outline what events make up OCS and what I did to set myself up for success.

The best place to obtain information on how to apply for OCS is from the MILPER (Military Personnel) message put out each year by Human Resources Command (HRC). It sets forth submission deadlines and board dates; there are generally two boards a year, and class dates are scheduled six to 12 months out following the results from each board. The current message is 12-380, issued on Nov. 30, 2012, and can be found on HRC’s website. HRC currently requires active-duty Soldiers to submit an application packet prior to the Soldier’s 31st birthday. Additionally, you may not have more than nine years’ Time in Service, must be a sergeant first class or below and must have already obtained a baccalaureate degree. Keep in mind, these requirements fluctuate from year to year based on the needs of the Army, so it is important to keep up with HRC’s guidelines. The MILPER message details every Department of the Army form and document needed for a completed packet and provides contact information for any questions. A letter of recommendation from your commander is required with the packet; you may also submit up to four additional letters of recommendation. In my case, I also included a note from my battalion commander. An OCS physical must also be completed to ensure a Soldier is medically qualified.

If I could give one recommendation above anything else on how to prepare yourself for the course, it would be to run, and run a lot. The Army places a great deal of emphasis on physical fitness and on creating leaders who can set an example in physical ability. From the beginning of the course, there are multiple physical events that quickly separated out candidates. There were three record Army Physical Fitness Tests; the average for my class on the last test was a 289. Each candidate was graded on a three-mile, a four-mile and a five-mile release run, in which a 5:30 pace was needed for maximum points. The course also required candidates to complete a confidence obstacle course, combat water survival test, and five ruck marches ranging between five and 10 miles.

The biggest key to my success was to ensure I was physically prepared for the course. I usually ran about four miles on a daily

717th MI Battalion

basis, practiced ruck-marching every other weekend, between eight and 12 miles, and worked an extra hour on pushups and sit-ups twice a week on top of my unit’s existing PT program. These additional workouts, especially the running, went a long way in keeping me at the head of the class. It is no longer good enough to just meet the standard; you must exceed it!

OCS is also heavily weighted with academics, especially in the first six weeks. The testable subject areas included Leadership and Ethics, Tactics and Operations, Military Intelligence, Supply, Call for Fire, Training Management, and a full, 40-hour block of Military History. The instructors make clear exactly what is important to know and will answer any questions over the material. The history test failed more than a few students simply because there was a lot of information to digest in a very short time. Since I was in such good shape, staying awake and paying attention in class was easier for me than those who were struggling physically. Without coffee or similar caffeinated beverages, many of my classmates found that task a little too difficult. Aside from just learning the material in the classroom, I made it a point to go over the material every night. I took it upon myself to lead multiple small study groups as I find that I can learn the material much better by teaching it to others.

Without doubt, the one event that gave my classmates the most trouble was land navigation. A full third of the class was recycled or dropped for failing this most basic Soldier task. Everyone received two attempts to find six out of eight points in five hours. The course was a night-to-day event with about two hours in darkness and three hours of early morning light to find all assigned points. I think the reason most of my classmates had such difficulty with the event is that there was not a whole lot of land navigation training given during the course. Most of my class had never completed a land navigation course on their own until it was time for the evaluation.

The thing that prepared me most for OCS was participating in the NCO of the Year competitions at the battalion, brigade and Intelligence and Security Command levels. In addition, our unit ran a Junior Leader Development Course that touches on this skill set. By constantly going out to training areas at Camp Bullis, I had the opportunity to keep my land navigation skills fresh, giving me confidence in my abilities.

Throughout the course, there were also various methods for the cadre to evaluate the leadership potential of each candidate. Each candidate needed to receive a successful evaluation in at least one garrison and one field leadership position. The garrison leadership positions ranged from company commander down to squad leader. I spent most of the time as a company commander with responsibilities that included ensuring the company was able to timely execute its training on a daily basis, preparing the necessary equipment for each event, and checking that each and every Soldier knew what they would be doing and had all the equipment they needed (pre-combat checks/pre-combat inspections). After spending the previous year as a platoon sergeant in the 717th MI Battalion, I didn’t find this a very difficult transition; our battalion held me accountable, and it was a tremendous learning experience.

One of my best practices was that I would hold a training meeting every night to go over exactly what was going to happen the next day,

(See OCS on page 38)



First NSA-Texas language competition takes place

By James Marcil

717th Military Intelligence Battalion
Command Language Program Manager

The 717th Military Intelligence Battalion and the National Security Agency (NSA)-Texas recently marked another milestone in their partnership when, for the first time in either unit's history, they held a site-wide language competition involving all five services.

The competition was patterned after the World Wide Language Olympics at the Defense Language Institute. For more than 20 years, the Defense Language Institute Foreign Language Center (DLIFLC) in Monterey, Calif., hosted a language competition. The center brought back some of the most proficient linguists throughout the Department of Defense to compete in a series of linguistic challenges. However, shortly after the terror attacks of 9/11, the DLIFLC language competition was placed on indefinite hold because of the high operational tempo of DoD linguists.

In an effort to help fill the void, the 717th MI Battalion volunteered to plan, develop and execute the first NSA-Texas site-wide language competition, pitting the best linguists from all five services against one another in a week of camaraderie-building events, each spanning the most prevalent languages utilized.

In order to maintain consistency with the earlier competition, the battalion invited the DLI Command Language Program manager (CLPM), Chief Warrant Officer 4 Shawn Williamson, to observe.

"This was clearly a creative idea and a great effort by both the Army planners and NSA-Texas hosts," he said. "A job well done."

Chief Williamson requested a copy of how the overall operation was conducted with the intent to brief DLI leadership about bringing the language competition back to DLI.

"Just know that when DLIFLC hosts the next language competition, the service members at NSA-Texas will be ready," said Lt. Col. Joseph Kushner, 717th MI Battalion commander.

While last October's execution was only a week long, the planning and development process took nearly six months, beginning with a proposal to site leadership and the Associate Directorate of Education and Training. This was followed by numerous meetings with each service's



The Army team shows off its plaque after winning the National Security Agency-Texas Site Language Competition. (Unit photo)

language manager and countless hours developing the format and topic questions, identifying judges and establishing event rules.

Together, the CLPMs ensured the NSA Texas language competition would follow the same guidelines of DLIFLC and decided the competitive languages would be Spanish, Russian and Serbian-Croatian. Each service was allowed to enroll multiple two-person teams. However, at least one member must have graduated the basic DLI language course. Additionally, the CLPMs decided on four events: Gisting (listening and reading), Password, Impromptu and Jeopardy. Each event targeted various linguistic aspects that should comprise a highly proficient linguist.

When the competition was announced, some of the best linguists on site came out and to try their hand at some inter-service linguistic challenges. Because of fierce competition, no one team, in any service, held a commanding lead throughout the games; every service had winners in both the individual and team events. Nevertheless, in the end, by a narrow margin, the Army was the overall service winner.

"This language competition was such a success that my expectations were to not have this be a single incidence, but an annual event," said Col. Peter Lambert, NSA/Central Security Service-Texas site commander.

In light of this comment, an after-action review was conducted, and work has already begun on next year's competition. Based on participant feedback as well as the notoriety gained throughout the mission sets, this event is expected to expand in subsequent years.

OCS continued from page 37

work out any issues the OCS Company had, and put out formation times. This routine is what helped me the most in successfully running "my unit" throughout the course. Field leadership is graded at the squad level. Each candidate is expected to lead a squad through a Situational Training Exercise lane using the skills taught throughout the class. The squad leader was expected to prepare the operations order, brief the mission, and then lead the squad through the lane using the plan that was briefed. Almost all of the candidates did well on this evaluation because cadre members were looking more for leadership skills than expert infantry maneuvers. They simply expect a candidate to be able to make decisions, keep everything together, and have the

squad successfully complete the task at hand.

Anyone who has been in the Army for a few years shouldn't have a whole lot of difficulty in completing the course and will be much more prepared than most of their classmates who have just completed basic training under the active Army option wherein candidates enlist in the Army, attend basic training and then report directly to OCS. The key to success during OCS is to realize that it truly is a competition from day one; those who finish first get first choice. You have to prepare yourself physically and mentally to perform at your very best on a day-to-day basis. I would recommend this course to anyone who is willing to contribute to the Total Force concept of the Army, by taking their hard fought lessons learned during their enlistment and applying them to becoming an officer.

Unique class shows dangers of alcohol

By Staff Sgt. Mark Howell
401st Military Intelligence Company
Army Substance Abuse Program
Noncommissioned Officer in Charge

Even though we approach the end of the wars in Afghanistan and Iraq, the battle with alcohol continues. The rate of alcohol-related incidents remains high in today's Army. This hinders unit readiness and kills morale.

The company command team and I, as unit prevention leader and safety NCO, are responsible for coming up with presentations and exercises that illustrate the dangers of alcohol abuse. Capt. Don Sheppard, 401st Military Intelligence Company commander; 1st Sgt. Carlton Green, the company's former first sergeant, and I brainstormed an interactive approach to engage Soldiers about the Army-wide problem of alcohol abuse.

One key point of the discussion and safety day activities revolved around the fact that Soldiers are still going out and drinking a few drinks, then taking the chance of driving home, knowing they should not be behind the wheel of a motor vehicle. Consequently, we put together a program that would accurately and interactively demonstrate the effects of alcohol in one's system, especially in relation to DUIs (driving under the influence) and DWIs (driving while intoxicated).

The resulting "case study" took place at Fort Sam Houston's Army Community Services building Feb. 7. Three Soldiers volunteered for the study: Sgt. Carmen Ortiz, Sgt. Peter Harris and Chief Warrant Officer 2 Jeremiah Rutledge. A local San Antonio policeman, Officer Kevin Kelly, administered the study, which was intended to show Soldiers how quickly a person can fail a sobriety test. To ensure the three Soldiers' safety, they signed contracts stating they would not drive, and they received a safe ride home. Additionally, they were put on pass and attended the program out of uniform.

The study began by giving the volunteers a pre-sobriety test that, of course, they all passed. While Officer Kelly and I briefed the Soldiers about alcohol safety, the volunteers consumed alcoholic beverages. After 35 minutes, Officer Kelly asked the volunteers to retake the test.

All volunteers said they felt they could still pass; however, they all failed. Officer Kelly went on to explain both Texas and national laws, as well as where they differ, and then conducted a question-and-answer session with the Soldiers.

Following the indoor portion of the training, the Soldiers gathered around the vehicle of a Soldier who received a DUI in another unit prior to being assigned to the 401st MI Company. This vehicle required the driver to pass a Breathalyzer test before he could start it, thereby illustrating a consequence of drinking and driving. The Soldier told his story and explained the second- and third-order effects of drinking and driving.

"Overall, 401st MI Company Soldiers walked away with a wealth of knowledge from both of the demonstrations," the company commander said. "The training was informative, interactive and engaging for the Soldiers, and they hope to participate in such realistic training in the near future."



Above: Officer Kevin Kelley of the San Antonio Police Department checks the ability of a "suspect" to follow a pen with her eyes while keeping her head still.



Left: Soldiers gather around a vehicle that requires the driver to pass a Breathalyzer test before starting it -- another consequence of drinking and driving. (Photos by Gregory Rippes)

Volunteers finish roofs, bond with each other

By Sgt. Courtney Lincoln Jennings
401st Military Intelligence Company

Approximately 20 Soldiers and civilians of the 401st Military Intelligence Company geospatial intelligence (GEOINT) section volunteered with Habitat for Humanity Feb. 21.

San Antonio Habitat for Humanity combines the use of donated materials and generous volunteer labor to build houses for purchase by qualified low-income families. The organization makes no profit from the houses and relies on volunteers to make the process possible.

Before the GEOINT section could become a part of this process, however, its Soldiers performed a significant amount of planning. Staff Sgt. Mark Howell helped to coordinate the event; he began the planning in January and worked with the Habitat for Humanity team all the way until the day of the event. Sergeant Howell previously volunteered for Habitat for Humanity in another unit, and his experience working with the organization eased the planning.

The team volunteered at a Habitat for Humanity site in an area of west San Antonio, where the organization is building a group of houses in place of a rundown office building. Upon arrival first thing in the morning, the volunteers received a safety brief and overview of the day's work. The task they received was to finish roofs on three houses, which involved cutting and nailing on shingles, painting the vents on the roofs, and ensuring the roofs met the housing standards



Pfc. Ashley Sine provides supervision as Sgt. Tyler Burke and Pfc. Katie Sanders assist a Habitat for Humanity worker place shingles on the roof. (Photos by Gregory Ripps)

put forth by the Habitat for Humanity personnel.

The volunteers were split into three groups (one per house) to accomplish this task. For those with experience in roofing, this meant taking charge of one of the groups and helping the Habitat for Humanity crew ensure that everything was done correctly. The majority of the volunteers had little to no experience in this area, however, so the majority of the group learned a lot about how to properly roof a house – all on top of taking advantage of the opportunity to give back to the community, a nuance not lost on the Soldiers.

“I think it was awesome!” said Pfc. Ashley Sine. “Not only were we able to get out of the office on a beautiful day, but it was for a good cause too. I think it was well coordinated and they even taught us quite a bit about roofing. I enjoyed getting out and being productive with my co-workers in order to be a part of something bigger.”

The event also gave GEOINT Soldiers and civilians opportunity to bond outside of their daily missions.

“I was thankful that the Soldiers included the civilians of the GEOINT section,” said Aaron Burks, a GEOINT civilian. “To work for such a great cause was both an honor and a blessing, and it is always nice to get the social interaction with our co-workers and military counterparts away from work.

“What I found interesting was how our team worked hard and worked well together throughout the day,” Mr. Burks added. “I was impressed that our team members handled themselves with such professionalism.”

The entire group shared enthusiasm for the project and appreciated that the event provided a chance to give to the community while enjoying a team-building event. When asked if they would do it again, the group responded with a resounding yes!

“I would volunteer with Habitat for Humanity because it was really nice being able to give back to those who are less fortunate than we are,” said Pfc. Katie Sanders.

In today's economic state with the constrained budget, 401st GEOINT Soldiers and civilians proved that a little can go a long way, and that they can work side by side to achieve common objectives.



Standing in front of one of their roof-finishing efforts are (front, from left) Sgt. Tyler Burke, Spc. Stuart Callahan and Sgt. Andrew Lemons, (back) Sgt. Andrew Lincoln Jennings, Pfc. Jamie Mewborn, Sherieka Arnold, Frank Kane, Pfc. Amanda Hart, Pfc. Darrell Thompson, Mickey George, Sgt. Courtney Lincoln Jennings, Capt. Don Sheppard, Pfc. Ashley Sine, Pfc. Katie Sanders, Aaron Burks, Pfc. Allysa Hamann and Ezell Powell. Not pictured are Staff Sgt. Howell and Michelle Burks.



Trainers teach Soldiers HMMWV survival

By Sgt. Chela Kennard
401st Military Intelligence Company

Seventy-two 401st Military Intelligence Company Soldiers took part in HMMWV Egress Assistance Trainer (HEAT) and Combat Convoy Readiness Training at Joint Base San Antonio-Camp Bullis Feb. 21.

HEAT training is designed to prepare Soldiers for and educate them on the effects of vehicle rollover in the event they should experience such an accident in combat. During HEAT training, Soldiers conducted drills designed to sharpen egress skills and tactics, enhancing their knowledge of proper techniques and raising the likelihood they will react properly during an emergency situation.

Prior to conducting training, select company noncommissioned officers became certified to oversee HEAT training. The trainers received eight hours of classroom instruction as well as additional hands-on training with the simulators. Additionally, six other company NCOs were able to become certified the same day as the training.

On the day of the event, Soldiers first attended a class on the proper steps to take in reaction to a rollover, both on land and in water. The class also covered proper reaction steps given variables such as a top-heavy HMMWV or a gunner positioned in the turret. As with all good Army training, the class concluded with a “check on learning” to ensure the knowledge given was well received by the Soldiers prior to

them proceeding to the stimulators.

The Soldiers seemed to genuinely enjoy the training. By actually rolling over, the device provided them with a perspective they otherwise might not gain without being in extreme danger. They actually experienced the natural feeling of disorientation in being turned upside down, and they learned the importance of seat positioning and the need to wear seat belts.

By end of training, Soldiers knew the necessary steps required to survive a vehicle rollover and were better prepared to overcome any fear and panic that might surface during a rollover. Soldiers continue to participate in realistic training within the unit in order to engage the future and be better prepared for follow-on conflicts.



(Photos by Spc. Sammy Rosado)

Core skills, training: focus on basics

By **Capt. Garrett Gatzemeyer**

Headquarters and Headquarters Company Commander

Headquarters and Headquarters Company is a diverse unit composed of Soldiers and civilians representing a wide range of ranks and specialties. Although we are one company and one team, the company is subdivided into different staff sections for the execution of our primary mission, namely providing outstanding brigade staff support to a similarly diverse, geographically dispersed customer base. Any opportunity to bring the company together is therefore valuable because group activities build the company's one-team concept and establish relationships across sections that facilitate better, more efficient staff operations.

In March we carved out two such opportunities during our weekly Sergeants' Time Training (STT) sessions and used the time to transport Soldiers from their offices at Fort Sam Houston to the dusty roads of Afghanistan – digitally, of course. Soldiers spent the morning with the staff of the Reconfigurable Vehicle Tactical Trainer (RVTT) on Camp Bullis building teams and practicing convoy skills trained during earlier STT events. The RVTT provides some of the most realistic training available to Soldiers short of a large and expensive field training exercise. Soldiers control four HMMWV simulators, each a full mock-up of an actual vehicle complete with radios, Blue Force Tracker and weapons systems, surrounded by 360 degrees of projection screens. In the Tactical Operations Center (TOC), observer/controllers communicate with the trucks and play the roles of higher headquarters, medical evacuation, and Explosive Ordnance Disposal (EOD) teams while also controlling enemy forces. For our training, Soldiers were given a full operations order and convoy briefing before

they mounted up on a mission to conduct a mounted presence patrol between two forward operating bases.

Because the RVTT event was a culminating event for earlier training, the patrols were not easy. Convoys had to react to direct and indirect fire, utilize escalation of force procedures, call for support from medical, fires and EOD elements, and react to improvised explosive devices and vehicle-borne IEDs in an immersive digital environment. Sgt. 1st Class Robert Snyder from the HHC orderly room, a former Army truck driver with thousands of miles of deployed driving under his belt, acted as the TOC element and advised the Soldiers on appropriate actions before and after convoys, an excellent example of mentorship in action. Soldiers quickly learned that they had to work together in order to support their convoy commander and achieve their mission, all while honing basic Soldier skills.

This sort of training benefits the individuals as well as the team, and not just in the sense of building convoy experience or practicing specific skills, although those skills are important because Soldiers could find themselves moving to deploying units at a moment's notice. The training also benefits Soldiers by re-orienting them toward some of the basic elements of our profession that are common to all Soldiers regardless of specialty; Soldiers must be fighters. Occasionally everyone needs a reminder of these basic elements in order to stay grounded, focused and motivated. HHC "brings it all together" at training events by building relationships among staff sections and reinforcing common skills, all key components to maintaining a healthy one-team concept in an otherwise diverse company.



HHC brings it together

By **Staff Sgt. Christopher Jones**

Headquarters and Headquarters Company

In any headquarters or staff element, lots of planning, coordination and tasks go into ensuring mission success. This is especially true of Headquarters and Headquarters Company (HHC), 470th Military Intelligence Brigade. From caves in Afghanistan to beaches of Florida to office cubicles in San Antonio, HHC Soldiers work long hours to ensure America's safety and security.

Teamwork is essential for any mission's success. HHC Soldiers know that communication and cooperation are vital. In as complex and geographically dispersed a unit as the 470th MI Brigade, teamwork means working with various units, civilian contractors, civilian Department of Defense personnel and special staffs. Very few units in the U.S. Army experience mission complexities on par with the 470th MI Brigade.

HHC is the home of the brigade's staff and support personnel who ensure that everything in the brigade runs smoothly. Whether it is coordinating support from Army South, requesting logistical support from civilian contractors, or paying for travel through the Resource Management Office, HHC Soldiers and civilians ensure that teaming with various organizations brings positive mission results. This is

not always easy because of geography and work schedules, but HHC members ensure that it is done every day without fail.

While their contributions are largely behind the scenes, the effects of HHC's work echoes across thousands of miles and three continents. They are responsible for communications, finances, transportation, supplies, administrative actions, and hundreds of other duties that allow brigade elements to deploy and bring all Soldiers and civilians back home safe.

When average civilians watch a recruiting advertisement on the television, they see Soldiers rappelling out of helicopters, parachuting out of airplanes and going through obstacle courses. However, any Soldier will say it takes more than just firepower to win in today's conflicts. For any Soldiers on the ground to win in battle, they must have support, be it from other Soldiers or from civilians. These support jobs may not seem like the "cool" jobs, but they are equally important and absolutely essential.

Our special staff elements are outstanding examples of these critical-but-necessary behind-the-scenes workers. The chaplain, retention NCO, Sexual Harassment Assault Response and Prevention personnel, and the Family Readiness Group adviser ensure that Soldiers' needs are met, mentally, physically and spiritually. HHC tirelessly works to consistently ensure all missions are met and Soldiers in the most geographically separated areas are cared for. Consummate professionals, they work quietly behind the scenes. They are the examples of the silent warrior.

S1: Customer service means resolving issues

By Capt. Anna Wilson
470th Military Intelligence Brigade
Strength Manager

In any S1, or personnel section, the goal is to provide excellent customer service to the Soldiers and civilians in the unit. On any given day, Soldiers and civilians might have promotion, award or finance issues. As members of the S1, it is our job to find a solution that resolves the issue. But how do you do that when one unit is at Fort Sam Houston, and another is at Fort Bliss or Fort Hood or Afghanistan? We have found that consistent communication up and down the chain of command is the most effective way of solving Soldiers' issues.

Within the 470th Military Intelligence Brigade S1 section, Spc. Jacqueline Tolico processes all personnel actions. Throughout the week, she reviews and prepares 30 to 40 actions to the command group. These actions come from our eight subordinate companies and battalions. Equally as busy, Spc. Carlos Gomez reviews and prepares Permanent Change of Station, Estimated Time of Separation, and Retirement awards that our units send for the commander's approval. To successfully complete his job, Specialist Gomez must communicate award issues to subordinate units and ensure that the corrections are made prior to submission to higher headquarters. Sgt. Rodolfo Escusa works tirelessly as the promotions clerk, a job that if not done properly can result in untimely promotions for our Soldiers. In our strength management section, Sgt. Dawn Wallace must closely monitor each unit's strength, and work with our higher headquarters to requisition any critical job vacancies. As the face of the brigade S1, Spc. Martin Hernandez in-processes all

HHC and Special Staff

new arrivals, welcoming them to the unit and ensuring their immediate needs are addressed. Near and dear to all noncommissioned officers, Sergeant Vasquez reviews all evaluations before they reach the command group. His careful review ensures that each evaluation is administratively accurate; when the Noncommissioned Officer Evaluation Report reaches Human Resources Command, his goal is to have the evaluation accepted without errors. Also a part of the personnel section is Spc. Sammy Rosado, assigned to the brigade public affairs office. Units coordinate directly with public affairs to ensure their events are recorded for publicity and historical purposes.

All of these jobs within the S1 require attention to detail and knowledge of regulations and ever-changing Army policy. The S1 Soldiers must constantly work with the battalion and company S1 sections to ensure that all actions are handled properly and in a timely manner. This requires numerous phone calls and e-mail exchanges throughout the day to our outlying stations.

The brigade S1 must also work with Fort Sam Houston installation personnel for numerous actions. Creating a positive working relationship and visiting the various offices around post is crucial. Further, the S1 must work closely with the G1 section at the Intelligence and Security Command. We must know the proper points of contact for our personnel actions. Addressing the correct person within our higher headquarters, along with submitting accurate products, makes their lives easier.

All Soldiers in the S1 section must be able to effectively communicate personnel matters with our subordinate and higher echelons. Being a part of a team is about understanding our role; we are not executing the intelligence mission, but we strive to support all Soldiers and civilians in the unit so that they can focus on the mission without worrying about personnel issues.

(Editor's note: Captain Wilson has been succeeded as personnel chief by Maj. Henry Perry.)

S2: Security requires Total Force coordination

By Spc. Ulian Heng
470th Military Intelligence Brigade Security Specialist

“Though force can protect in emergency, only justice, consideration, and cooperation can finally lead men to the dawn of eternal peace.” – President Dwight D. Eisenhower

Words of a wise man speak volumes upon the efficacy of Total Force. Consternation continues to unfold as the consistent variable in a time of dynamism and innovation. Pillars of power that exist within old and new regimes provide fruitful ambition to employ bloodshed against our nation. The most interesting facet of this involves the attention to the domestic threats while those on the international spectrum still deliver heavy weight.

Within this capacity, the spearhead of Soldiers, civilians and contractors elevates the imperative of cooperation. The viable perception of this aggregate yields a simple picture, yet its dissection enables proof of laden work. Foundation must be properly instilled while the proclivity of vigilance must exist in overwhelming fashion. But breaking it down into the facilitation of S2 functions in a brigade requires coordination and communication with other agencies and units.

Interaction among individuals sets the tone for solidarity and continual successes. The S2 section embraces the faculty of Total Force

through these interactions while imposing a significant discipline and vigilance within its core. The leadership of our special security officer (SSO), Lee McKinney, and our noncommissioned officer in charge, Sgt. 1st Class Sean Spears, emulates such propensities and ensures 470th Military Intelligence Brigade standards are concurrent with supporting agencies. The section also includes the deputy SSO, Douglas Brewster; systems specialist Mike Pelch; and assigned Soldiers.

In essence, leadership continually ensures such standards through reiteration of security concepts, regular and up-to-date training, and proper feedback. Supporting agencies range from: the Office of Personal Management (OPM), Department of Defense (DoD), Central Adjudication Facility (CAF), Department of Homeland Security (DHS), National Security Agency (NSA), San Antonio Police Department and Joint Base San Antonio-Fort Sam Houston. The combined efforts between the brigade and the outside agencies allocate a higher level of coordination, i.e., OPM and CAF allow the S2 to consistently ensure that the correct personnel have access to the appropriate level of classified information. In some cases, it allows individuals to continue missions in locations outside Fort Sam Houston and even beyond the country's borders.

Responsibility stems from individual responsibility and that is derived from each and every soldier, civilian, or contractor. Working under the guidance of Intelligence and Security Command (INSCOM)

(See **Security** on page 44)

S3: Planning important in changing environment

By Sgt. Dominick Parfait

470th Military Intelligence Brigade Operations NCO

As the nation's fiscal crisis continues and the Defense Department is forced to make drastic budget cuts, it is imperative the Army do its best to retain the most capable, durable, and effective soldiers in order to support strategic and tactical operations throughout the world. The Army's focus is shifting from large unit deployments to individual taskings or smaller unit deployments. The Army, along with the rest of the Defense Department, will shift its focus on achieving influence through a range of operations and to do so while reducing defense spending. Now more than in recent memory, unit commanders will place emphasis on Soldier readiness, training, and capability in order to identify the soldier who has the will and ability to accomplish the mission. This will require sufficient operational planning; the process of linking tactical goals to objectives of the United States' national security. Planning, readiness and accountability will be at the forefront of future Army operations. Planning drives understanding, identifies solutions, and decision making. General of the Army Dwight D. Eisenhower referred to this quality of planning when saying, "Plans are worthless, but planning is everything." Planning allows the 470th Military

Intelligence Brigade to remain ready, willing, and able to accomplish any mission.

Brigade Soldiers and civilians support intelligence operations throughout the world in four combatant commands on four continents. They are expected to support a wide range of operations. Different facets of the intelligence support show how wide of range the brigade has: from aerial intelligence surveillance and reconnaissance, interrogation and debriefing, counterintelligence force protection, to intelligence analysis and dissemination, Soldiers and civilians with various Military Occupational Skills and backgrounds are called upon to assist in accomplishing the brigade's operational mission. All operation planning is communicated through operations orders commonly known as OPORDs. It is from this point the unit commanders identify the asset best suited to accomplish this mission based on mission requirements. The brigade's leaders need to harness the capabilities of the wide array of support to achieve the intent and accomplish the mission. Also, at this point we transition from planning and designing to training and mission readiness.



Security continued from page 43

G2, the brigade S2 holds such infrastructure together, as the link between higher agencies or major commands such as the DoD, DHS, NSA and INSCOM. But even on a scope higher, reveals a thread of networks connecting anti-terrorism programs all over the world. Networking succeeds because the SSO and the NCOIC retain contact with other security officials inside and outside the organization; such a standard creates effective communication. Each organization retains their own definitive expanse of terrorism but they all endeavor to create positive countermeasures against the enemy.

Application of discussion exists to improve the organization as a whole. This is why meetings take place on a consistent basis. Doctrine, regulation and standard operating procedures are delivered and revised in accordance with the other agencies in order push continuity across the Total Force. Inspections of each other are relentless. This includes: meetings to ensure suitability and time efficiency, re-evaluation of all personnel files, and various staff assisted visits. They must be met across all fronts so that error may be eliminated as much as possible. The prevention of unnecessary loss is vital. Without vigilance, without those who work hard to establish standards in the dimensions of security, the viability of vulnerability exists without proportion.

Solidarity and interactions between everyone fortifies effective communication, which generates extensive organization. Though our section may represent small quantifiable numbers, we serves as a strong factor in the comprehensive efficiency of our Army, our country and the Total Force.

Soldiers and civilians alike have various training requirements prior to deployment. Preparation improves the ability to accomplish the mission through conducting rehearsals and coordinated reconnaissance. For example, soldiers supporting intelligence operations in Southern Command must complete SERE 100, Human Rights, ISO Prep, and Information Assurance prior to a deployment. Soldiers who deploy to Central Command complete the same mandatory training as well as follow on training at the CONUS Replacement Center at Fort Benning, Georgia. Here, soldiers are trained to develop and implement their basic combat skills such as first aid, land navigation, and basic rifle marksmanship in order to be successful on complex battlefields. Preparation is essential to ensure the mission does not suffer due to changing personnel.

Lastly, once a Soldier is deployed and embedded with the supporting unit, the soldier's home station submits a weekly deployment status report which identifies the soldier as being deployed. We have all had a moment when we temporarily lost accountability of a piece of equipment, our head gear, or our CAC card but nothing could compare to losing accountability of a soldier who is fulfilling a mission requirement in a deployed environment. Accountability is the most fundamental aspect of leadership. Soldiers and leaders alike must remain accountable for what they do or fail to do. Without proper accountability soldiers are not trained, missions suffer and we begin to lose the initiative.

Planning, readiness, and accountability will be at the forefront of all Army operations until the next major conflict begins. Within the 470th MI Brigade S3, all three phases of operations are ever present. More than 1,900 Soldiers and civilians from the brigade support a global disposition of operational missions. The brigade is able to accomplish its mission and achieve the nation's desired influence through detailed planning and prepared soldiers. This plan ties together the "one team" concept. On a daily basis, soldiers, civilians, and family members alike all make contributions to support our operational readiness. There is not one person or a single group who is responsible for our success or failure, rather the entire Griffin team.

S6: Contracted team earns ‘Trusted Agent’ role

By Jonathan Miner and Luis Garcia
470th Military Intelligence Brigade Information Technicians

The General Dynamics (GD) team supporting the 470th Military Intelligence Brigade communications staff (S6) under the Intelligence and Security Command (INSCOM) Information Technology Support (ITS) Contract has expertly, professionally and faithfully dedicated itself to delivering the best possible IT services to customers while ensuring mission success. Through collaboration at all levels, the GD team has demonstrated to customers that it can provide the best possible service in a value-added environment allowing customers to do more with less



Mitch Foultz, a systems technician under civilian contract, and Spc. Elijah Cavazos, satellite communication system operator/maintainer, check out the control unit of a TROJAN communications system. (Photo by Gregory Ripps)

during times of downsizing and increased requirements.

The GD team has earned a “Trusted Agent” role within the brigade and INSCOM headquarters demonstrating an understanding of the brigade’s overall vision and mission. Its members have earned the recognition and respect for their role as the technical experts in advising the brigade’s S6 and the Director of Information Technology (IT) at Fort Sam Houston on all aspects of engineering, technical design and service delivery for the 470th Military Intelligence Enterprise Network.

The GD team proactively anticipates and develops effective and timely courses of action in response to the changing Enterprise environment, consistently demonstrating a team attitude allowing contractor, civilian and military personnel to maximize their strengths and resources in an effort to provide seamless IT service support. This effort has resulted in an outstanding working relationship that has greatly benefited the brigade S6, the command and GD over the years.

The GD team understands the customer’s concept, philosophy, budget and constraints. This knowledge and experience has allowed the GD team to provide expert customer service support and to make recommendations and develop informative solutions to the varied and unique communications and IT challenges presented throughout the Area of Operations.

This team’s dependability and ability to respond in a high operational tempo, rapid response environment, to present unbiased alternatives, and to provide forward strategic thinking are all traits that define a great approach to service delivery which elicits genuine respect at all levels within the organization. The team members’ “can do” attitude has allowed the customer to view them as valuable members of the 470th MI Brigade team with an unprecedented devotion to the operational mission.

Most recently, the GD team played a critical and key role in the successful planning, development and execution of the Secure Internet Protocol Router Network (SIPRnet) Enterprise Migration and the SIPRnet Public Key Infrastructure transition for the entire brigade. These were high-visibility (Department of the Army G6 level) projects requiring 100 percent compliance within a very short suspense. The team’s innovative and precise methods of execution allowed for an effective, efficient transition to the new Enterprise E-mail system on time with zero impact to mission.

One of GD’s core value is teamwork: “We are one team, one fight working together to achieve our goals.” The GD team members are commendable representatives of the principles and ethics of the 470th MI Brigade – always performing with the highest professionalism and enthusiasm. This team is resourceful, reliable, dependable, exceedingly capable and always calm under pressure.

Maintain resilient families during turbulent times



By Chaplain (Maj.) Jeff Masengale
470th Military Intelligence Brigade Chaplain

As the Army is in transition, sometimes marriage and families receive less attention or are overlooked. They are essential, part of the *Total Force*, and this article focuses on the marriage relationship. This is a good opportunity to focus on the basics, some timeless principles and to get back to the foundation of a “resilient family.”

Before I make marriage sound too easy, I recognize we are familiar with a 50 percent divorce rate, an even tougher time being a military family, and a culture that says, “Only happiness matters; if you’re not happy, find someone new.” In light of the odds and difficulty, I believe we all want to be happier in marriage, and this brings strength and resilience to a significant part of our life.

There is no secret to making marriage work and finding happiness. It exists in routine, small habits that build a stronger whole. The following principles are adapted from Dr. John Gottman’s “Seven Principles for Making Marriage Work.”¹

❑ **Enhance your love map** (share the details). Just like a military map has numerous colors, terrain features and elevation levels, so too have our lives. When we share details with our spouse and bring them into our lives through everyday “small stuff,” we work out the messy details that could grow into larger problems, secrets or resentment. Some example details: who are my spouse’s friends, rivals, upcoming important events, current stressors, worries, hopes and short-term goals?

❑ **Nurture fondness and admiration** (time together). This cannot happen without principle one. Friendship and shared meaning in a relationship allow a couple time to show love, support and understanding. In practical terms, there must be time alone to work out principle one ... which leads to principle two. This is what was once referred to as a “date.” Military schedules, kids, deployments and time itself naturally draw a couple apart! Marriage takes hard work, and you cannot survive without the “date” or time investment.

❑ **Turn toward each other instead of away** (more small stuff). As couples who interact on the couch, share grocery shopping, or vent about their day to a listening partner, they are actually investing in an emotional “love bank” that provides a cushion. Gottman says, “Many people think that the secret to reconnecting with their partner is a candlelit dinner, or a by-the-sea vacation. But the real secret is to turn toward each other in little ways every day. A romantic night out really turns up the heat only when a couple has kept the pilot light burning by staying in touch in the little ways.”²

❑ **Let your partner influence you.** The first summary that can be adapted from this chapter (six) is that “the happiest and most stable marriages in the long run are those where the husband treated his wife with respect and did not resist power sharing and

decision making with her ... when the couple disagreed, these husbands actively searched for common ground rather than insisting on getting their way.”³ The key is to have a husband (and wife) who have balance in their lives. The family is just as important as work. A happy family base makes it possible for them to be more successful at work.

❑ **Solve your solvable problems.** Gottman offers five steps to solve problems: (1) Soften your startup (harsh startups usually only escalate and make things worse); (2) Learn to make and receive repair attempts (an effort to compromise or understand); (3) Soothe yourself and each other (take a break, agree to talk later if necessary); (4) Compromise (seek an agreeable solution; give and take as necessary); (5) Be tolerant of each other’s faults (we all have faults and will never be perfect).⁴

❑ **Overcome gridlock.** The goal in ending gridlock is not to solve the problem, but rather to move from gridlock to dialogue. Notice that this builds off principle five above and that not all problems are simple or solvable. Gottmann explains, “the gridlocked conflict will probably always be a perpetual issue in your marriage, but one day you will be able to talk about it without hurting each other ... you will learn to live with the problem.”⁵ He further describes gridlock as dreams, hopes, aspirations and wishes that we have for our lives which aren’t being addressed or respected by our spouse.

❑ **Create shared meaning.** If your marriage adheres to Gottman’s first six principles, there’s a good chance that your relationship is stable and happy. But if you find yourself asking, “Is that all there is?” your situation may be like most of us and need work or a “tune-up.” A few of the principles have become forgotten or rusty. Gottman says, “Marriage isn’t just about raising kids, splitting chores, and making love ... it can also have a spiritual dimension that has to do with creating an inner life together—a culture rich with symbols and rituals, and an appreciation for your roles and goals that link you, that lead you to understand what it means to be a part of the family you have become.”⁶

In summary, I hope these seven principles offer ideas and encouragement as you seek to strengthen your marriage, family and comprehensive Soldier fitness.

The chaplain may be reached at (210) 295-6885 or by e-mail at jeffery.c.masengale.mil@mail.mil for more information or for counseling and marriage training sessions.

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- 2 Ibid., p. 81.
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- 4 Ibid., p. 158.
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Total Force depends on family readiness

By **Jessica Bode**

14th Military Intelligence Battalion
Family Readiness Support Assistant

Many factors contribute to the readiness of a country's military force during a deployment; its size, equipment, personnel, training, etc. The degree to which service members are capable of performing their mission is closely associated with their level of preparedness. At the same time a unit prepares for deployment, individual Soldiers must take many steps to ensure their family can continue efficiently during their absence.

In a 2007 issue of Army Echoes, Gen. George Casey Jr. said, "Family readiness equates to readiness of the force itself." Family readiness is critical to Soldier readiness and, consequently, to unit readiness. As families have been and will continue to be cornerstones of support to Soldiers, it is important that they are prepared and equipped with skills and tools to successfully meet the challenges of the military lifestyle. Successful deployment for Soldiers and their family requires a high level of advanced planning and preparedness. And just as a unit's readiness is determined by its preparedness, family readiness is critical to the effectiveness of each family member. Providing support to families through the Family Readiness Group (FRG) is one step.

Today there are many people who make up a Soldier's support network. By providing information and support to these individuals, whether family members or friends, the FRG allows them to become better sources of support for their Soldiers and allows the Soldiers to focus more on their mission. Working relationships that FRGs have with military and civilian organizations and agencies such as Army Community Services (ACS), Child and Youth Services, and Morale Welfare and Recreation (MWR) contribute to the quality and the strength of the support intended to meet the needs of all the Soldiers and their families.

The FRG provides connections to the unit through which families obtain information, develop friendships and receive moral support. The FRG's efforts to educate and support families enable them to become more resilient in coping with deployments. By disseminating information about the unit and other community events to the families through meetings, e-mails, newsletters, the virtual FRG website, social or telephone calls, the FRG provides accurate, timely communication to help the families deal with deployment-related stresses. By providing a variety of activities and avenues to help family members connect with each other, such as video teleconferences, the FRG reduces the isolation some families may feel while their Soldier is gone.

Since each deployment is unique and some unusual issues can arise, FRGs equip themselves with information and guidance essential to an effective response. When a trauma involves the Soldier or a family member, the FRG can assist the family with issues such as home care assistance or child care. With the help and coordination of the chaplain, the military family life consultant (MFLC) and unit command, an FRG is ready to provide the services needed by the family.

As the Army Family Readiness Group Leader's Guide states, the mission of the FRG is "to assist commanders in maintaining readiness of soldiers, families and communities with the Army by promoting self-sufficiency, resiliency, and stability during peace and war." During a deployment, these tasks can become more challenging, but practical

avenues can be used to help family members adjust to deployment and separation as well as enhance the well-being and esprit de corps within the unit. A great example is a "care package party." During the deployment, FRG members can take donations of various items such as toiletries and then host an event to organize, pack and mail the care packages "down range." An event such as this not only allows the family members an opportunity to send something to the deployed Soldiers but also gives them an opportunity to meet others who are sharing the same experiences.

Another excellent tool to utilize at all points of the deployment cycle is the community resources that are always on hand. Whether they are within the battalion or the brigade, such as the chaplain or MFLC, or within the Army community, such as ACS or MWR, it's important to remember that, if utilized, these resources can be big assets to the FRG program. There are organizations within the local community as well, such as Soldiers' Angels, Operation Homefront and Operation Gratitude, to name just a few, that are always looking for ways to help. FRGs can benefit greatly by becoming involved with community resources. This not only gives families another source of support but also allows that organization an opportunity to help.

Whether units are preparing for a deployment, or are deployed or redeploying, the FRG plays an active role in assisting the units, their Soldiers and their families in every phase. Through the support FRGs provide, families stand ready to support their Soldiers and face the challenges military life presents them. As the units train up and prepare, the families begin their preparation as well, and just as the mission never ends for the Soldiers, the families are ever ready.



The Family Readiness Group not only raises funds for 470th Military Intelligence Brigade member activities but also does so by frequently providing tasty lunchtime meals. (Photo by Gregory Ripps)

SHARP important part of Total Force

By Sgt. 1st Class Sandra Hocking
470th Military Intelligence Brigade
Sexual Assault Response Coordinator

As the Army continues to place more emphasis on its Sexual Harassment and Assault Response and Prevention (SHARP) program, we must remember that we are not alone in the fight to end sexual assault. Many organizations throughout the United States have been fighting the same cause for decades. Although some reports show that sexual assaults in the United States have decreased over the past few decades, the staggering number of unreported sexual assaults continues to call in to question evidence of its decline. If the Army is to make any headway into decreasing sexual assaults, we must collaborate with outside organizations to attack the root causes of the problem.

While research has not been able to pinpoint the root causes of sexual violence, societal views concerning gender norms and the normalization of violence are at the heart of the issue. Therefore, when it comes to preventing sexual assault in the Army, SHARP representatives cannot do the job alone. It is up to leaders and Soldiers at all levels to stop condoning attitudes and behaviors that lead to sexual harassment and escalate to sexual violence, both inside and outside of the workplace. SHARP has to be a team effort, and it is not about sensitivity; it's about professionalism and standards of ethical behavior.

SHARP is also about taking care of sexual assault survivors. When it comes to taking care of survivors, the Army cannot afford to assume that it knows best. Collaboration allows us to learn from the experience of rape crisis centers and other victim advocacy agencies as

we work to improve the services we provide through our SHARP program. Soldiers may also feel more comfortable going to a non-military agency for support. While we want to encourage Soldiers to report sexual assaults to the military so that we can take care of our own, we can't be selfish when it comes to getting a survivor help. What's important is that survivors obtain the care that they need, not from whom they get it.

In the spirit of collaboration, Sgt. 1st Class Robert Lopez, 470th Military Intelligence Brigade victim advocate, has been volunteering much of his off-duty time to the San Antonio Rape Crisis Center, a nonprofit organization that has been fighting sexual assault in San Antonio since the mid 1970s. In addition to providing advocacy and counseling services to sexual assault survivors, the Rape Crisis Center also promotes prevention and awareness through educational briefings and outreach events.

Although Sergeant Lopez's experience volunteering for the rape crisis center is not specific to Soldiers, he has gained a wealth of knowledge that he has been able to bring back to enhance the brigade's SHARP program. Sergeant Lopez has gained both an appreciation for and understanding of how sexual assault affects children, adults and family members. He has also received a great amount of exposure to how civilian agencies such as the Rape Crisis Center and hospitals take care of and provide services to sexual assault survivors.

The No. 1 benefit of Sergeant Lopez's experience, from his

(See SHARP on next page)



DOMA: preservation or prevention?

By Spc. Kogan Stacey
470th Military Intelligence Brigade Legal Office paralegal

Warrant Officer Charlie Morgan was diagnosed with cancer in 2008 but continued to serve and protect our country through periods of remission. Charlie's cancer eventually came back fiercer than before, and Charlie lost the battle with cancer Feb. 10. Karen Morgan, Charlie's spouse, is now battling in court in order to receive Social Security benefits and spousal survivor benefits to assist in caring for five-year-old daughter Casey Morgan. A spouse receiving survivor benefits would normally not require litigation at all, but in this situation both Soldier and spouse are female and legally married in the state of New Hampshire.

The Defense of Marriage Act (DOMA) was signed into law in September 1996 by President Bill Clinton. The act amends the U.S. Code to make explicit that a marriage is the legal union of a man and a woman as husband and wife, and a spouse is a husband or wife of the opposite sex. If one state allows "gay marriage," no other state or the federal government has an obligation to recognize that marriage.

The General Accounting Office issued a report in 2012 stating that more than 1,000 federal statutory provisions located within the U.S. Code provide benefits, rights and privileges that are contingent on marital status to some degree, such as health insurance coverage

for a spouse through work.

Openly homosexual Soldiers are now allowed to serve in the U.S. military; however, DOMA prevents them from receiving the same dependent benefits as heterosexual married couples. Former Secretary of Defense Leon Panetta signed a Feb. 11 memorandum that allows 20 benefits to same-sex couples that were formerly denied. Some of these benefits include dependent identification card, Servicemembers' Group Life Insurance benefits, and death gratuity. Other benefits can be viewed at <http://www.defense.gov/news/Same-SexBenefitsMemo.pdf> as well as a blank copy of the form that needs to be filed for the Army to recognize a same-sex partner.

In 2008, President Obama endorsed repeal of DOMA on the grounds that it does not offer the same protection to legally married same-sex couples as it does to traditional couples under the 14th Amendment and is therefore unconstitutional. The Supreme Court heard oral arguments on March 26 and 27 to consider whether the Equal Protection Clause of the 14th Amendment prohibits the State of California from defining marriage as the union of one man and one woman. The case is projected to be decided by the end of June. Regardless of the Supreme Court's decision, Charlie's family will still have to fight in court if they want to see any of the benefits because Charlie's death preceded the ruling. The Supreme Court's decision will ultimately affect thousands of U.S. Soldiers.

Task Force Reup

By Sgt. 1st Class Krystal Hunt
470th Military Intelligence Brigade Retention NCO

A Soldier reaffirming his or her commitment to U.S. Army by taking the oath is by far the easiest part of the contracting process. Retaining Soldiers in today's Army has evolved over the years, requiring many more resources than meet the eye. Yes, some reenlistment contracts are much easier and less cumbersome than others; however, even the easiest contracts still require multiple outside agencies to do their part in order to "keep them in boots."

When a Soldier signs a reenlistment contract, he or she typically hears the same two questions: "What did you reenlist for?" and "For how many more years?" To answer the first question, a Soldier will reenlist for one of the five reenlistment options found in Army Regulation 601-280, Appendix E.

Option 1 is "Regular Army," which carries no guarantee of anything other than more commitment time "in accordance with the



Lt. Col. Jeffrey Marks administers the Texas Army National Guard enlistment oath to Sgt. Brandon Villarreal. (Photo by Sgt. 1st Class Krystal Hunt)

SHARP continued from previous page

perspective, has been learning about how the Rape Crisis Center uses outreach services. The center holds various outreach events throughout the year to advertise its name and the services it provides to the public, and they have been very successful in their endeavors.

During the center's annual Run for Hope, for instance, it attracted more than 800 participants. Both Sergeant Lopez and Staff Sgt. Deanna Winisko, Headquarters and Headquarters Company SHARP representative, participated in the five-kilometer run that took place at McAllister Park in San Antonio and raised more than \$15,000 to support the center. Sergeant Lopez helped prepare for the event, ran in the race, and even took home the bronze medal for his age category.

Continuing collaboration with civilian agencies will benefit the 470th MI Brigade and the Army as a whole as we strive to enhance our SHARP program. While we may focus our attention on lowering sexual assault incidents in our ranks, we can't forget that the Army is but a microcosm of American society.

By taking an active stance against sexual assaults throughout the country, regardless of military affiliation, and by supporting agencies with similar mission sets, we are setting the standard for what we believe is ethical behavior and leading the way in the fight against all forms of sexual violence.

HHC and Special Staff

needs of the Army." This is the only option wherein a Soldier can reenlist for a two-year contract.

Option 2 is "Current Station Stabilization," which stabilizes Soldiers for 12 months with their current unit/installation.

Option 3 is the "Army Training Reenlistment Option." This option guarantees attendance at an available service school of choice for their primary Military Occupational Specialty, Skill Qualification Identifier, Additional Skill Identifier, or language training. This option is available only to Soldiers who are currently serving in over-strength Military Occupational Specialties in accordance with the current "Reclassification In/Out Calls" message.

Option 4 is "Overseas Assignment," which guarantees to Soldiers locations such as Korea, Alaska, Europe, Hawaii, Southwest Asia and the Pacific area for either a long or short tour.

The last reenlistment option is 5, "CONUS Station of Choice," which guarantees assignment for at least 12 months at any one of our continental United States-based installations.

Options 2, 3, 4 and 5 are currently offered only to Soldiers in the rank of staff sergeant and below with fewer than 10 years of active federal service at their current estimated time of separation; they must reenlist for a minimum of three years and a maximum of six.

With all of the different reenlistment options available to our Soldiers, multiple agencies come into play when determining further eligibility requirements such as option 3 (Army Training). The availability for school seats as well as funding for attendance has become a greater issue of concern for our Soldiers as the Army draws down and budgets tighten. When Soldiers desire to reenlist for a movement option, we rely on computer systems such as EDAS as RETAIN in order to search for assignment availability. RETAIN is also utilized to obtain retention control numbers; negotiate counter

(See **Reup** on page 50)



Sgt 1st Class Robert Lopez (right) runs in the five-kilometer race sponsored by the San Antonio Rape Crisis Center. (Courtesy photo by Michelle Reyna, Melendez Entertainment)

Resource Management requires concert of sections

By Miguel Ocasio Moya

470th Military Intelligence Brigade

Resource Management Office Director

“Send Lawyers, Guns and Money.” The title for Warren Zevon’s song provides the perfect segue to how the brigade-wide Resource Management (RM) teams execute the unit’s funds. The RM offices throughout the brigade are required to provide financial guidance to the commanders and staff, and to ensure all funds are executed within regulatory requirements. This guidance interpretation and budget execution are not done alone. As members of brigade and battalion staffs, we work in concert with other sections not only to make certain we meet the unit’s funds requirements but also to ensure this is done in accordance with pertinent laws and regulations. Unlike Zevon’s song, nobody will be there to bail us out if we make a mistake.

Financial management is controlled by legal, ethical and policy limitations concerning budget execution with which each member of the unit should be familiar. Understanding these three areas allows unit commanders the flexibility to ensure funds are used for their intended purpose.

Many of the payment documents processed through the RM Office are routine. However, there are instances when requirements are not black and white and not specifically addressed in the fiscal law books. This is when we must work closely with our legal teams, who not only provide guidance to commanders concerning UCMJ actions but also are an integral part of the budget execution process. As legal experts, they assist by providing unbiased interpretation of fiscal law, ensuring all gray areas are interpreted in a manner that will meet legal and ethical requirements and are sufficient to stand future scrutiny.

The “guns” portion of the title is a direct connection with what the brigade does as one of its principle duties; provide a well trained and equipped force. The RM teams work with all other staff sections to ensure all personnel have enough funds to attend mission-critical training, state-of-the-art equipment is provided (both tactical and information technology), and maintenance is kept at minimum

10/20 standards. Without proper training and equipment, our teams will deploy without the proper training to mitigate personal risk and potential incidents that could negatively impact the brigade, Intelligence and Security Command, and the customers that receive our support.

This fiscal year (FY) has proven to be a very challenging budget period. We started the year with a Continuing Resolution Authority (CRA), which was ultimately extended for the entire FY. Now we are facing the reality of sequestration; this is a fiscal procedure (more like a meat cleaver) designed to deal with the federal budget deficit. The initial goal of this sequestration is to reduce the deficit by \$1.5 trillion over the next 10 years. The “bill” for the Army is \$170 billion for this period, \$12 billion for FY13 alone (reference 2). This reduction in funds severely reduces the availability of funds to do only mission-critical training, travel and purchases. All of the “nice to have” requirements are gone, replaced by “must have.”

It is during trying times such as these that working together with all levels within the brigade is crucial to ensure the constrained resources are used not only to provide a well trained force but also to guarantee all critical brigade obligations are met. How we manage these limited resources are a true gauge of the brigade’s ability to prioritize its requirements so to meet the command team’s goals.

Working with all members within the brigade creates a concert of sorts where one section will not work well without the close teamwork from other sections. The RM offices depend on this close relationship to ensure we understand the funding requirements within the units and staff, and can promptly articulate this information to the next higher level. Failing to do this will make us sing one of the lines of Zevon’s song: “Send lawyers, guns and money. The \$#! has hit the fan.”

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2. “Impacts of Sequestration and/or a full-year continuing resolution on the Army,” statement by Gen. Raymond T. Odierno, U.S. Army chief of staff, Feb. 12, 2013.
3. USMC Financial Guidebook for Commanders, Headquarters U.S. Marine Corps, NAVMC 2664 Rev 1.0; April 3, 2009.

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offers for Soldiers via the hotline messaging systems; distribute current policy, Headquarters Department of the Army, and RECLASS messages. The Recruiting and Retention Branch (RRB) at Human Resources Command (HRC), Fort Knox, Ky., manages and operates the RETAIN program.

The RRB has its own retention cell, designed uniquely and solely for the purposes of retaining and or reclassifying Soldiers from all around the globe. Branch managers and professional development NCOs at HRC also assist us to help determine when and where Soldiers can and should move to next, in order to enhance their careers. The Intelligence and Security Command Retention Office handles every Soldier’s request that cannot be met through generic RETAIN system usage. It also assists each command with other unique situations such as exceptions to policy for exceeding the retention control points, declination of continued service statement removals, medical extensions, reenlistment waivers, extension cancellations, and contract validations/re negotiations.

Though we try our best to retain all of our Soldiers, not all of them

desire to stay on active duty. When he or she makes that decision to end term of service, we encourage each and every Soldier to transition into the reserve component (RC) or into an Army National Guard (ARNG) unit. To assist in this effort, we utilize the Army’s subject matter experts, 79Vs (Army Reserve career counselors) and 79Ts (ARNG career counselors). Each installation typically has at least one 79T or 79V designated solely to transition Soldiers into an RC or ARNG unit; larger installations such as Fort Hood have roughly 10 at any given time. Master Sgt. Glorene Russell is currently our 79V for Fort Sam Houston and the entire Joint Base San Antonio. We also rely on the Low Density Recruiting Program, managed by Annie Westman at Fort Hood, to retain our more unique Military Occupational Specialities that the intelligence community has to offer.

Multiple agencies, resources and individuals come into play when helping to retain a Soldier, whether in the active component or transitioning to the RC/ARNG. So the next time you see a Soldier raising their right hand, remember that there was an entire task force of individuals working as a team to assist the Soldier in getting whatever he or she desired in order to continue their service.

Journalist combines Air Guard, Army, civilian experience

By Col. Thomas Pentecost

470th Military Intelligence Brigade Deputy Commander

While the men and women of the 470th MI brigade come from all walks of life, perhaps few can boast a more diverse background than the unit's public affairs officer, Gregory Ripps, who began his military career in the U.S. Air Force National Guard, and who was recently recognized as one of the top civilian writers within the U.S. Army.

Ripps won third place in the Keith L Ware Journalism Award program, presented by the Department of the Army for excellence in civilian news writing. His story on the 717th Military Intelligence Battalion's use of tactical exercises to develop strategic Soldiers' leadership skills caught the attention of both the U.S. Army Intelligence and Security Command (INSCOM) and the U.S. Army Southern Command. Both organizations liked the article and wanted to submit it for the competition; however, Ripps's immediate higher headquarters got to submit the article. "INSCOM got first dibs," said Ripps.

Ripps never set out to be a military correspondent.

"I've been a journalist of sorts since I was 13 and had a neighborhood newsletter," he said. "Once you get printers' ink in your blood, it stays."

He joined the Texas Air National Guard in 1972, following in the footsteps of his father, a Korean War veteran who belonged to the same Guard unit for 25 years. The younger Ripps thought he would simply fill his enlistment obligation while he began a teaching career in either English or history. Life had other plans for him.

"I didn't find a teaching job, but I ended up working for a weekly newspaper, and then for another," Ripps said. "When the public affairs officer in my unit learned of this, he encouraged me to join the public affairs section and cross train into the specialty."

Ripps's reserve career and civilian career continued to run parallel until 1992, when the publisher who employed him won a contract with Kelly Air Force Base that required a full-time reporter. Because of his experience with the Texas National Guard, Ripps was the natural choice, and he began providing news copy for the Kelly Observer weekly newspaper.

The next milestone in his path to the brigade was the closure of the Kelly Air Force Base. Because the Observer would fold when the base closed, the Air Force couldn't keep an editor for it. Ripps was offered the position if he guaranteed he would see the job through to its completion. He served as editor of the Kelly Observer from July 1999 until June 2001. Two weeks before the flag came down at Kelly, he was hired as a public affairs specialist for the Texas National Guard at its headquarters on Camp Mabry, in Austin, Texas.



Air National Guard Master Sgt. Gregory Ripps interviews a pilot in a C-17 aircraft while covering a training event in 2009. (Texas Military Forces photo by Tech. Sgt. Rene Castillo)

"After working for a weekly publication for the previous 30 years, I'm suddenly working at a much more relaxed pace of life," said Ripps. "But that didn't last for long. After Sept. 11, 2001, public affairs suddenly became a vital office in the Texas Military Forces, answering inquiries about mobilizations and deployments."

This was Ripps's first close experience with the Army, and he was the first Airman to serve in the public affairs office of the Texas National Guard headquarters. Because the Texas National Guard is about 85 percent Army National Guard, Ripps said he had to learn Army terminology, to include "what it meant when Soldiers left my office and made that sound – 'Hooah!'"

Because his full-time military technician status was dependent upon his reserve component status, he realized that when he reached his mandatory retirement age of 60 in 2010, he would lose both his civilian and his military jobs. Consequently, in 2008, he began to apply for new jobs, one of which was the public affairs officer of the 470th MI Brigade. Although he knew no one in the brigade and didn't know much about it until he applied, his 36 years in journalism and public affairs landed him the position. (Two years later he retired from the Air National Guard as an E-7.)

While working at the brigade, Ripps has been responsible for editing and publishing *The Griffin Chronicles*, arranging television and radio interviews for the commander and other key members of the brigade, setting up and managing the unit's Facebook page, drafting speeches and holiday messages, and writing news articles and taking photographs for various media outlets. Looking back, Ripps said the biggest challenge of his job was building relationships so that Soldiers would talk to him.

"I had to gain people's trust," Ripps said. "They had to feel confident I was not intending to expose the inner workings of their operations."

"I'm a facilitator, not a mouth piece," Ripps added. "I want to make it easy for other people to tell their story."



Junior enlisted Soldiers of the 717th Military Intelligence Battalion approach a mock village in an exercise during the battalion's Junior Development Leadership Course at Joint Base San Antonio-Camp Bullis. (Photo by Gregory Ripps)