

5th Signal Command

2007



Summer



ECHO

Dragon Warriors

ESBs Arrive In Europe





ECHO Summer 2007



People First



War-Winning Readiness



Contents

Page 18



Quality of Life

Features

Twin Warriors	4
Personnel Transformation	7
Chaplain Retreats	8
260 Years of Service	9
Answering Your Call	10
Arctic Dragon	12
Sharp Focus	13
Single DOIM	14
Digital Firepower	16
ESBs Arrive in Europe	18
Flight of the Phoenix	22
OPSEC Mission: Slovenia	23
Combined Endeavor 2007	24
Building the Bench of Leadership	28
Farewell 22nd Signal Brigade	30

In Every Issue

From the CG	2
News Briefs	33
Snapshots	34
From the CSM	36

From the Commanding General

Summer will soon arrive in Europe, and as with the seasons, change is upon us at every turn. No where is this more visible than in the United States Army in Europe and 5th Signal Command. New combat formations, new equipment, and more importantly, new personnel are arriving everyday in USAREUR as we continue to support Operations Iraqi Freedom and Enduring Freedom, inactivate, re-activate, or stand-up new units, and transform our organizations to provide the critical Command and Control and Information Systems capabilities required to effectively support the Warfighter.

This edition of the ECHO features the Expeditionary Signal Battalion, a new Joint Network Node – based organization that will bring powerful expeditionary C2 capabilities to USAREUR and the future 7th Army. Both the 44th and 72nd Signal Battalions, 7th Signal Brigade, are in the process of converting to the ESB construct, and are fielding new JNN and satellite systems. Along with embedded JNN systems recently fielded, or in the process of being fielded, to the Signal Network Support Companies in the 1st Armored Division, the 173rd Airborne Brigade Combat Team, and the 12th Combat Aviation Brigade, ESBs will be better organized and equipped to support the deployed Warfighter through significantly increased mobility with a smaller signal footprint. Ultimately, these units will have the ability to provide modular signal task forces to support users at every level on the battlefield from company to brigade combat team.

In addition to the ESB, this edition also showcases some of the magnificent people – Soldiers and Civilians – who make USAREUR and 5th Signal Command a great place to serve. From 72nd Signal Battalion's Kuhn twins, who both recently reenlisted after redeploying from OIF, to 52nd Signal Battalion's Jacqueline Lindberg, who has been working in telephone service for 39 years, 5th Signal Command is supported by some of the best Soldiers and civilians in our Army.

Articles about our leadership forums, the Army's new personnel transformation system, and our chaplain's retreat programs reflect 5th Signal Command's continued commitment to well-being.

Lastly, we provide you with a brief snapshot of the current scope of our diverse mission. From Slovenia to Armenia, Belgium to Italy, and Germany to Iraq, Dragon Warriors work hard everyday to keep USAREUR and 7th Army connected.



This is my final edition of the ECHO as your commanding general. It has been a remarkable – and very fast – 22 months. Serving as the commander of this extraordinary TEAM of Soldiers, Civilians, and Families has been one of the highlights of my career. You represent what is best about our great Army.

As your commander, I have maintained focus on three guiding principals: People First, War-Winning Readiness, and Quality of Life/Well-Being. As stated in my remarks at the change of command ceremony when I arrived, my commitment to you was to provide steadfast leadership, demonstrate genuine concern for you and your families, and always ensure our Soldiers are trained and ready to safely deploy and accomplish their mission, anytime and anywhere in the world. This has been my personal mission and commitment to you and your families, and I trust that I have met your expectations. Thank you for your tremendous professionalism, service, dedication and support. It has truly been a distinct honor and privilege to serve in your ranks.

On behalf of my wife, Linda, and our sons, Brian and Bradley, thank you for the great honor and privilege of serving as your commander.

Dragon Warriors, Army Strong!

A handwritten signature in black ink that reads "Dennis L. Via".

DENNIS L. VIA
Brigadier General (P), USA
Commanding

141st Signal Battalion Transforms

Staff Report

The 141st Signal Battalion, 1st Armored Division, inactivated, reorganized, then doubled in size in just under an hour.

As the final division-based Signal battalion in the Army, the 141st reflagged three of its companies as companies in the 1AD Special Troops Battalion in a ceremony on Minue Parade Field that marked the inactivation of the 141st and the reactivation of the STB.

“After that kabuki dance, does anyone now know who anybody is,” joked Brig. Gen. James C. Boozer, Sr., Assistant Division Commander – Maneuver, as he explained the changes that were executed on the field. “If this doesn’t mark Army transformation, I don’t know what does,” he added.

Boozer elaborated on the reflagging of units, to include 141st Sig. Bn. inactivating and reactivating as the 1AD STB; Headquarters and Headquarters Company, 141 reactivating as B Co., STB; B Co., 141 reactivating as 589th Signal Co., STB; C Co., 141 reactivating as 146th Signal Co., STB; and HHC 1AD, 1AD Band and 501st Military Police Co. now reorganized under 1AD STB.

Lt. Col. Carlos L. Walker Jr. who cased the colors of the 141st Sig. Bn. minutes before taking command of the STB, discussed the professionalism of the Soldiers on the field, who, “relish the challenge of establishing communications in the most austere of circumstances.”

141st Signal Battalion deployed in support of Operation Iraqi Freedom from April of 2003 through July of 2004 and A and B Companies deployed in support of OIF for a second time from 2006-2007. Additionally, while maintaining and sustaining communications seamlessly, and deploying, the 141st also supported the Army’s ongoing transformations in U.S. Army,



Photo by LeAnne MacAllister, PAO, 5th Signal Command

Brig. Gen. James C. Boozer, Sr., 1st Armored Division assistant division commander, hands the guidon to Command Sgt. Maj. Jacqueline D. Thomas, 1st Armored Division Special Troops Battalion, in a reflagging ceremony, redesignating 141st Signal Battalion as the 1st Armored Division STB. Lt. Col. Carlos L. Walker, Jr. will now serve as the 1st Armored Division STB commander.

Europe and the Signal Corps.

“The storied 141st Signal Battalion lives on in the hearts and minds of these Soldiers,” said Walker.

Now aligned with HHC 1AD, 1AD Band and the 501st Military Police Company under a single blue guidon, the STB provides a greater range of service to the Old Ironsides.

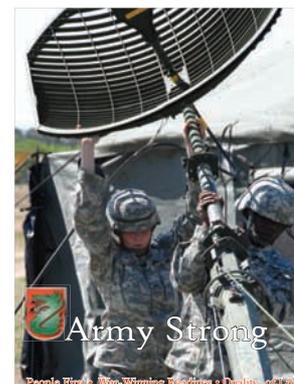


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Front, inside and back cover photos feature Soldiers of the 44th Signal Battalion training in Mannheim and Darmstadt, Germany as 5th Signal Command’s first Expeditionary Signal Battalion. Front and table of contents photo by Sgt. Jonathon Gray. Back cover photo by Kristopher Joseph.



Spcs. Jennifer (left) and Julie (right) Kuhn, 72nd Signal Battalion, share an embrace before embarking on “separate” missions in Iraq in support of Operation Iraqi Freedom.

Photo courtesy of Spc. Julie Kuhn

WARRIORS

KRISTOPHER JOSEPH
5th Signal Command, PAO

Two raised right hands facing the American flag, four same-sized combat boots locked in the position of attention, two soft-spoken voices declaring allegiance to their country in eerie unison. On this day, the Army Signal Corps got a two for one special.

On March 22nd, identical twins Spcs. Jennifer and Julie Kuhn, both multi-channel transmission systems operator-maintainers for 5th Signal Command’s 72nd Signal Battalion, were reenlisted together in 5th Signal’s headquarters building on Funari Barracks by none other than United States Army Europe Commander Gen. David D. McKiernan. McKiernan was attending 5th’s Semi-Annual Training Brief and was offered to reenlist a total of 14 of the command’s “Dragon Warrior” Soldiers to include the Kuhn sisters.

In Dec. 2005, the twosome deployed in support of Operation Iraqi Freedom. But little did they know that their joint venture into the “sandbox” for a year would prove

to be the biggest challenge of their lives, not just due to stress of living and working in a hostile environment, but for the first time in their 21 years, the twins were apart.

“We had it in our heads that we weren’t getting separated,” said Julie, who belongs to A Company, 72nd, and Jennifer to B Company, both of which are co-located in the same building on Taylor Barracks in Mannheim.

Incidentally, the two (twin) companies deployed together in December 2005 to Kuwait – the main pit stop many military units make before descending into their area of responsibility in Iraq.

After taking shelter in the dusty, tent city inside Camp Virginia, the garrison-conjoined A and B companies would be going their separate ways into Saddam’s former foothold. A Co. was called first to catch their flight into Iraq and a hard dose of reality set in for the Kuhn sisters.

“We couldn’t believe that this was actually happening,” said Jennifer. “She (Julie) was getting on the bus and I started crying, then my platoon sergeant had to

take me aside so I couldn’t watch her leave.”

Jennifer did manage to get back to the bus just as it was departing. “Julie was crying and waving at me from inside the bus I was chasing her and crying at the same time,” said Jennifer.

The current tour length for most Soldiers in Iraq is one year. One week was the longest the twins had ever been apart.

Born Oct. 26, 1985, Jennifer edged out Julie by 12 minutes in the maternity ward, claiming the ever important, “I’m older than you” title. Raised by their parents, David and Linda, in a small borough in southern Pennsylvania called McConnellsburg, Jennifer and Julie would have to settle for second and third place to their older brother of 3 years, also named David.

Medically speaking, the two were born as “mirror twins.” These are identical twins where half of their chromosomes are genetically identical. This causes opposite features, that is, one is left-handed (Jennifer) and one is right-handed

(Julie). Other features such as hair curls or fingerprint swirls could be mirrored as well.

Early on in their childhood, the two displayed the unexplained phenomenon of twins being able to feel each other's pain.

"I was sitting in my high chair as a baby and my body slipped off the seat which caused my neck to get caught on the high chair table which stopped my breathing," said Julie. Jennifer was getting bathed by their mother and at the same time Julie fell, she stopped breathing as well, they said.

Their mother raced over to pick up Julie from being choked by the chair, and once Julie was able to breathe, Jennifer let out a gasp of air.

Another incident occurred during their fourth year when Jennifer dropped a hammer on her toe, and Julie who was a half a mile away at the time, felt pain in the same toe.

Once the inseparable duo was old enough, they wasted no time in trying out twin antics at school.

"In kindergarten, we switched classes one day just for the fun of it," said Julie. "My teacher finally noticed that I, who was really Jennifer, was cutting paper left-handed, and since we didn't say anything, the teacher had to call in our mom to verify who was who and put us back in the right classes."

Other teachers used the Kuhn twins to their advantage. The sisters, standing no more than 5 feet 3 with straight blond hair and hazel eyes, loved playing basketball in high school, and the team's coach relished the opportunity to one-up, or in this case, two-up their rival schools.

"Our coach made up the 'twin reverse play' to confuse the other team during one-on-one coverage," said Jennifer. "We would both run on opposite sides of the court and then run right past each other under the basket which made it hard for the other team to keep up with guarding us."

"But sometimes we would end up just running right into each other," Julie said laughing. Just a few years later, the twins, now separated in Iraq, found it harder to laugh on their own.

Jennifer set up shop in Camp Taji,

about 20 kilometers north of Baghdad, and began work in a Technical Control Facility where she served as a system administrator for computer-user accounts. There she also served as a technical controller of computer server routers and switches, and then later as a telephone administrator.

Julie spent her first 6 months in Camp Bucca, a detainee holding facility on the southeastern border of Iraq and Kuwait. There, Julie conducted convoy operations attached to 5th Signal Command's 581st Signal Co. that falls under 2nd Signal Brigade's 39th Signal Bn. She then moved to northern Iraq, near Tikrit, to Camp Speicher, where like her sister, worked in a TCF performing "identical" duties as a system administrator.

"It was a shock to be without each other at first," Jennifer explained.

"We realized that being apart in Iraq changed us into wanting our own personal space outside the world of twins."

--Spc. Jennifer Kuhn

"Normally when we go to strange places where we don't know anybody, we always at least had each other to fall back on.

Not surprisingly, the two confessed that they spoke on the phone or sent emails everyday during the deployment.

Both agreed though, that the first four months was their biggest trial.

Julie, for reasons unknown at the time, found herself consistently sick with inconsistent symptoms. Some symptoms, it seemed, were mirrored in Jennifer.

The clouds eventually parted.

Though some thought it was an ailment unique to the twins, it turned out that Julie was experiencing an acute allergic reaction to the detergent used by the contracted launderers. Once the mystery was solved, both productivity and spirits rose.

Shortly thereafter in May, the two were able to meet each other in Qatar where

servicemembers are allowed to take a 4-day pass to relax from the deployment.

"We were so excited to finally see each other again that we stayed up the whole first night just talking," Jennifer said.

"The funny thing is after being apart and Julie and I being sick, the second we got back together we fell back into our old routine as if we were never apart."

Of all the trips and amenities that are available to servicemembers in Qatar, Jennifer and Julie spent their entire pass playing basketball, running the occasional "twin reverse play."

Returning from their deployment in November of 2006, the twins reunited and settled back into their shared two-room barracks suite. Enjoying the same taste in clothes, the two would often get ready to go out for the night and end up coming out of their rooms wearing the same thing.

"It would happen all the time," said Julie. "I would say 'you change' and she would say 'no YOU change.'" These small exchanges became a precursor of things to come.

"We just started butting heads more and more," Jennifer remarked. "We realized that being apart in Iraq changed us into wanting our own personal space outside of the world of twins."

B Co. 1st. Sgt. Arnold Harris noted that the sisters were always competitive with each other.

"Before they deployed, the battalion held a Soldier of the Quarter board, and the sisters blew everyone else away," he said. Jennifer won the board by a few points over Julie. Julie though would go on to win the 58th Signal Bn. Soldier of the Quarter board in Kuwait during their deployment.

Harris said that although they compete against each other, they are totally dedicated to their units and leadership and always make a point to put other Soldiers needs before their own.

A Co. 1st. Sgt. Ricardo A Samudio added that having "my Kuhn" makes his job easy.

"If I could go out and find a whole bunch of Soldiers like her (Julie), then I don't know what I'd have to do around here because she gets every mission done right the first time," he said.

Samudio believes the Kuhn sisters were



Spcs. Jennifer and Julie Kuhn shake hands with USAREUR Commander Gen. David D. McKiernan after he reenlisted them on March 22nd in the 5th Signal Command building.

Photo by Sgt. Elizabeth Sheridan, 5th Signal Command, PAO

instilled with an uncanny work ethic from their upbringing on their parents' farm that has led to their motivation and success in the Army.

One day in the 72nd motorpool, Samudio, noticing their hard work ethic asked them why they like the Army so much. "We told him that compared to living and working on a farm, the Army is easy because we can get up late (6 a.m.) and go home early (5 p.m.)," said Julie.

Back in McConnellsburg, the girls had to wake up at 4 a.m. in the morning and milk cows until 7:15 a.m. They had to make it to school by 8 a.m. and finish their homework at school because once they returned to the farm it was chores such as milking, feeding pigs and baling hay until 10 p.m. They still ended up as honor graduates.

Harris said of Jennifer, that in his 18 years in the Army she is most motivated Soldier he has ever come across and that she puts 100 percent effort into every mission.

According to Samudio, Julie is the epitome of what a Soldier should be, and would be out of work if he had more like

her.

All competitiveness aside, they see themselves as the best of friends and still use their "twin-dom" to their advantage to have a little fun while in uniform. Recently at Julie's end-of-day A Co. formation on Taylor Barracks, Jennifer stood in for Julie while Jennifer giggled from above in the company building. It worked of course.

To this day, both hold on to their original dream of becoming drill sergeants after watching "Be All You Can Be" commercials during their freshman year of high school. Inspired by the events of 9/11, they graduated high school and enlisted together in the summer of 2005 and have reenlisted together, but have chosen to take different trails.

Jennifer reenlisted for three years and chose stabilization with the 72nd in order to deploy once again to Iraq. Julie re-upped for four years and will leave Germany in the middle of Dec. 2007 to change her military occupation to an information systems operator-analyst.

"There are good and bad things about being twins," they both said. "On

one hand, we will always have someone who understands us and knows us better than anyone, but on the other hand, we lose our individuality when we are together because everyone looks at us as two of the same."

Samudio believes that this next separation is "absolutely the right decision" for the sisters because it will allow them to fully develop and mold their own place in life.

Twins going their separate ways is not necessarily a rare occurrence. The Kuhn sisters have reached a point in their relationship where they are comfortable with being apart and are relishing the opportunity to carve their own lives – on their own, all thanks to a rotation in Iraq.

They both agreed they are looking forward to taking their next steps in life apart. But they also reveal that they plan on making a career in the Army and hope their next long-term reunion will be one spent on another identical "trail."

"A cool thing would be if we both become drill sergeants and end up working in the same company together," said Jennifer.

"Yea," said Julie looking at her mirror. "It would be fun to see the look on all the privates' faces!"

5th Signal Command

Personnel Transformation

Update

Sgt. Elizabeth Sheridan
5th Signal Command, PAO

5th Signal Command is marching in time to the Army's transformation initiatives in yet another field, personnel. As the Army streamlines into a more modular force, personnel is streamlining as well, both in the Soldier and civilian sectors.

For Soldiers, the Personnel Services Delivery Redesign is the response. On the civilian side of the house, it's the implementation of the National Security Personnel System. Both systems are geared toward doing business more efficiently.

PSDR moves the core of Human Resources support from the Personnel Support Battalion's to the brigade and battalion S-1s, with the battalion going directly to the brigade for its personnel support, such as awards, promotions and 201 files. The S-1 sections receive new equipment, and additional personnel to compensate for the larger workload.

NSPS is a revamping of the General Schedule system for Department of Defense civilians that covers many areas, including a new labor relations system, and an enhanced human resources system that covers staffing, workforce shaping, compensation, performance management and more.

PSDR

From November to January, the Department of the Army held PSDR training for key 5th Sig. personnel representatives. In January, 5th Sig. implemented the PSDR in its two brigades, 2nd and 7th.

"PSDR is good because it brings ownership back to the units," said Maj. Olivia Bierman, G-1, 5th Signal Command. "It gives you more pride in what you do because they are your Soldiers." Bierman will be taking over the S-1 shop for 7th Sig. Bde this summer.

"The PSDR allows the brigade to track more clearly what the battalions are doing personnel-wise," said Sgt. Tabitha Preston, S-1 NCOIC, HQ 2nd Sig. Bde. "With the PSB, we only saw half of the picture. Now we can see the whole picture."

From the battalion point of view, "The change was more transparent, we had already reported to brigade," said Sgt. 1st Class Frederick Alcendor, S-1 NCOIC, 72nd Signal Battalion. "It does make the transfer easier though, because we already have a working relationship with the S-1 shop."

There were a few bumps during the transfer.

"The training didn't really filter down the way it should have," said Preston. "We definitely had to hit the ground running when the equipment arrived."

"It was hard at first, I didn't have the personnel or equipment I needed when the PSDR was implemented," said Sgt. 1st Class Tamatha Denton, S-1 NCOIC, 7th Sig. Bde. "But we have moved forward and it is coming together."

"There is a steep learning curve," said Staff Sgt. Garrett Knoche, S-1, 7th Sig. Bde. "But there is a trade-off, there are less checks and balances, we don't have to worry about outside agencies."

NSPS

In preparation for 5th Signal Command's scheduled conversion to NSPS in October 2007 the Commander has appointed the G1, Col. Donna Kapinus, as the Command Transition Manager. Conversion challenges include, Human Resources data base clean up of converting employees and providing training to all converting GS employees as well as those supervisors (GS, Local National, and military) of GS employees.

To meet this challenge head-on, Kapinus and her transition team have ongoing initiatives such as town hall meetings and in-house training. Kapinus regularly attends meetings at U.S. Army, Europe and brings back the information to the 5th Sig. team as well as brigade and battalion transition leads and their assistants.

"We meet approximately twice a month to put out schedules and information," said Kapinus. "My team and I meet with all of the subordinate units to ensure clear communication; one straight line of information."

The NSPS conversion is the biggest change on the DOD level since the switch to the civil service system.

"This conversion will be challenging," said Kapinus. "There is a learning curve but we will work with it."

"The aim of our training is to prepare everyone to convert as seamlessly as possible," said Todd Cole, G-1, 5th Sig. Cmd. and deputy transition manager. "By using open communication, we hope the learning and understanding will be increased."

The transition team has set up a required one day of training for regular employees on NSPS and a two day training requirement for supervisors and managers. 5th Sig. conversion is scheduled to be complete by Nov. 11, 2007.



Photo courtesy of 5th Signal Command Chaplain Office

Chaplain Retreats Nurture Relationships

Chaplains (Capt.) Marshall Coen and (Capt.) Michael Frese

5th Signal Command, Chaplain Office

Taking care of Soldiers and their Families means nurturing and developing relationships. Within United States Army-Europe, chaplains utilize several relationship enhancing programs to assist with Soldier and Family readiness. Prevention and Relationship Enhancement Program, Premarital Interpersonal Choices & Knowledge, The Five Love Languages, and The 7 Habits of Highly Effective Families for Army Families are several of the tools used by chaplains and chaplain assistants to help Soldiers and military Families build and nurture relationships.

The deployment tempo for some units means that after only 12-18 months from redeployment, it's time to go again. This separation for Soldiers and Families takes a toll on their relationships due to the necessary challenges of distance communication. A lack of physical proximity during deployment means that one must focus on well-informed, well-communicated, intentional, relationship preparation and maintenance.

On Tuesday, November 21, 2006, the 72nd Signal Battalion returned home to Mannheim, Germany from a year long deployment in support of Operation Iraqi Freedom 05-07. In less than twenty-four hours the 72nd went from the warfront to the home front. Soldiers went from carrying their M-16's to carrying babies, from the sounds of Blackhawk helicopters flying overhead, to the sounds of cheering Family, friends, and colleagues in the stands. They went from listening for the "Big Voice" warning system and incoming mortars to hearing Reveille and rendering a salute at the end of the day. These are but a few of the changes that occurred the moment they returned home.

When members of the 72nd entered the Sports Arena complex to cheering Family, friends and colleagues, not everyone had someone there to love them, hug them, and honor them. Dozens of Soldiers had experienced martial separation and divorce during

the deployment.

After seven days of mandatory reunion training, the Soldiers were released for a designated time of block leave. Many Soldiers flew back to the United States to celebrate the holidays with Family and friends. Some stayed in Europe and traveled. Then there were still others who worked half day schedules and planned their trips for another day. Each found their own way to begin to reconnect with family and friends and cope with the different stresses and opportunities that were now a part of their lives.

Coping with stresses within any relationship, whether married or single, requires an understanding of each person's strengths, weaknesses, abilities, and needs. Returning from a year long deployment will test even the most seasoned veteran in this area. In order to equip Soldiers and Families with tools and resources, the Army has provided quality programming for those returning from deployment and those preparing to deploy.

This military-funded programming affords married and single Soldiers the same opportunity to prepare for communication disconnections, relational feuds and personal problems. The standards are the same and the conditions and training is solely focused on helping Soldiers and families with various needs. These programs remove Soldiers from the stresses of work and home and place them in a safe and relaxed environment.

Retreat programming provides Soldiers and spouses with necessary skills to aid them during the pressures and hardships of deployments and reunions. This programming allows the military, specifically the chaplains who conduct them, to meet each Soldier and spouse where they are and address any concerns they might have.

This is the purpose of conducting married Soldier and single Soldier retreats 90-120 days prior to mobilization. The Army

wants Soldiers to actively prepare their friends, distant family relatives, spouses, and children for the challenges of one-year separations. Intentional preparation gives the Soldiers and their multifaceted relationships the tools to survive and even prosper while defending freedom away from home.

The Unit Ministry Team from the 44th Signal Battalion, with assistance from the UMTs of 5th Signal Command and 7th Signal Brigade, recently conducted both married and single Soldier retreats in preparation for summer deployment. Thirty-seven couples, forty-five children, and sixty-seven singles participated over the course of two separate weekend retreats. Training dollars, chaplain-specific funds (Strong Bonds), and Global War on Terrorism money provided the relationship material and books, the transportation, lodging, delicious buffet meals, and some free-time activities. The resulting quality time with family and friends served to reinforce the purpose of getting away to a relaxing German resort for relationship training.

The PREP material was chosen for the married couples and P.I.C.K. A Partner material was chosen for the single Soldiers. Within both of these programs, chaplains incorporated deployment-specific topics that couples, families, and single Soldiers will face while Soldiers are deployed in Iraq. Soldiers

themselves supplied the topics and contributed to the discussion addressing many of these topics. After Action Reviews showed that these programs and discussions served to alleviate some of the separation stress those families in the unit face.

One Soldier had this to say to Chaplain (Capt.) Michael Frese, 44th Sig. Bat., a few weeks after a retreat.

“Chaplain, the Early Return of Dependents papers were already in process when my wife and I decided to attend one of these retreats. Since then we have withdrawn the paperwork and have committed to working on our relationship here in Germany, together. Without the tools that we received at this retreat, I don’t think she would still be here. I’m not going to lie to you, we’ve got work to do, but at least we are working together.”

Communication tools, conflict resolution plans, love expression aids, years of research conclusions, materials, and books provide Soldiers and families a strong foundation in building their relationships. They regain a greater sense of awareness in their interactions with work associates, friends, dating situations, and family.

Success in interpersonal relationships is the key to Soldier and family happiness. With the command sponsored retreat program, chaplains are on the front lines of building Army Strong Families.

Civilians honored for 260 Years of Service

5th Signal Command Staff Report

Seven 5th Signal Command employees were recognized by Brig. Gen. Dennis L. Via, commander, 5th Signal Command, for 30, 35, or 40 years of service to the U.S. government during a civilian recognition ceremony held in the command conference room on Funari Barracks, March 23, 2007.

Those recognized for serving 40 years of service were Larry Fillmore, Heide Hepler, Joseph Watson and Dieter Kirchner.

Fillmore, Chief, Policy and Governance Branch, Office of the Information Assurance Program Manager, served 20 years in the active duty Army before becoming a civil service employee. During his time at 5th Signal Command, he worked as the information assurance manager for the 60th anniversary of the invasion of Normandy.

Hepler, Management Analyst, G8 Future Force Division, works with the analysis of personnel and equipment requirements and processes many personnel actions, including awards and recruitment. Throughout her career as a civil service employee, she served in positions to include music, social services and equal employment opportunity specialist, in addition to management analyst at Fort Campbell, Kentucky.

Watson, Chief Management Division, G8, enlisted in the Army in 1966 and retired as a Master Sgt. while serving as the finance operations non-commissioned officer in V Corps. He was hired as a Department of the Army civilian in 1986, and has been working for 5th Signal Command since 2001.

Kirchner, a programmer/analyst, develops and maintains significant logistic and financial systems, specializing in local-national employee logistics.

Cliff Horn and Henry Ocegueda were both recognized for serving 35 years. Horn, currently serving as the deputy G3 since March of 2004, has been around the world in service to the government, reaching as far as Thailand, Phillipines, Guam, and

Iraq. Ocegueda, a lead planner for the Single DOIM Initiative, USAREUR G6, served four years in the U.S. Air Force, and 31 years as a Department of the Army civilian.

Candy Casper, E-TNOSC network operations, was recognized for serving 30 years, 13 in which she was employed in 5th Signal Command.

During the ceremony, Via remarked that the Army and its Soldiers rely upon the service of dedicated civilians who provide crucial expertise, counsel and continuity. He thanked the seven employees for their service, noting their combined total of over 260 years of military and civil service thus far.



Photo by Sgt. Jonathon Gray, 5th Signal Command, PAO

Civilian awardees shown above



Answering Your Call

for 39 Years

**Story and Photos by
Sgt. Elizabeth Sheridan**
5th Signal Command, PAO

“If you are going to do something, you have to give your best, no two ways about it,” said Jacqueline Lindberg, matter-of-factly.

Her attire is colorful with a combination of understated elegance and timeless youth. Her makeup is flawless and hair perfectly coifed. Her voice is soothing french silk, a product of her ethnic background and her graceful manner.

The dust free surfaces in her office hold proof of what is important in her life. There are family photos and pictures of animals. Plants flourish and images of nature line the walls. Yet, the shelves are stuffed with binders holding policies, regulations and procedures.

This is the office of a seasoned Department of the Army civilian, a dedicated professional and a committed family woman.

This is the office of the Chief of the Dial Service Attendant, Jacqueline

Lindberg.

Lindberg has been working in telephone service for the United States military for 39 years. Her first day was May 20, 1968 at the telephone exchange with the U.S. Strategic Command at Robinson Barracks.

Since childhood, Lindberg knew she wanted a career. Lindberg was born in 1947 in Normandy, France. She grew up on a farm in Normandy, living with her father and sister, after having lost her mother when she was 11 years old. Beginning when she was a small girl, Lindberg worked on a farm, milking cows and completing various other tasks. She attended primary and secondary school, then at 15 years old, she left school at her father’s decree. He wanted her to concentrate on the farm.

“I knew that I did not want to work on the farm forever,” said Lindberg. “It is not what I wanted for my life.”

Lindberg moved off of the farm and took her first job was at the post office in Normandy, France. She worked for a couple of months, then moved to Paris with her husband and stayed there for two years. In 1967, she began her life in

Germany with her family.

Learning has always been important to Lindberg and she instilled this value in her four children.

In terms of education, “I told them that if you do not have anything, you are not going to be anything,” said Lindberg. “I knew from working on the farm, that I never wanted that for my children.”

Lindberg took steps to improve her own education when she got to Germany.

“I never finished high school in France so when we arrived in Germany; I took my exams in Tubingen, Germany with the French military that were stationed there.”

She then took language classes in college to learn German and improve her English. From there she started looking for a job.

“I needed and wanted to work,” said Lindberg. “I could have never been content as a housewife, just cooking and cleaning.”

Without a particular trade background or command of the language, Lindberg did not have too many options in her newfound home.

“I took a job within the possibilities for me at the time,” Lindberg said. “It was

tough starting out, but then I began to like it.”

She started out in her first DA position in Germany May of 1968 as a telephone switchboard operator at Robinson Barracks. “At that time we were still using the plugs and board.” Lindberg said smiling.

She was transferred to Patch Barracks, Vaihingen, Stuttgart, on February 17, 1986 in the position of Assistant Chief Operator and promoted to Chief Operator a year later.

“When I became a supervisor, I learned how to be assertive, approach things with a different way of thinking,” said Lindberg. “Having so many different nationalities, cultures, and religious backgrounds working in the same place, I had to learn about each and how to mesh everyone to be effective.”

Her colleagues, present and past, give testament to Lindberg’s skills.

“She couples institutional knowledge with superior management and people skills,” said David Johnson, regional

“I am going to do the best there is no matter what the situation.”

operations-center chief, 52nd Signal Battalion. “She is aware of peoples’ personalities and knows how to motivate people to get more out of them.”

“She has a very strong work ethic,” said Carl Schmitt, chief of network operations, 52nd Signal Battalion. “She is totally committed to the job and dedicated to the customer.”

Lindberg and the facility she manages have been recognized at battalion and brigade and 5th Signal Command level. She has received awards and the Vaihingen DSA was named Best Army DSA in 1997. Since 1995, the facility has received no deficiencies during command inspections.

Since 1993, several DSAs have closed, with the responsibilities being transferred to the Patch Barracks facility. As of October 1, 2006, Vaihingen became the only DSA servicing 43 communities in

Europe, supporting morale calls from Soldiers deployed in crisis areas.

“In reference to the consolidation, she had a plan, her people were well-prepared and the cut over was pulled off without

a hitch,” said Johnson “She is a master trainer; using borrowed personnel she was able to seamlessly train and integrate the new augmentees without any drop in service.”

Today the Vaihingen facility led by Lindberg has 16 operators and fields approximately 2,000 calls a day. “It is challenging but I enjoy my work. I really feel I am doing something for someone,” she said.

Dedication to the U.S. military is a family affair. Lindberg is married to the 52nd Signal Battalion Human Resources Officer, David Lindberg. He retired from the U.S. Army in 1990 after 30 years of service in the enlisted ranks. He has been working at his current position for 14 years and will continue until she retires.

Now, as Lindberg approaches the end of her impressive career, she reflects that the past 39 years have gone by tremendously fast.

“If life had gone a different way, I would like to have been a doctor, traveling to poorer regions and helping people who have no access to care or cannot afford it.”

Her dedication to excellence, regardless of what the task at hand entailed, drove her to succeed in her chosen profession.

“I am going to do the best there is no matter what the situation,” said Lindberg.

“Plus, I love working for the U.S. military, I wouldn’t have been with them this long if not.”

Jacqueline Lindberg (hand) displays a personal photo of her (left) working as a telephone switchboard operator.





Pfc. Mark Fowler, 7th Signal Brigade, gains hands-on training by verifying and labeling category five ethernet cabling during the Arctic Dragon exercise on Funari Barracks. The exercise provides 7th Signal Brigade Soldiers with the opportunity to work in a field training environment.

Exercise Arctic Dragon keeps 7th Signal Brigade ‘field ready’

**Story and Photo by
Sgt. Jonathon Gray**
5th Signal Command, PAO

Soldiers of the 7th Signal Brigade improved and polished their deployment capabilities during the Arctic Dragon field exercise held at Funari Barracks in Mannheim, Germany from Jan. 22 to Jan. 25.

The brigade temporarily moved from their permanent headquarters into a tent-based operations center in order to test their ability to maintain daily functions in a field-like environment and to confirm their equipment load plans.

An empty field was turned into an operations center by erecting tents, emplacing power sources, and installing phone and computer communication lines. “If we deploy to an area that’s not built-up, we have the training and ability to set up and operate in a field environment,” said Staff Sgt. William Montgomery, a

network controller from 7th Signal Brigade’s Network Operations Center.

Spc. Domingo Vasquez said this field exercise gave him a better overview in how each section in the brigade works in a field environment.

With all the sections within arms-reach of one another, it allows Soldiers an opportunity to see how tasks are accomplished within the unit on a day-to-day basis.

Capt. David Taylor, Headquarters and Headquarters Company commander, was pleased with his Soldiers’ performance during the training exercise, “If we can operate as a brigade out of tents, we can operate anytime, anywhere.”

Sharp FOCUS

**Story and Photo by
Sgt. Elizabeth Sheridan**

5th Signal Command, PAO

Military Police guard each entrance to the exercise zones, checking access badges and bags. Beyond the gate, rows of buildings stand at attention, protecting their inner activity. Inside, the hum of machines whirring and information flowing, greets people as they move about completing tasks. Behind the veil of daily operations, the Southern European Task Force was working toward recertification of its task force status.

At the training area in Grafenwoehr, Soldiers of 5th Signal Command are once again stepping up to the plate to prepare United States Army, Europe Soldiers and civilians to fight tomorrow's battles. Signal Soldiers work on both teams; trainers support and trainees. For the signal Soldiers on the support side of the field, they expanded their occupation skills while providing the training audience with realistic scenarios and solid support. For those signal Soldiers in the training audience, they honed their skill set by reacting as if they were in a deployed area.

Trainers

The key players who participated in Lion Focus during December 2006 returned for Sharp Focus, 69th Signal Battalion, 2nd Signal Brigade, supplemented by elements of 5th Signal, leading the charge with the setup of the three networks used.

"2nd Signal Brigade has a day to day mission of providing communications to the garrison," explained Col. Joseph Brendler, commander, 2nd Signal Brigade, director of the communications simulations operations center. "With this exercise the Soldiers have the opportunity to conduct training for deploying warfighters, directly contributing to the global war on terrorism."

On the support side, the Soldiers of 5th Signal benefited in multiple ways.

"We set up, installed, operated, and maintained the systems which supported Sharp Focus," said Lt. Col. Scott D. Baer, 69th Signal commander and director of the communications portion of the exercise. "We managed controlled resources for the personnel on the ground for not only 5th Signal but USAREUR as well."

The signal teams also provided hands-on service throughout the exercise.

"This exercise gave Soldiers familiarization with the users, the customers," said Staff Sgt. James Nejelski, from 69th Signal's information management office. "There were real-time problems that needed a real-time fix and it caused them to think about what

requirement is needed at the moment."

"Soldiers from across the 5th Signal footprint were given insight into the demands and customer expectations of a war fighting headquarters," Baer said. "They were given training not only in their jobs but on the customer service side of the house as well."

Trainees

5th Signal Soldiers also discussed what they gained from the training audience side of the exercise, focusing on skill development necessary for upcoming deployments.

"As the 44th ramps up for deployment this summer, this exercise provided very relevant training," said 1st Lt. Simon Jennings, 44th Signal Bn. "We will incorporate lessons learned into our training back at the unit."

The 44th provided a team to substitute for the group that is assigned to SETAF as tactical communications for this deployment cycle. During the exercise, 44th Soldiers set up fire walls and rules for trusted users to get in and out. Professional hackers probed the firewall, sending out recon teams to find where they could infiltrate. "In a span of 160 hours, there were 43 attacks on our network that we effectively blocked," said Jennings. "We protected people on the inside so they could continue to do their jobs."

"This exercise was a really good learning experience, good on the job training for Soldiers who have never done it before," said Sgt. Erica N. Murphy, 509th Signal Bn. "It gave us a chance to work with joint forces and allowed for a better look at the bigger picture, how the decision making process actually goes."

Overall, on both the support and training audience side, Sharp Focus allowed Soldiers to strengthen their skill sets while preparing coalition forces for war.

"Seeing the units deploy that they helped train gives the Soldiers a better sense of the role they play for war fighters," said Command Sgt. Maj. Timothy A. Czuba, 69th Signal Bn. "They have an appreciation and respect, both for those deploying and themselves; they get a sense of satisfaction in the job they are providing for the Army."



Soldiers and Airmen from 2nd Signal Brigade's Sharp Focus Task Force provide helpdesk support to the training audience.



Building the Knowledge Enterprise

LeAnne MacAllister
PAO, 5th Signal Command

It's not only the hot topic in town. It will literally change the way every computer user in the U.S. Army, Europe's theater does business.

"We are transforming the way we execute information management," said Col. Joseph Frazier, Deputy G6, USAREUR.

With the goal of minimizing cost and improving service, in accordance with the Department of the Army's Chief Information Officer/G6 (CIO/G6) knowledge management goals, USAREUR's common user computer services will be consolidated under a Single Directorate of Information Management over the next few months.

Although an Army-wide initiative, USAREUR has taken the lead in the implementation of the Army's Single DOIM plan.

Single DOIM is an initiative to consolidate information technology business processes of all units under USAREUR and the Installation Management Command-Europe under a single entity. The Single DOIM plan streamlines delivery of baseline services and consolidates infrastructure support.

"Basically, the goal of Single DOIM is to ensure all U.S. Army, Europe computer users receive the same standard of support by migrating functions of the DOIMs under a single command and control structure," said Frazier. "The sooner we complete this change, the sooner we will be able to reap the benefits of the efficiency that the process provides, so we want to make sure we are in the front of this transformation."

Here in the European theater, the USAREUR and IMCOM-E are partners in

its implementation process, but 5th Signal Command will be the executive agent and service provider theater-wide once the transition is complete. 5th Signal's signal support battalions will serve as regional DOIMs within their respective US Army Garrison's area of responsibility.

The battalions of 2nd Signal Brigade, 5th Signal Command -- 39th, 43rd, 52nd, 69th, 102nd, and 509th -- will assume the DOIM mission and functions under the U.S. Army Garrisons in Benelux, Heidelberg, Stuttgart, Grafenwoehr, Hessen, and Vicenza, respectively.

"This process improvement will ensure improved information management support that is consistent throughout the theater; at end state, regardless of where in USAREUR a Soldier or civilian is located, he or she will access one DOIM in a community that offers centralized knowledge management, service, and security," explained Frazier.

Signal's ongoing transformation

The implementation of Single DOIM was directed by the Army almost two years ago. However, in order to provide the IT common-user baseline services throughout the European Theater, a fully operational enterprise infrastructure had to be put in place.

"The Enterprise infrastructure, which includes the Area Processing Centers, the Enterprise Control Center, and the Enterprise Service Desk, is complete. Now our focus has shifted to the implementation of Single DOIM into this construct," said Frazier.

Thus, the transition to Single DOIM has been facilitated by the consolidation of

network services and file storage from 21 regional centers to four major processing centers. The fourth and final European Area Processing Center opened in Grafenwoehr in March. This centralization of information management, made possible by a new fiber optic backbone across the theater, allows for an increase in bandwidth, security, and the ability to fix problems in the system remotely.

The Enterprise Control Center, or ECC, is managed directly by 5th Signal Command headquarters and provides top level system administration support for all APCs. It also serves as the control center for all equipment utilized in the APCs.

Whereas the ECC manages processes and the technology in a newly consolidated format, the Enterprise Service Desk manages customers' needs. The ESD officially opened its doors, and phone lines, in September of 2006. The ESD supports the Single DOIM initiative by serving as the main interface and first line of service to the customer.

"In that this is a huge shift, not only in how we do business but also in our Army culture, the ESD team has laid the groundwork for a smooth transition by utilizing Lean Six Sigma tools," explained Lt. Col. Andreas Ulrich, Deputy Chief of Staff, 5th Signal Command, and Lean Six Sigma team facilitator.

Once the transition is complete, no matter where an employee or Soldier in USAREUR is located, the ESD will support them by either fixing their problem remotely or sending out touch-labor support.

Single DOIM phases of change

With the APCs, ESD and ECC in place, 5th Signal Command and USAREUR G6 have now rolled out a four phase plan to implement Single DOIM.

Phase one, the data gathering phase, was completed this Spring and consisted of reviewing and analyzing the current information management services and processes across the theater, establishing a C4IM (Command, Control, Computer, Communications and Information Management) listing of common-user services, and developing a listing of IT positions and service contract for possibly consolidation to garrison DOIM constructs.

Regularly scheduled meetings, conferences, and marketing plans have also ensured that customers, as well as DOIM offices, were aware of the planning process and the upcoming changes. These programs will continue through phase four.

Phase two, the design phase, consists of developing an implementation schedule, finalizing a consolidated list of all IT resources that will be realigned into Single DOIM and ensuring that financial resources are transferred in accordance with the transfer of services. Service Support Agreements and Service Level Agreements for services above baseline requirements are also being determined.

During phase three, the transition phase, various stakeholders, to include commands and garrisons, negotiate the integration of Single DOIM and complete the transition. Working relationships between DOIM touch-labor positions and the garrison will also be defined.

Both phase two and phase three are scheduled to be complete by July of 2007 in order for phase four, integration, to begin.

Integration is set to be complete by September of 2007. Phase four also includes a review and assessment of the transition, as well as a continual review of unit's migration status reports.

Changes at the user level

As units and their subordinates join the enterprise, one of the most significant changes will be how IT support will be provided. For example, if a customer experiences a problem with their PC or

telephone, he or she will now be able to submit a trouble ticket by using 119-online or calling 119. The Enterprise Service Desk will receive this trouble ticket and either fix the problem remotely or route it to the appropriate technician to provide the customer the required IT support. "The expectation is to repair approximately 70 percent of the PCs problems -- such as email account and password lock out -- remotely without having to send a technician to repair these type problems. Ultimately, the intent is to provide the same level and quality of service or better to customers theater-wide," said Frazier.

Single DOIM will have minimal impact on network administration. "However, as more and more servers are consolidated in the APCs, network administration will become a critical function to ensure the proper network services are available and provided at the right levels," added Frazier.

Single DOIM will also ensure that all users in the theater receive the same professional IT support. This means that IT specialists and network administrators who had previously worked for a specific unit will service any USAREUR user in their garrison or region who needs IT assistance.

"At the end of the day, Single DOIM allows units to focus on their core functions, knowing that the information management support is maintained through an effective, centralized system," added Frazier.

With the goal date of September 2007 rapidly approaching, USAREUR's CIO/G6 and 5th Signal Command have their plates full. Regardless, they are confident the work will get done and the benefits of the system's added efficiency will be realized immediately.

Frazier pointed out that the biggest challenge is informing customers of Single DOIM. "Though we are currently on track to make this deadline, we must continue to educate our users and network administrators about this change, said Frazier.

With nearly 30,000 customers in USAREUR requiring IT support, Frazier had a single closing point. "The IT transformation doesn't end with Single DOIM. We will continue to field new technology and evolve in our service capabilities. That is the nature of the Signal business, after all.

From the ESD Chief

John Conklin

5th Signal Command is leading the charge for NETCOM in consolidating theater help desk services, which support USAREUR Transformation and Single DOIM efforts in standing up the Enterprise Service Desk.

The concept of the ESD is to provide a consolidation of communication services previously provided by the former network service center help desks.

To meet this goal, 5th Signal restructured and eliminated the six network operations security centers, twenty-four NSCs and associated help desk operation centers.

ESD personnel requirements were identified, which relocated 22 personnel to Kaiserslautern, physically located at the Army Processing Center – Kaiserslautern.

5th Signal Command is charged to facilitate peer-level operations and maintenance with the enterprise control cell, action request center, systems operations branch, data network branch and information assurance branch, as well as enterprise collaboration efforts with plans and engineering and the enterprise services office, in positioning the command for Single DOIM success.

The ESD will gain efficiencies in providing IT customer support by utilizing state-of-the-art industry tools, such as BMC Remedy Information Technology Service Management trouble ticketing system and Configuration Management Database, Microsoft Systems Management Server 2003 and Microsoft Operations Manager 2005, for desktop, server and applications which are supported within the APCs. These capabilities are currently in the early stages of development.

Lean Six Sigma provides process improvement and analytical tools, necessary for the ESD to gain efficiencies in scaling customer support to anticipated 50,000 user population. Through continual process improvement and increased collaboration with key stakeholders within G-3, 2nd Signal Brigade and the subordinate Signal battalions, the ESD hopes to maintain a higher level customer service and support to the Single DOIM customers.

Digital Firepower

Final APC opens in Grafenwoehr

LeAnne MacAllister
PAO, 5th Signal Command

The 5th Signal Command, United States Army, Europe's communications arm, opened Europe's fourth and final Area Processing Center at the Grafenwoehr Training Area (Germany) on March 30th.

The opening of the APC marks 5th Signal Command's ability to migrate all of USAREUR's network services into the four centralized processing centers. Specifically at Grafenwoehr, necessary infrastructure is now in place to facilitate the management of data and services of local users in a single enterprise.

"This is digital firepower," said Brig. Gen. David G. Perkins, commander, Joint Multinational Training Command, during the official ribbon cutting ceremony. "People pass by this building without realizing that, in terms of space, it is possibly the most powerful area in Grafenwoehr."

APCs are server consolidation facilities for file storage, e-mail accounts and internet access. The centers increase network security, bandwidth, reliability and efficiency of services provided, while supporting information sharing and collaboration in a protected environment.

The APC Grafenwoehr provides a more reliable and redundant garrison communications structure, improved support capabilities for maneuver brigades, expanded and more robust capabilities to support exercises and the ability to support Joint Task Force-East initiatives. It also allows for future growth at the network base.

APCs across the theater provide continuity of operations and disaster recovery of data

stored in the centers. Because of emerging sensor technologies incorporated into the APCs, these centers also have the capability to diagnose, repair and conduct these recovery operations without the previously required extensive hands-on support.

The increased automation and centralization of servers allow 5th Signal Command to maintain mission success with a smaller staff, while simultaneously improving security and leading the way in the implementation of Army Knowledge Management goals.

Following guidelines outlined by the Department of the Army and Army Network Enterprise Technology Command, this centralized system replaces the decentralized Network Service Center model in the 2nd Signal Brigade, 5th Signal Command. 21 NSCs have been restructured into four new regional operations centers.

"The APCs, along with infrastructure improvements,

ensure that the customers' information is safely stored, managed and backed-up in four centralized facilities," said Brig. Gen. Dennis L. Via, commander, 5th Signal Command. "This will significantly improve C2 capabilities for Warfighters regardless of their deployment or training location."

In order to enable this transformation, the issue of bandwidth needed to be addressed. The Installation Information Infrastructure Modernization Plan – known as I3MP – has enabled the upgrade of theater infrastructure and ensures that information is capable of traversing networks to reach centralized systems. Servers can be physically further away from users while increasing security and speed capabilities thanks to a new fiber optic network. All major enduring installations in the USAREUR theater have been



Photos by LeAnne MacAllister, PAO, 5th Signal Command

Bill Kunz, Area Processing Center – Grafenwoehr Chief, leads Brig. Gen. David Perkins, Joint Multinational Training Center Commander, and Lt. Col. Scott Baer, 69th Signal Battalion Commander, on a tour through the new facility during the opening ceremony March 30 in Grafenwoehr, Germany.

upgraded.

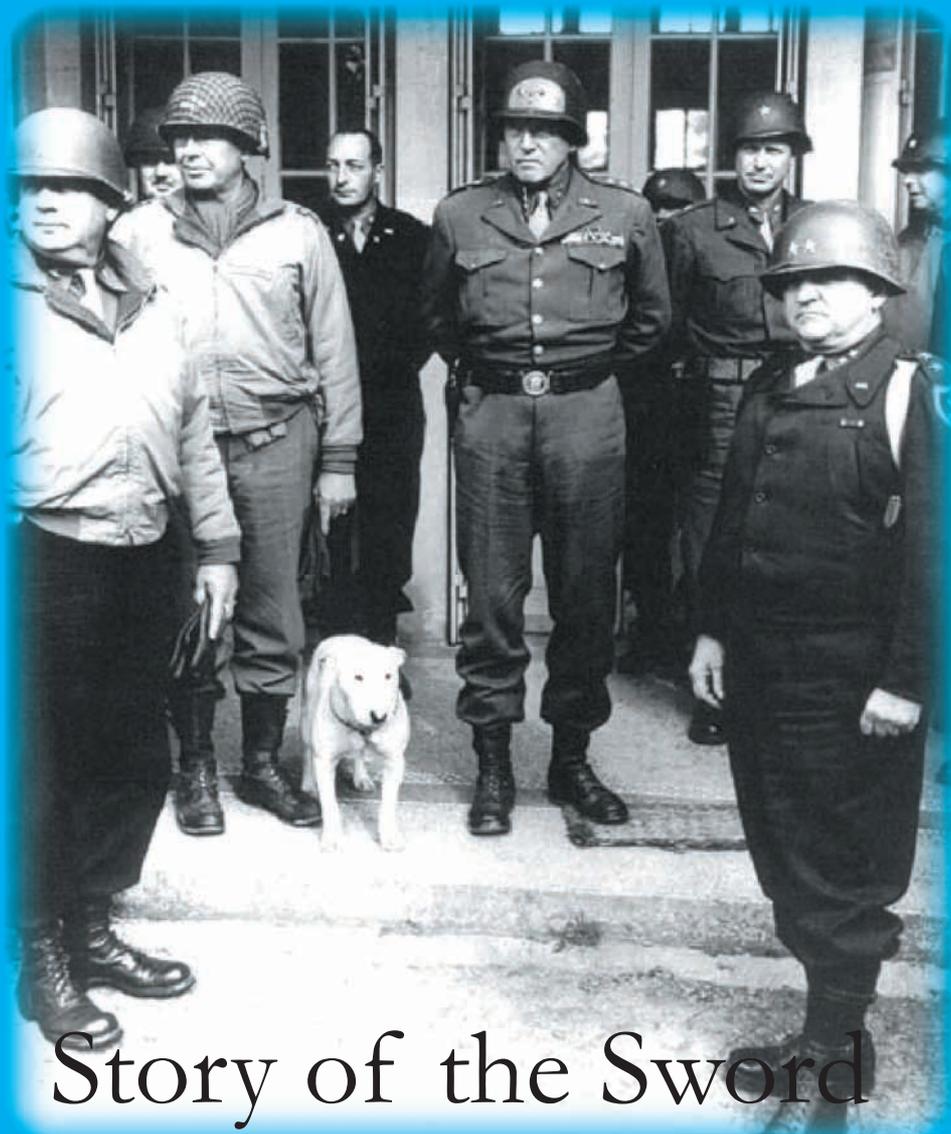
The restructuring of signal forces in Europe is a key component in the Army's campaign to implement Network Centric Warfare and Army Knowledge Management Goal 3, the Integrated Global Presence and Basing Strategy, and USAREUR Global Rebasing and Restructuring initiatives, and addresses a constantly increasing demand for seamless information flow to combatant commanders.

The transition to Area Processing Centers was the product of over three years planning and resource investment. "This APC was built through a cooperative effort by members of USAREUR G6, 5th Signal Command G3, 2nd Signal Brigade, 69th Signal Battalion, the German contractors, the Corps of Engineers and U.S. Army Garrison Grafenwoehr," added Via.

"There was a lot of hard work done by many people to get here. We are where we need to be in order to provide world class communications to our Warfighters."



Col. Joseph Brendler, 2nd Signal Brigade Commander, Brig. Gen. Dennis Via, 5th Signal Command Commander, Cpt. John Harrell, 69th Signal Battalion, Brig. Gen. David Perkins, Joint Multinational Training Center Commander, and Lt. Col. Scott Baer, 69th Signal Battalion Commander, cut the cake at the Area Processing Center – Grafenwoehr opening ceremony March 30th. The sword used in the ceremony was presented to Harrell's grandfather by Gen. George S. Patton Jr.



Story of the Sword

Col. John Cheadle is fourth from the left, standing to the right rear of Lt. Gen. George S. Patton.

Cpt. John Harrell's grandfather, retired Col. John Cheadle, was the G-3 on Lt. Gen. George S. Patton's staff. He briefed Patton on battle preparation, battle plans and course of actions. He worked for Patton for three years during World War II. When Patton crossed the Rhine River in Oppenheim, Germany, he walked among his troops and noticed that they were lining up German equipment in front of the tanks for destruction. Of this equipment, Patton noticed three swords with the local train station scribed on them. He halted the Soldiers and took the swords. Later, during a ceremony among his primary staff, he

presented these swords to three individuals, one going to Harrell's grandfather.

When Harrell returned from Operation Iraqi Freedom I, his grandfather presented the sword to him at Ft. Stewart, Georgia. Unfortunately, his Grandfather died during Harrell's second tour to Iraq in June of 2005. After further research on the sword, Harrell's family discovered that it is a German ceremonial sword used when the train station was opened. The sword was special to his grandfather because the train station was the main objective he briefed during the Battle of the Bulge.

(Story and photo courtesy of Cpt. John Harrell)

ESBs Arrive

**Story and Photos by
Sgt. Jonathon Gray**
5th Signal Command, PAO

Typing and reading emails, talking on the phone, and connecting to the world through the touch of a button or click of a mouse have become common facets of everyday life. Doing the same thing in a tactical, mobile environment, while conducting operations in a foreign country, requires warrior and technical skills by the provider of these services. The Army has developed the Expeditionary Signal Battalions to meet this challenge.

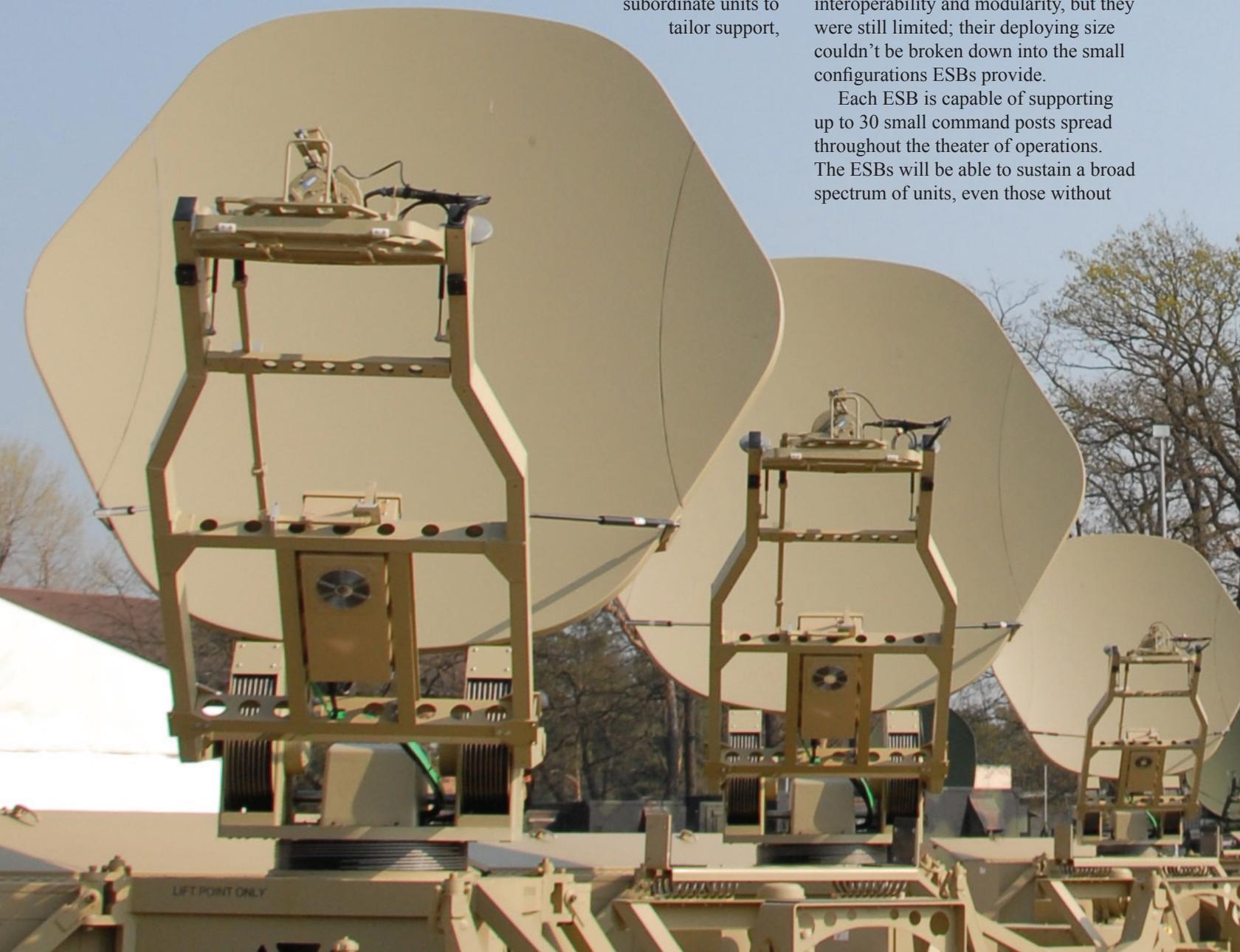
7th Signal Brigade is comprised of two Signal battalions, the 44th and 72nd. Recently designated and configured as ESBs, they currently deliver the secure and non-secure phone and data lines necessary for commanders throughout the European theater. However, this is just a small part of their mission. The two battalions are comprised of smaller elements able to support other unit missions as the need arises, replacing the previous requirement to send 50 percent or more of the battalion to support a task. Now a small or large data platoon can fulfill the same mission. This modular system allows 7th Signal Brigade and its subordinate units to tailor support,

based on mission requirements, while freeing up more equipment and Soldiers for follow-on missions.

“We are incorporating the Army’s newest signal technology into 7th Signal Brigade, transforming 72nd and 44th Signal Battalions into modular support unit ESBs,” said Lt. Col. Dana Tankins, 7th Signal Brigade deputy commander.

Even though the conversion was a recent achievement, the brigade’s units had undergone another change from regular tactical signal battalions to Integrated Theater signal Battalions within the last two years. These ITSBs marked the beginning towards better interoperability and modularity, but they were still limited; their deploying size couldn’t be broken down into the small configurations ESBs provide.

Each ESB is capable of supporting up to 30 small command posts spread throughout the theater of operations. The ESBs will be able to sustain a broad spectrum of units, even those without



In Europe

any organic signal assets of their own, at any time, regardless of the country, continent, or mission. The wide variety of data-centered communications provided includes secure and non-secure internet and ethernet, secure and non-secure phone lines, Voice Over Internet Protocol phones, video teleconferences, and various other specialty data-orientated communications.

The major components that comprise these new ESBs are the Joint Network Node, Command Post Node, Single Signal Shelter, Line of Sight shelters and tactical satellite vans, such as the Phoenix system. Through this transformation process, 7th Signal Brigade becomes the first JNN-equipped European theater tactical Signal brigade.

At a recent training briefing, Tankins spoke on the recent changes to his units, “7th Signal Brigade will be fielding over 2,300 pieces of new equipment to complete the transformation. This equipment, combined with the staffing of

additional Soldiers necessary to operate and maintain the equipment, makes the entire brigade 20 percent larger in size.”

ESB Major Components

According to Army doctrine, the JNN system acts as the ‘brain’ of the signal network, controlling the flow of phone calls and data information, ensuring that everything is routed to the correct place and in a timely manner. Networking is accomplished in the blink of an eye; the phone and computer lines are kept open and all users may talk at the same time, within the network and beyond.

As the central node of the network, the JNN system also acts as an access point for users to connect phone and computer lines thereby tying into the network and communicating. JNN shelters are mainly comprised of commercial, off-the-shelf products, as opposed to other Army communication systems which

predominantly use military equipment. Both of 7th battalions contain four JNN systems, each designed to support over 100 separate phone and data lines with secure or non-secure communication.

The training on the new equipment was accomplished in ten weeks, sometimes requiring 12-hour classes. The training also qualified Soldiers with the 25F Military Occupational Specialty (Network Switching Systems Operator – Maintainer) to convert into the new 25N MOS or JNN-N nodal system operators/maintainers, a job created specifically for operating and maintaining the JNN. Soldiers in the class, such as Spc. Archie Meadors, B Company, 44th Signal Bn., were given hands on training as well as an in-depth look at the new equipment and its capabilities. “The JNN will help us win the communications war; it’s streamlined, compact, easier to use, and extremely mobile,” said Meadors.

Command Post Nodes, designed to work specifically with the JNN, are satellite-equipped mobile boxes designed for use by battalion level and early entry command posts. Each CPN ties into a



JNN, either through a cable or satellite connection, allowing all the users connected to talk to other users connected to the local JNN network. Through the use of another satellite link, the JNN can also tie users into the world-wide network as needed.

Each CPN can be operated locally by the controlling unit, maximizing user interfaces while minimizing the amount of cable used, which could constitute several miles of copper and fiber-optic cable. Each battalion has 24 of these modules to distribute throughout the area of operations, giving battalion-level and early entry command posts access to data communications, a service previously reserved for brigade level and higher command posts.

The Single Signal Shelter works hand-in-hand with the JNN systems, acting as a call- and data-routing system, in addition to providing phone and data links to local users using small, lightweight, and modular switching equipment. The SSS carries more communication lines and can provide more data links than the JNN, however the JNN provides the traffic control and key switching to the overall network.

One of the staples of a mobile network is the Line of Sight shelter, or LOS. Even though the ESB's have more satellite capabilities than the ITSB, they still rely on the LOS to pass information as needed. Each LOS connects to a switch or node via cable, splits this signal up to three different directions, and then transmits to other LOS shelters up to 25 miles away. In doing this, the LOS basically acts as a cable extender and splitter,

allowing for a bigger, broader network. LOS shelters add other benefits to the network, as they have a much quicker set-up time and a much lower repair cost per each hour of operation than their satellite counterparts.

The ESBs are designed to readily upgrade as new equipment arrives or older equipment is redesigned, in addition to being backwards-compatible with the older Mobile Subscriber Unit and Digital Group Multiplexing units and equipment. They are also designed to interface with the vast array of communications equipment throughout Department of Defense's Defense Switched Network, North Atlantic Treaty Organization, commercial and tactical telephone switches, switchboards, and various subscribers' telephones.

Future Capabilities

Thanks to the capabilities and interoperability of the ESB, each JNN and subunit acts as a smaller network that cooperates and ties into the bigger network. The Warfighter Information Network-Tactical is the Army's next step in its tactical signal transformation. It is being designed as an integrated convergence of multiple networks into

one greater network, creating an enormous mesh of knowledge, information, and combat effectiveness.

Even though data technology becomes more integrated with every day functions, and the need for information rises, the future needs of the Army is still limited to the current capabilities of today's signal networks, as discussed in Army transformation and modularity conferences. Presently, the communication networks are designated and designed as "transport networks," meaning just that; data is transported throughout the network at the sender's request. As these networks continue to grow, become faster, more reliable and develop the capabilities to support the ever increasing need for data, they will be replaced by "information networks."

The new information network will not only allow the same communication resources to be transmitted as any transport network, but will also give Soldiers the ability to disseminate and query for data as needed, giving commanders and subordinates real-time information that will greatly help support warfighters.

The new WIN-T network will allow a network-centric battle command customized near real time information



down from the individual level, while providing each individual Soldier with the same recent information needed to accomplish the task and mission at hand.

According to Lt. Gen. Steven W. Boutelle, Chief Information Officer/G-6 “WIN-T will allow the Army, together with the joint community, to relentlessly address the architectures, protocols, and systems with a redundant, non-terrestrial based network capable of providing focused bandwidth necessary to support mobile command and joint Blue Force Tracking.”

The nature of the ever-transforming Signal Corps and communications field necessitates constant changes and upgrades from signal units, so that the best communication support will be provided during the mission at hand. As 44th and 72nd upgrade and transform into ESBs, they will continuously improve upon their performance and capabilities to provide the best communications support available for the warfighting commanders of 5th Signal Command, USAREUR, and the United States Army.

Right: Pvt. Brenden Teetsell, 44th Signal Battalion, configures the AN/TSC-156 “Phoenix” satellite system for the New Equipment Training exercise held at Sullivan Barracks switch park. The NETEX ensures the new equipment is fully operational and combat-ready.

Left: Spc. Russel Lunsford and Pfc. Darrell Gregory, 44th Signal Battalion, install and configure the Satellite Transportable Terminal for the New Equipment Training exercise held on Sullivan Barracks switch park.



Traffic Light Switching

Think of a traffic-light system in a local town. Each SSS system will represent the controller for a city block of traffic lights, while the JNN system will represent the controller for a district of traffic lights. Each SSS system controls sets of lights in its block, ensuring vehicle and pedestrian

traffic cross their thresholds, with little to no collisions. Each SSS working independently will be able to control its own block. At the district level, the processing power of a JNN is needed to take care of the logistics of traffic. The JNN controls its own smaller set of traffic

lights and also communicates with the SSS lights, advising them of when to turn on or off, ensuring traffic not only gets through safely, but arrives faster overall when timed with all other lights.



Flight of the Phoenix



“Phoenix Platoon” provides signal support to SETAF

Battalion Staff Report

Soldiers from the 44th Signal Battalion based in Mannheim, Germany shared the spotlight with the United States Army Southern European Task Force.

Force recently as both units train and are in transition together. USASETAF, headquartered in Vicenza, Italy recently became certified by the United States European Command as the core headquarters of a combined joint task force. This would not have been possible without the support of the 44th Signal Battalion Soldiers who were attached to the 509th Signal Battalion in January following their move to Vicenza.

The move to Italy has proven to be challenging as it has required not only a change in location, but also in mission and higher headquarters as well. The platoon is now referred to as the Contingency Communications Package and falls under the 509th Signal Battalion and 2nd Signal Brigade. They provide Quad-Band capability in the Super High Frequency range along with administering the Base Band Node and data package specifically to support SETAF. This package has the unique communications mission that enables, in part, SETAF to command and control its Warfighters.

The CCP certified its capabilities and performance as SETAF wrapped up a joint operations center exercise during the first two weeks of March 2007. This was the platoon's first mission at their new home station, but not its first mission for SETAF.

During the readiness exercise, SETAF jumped the headquarters into Hanger One at Aviano Air Force Base, Italy, instead of the usual nearby countryside of the scenic and towering Dolomite Mountains. Foregoing the accustomed operations by the Juliet Drop Zone near Maniago, where thousands of Army paratroopers maintain their airborne proficiency, the platoon broke new ground in providing support for SETAF on the welcome mat of our sister service, the U.S. Air Force. The CCP is not a stranger to Italy as its equipment was fielded here and the Soldiers were named the “Phoenix Platoon,” to the 509th Signal Battalion during 2004. This equipment was deployed Afghanistan in 2005 and redeployed to Germany with the 44th in 2006. The CCP has proved to be a formidable communications asset vital to supporting the Global War on Terror, expanding its capability with the Phoenix suite and now is seen as a vital element to support SETAF.

This communications package's subsequent move from Italy to Germany (and back) is a result of the challenges

of transformation. During the fielding, deployment and redeployment of this package, elements of the 5th Signal Command were also in transformation. The restructuring within the command resulted with all the strategic support battalions falling under 2nd Signal Brigade and the 7th Signal Brigade consisting of all the tactical support battalions.

As restructuring coincided with their return from Afghanistan, the Phoenix Platoon Soldiers returned to Italy to change duty stations or finish out their tours, but the equipment was routed to Germany in order to be reset for future deployments. It was subsequently placed back with the 44th Signal Battalion.

For these Signaleers today, they continue the “Flight of the Phoenix” once more in a permanent move back to Italy to provide communications to support SETAF and any mission anywhere.

These Soldiers with their cutting edge equipment are the embodiment of the Signal Corps, doing whatever it takes “to get the message through.”



Pvt. First Class Harry L. Rybacki (right) Spc. David L. England (left), 509th Signal Battalion, work on a High Power Amplifier on the ANTSC-156 Phoenix Satellite Communications Terminal.

Photo

OPSEC Mission:

SLOVENIA



Accomplished

Story by Robert Hembrook and Capt. William Wright, 5th Signal Command

This past April, a team from Headquarters, 5th Signal Command had the opportunity of training members of the Slovenian Armed Forces. The team prepared and delivered formal briefings and interactive presentations focusing on the concepts of Information, Operational and Communications Security as well as network planning and information systems management.

The team not only taught the importance of these subjects to their Slovenian hosts, but also learned much more about the country of Slovenia, the people, the military, and specifically the 11th Signal Battalion.

The last few years saw Slovenia join both the North Atlantic Treaty Organization and the European Union. This included switching currencies to the Euro in January 2007. Overall, the Slovenian Army is currently quite small, with just 7,000 Soldiers to defend their homeland.

Albeit small, the Slovenian Army is quite expeditionary, with over 1,000 of their Soldiers deployed to places as diverse as the Darfur region in Sudan, the Golan Heights, Kosovo, Afghanistan and Iraq.

Hosting this year's military-to-military event in the capital city, Ljubljana, the 11th Signal Battalion, led by Major Boris Cimprič, is the Slovenian Army's only Signal Battalion. Cimprič is a 15-year military veteran and attended the Signal Officer's Basic Course at Fort Gordon, Georgia in 1996.

The first day's session began with a wide spectrum of briefings on information technology management in both a tactical and strategic environment. Other elements of the presentations included the important topics of network operations

and information assurance.

The officers and non-commissioned officers of the 11th had a keen interest in communications interoperability, specifically with NATO and other coalition partners. Due to Slovenia's frequent participation in EUCOM-sponsored training exercises, the classroom discussions focused on the value of interoperability, best exemplified by exercises such as Combined Endeavor. The exchange of ideas also gave the students insight into how 5th Signal conducts planning and how collaboration technologies such as enterprise portals enable the organization to make more informed decisions and better utilize its resources. 2nd Lt. Boris Bodlaj, a 15-year army veteran of the Air Surveillance Battalion, stated, "I enjoy exercises very much, it gives us a chance to see other places and how others do their tasks."

Sgt. First Class Paula Powell, 5th Signal's COMSEC Inspector, presented a briefing covered NATO-specific COMSEC procedures. As serious and dry a subject as COMSEC can be, there were still ample opportunities for humor as well. When the subject arose on alternative destruction methods for COMSEC materials, 1st Lt. Luka Seničar, a veteran of every Combined Endeavor exercise to date remarked, "We are not allowed to go on a field exercise without an axe!"

Following a tactical demonstration of 11th's Signal equipment, the 5th Signal team spent the evening getting to know Ljubljana.

The last day saw the final classroom sessions on information security and operational security. The G-2 provided a presentation on these concepts and their potentially fatal effects when poorly implemented. The Slovenians received these very well, offering many questions

and requests for additional information on the application of INFOSEC and OPSEC principles in a tactical environment.

Prior to departing, the 5th Signal team was able to visit the U.S. embassy, meeting with Ambassador Thomas Robertson. They had the opportunity to discuss the outcome of this military-to-military event, the state of Signal in the Slovenian Army, and future plans for a possible return in six months to a year to see how the 11th Signal Battalion has progressed.

"These types of exchange opportunities with European and NATO allies not only support theater security cooperation efforts, but also build stronger international relationships with them," said Powell.

"In a 20 year career, this is the best temporary assignment I have been on," said Powell. "These are chances to not only demonstrate how the U.S. Military does business, but also learn how foreign military professionals handle their unique situations. Most of all, these are opportunities to see that regardless of nationality, everyone is a Soldier, tied together with a common thread of patriotism and dedication to duty."



Photo by Robert Hembrook

Capt. William Wright (center) and Sgt. First Class Paula Powell (right), talk signal with Slovenian 1st Lt. Sergei Rodman, 11th Signal Battalion, in the capital city Ljubljana.

N

etworking

Combined Endeavor 2007 ations

**Sgt. Elizabeth Sheridan and
LeAnne MacAllister**
5th Signal Command, PAO

“The benefits will be realized for years to come,” said Lt. Col. Philip Hoyle, 5th Signal Command’s Lead Planner for Combined Endeavor 2007.

“It is because of knowledge gained during Combined Endeavor that military units have the necessary knowledge to execute their communications missions when boots hit the ground, be it during a scheduled mission, in times of crisis or in support of humanitarian programs,” Hoyle added.

Combined Endeavor, is a U.S. European Command sponsored exercise planned and executed to identify, test, and document the interoperability of joint, multi-national fielded strategic and tactical communications systems. Now in its 13th year, the lessons learned, relationships built and advantages derived from Combined Endeavor exercises continue to surface in multinational peacekeeping, humanitarian, crisis and combat missions.

Since 1995, approximately 1,000 participants have gathered at the exercise’s



main operating base in Baumholder, Germany. Annually, the main site works with additional members of their teams situated at a rotating forward site to increase the real-world experience of maintaining communications between distant locations. This year, over 200 participants gathered at the Forward Operations Site located at the Air Institute in Yerevan, Armenia.

Dubbed as 'the largest and most powerful Security Cooperation and Communications and Information System military exercise in the world,' the benefits derived from the exercise have attracted new participants to the planning table and exercise tents, thus increasing the valued-added from these communications interoperability tests. In 2007, 42 nations from three continents gathered from April through May to build upon test results from previous exercises and open the doors to new interoperational capabilities.

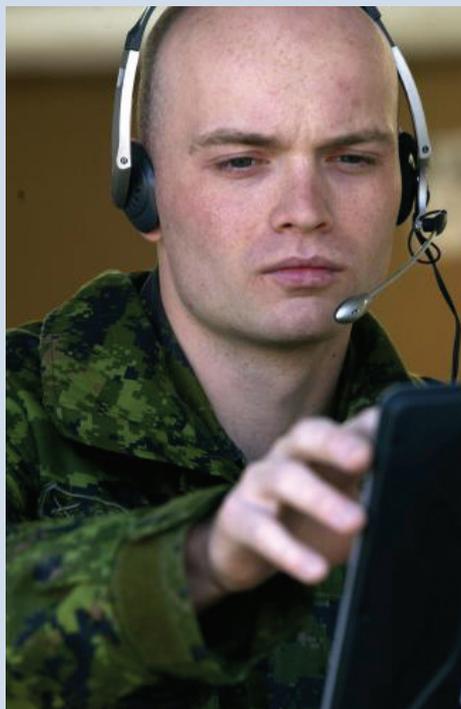
NATO nations that participated this year include Belgium, Bulgaria, Canada, Czech Republic, Denmark, Estonia, France, Germany, Hungary, Italy, Latvia, Lithuania, the Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Turkey, United Kingdom and the United States.

However, the exercise's goals aim to go beyond the borders of NATO. Thus, Partnership for Peace participant nations in 2007 brought Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Croatia, Georgia, Kazakhstan, Kyrgyz Republic, Macedonia, Moldova, Russia and Tajikistan, and non-aligned

participants include Afghanistan, Austria, Finland, Ireland, Sweden, Switzerland and South Africa to the exercise tents and tables.

"The diverse list of participants reflects all of our needs to successfully communicate across border and with one another," added Hoyle.

The U.S. delegation was comprised



Canadian Army Corporal Oulette Remi checks the telecommunication connection during a communications test, Lager Aulenbach, Baumholder, Germany. Photo courtesy of Combined Endeavor's Public Affairs Office.

of Soldiers, Airmen and Marines from active duty and reserve units based in the continental United States and Europe.

5th Signal Command, who served as the U.S. Army, Europe's executive agent for planning and execution of the 2007 exercise, facilitated the set up at both locations, and served as participant, planner and leader on the ground.

Building up Baumholder

As the annual headquarters for this exercise, the local community in Baumholder is well versed in the multinational draw Combined Endeavor has on their quaint town each spring. Thus, in accordance with year's gone by, amongst the rolling hills and windmills of Rheinland Pfalz, Lager Aulenbach served as a technological hub thriving with activity a month before participants arrived for the annual exercise.

"In actuality we began over a year ago, from planning conferences to determining the administration LAN (internet connection and e-mail service for exercise) and supplies required for network establishment. There is a lot of preparation involved," said Sgt. 1st Class Eldon Brown, 5th Signal Command G3 exercises noncommissioned officer-in-charge.

Brown's team worked with EUCOM and USAREUR to determine personnel requirements. He then served as the point of contact in coordinating the set-up and participant teams, which included the 101st Signal Battalion, New York National

Right: Brig. Gen. (P) Dennis L. Via, commanding general, 5th Signal Command, explains the 72nd Signal Battalion's equipment system to Armenian Maj. Gen. Armen E. Barburyan, Chief of Armenian Signal Force, during visit to the Armenian site of CE 07.

Left: U.S. Marine Lance Cpl. Kevin Vargas-Colon, 6th Communications Battalion, discusses a programming plan with Georgian Maj. Igor Artamonov, Georgian Armed Forces Signal Battalion and Armenian Cpt. Davit Gyozyan, Armenian Army peacekeeping Battalion, and Armenian Maj. Levon Mehrabyan, Armenian Army Aviation Institute. Photos by Sgt. Elizabeth Sheridan.



Guard, and six Marine reserve signal battalions also based in New York.

From juggling transportation, housing, in-processing and supply needs required to accomplish the mission, 5th Signal Command ensured that the main operations site was wired and ready for the arrival of participant nations.

“Between two teams from the 101st who came on different reserve rotations, eight buildings and over 30 tents were cabled together. We couldn’t have done it without the support of the reserves,” said Brown.

After months of physical preparation at the site, the exercise officially began on April 27th and ran for three weeks.

“For me personally, being at the command level of an exercise branch, this is a great opportunity to work with a diverse group of Soldiers, Marines and Airmen from different nations in addition to learning from the National Guard’s perspective,” he added.

In addition to completing joint and combined interoperability tests, 5th Signal Command displayed the Army’s newest signal equipment – Joint Network Nodes.

“This was a very valuable experience for me and my team,” said 1st Lt. John Anderson, 72nd Signal Battalion. “The multi-national environment allows us to see what the other nations have to offer, and to give our knowledge and assistance.”

Forward Operating Site

Ancient cultures converged with cutting edge military technology in one of the world’s oldest nations.

First mentioned in history as Arminiya in 550 B.C., modern-day Armenia hosted five of the 42 participating nations at Combined Endeavor 2007’s forward operating site. Delegations from Croatia, France, Georgia, Russia and the United States ran nearly 60 tests for two and a half weeks on their own nation’s communications equipment.

U.S. Army, Europe Soldiers from 5th Signal Command took the lead for the European Command in preparing and launching the forward site. In addition to providing the site co-director and NCOIC, 5th Signal deployed Soldiers from 72nd Signal Battalion as a data package.

72nd Signal Bn. provided the backbone link for core test services for the FOS. Acting as an information pipeline between the Armenian site and Baumholder, they made the test network available for the six nations on the ground.

“They are the gateway for reachback to the main operating site in Baumholder,” said Chief Warrant Officer Clifford Brown.

The interservice opportunities offered at the FOS benefited 5th Signal Soldiers.

The Marines of the 6th Communications Battalion out of Brooklyn, N.Y. provided Defense Information System Network services to the CE 07 participants at the FOS. The Marines, with two augmentees from Headquarters and Service Communications Company based in

Greensboro, North Carolina, made available classified and unclassified internet service, as well as phone service to the six nations based at the Armenian site.

“This exercise affords the chance to make new friends with the other nations and with other services,” said U.S. Marine Lance Cpl. Amber Turley, H&S Comm. Co. “For training purposes, the more time we spend on the equipment the more efficient we become.”

The 101st Signal Battalion, a National Guard unit out of Poughkeepsie, N.Y. is at the forward operating site functioning as testers and providing logistical support to the nations on the ground. The testers are responsible for administering the tests, recording the results, and inputting the results into a database. The tests are monitored by the Joint Interoperability Test Command, the organization responsible for the testing procedures and compilation of testing data in the interoperability manual. 5th Signal Command, who assumed Title 10 responsibility for the 101st during the exercise, worked closely with their national guard partners.

“This exercise brings to the forefront what skill sets we bring to the table,” said Maj. Frank Letizia, deputy co-director of the exercise, 101st Signal Battalion. “It also gives good exposure to the newer field equipment and an opportunity for the Soldiers to cross-train.”

The human interoperability achieved at the FOS contributed to the successful completion of the testing and the building of lasting international relationships.

“What made this exercise a success story at the forward operating site is the manner in which we all came together to overcome adversities,” said Maj. John Donaldson, exercise co-director, 52nd Signal Battalion.

“This exercise is good in that you can see and know the people of other nations and their lifestyles, we are a country and a military in a multi-cultural environment,” said Croatian 2nd Lt. Davor Gradanac, Honorary Protective Battalion. “It is people, not the equipment, that have to learn to work together. The communication of the equipment will follow.”

In all, results from over 1,000 new tests were added to the Joint Interoperability Test Command’s roster this year, thus building on the Combined Endeavor



Service members of the Russian delegation march in during the opening ceremony of exercise Combined Endeavor 2007 at Lager Aulenbach, Baumholder, Germany Photo courtesy of CE Public Affairs Office.

database of over 13,000 technical test results with accompanying technical data configuration, accessible to participants for immediate application to their own computer information systems.

The tradition of bridging continents and connecting people through communications exercises and tests will continue next year with a mix of Combined Endeavor alumni and new participants.

Though Combined Endeavor continues to support both EUCOM and USAREUR transformation initiatives, its benefits go beyond the boundaries of the planner's table.

"There is the human factor – successes that will carry a legacy into future generations, reaching further than we can imagine," said Lt. Col. James Pugh, Exercise Director. "A large part of our success lies not only in the systems but in the relationships we build through our face-to-face communications. We learn everyday; we learn how to talk, not only on data lines and fiber-optic cables, but across borders. We take down the walls."

Right: Sgt. Regmy Guichard and Sgt. Ludovic Saily, 3rd Signal Satellite Center, French Army, take cabling to new heights in preparation for Combined Endeavor 2007.



Left: French Army Signal Soldiers set up their satellite equipment in Armenia in preparation for Combined Endeavor 2007. Photos by Sgt. Elizabeth Sheridan.

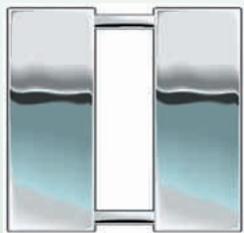
Building the bench of Leadership

Sgt. Jonathon Gray
5th Signal Command, PAO

With the goal of developing tomorrow's leaders today, units from across 5th Signal Command have implemented programs and forums to ensure Soldiers and civilians have open access to and awareness of the Army's newest programs, resources and knowledge.

In the last six months alone, junior officers, non-commissioned officers, warrant officers and civilians have all gathered in various venues discussing a wide variety of topics in their individual forums.

The purpose of the forums is to inform each rank structure of moving trends and updated policies and instill a sense of camaraderie. The forums also provided each Soldier with the opportunity to be well informed prior to making major life-changing decisions in career progression and reenlistment.



Junior Officer Leadership Forum

The second Junior Officer Leadership Forum hosted by 5th Signal Command took place in the Viernheim NH hotel conference center Feb. 1-2.

The two-day forum presented junior signal officers from across U.S. Army, Europe with the most up-to-date information on the Army signal transformation, now referred to as the Network and Space Operations branch, and provided them with an opportunity to interact with their senior officers and peers in a casual environment.

Even though the environment was relaxed, the topics were serious. Guest speakers focused on key points such as retirement

benefits, monetary compensation from staying in the Army, and life outside the military.

Brig. Gen. Dennis L. Via, commander, 5th Signal Command, set the tone for the information exchange. "Junior officers, talk to the senior officers sitting at your tables, build relationships with mentors here tonight. Absorb their wisdom; there is a great amount of institutional knowledge sitting in this room," he said during the dinner to conclude the first day.

Via was followed by various presenters from throughout USAREUR and the signal community, to include Brig. Gen. James Boozer, 1st Armored Division assistant division commander-maneuver, Brig. Gen. Scott West, 21st Theater Support Command commanding general, Lt. Col. Rick Tillotson, 39th Finance Battalion commander, Lt. Col. Jackie Tillotson, 208th Finance Battalion commander, Maj. (P) Samuel Williams, SETAF deputy chief of staff, Maj. Michael Kolb, and Capt. Gregory Nowak.

Presenters discussed topics to include family and quality of life issues as well as deployment rotations, civilian sector realities, and new opportunities in the Army today.

Via explained that the forum offered an array of information to officers, whether used to further develop careers or leadership capabilities. "Don't think of this as a retention briefing; we're here to help each other make informed decisions and to help our Soldiers make informed decisions," he said.

Col. Mark Horoho, chief, branch management division, Network and Space Operations, Human Resources Command, also clarified policies. "Traditionally company commands were believed to be essential positions in career paths to become battalion commanders, but serving as an S-6 in a brigade combat team can also qualify a signal officer for a battalion command," explained Horoho.

As the signal branch continues to evolve to meet the needs of today's military, the restructuring of Signal units across the Army was also explained to the junior officers in attendance.

Many junior officers seized the opportunity to talk face-to-face with their branch managers during the briefings. "This isn't something that I've had a chance to do before; I feel this gives many of us a stronger knowledge base and a more direct control over our own career progressions," said Capt. Nicholas Prisco, Headquarters and Headquarters Company commander, 5th Signal Command.

As an added benefit, junior officers also rekindled friendships by having small reunions with fellow officers during meals and breaks. "It's nice to get together with peers and see people I haven't seen since the Signal Officer Basic Course," said 1st Lt. Joe Billingsley.

Questions, answers, and insights were exchanged both up and down the chain of command as the junior officers conferred with the senior officers dispersed throughout the conference room during social hours and meals.

Boozer discussed command climate with the junior officers. "It's incumbent upon you to come to work with a good attitude. Do this, and there isn't anything you and your Soldiers can't



Photo by Sgt. Elizabeth Sheridan

Chief Warrant Officer Leslie Cornwall, Chief Integrator/Senior Technical Advisor, U.S. Army Signal Center & Fort Gordon, briefs fellow warrant officers during the Warrant Officer Forum hosted by 5th Signal Command on Funari Barracks.

do,” he told the engrossed crowd. He then continued by giving personal insights on his own military career and gave junior officers advice in their future careers.

Many presenters echoed the sentiments shared by Boozer throughout the two-day forum.

“I will continue coming to work because I love the Army. And if you’re like me, and you like to be challenged, the Army itself is rich with challenges,” he said.



Warrant Officer Forum

The Warrant Officer forum was held in the 5th Signal Command Conference Room on Funari Barracks, March 12.

Warrant officers throughout 5th Signal’s units in Europe were presented with current information regarding the changing signal community and equipment within their units, as well as an in-depth look at senior warrant officer promotion selection boards.

Chief Warrant Officer 5 James Jackson, 5th Signal Command’s Senior Electronic Systems Maintenance Technician gave the comprehensive look at the boards. “Be your own career manager; these slides will tell you what to do. If you do what you do when you need to do it, you will be successful,” said Jackson.

He also presented the myths and facts of the boards, and talked about how each board was setup and conducted from start to finish.

“Chief Jackson’s information on the promotion board was very valuable and extremely important. It brought the importance of record maintenance in the promotion process,” said CW2 Shawn Bates, 5th Signal Command.

Detailed presentations on the transformation into the Integrated Theater Signal Battalion were given as well as the fielding and training on the new Joint Network Node. The Network Service Center-Training, based in Ft. Gordon, GA was presented as a training aid for the Joint Network Node equipment based in the United States.

Several warrant officer initiatives were also talked about during the forum, including the changes in the active service limits, removing the restriction from only allowing 30 years of active military service for each warrant officer and now permitting warrant officers to serve 30 years as a warrant officer. A reduction in time-in-grade for promotions was also described, as was the Warrant Officer Candidate School transformation which underwent the most changes since the school’s 50-year history.

Throughout the day of the forum, warrant officers also seized the opportunity to intermingle and become acquainted with their counterparts throughout the Command. “Being new to the area, this gives me a chance to meet fellow warrant officers and network,” said Bates.



NCO Forum

For the NCO Forum, 7th Signal Brigade NCOs gathered in the Coleman Club on Coleman Barracks, March 27. As with every NCO function, the NCO Creed was



Photo by Sgt. Elizabeth Sheridan

Command Sgt. Maj. Latoya Sizer, AFN Europe, teaches a media relations class to 7th Signal Brigade’s non-commissioned officers during the unit’s NCO Forum held at the Coleman Club on Coleman Barracks.

thunderously recited at the beginning.

This forum then progressed into the NCO induction ceremony by inducting new NCOs into the ranks of the NCO Corps.

According to Field Manual 7-22.7, the NCO induction ceremony “is a celebration of the newly promoted joining the ranks of a professional NCO corps and emphasizes and builds on the pride we all share as members of such an elite corps.” Every newly promoted NCO walked through the arch, symbolizing their passing from soldier to NCO.

7th Signal’s 1st Sgts. then performed the ceremonial “wetting of the stripes”, done by pouring water over each new sergeant’s rank.

“Promotion to sergeant is the most difficult and important promotion any of you will experience while in the Army,” said Command Sgt. Major Angel Ramos, 72nd Signal Battalion.

Following the induction ceremony, the NCOs were given a media awareness class by Command Sgt. Major LaToya Sizer, American Forces Network, Europe. She led an interactive class, which included having NCOs in front of the room, to clarify what was learned.

Master Gunnery Sgt. Henry A. Franklin, Operation Chief for the Commander Marine Corps Forces Europe, was invited as the guest speaker for the event. He also gave an interactive class on leadership, throwing out specially made coins for the Army NCOs if they gave a correct answer.

“Leadership is leadership, the world as we know it is becoming more joint. It’s important for us to learn from each other; I am here to enlighten the Army on how the Marines view leadership,” said Franklin.

As with the other forums, the focus wasn’t on just the classroom environment, but it allowed NCOs within 7th to father friendships and network with fellow NCOs. It also allowed the NCOs to learn more about promotion and professional development.

“As we go up in rank, this allows us the chance to look forward, to see the right steps to take,” said Sgt. Robert Haltiwanger.

Fare



22nd Signal



Story and Photo by
Kristopher Joseph
5th Signal Command, PAO

“Over and out.” The final words given in a military radio transmission personify one of the storied signal units in United States Army Europe.

May 22, 2007 marked the day the 22nd Signal Brigade, headquartered in Darmstadt, Germany, inactivated in accordance with the Army’s current transformation policy that no longer requires signal brigades under a corps or division.

A ceremony was held at the Kelly Barracks parade field that included the

inactivation of 22nd’s Headquarters and Headquarters Company and its two remaining signal battalions, the 32nd and 440th. The brigade’s other subordinates, the 17th Signal Bn. and the 578th Signal Co. were recently deactivated in August 2006.

Known throughout the signal community as “Victory’s Voice,” the 22nd has been the mainstay tactical signal brigade under U.S. Army V Corps since 1981. Prior to that, the brigade went through a period of transitions in concert with four prior inactivations until finally

taking its present shape.

During the ceremony the 22nd, 32nd and 440th were awarded battle streamers for their recent participation in Operation Iraqi Freedom.

V Corps’ Deputy Commander, Brig. Gen. Donald M. Campbell Jr., remarked during the ceremony that the inactivation for many will not be moment of sadness, rather it will be a celebration of a job exceptionally well done and the mission accomplished.

The 22nd was constituted as Headquarters and Headquarters Company,

ewell



nal Brigade



Photo: 22nd Signal Brigade's Command Sgt. Maj. John Graves (folding flag) and brigade commander Col. Frederick A. Cross (holding flag) furl the colors during the brigade's inactivation ceremony on Kelly Barracks in Darmstadt, Germany May 22.

22nd Signal Service Group in Mannheim, Germany, on November 14, 1945 with duties supporting the Army of Occupation. It was later inactivated on June 20, 1948.

On September 27, 1951 the Brigade was redesignated as Headquarters and Headquarters Company, 22nd Signal Group and allotted to the Regular Army. The Korean War saw the activation of 22nd Signal Group in October 1951. The 22nd Signal Group took part in five campaigns and was awarded the Meritorious Unit Commendation and Streamer, embroidered Korea. The Group

was inactivated in Korea on May 13, 1955.

In February 1964, the 22nd Signal Group was reorganized in Europe and underwent two more inactivations until finally becoming a major subordinate brigade to V Corps on March 16, 1981.

In 1990, many brigade Soldiers deployed to Saudi Arabia as part of Operation Desert Storm.

By the early 1990s, the Brigade headquarters was located in Darmstadt, along with the 32nd and 440th Signal Battalions. The 17th Signal Battalion

headquarters was located in Kitzingen and the V Corps G6 office was located in Heidelberg with the Corps headquarters.

In 1995, under the operational command of the 1st Armored Division's Task Force Eagle, the 22nd Signal Brigade Headquarters, 440th Signal Battalion, elements of the 17th and 32nd Signal Battalions, and 1AD's 141st Signal Battalion, deployed to Bosnia-Herzegovina in support of Multi-National Division -North. TFE Signaleers broke new ground in providing superbly reliable voice, data, and video teleconferencing

A look back at the 22nd Signal Brigade



Photo courtesy of V Corps Public Affairs Office

The 22nd Signal Brigade conducting pre-deployment training in Grafenwoehr, Germany in preparation for OIF I.



Photo courtesy of V Corps Public Affairs Office

A 22nd Soldier lending his support to Task Force Eagle in Bosnia-Herzegovina 1995.



Photo courtesy of the 22nd Signal Brigade.

The 22nd in 1992 during a Reforger exercise held in Grafenwoehr, Germany.

capabilities to MND-North's dispersed forces.

After returning to Germany in December 1996, the brigade quickly reestablished itself as one of the premier tactical signal brigades in the Army. The brigade has been at the leading edge of tactical and technological innovations while supporting a vigorous USAREUR and V Corps exercise and training program. Since 1995, 22nd Signaleers have been continuously deployed in support of both the 1st Infantry Division and 1st Armored Division in Bosnia, United States European Command's national support element in Hungary and NATO's Task Force Able Sentry in Macedonia.

In 2002, the brigade deployed all of its battalions in support of OIF I. The 22nd was the voice of a corps in the attack. Following the liberation of Baghdad, the brigade established an extensive communications network throughout Iraq. The network extended over an area of approximately 170,000 square miles.

"When we arrived and saw all the smiles on the faces of the Iraqi people, I knew that we were going to make a difference there," said 22nd's Command Sgt. Maj. John Graves, who at the time belonged to the 32nd as a Sgt. First Class.

OIF I showed the advantages of warfighting with a networked force. Single Channel Tactical Satellite, FM radio, Node Center 21 at Camp Victory during OIF I and Mobile Subscriber Equipment networks provided commanders with the situational awareness they needed to direct troops and coordinate attacks. The 22nd was awarded the Meritorious Unit Citation for providing outstanding communications support during OIF I.

By October 2005, the brigade was back in Baghdad leading a four-battalion and a three separate company task force of more than 3,000 Soldiers. This immense signal force was called, "Task Force Adler," which is the German word for eagle and is represented on the brigade's unit patch.

During the deployment Task Force Adler Soldiers conducted over 300 convoys totaling over 175,000 miles. The Task Force successfully installed and maintained over 50 strategic and tactical commercial servers valued at over \$25 million dollars. Capabilities of the servers included 35 terabytes of storage, over 17,000 network accounts

and 8,000 computer accounts. An average of 607,950 e-mails were processed each week with a server reliability rate of 99.4 percent.

"I call us the brigade of choice," said brigade commander, Col. Frederick A. Cross. "We accomplished every mission for V Corps, and we always extended help to units or missions in and outside our community."

"We were all over the battlefield," said 1st. Sgt. Terrence Hamil, in Darmstadt's U.S. Army Garrison Headquarters and Headquarters Detachment, who was assigned to the 22nd during their recent deployment. "The 22nd set the standard for the way signal brigades should operate."

"Our brigade is all about teamwork," said Cross. "Not only within the ranks, but also the friends and Family members who without them, we could not have accomplished anything meaningful."

Spc. Andy Gifford, 32nd Signal Bn, said he will always remember how he and his wife were welcomed to his unit with opened arms and thank the 22nd for all the friends they have made along the way.

The brigade made a significant long-term contribution to the communications network by establishing the Joint NetOps Control Center – Iraq. The JNCC-I became the focal point for all networks monitoring and engineering in the Iraqi theater.

"The highlight for me is that we were able to bring home every person who deployed with us back to their friends and Family," said Cross. "There is no greater accomplishment for our deployment in my mind than that."

The 22nd Signal Brigade with 32nd and 440th Signal Battalions redeployed from Iraq to Darmstadt during September and October of 2006. Upon redeployment, the brigade was put under the control of USAREUR's 5th Signal Command and was given the mission to prepare both battalions and the brigade headquarters for inactivation.

Cross added during the ceremony that the 22nd Soldiers and Families will be dispersed, planted and then cultivated in other units making those organizations across the Army better.

"We are going to go out in a blaze of glory," Cross said. "If history repeats itself, and when the Army is in need of a capable signal force, you will see the 22nd flag unfurled once again."

39th Signal Battalion tops competition

Battalion Staff Report

Army Award for Maintenance Excellence

In June 2006, the 39th Signal Battalion submitted a nomination packet to compete in the Fiscal Year 2006 AAME and won the 2nd Signal Brigade and 5th Signal Command competitions in the Medium-Table of Distribution and Allowances category and was nominated to compete at the Network Enterprise Technology Command/9th Army Signal Command level.

NETCOM/9th ASC sent inspectors out to the battalion in September 2006 to assess the unit's overall maintenance posture. After a rigorous site inspection and subsequent board proceedings, NETCOM/9th ASC selected the battalion to represent the command at the Department of the Army level. In February 2007, DA selected the battalion as one of four Phase II semifinalists and is scheduled for a site inspection in late March 2007.

The battalion's success represents a sustained dedication to maintenance excellence and mission readiness and truly embodies the battalion's motto "The Will to Succeed!"

Defense Information Systems Agency Awards

The 39th Signal Battalion Defense Red Switch Network Facility on the Supreme Headquarters Allied Powers Europe installation won the DISA-Europe Facility of the Year award competition for 2006. The SHAPE DRSN competed against the four other facilities in DISA-Europe: the U.S. Air Force Europe facility located in Ramstein, Germany; the US European Command facility located on Patch Barracks, Germany; the US Army, Europe facility located in Heidelberg, Germany; and, the US Navy, Europe facility located in Naples, Italy.

This recognition is a well deserved award for a staff of professionals supporting the Key Warfighters in Europe. SHAPE DRSN maintained an overall 99.90% reliability rating on its two switches and three trunks supporting 20 high ranking customers

including the commander, USEUCOM, and his staff. DISA-Europe presented the award to the facility manager during the annual Technical Control Conference in May 2007 held in Garmisch, Germany.

For the second year running, the 39th Signal Battalion's Satellite Communications (SATCOM) facility, located at Royal Air Force Menwith Hill in the United Kingdom, has been awarded the Category IX-A DISA Outstanding Facility of the Year award for fiscal year 2006.

Out of the eight possible candidates for this award, Menwith Hill's SATCOM Facility was chosen once again because of its ability to adapt to user needs while providing a high level of quality service. This outstanding SATCOM Facility has far exceeded the predetermined DISA performance objective by maintaining a 99.999% reliability rating for the last year with eleven of the twelve months at 100%.

Although training and education play a big part in the success of this station, it is the customer service and relations which set this facility apart. The reason they have been able to maintain an extremely high customer satisfaction level is because of their ongoing interaction with the customer base. The leaders and technicians are in constant contact with their users and make a real effort to meet any and all of the customer's needs.

The leaders and technicians at Menwith Hill SATCOM are very proud of their accomplishments and it shows in their attitudes and work ethic. They will continue to provide the best communications possible and ensure that both training and customer service are at the forefront of their priorities. They look forward to improving their skills and taking on any challenges which may come their way in the years to come. They embody the battalion's motto "The Will to Succeed" by earning the title "DISA Facility of the Year" for the second consecutive year and practice their facility motto "Whatever it Takes."

Army Personnel Eligible for Home Copy of Microsoft Office

WASHINGTON (Army News Service, Jan. 31, 2007) - All Army Soldiers and civilian personnel are now eligible for a licensed copy of Microsoft Office desktop applications to use on a home computer.

The only cost is for packaging, shipping and program administration. An Army Knowledge Online account is required.

"In an information-based Army, this

tremendous benefit helps our personnel be better trained in applications they use daily in units and offices," said Vernon M. Bettencourt Jr., deputy chief information officer for G-6.

Applications include Office for Windows and Mac, Visio, Project and OneNote.

Soldiers and civilians will pay approximately \$20 for what is typically

several hundred dollars, Bettencourt said. The benefit stems from the Army Microsoft Enterprise License Agreement.

For more information, visit the Army Small Computer Program Web site at <https://ascp.monmouth.army.mil/scp/software/hup.jsp> <<https://ascp.monmouth.army.mil/scp/software/hup.jsp>>

Dragon Warrior



1. 5th Signal Commander Brig. Gen. (P) Dennis L. Via participates in Read Across America by reading stories to children at the Mannheim Elementary School. 2. Parents follow as their children make a mad dash in search of over 500 hidden Easter eggs during 5th Signal Command's annual Easter Egg Hunt on Funari Barracks. 3. A Noncommissioned Officer Induction ceremony held at the Coleman Club at Coleman Barracks. 4. Pfc. Alexander Snyder and Pvt. Edward Kelly, 141st Signal Battalion, conduct checks and stabilize the line of sight radio system antenna for the Iron Strike exercise conducted at the Wiesbaden Army Airfield and the 7th Army Joint Multinational Training Command in Grafenwoehr. 5. Lt. Col. Anthony Dattilo and Command Sgt. Maj. Angel Ramos, 72nd Signal Battalion, uncase their colors to signify their return from deployment at a ceremony on Sullivan Barracks.

Snapshots



6. Soldiers from 7th Signal Brigade wore a combination of battle dress uniforms and advanced combat uniforms to create a large replica of the signal corps branch insignia on the Taylor Barracks parade field. 7. Soldiers and Family members from 5th Signal Command units located throughout Europe dance the electric slide during the 2007 European Signal Regimental Ball held at the Patrick Henry Village Pavilion. 8. Brig. Gen. Via greets King Cephass Kosi Bansah of Ghana at the 2007 5th Signal Command Annual Reception. 9. Soldiers and Family members from Mannheim and Signal units participate in a community run on Benjamin Franklin Village. 10. Col. Joseph Brendler, 2nd Signal Brigade commander and Command Sgt. Maj. Roderick Johnson, lay a wreath at the American cemetery in Normandy during the command's annual staff ride. 11. Spc. Jheri Smith, 44th Signal Battalion, provides an information brief to Lt. Gen. James Thurman, commanding general, V Corps, on a component of a data package during his site visit at Funari Barracks.

From the CSM

With 44th Signal Battalion deploying, 22nd Signal Brigade inactivating, and the summer leadership rotation upon us, 5th Signal Command is evolving. As Soldiers, we have to embrace the upcoming changes with the professionalism and dedication Dragon Warriors are known for. The foundation has been set; now it is time to move forward while constantly applying what we have learned.

Before we take our next steps forward, I want to take this opportunity to pay tribute to a great leader, Brig. Gen. (P) Dennis L. Via.

In the 22 months he led us, his three command philosophies: people first, war-winning readiness, and quality of life, shaped this command into what it is now, the Army's premier signal unit.

He put people first in many different ways. His personal attention to detail ensured that families were together at critical times. In November 2006, when 72nd Signal Battalion returned from a yearlong deployment to Iraq, he took time to shake the hand of every Soldier as they disembarked the plane. He promoted and reenlisted as many Soldiers as possible. He also attended and participated in community events at every opportunity schedule permitted, with his own family by his side.

He entrusted NCOs to do their job; he truly allowed us to stand in our rightful place as the backbone of the Army.

Maintaining war-winning readiness is a way of life for 5th Signal Command, thanks to Brig. Gen. Via. As a result of outstanding leadership from the top down, 5th Signal Command as a whole is technically and tactically proficient. From fielding new equipment to expanding knowledge on our current resources, our Soldiers are leading the way on the signal forefront.

44th Signal Battalion is ramping up to leave for Iraq, taking with them the new Joint Network Node tactical communications system. The NCOs and Soldiers of the 44th took the lead in the fielding and implementation of JNN. After 10 weeks, on a 24 hour rotation, more than 20 Soldiers graduated from the course, and are ready to deploy. This is a great achievement deserving of recognition and due to the outstanding leadership and personnel at 44th Sig. and across the command as depicted in this year's NCO and Soldier of the Year competition with Staff Sgt. Justin J. Gussler, 43rd Signal Battalion, and Spc. Jared W. Nelson, 72nd Signal Battalion, taking the top honors.

On the tactical side of Soldiering, warrior tasks and drills have remained as important as ever. The command continues to highlight the importance of those tasks that deal with sustaining life. Hammer home first aid, and stress weapons qualification at all levels. We are an Army at war. We have to be prepared.

Regarding quality of life, Brig. Gen. Via has been the forerunner in ensuring all levels of leadership in 5th Signal Command are as prepared to excel as they lead. From the Junior Officer Leadership Forum to 7th Signal Brigade's NCO Forum, 5th Signal Command has made certain its leaders have all of the tools necessary to take care of business and Soldiers.

We owe Brig. Gen. Via a great deal of gratitude. On behalf of



the command, let me say thank you!

I will leave you with the reminder to always keep safety forefront in your mind.

NCOs of the 44th Signal Battalion, keep your Soldiers' and yourselves safe as you head into dangerous territory. To the 72nd Signal Battalion and all the battalions of the 2nd Signal Brigade, I strongly urge you to be diligent and guard against complacency as you continue to train and reset. Accidents have caused many deaths as well.

Additionally, remember that summer is upon us; ensure that you, your Soldiers and families are being as safe as possible as it warms up. Remember Composite Risk Management in everything that you do. Our Soldiers and Families are our most valuable resource.

Keep up the great work.

Dragon Warriors, Army Strong!

RODERICK D. JOHNSON
Command Sergeant Major, USA
5th Signal Command





Farewell Brigadier General Dennis L. Via



*On behalf of a grateful Dragon Warrior Family,
Best wishes as you head to
Communications-Electronics Command.*





Army Strong

People First • War-Winning Readiness • Quality of Life