



Always Out Front

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The theme of last quarter's *Military Intelligence Professional Bulletin* (MIPB) was military intelligence (MI) support to U.S. Army special operations, a force established more than 60 years ago. In contrast, one of the subjects in this unique dual-themed MIPB issue is the relatively new Security Force Assistance Brigades (SFABs) and the intelligence warfighting function's support to those brigades. SFABs were created when U.S. Army Chief of Staff GEN Mark A. Milley recognized the value in having a professional advisor force to train, advise, and assist our partners. This allows deployed units to focus on their operational missions while the SFABs mentor and train foreign security forces. The second theme in this issue is Army intelligence strategies and innovations, which includes articles derived from topics briefed at the 2019 Intelligence Senior Leaders Conference (ISLC).

Readiness remains the Army's top priority. The way we fight, our pacing threat, and our doctrine have all changed in the last few years to ensure the Total Army Force is prepared to meet the readiness strategy. This is no different for the MI Corps. An article by LTG Scott D. Berrier, U.S. Army Deputy Chief of Staff for Intelligence, G-2, titled "Mission Command Intelligence in Multi-Domain Operations," addresses the subject of MI readiness. LTG Berrier explains that Mission Command Intelligence "is the Army intelligence enterprise's overarching framework to achieve an end state of a ready Army intelligence team supporting mission command against all threats in multi-domain operations by 2028." He discusses improvements to our intelligence warfighting function as a by-product of these changes. One of these improvements is the caliber of intelligence Soldiers and their ability to be self-sufficient and less reliant on "commercial-sector providers." Another improvement is greater cooperation with the U.S. Army Cyber Center of Excellence to ensure secure



networks. LTG Berrier also addresses the ever-increasing amounts of data and the development of a cloud-based network, which the U.S. Army Intelligence Center of Excellence (USAICoE) is a partner in tackling.

At the ISLC, which USAICoE hosted in February, a common discussion was the ability to maintain or increase the intelligence warfighting function's readiness. The U.S. Army Intelligence and Security Command (INSCOM) gave a briefing highlighting the use of the intelligence enterprise in support of large-scale combat operations. After the conference, MG Gary W. Johnston, INSCOM Commanding General, provided an article that describes INSCOM's strategy to connect and deliver the intelligence enterprise across the Army. The U.S. Army Futures Command's Intelligence Capability Development and Integration Directorate (CDID) briefed the subject of sensor challenges in multi-domain operations at echelons above brigade and provided an article on the subject for this MIPB issue. There is also an article by the CDID about enabling battalion S-2 sections for the pace of large-scale ground combat operations.

In the Army, soldiering is a team sport; this is something I continuously tell the leaders at Fort Huachuca, as we cannot accomplish our mission alone. The Army is structured to ensure the various echelons support one another: the company supports the platoon, which supports the squad. This structured support also works in reverse in that brigade and division elements push and pull information from each other to accomplish the mission. During the ISLC, I was able to witness this support—how intelligence leaders from numerous echelons came together to identify and solve current issues.

We concluded the conference with the presentation of four 2019 awards for excellence in MI, in honor of LTG Sidney T. Weinstein, CW5 Rex Williams, CSM Doug

Russell, and a newly established MI Civilian award that recognizes the achievements of Ms. Dorothe K. Matlack, one of MI's early pioneers and champions of Army human intelligence efforts. The ISLC was an excellent venue for senior MI professionals to recognize the accomplishments of this year's award recipients.

As I mentioned at the beginning of this column, the other theme of this issue is intelligence within the SFAB. The 1st SFAB returned from its 9-month deployment to Afghanistan in December 2018, and the 2nd SFAB is currently in the country. These two brigades have already discovered lessons learned concerning our intelligence warfighting function, which is essential for intelligence professionals to study and implement for the next four SFABs. LTC Harkrader, MAJ Bragg, and others have highlighted vital lessons from the 1st and 2nd SFABs. An interesting topic in LTC Harkrader's article is the potential success of the Distributed Common Ground System-Army Capability Drop 1's effectiveness for the combat advising team, even though this capability was not explicitly developed for the SFABs. MAJ Bragg explains a three-pillar

strategy to assist intelligence readiness, which involves building a team, configuring the architecture, and training the intelligence warfighting function. Not only does his article provide a blueprint on how the 2nd SFAB conducted intelligence operations, but it also allows us, as intelligence professionals, to determine how we can improve the process.

Last, but certainly not least, is a piece written by the USAICoE Doctrine Division on the recently published ATP 2-01.3, *Intelligence Preparation of the Battlefield*. Intelligence preparation of the battlefield (IPB) is an important process and critical to tactical operations, so much so that the next issue of MIPB will focus on all aspects of the IPB process.

This quarter's issue of MIPB has a wide range of articles to improve the intelligence professional in diverse environments, with the overall goal of having the "Army intelligence team supporting mission command against all threats." The intelligence corps and its professionals are ready to tackle any problem or enemy. 

Always Out Front!

Excerpt from "Success of First SFAB in Afghanistan Proves 'Army Got it Right,' Commander Says"

by C. Todd Lopez

Army Brig. Gen. Scott Jackson, 1st SFAB commander, spoke today at the Pentagon as part of an Army Current Operations Engagement Tour. He said the Army's concept for the new unit—one earmarked exclusively for advise and assist missions—was spot on...

Lessons Learned

Jackson outlined two key lessons-learned from their time in Afghanistan. First, that [they] learned their ability to affect change within those they advise and assist was greater than they thought.

"As our Afghan partners began to understand the value of 1st SFAB advisors, they asked us for more," Jackson said. "So our teams partnered with more and more Afghan units as the deployment progressed."

Another lesson, he said, was that persistent presence with partners pays off.

"Units with persistent partners made more progress in planning and conducting offensive operations and in integrating organic Afghan enablers like field artillery and the Afghan air force than unpersistent partnered units," Jackson said.

Those lessons and others were passed to the follow-on unit, the 2nd SFAB, as well as to the Security Force Assistance Command.

Another observation: the Afghan military is doing just fine. They're in charge of their own operations. And while U.S. presence can provide guidance when needed — and it is asked for — the Afghans were proving successful at doing their own security missions without U.S. soldiers running alongside them. It turns out that just having an SFAB advise and assist presence has emboldened Afghan security to success.

"We saw enormous offensive maneuver generated, and not just at the brigade level," said Army Lt. Col. Brian Ducote, commander of the 1st Battalion, 1st SFAB. "They weren't over-dependent. They were able to execute offensive operations themselves. It was a huge confidence builder when we were sometimes just present. Even if we didn't support them, just us being there gave them the confidence to execute on independent offensive operations."

Endnote

C. Todd Lopez, "Success of First SFAB in Afghanistan Proves 'Army Got it Right,' Commander Says," *U.S. Department of Defense News* (May 8, 2019), <https://dod.defense.gov/News/Article/Article/1842220/success-of-first-sfab-in-afghanistan-proves-army-got-it-right-commander-says/>.