

# ECHO

## NEW BEGINNINGS

LEADER  
ACCOUNTABILITY

READINESS

ENHANCING  
CAPABILITIES

BUILDING  
PARTNERSHIP  
CAPACITY



# COMMAND CLIMATE



SUMMER 2011

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COVER

# 20 New Beginnings

Five key points shoulder the future  
of 5th Signal Command



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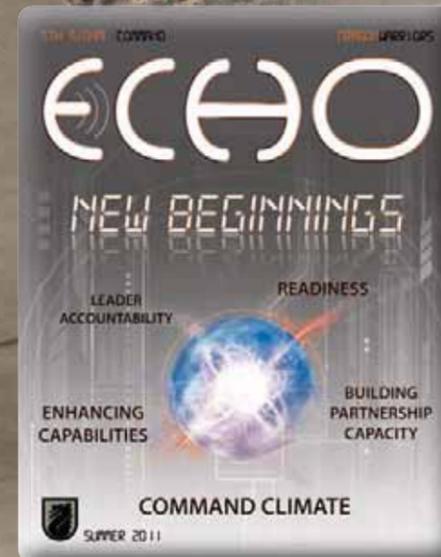
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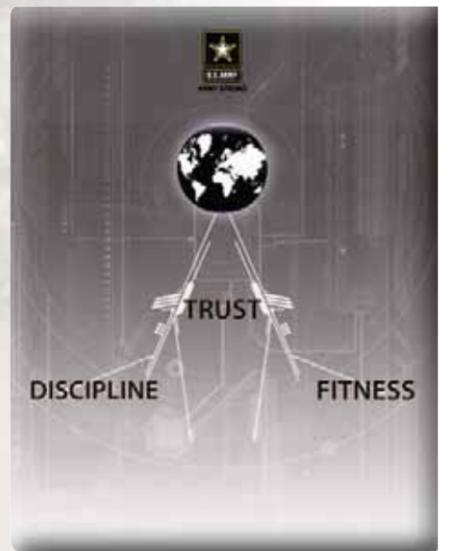
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Frontbackcover

by Sgt. Edgar Morales

5th Signal Command is moving into a new era with a focus on command climate, readiness, partnership capacity, enhanced capabilities and leadership accountability. The ECHO Summer 2011 cover design highlights those strategic words captured by the Soldiers and civilians throughout the command.



**KAISERSLAUTERN, Germany** | Soldiers with A Company, 44th Expeditionary Signal Battalion, wait to check into their flight to Afghanistan. *Photo by Sgt. Brian Rodan*



## FROM THE COMMANDER



Dear Soldiers, Civilians, Contractors and Family Members,

Twenty five years ago my wife Dianne and I started our military journey right here in Germany. Never in my wildest dreams did I ever think I'd be rejoining our Deutschland family in this capacity.

I understand fully that times have changed. But what has not changed is the strength of that special relationship that exists between U.S. Army Europe, our host Nation Family and our Allies.

As we continue to transform, it is my intent to give every effort, to do whatever it takes to ensure that this special relationship continues to evolve and manifests itself in the form of enhanced strategic capabilities that enable readiness and help set conditions for increased partner capacity.

I want to thank Brig. Gen. Smith and his family very much for their kindness and for welcoming "Team Crawford" with open arms into this great community and into the Dragon Warrior family.

To the Soldiers, civilians and families of this great command, you honor me with your spirit, your energy and your passion for service and excellence. As we begin what I'm confident will be a memorable journey, I ask only one thing of you:

Never forget your oath, for it serves as the very foundation on which we stand. It is the origin of our values and the crux of our existence in this great profession — "The profession of arms."

In the coming weeks, I look forward to establishing a dialogue with the Soldiers, Families, customers and host nation partners of this great theater. This dialogue will help develop a climate that we'll set, the relationships we'll establish and the future direction of this organization.

I look forward to our upcoming challenges, and I am positive that we can weather any storm and climb any mountain so long as we join our efforts and tune our focus to only those things that will make you, your families and this organization successful.

As representatives for the greatest Army in the world, we have a responsibility to uphold the reputation of our great Nation. With command climate, readiness, leader accountability, capability enhancement and expanding partner capacity as our priorities and guiding principals, we have a foundation on which to build.

24 months from now it will have been my earnest hope and final wish that together we left 5th Signal Command better than the way we found it.

That is the vision I submit to you as I humbly assume the duty of leading the greatest signal command in the United States Army.

**Bruce T. Crawford**  
COL, SC  
Commanding



## FROM THE CSM



Dear Dragon Warriors,

A "New Chapter" has begun. As we closed the last chapter in the command, we have to ensure that we still see the future as an adventure that will focus on command climate, readiness, leader accountability, partnership capacity and enhance capabilities.

I want to focus on a "New Beginning." To be able to do this we must first focus on the Army is based on values. Values tell us what we need to be, every day, in every action we take. Army values form the identity of our Army, and is the foundation where everything else stands. They are the glue that binds us together as a "profession of arms." They are non-negotiable; they apply to everyone all the time and in every situation. The Army has identified the seven values it feels are most important to it as an institution and defines each for its Soldiers benefit. They are: LOYALTY, DUTY, RESPECT, SELFLESS SERVICE, HONOR, INTEGRITY, and PERSONAL COURAGE.

A wise CSM once told me "In order to be a good leader, one must first be a good follower." Some of you might have met him - CSM Donald Manley. Civilians fall within this values-based institution similar to those values held by our noncommissioned and commissioned officers our. It is important to remember two of our most important responsibilities as Soldiers: 1) Following orders, and 2) meeting standards.

Leaders demonstrate little concern for the Army as an institution or for setting the proper example for their subordinates when they fall prey to a selective process of which orders to follow or standards to meet. This is where leader accountability must be exercised - if we as leaders voluntarily decide to continue our careers as members of the Army, we simultaneously adapt to the Army's values. We simply exhibit this by our action of reenlisting or swearing our oath of office that the Army's values are important to us as it should be to everyone we serve with.

When you recite the Army's seven values, the selective obedience to orders and meeting of standards touches on all of them, but falls primarily within two: honor and integrity.

For you, as an Army leader, honor means putting Army values above self-interest, above career and comfort. This honor is essential for creating the bond of trust among members of the Army.

FM 6-22 says "Leaders of integrity consistently act according to clear principles, not just what works now." We must rely on leaders of integrity who possess high moral standards and who are honest in word and deed.

Again, FM 6-22 says it best: "When subordinates succeed, praise them. When they fall short, give them credit for what they have done right, but advise them on how to do better." When motivating with words, leaders should use more than just empty phrases; they should personalize the message - just a few tips that will help us get our arms around "Command Climate." Nobody expects us to be perfect. Perfection IS NOT the issue; to make mistakes is totally natural. We understand this and we will foster a climate that allows leaders to grow and learn without fear. Dragon Warriors. Army Strong!

**Marilyn Washington**  
Command Sergeant Major, USA  
5th Signal Command

# Reflections

Former commander shares thoughts on past 41 months

Brig. Gen. Jeffrey G. Smith, Jr.

If you are going to fight joint, you have to start joint.

In my years serving in Operation Iraqi Freedom it became clear to me that the distinctions between the tactical network and the network that supported the garrison were one in the same. The notion of an enterprise network became very important.

We began to work on an interoperable network capability that eventually morphed into Joint Network Nodes and Command Post Modules; however, something else occurred at the same time, this construct of LandWarNet, which said 'It is not just about connect, it's about the information systems and developing an end-to-end view of how the network can enable mission command. In those days we called it Battle Command. The ability to take information and use it to fight more effectively because we were able to assimilate intelligence from all over the battlefield to include National level intelligence.

This construct of LandWarNet is a joint construct that was joint at the roots. We began to establish this when I was the deputy at NETCOM under Lt. Gen. (Carroll) Pollett. Then when I came to 5th Signal Command with tactical assets and strategic assets you could see the opportunity that was available to us.

One of the first things we had to do was figure out how to break down all of these multiple networks.

The very first measure that we took was to visit EUCOM and AFRICOM and started talking about a construct where the Army would provide a full service network capability end-to-end, which would include all information systems, managing of it, firewalls, information assurance, turning EUCOM and AFRICOM as users off of this network. As a consequence of that, we would have to provide joint capability. So it became a forcing function for the Army to have a network that was completely interoperable with Defense Information Systems Agency, our joint service provider, all the way down to the local user. It became a forcing function to build a common infrastructure and common joint capability. We eventually called this the Joint Enterprise Network. This proposal was absorbed entirely with the arrival of the current EUCOM and AFRICOM J6. It is a significant step in the right direction. It has forced the alignment of architecture strategies at the joint level with the Army architectural strategy. When you start joining a joint enterprise email service called Enterprise Email, now you have a true, joint, interoperable network capability which sets the conditions when you go downrange.

The endstate is that the Army is the joint service provider and all of these network competitors go away and get absorbed in a network that is enterprise

and can be life cycled together right in line with the DoD, can be regenerated, and modifications to the network can be directed centrally.

**The second piece had to do with the way we thought of ourselves as the network providers.**

In the old days we had a strategic battalion that saw itself as focused on the users here locally. It was not interested on what was going on downrange, except in a topical sense. And we had strategic brigade commanders...the best of their generation, but they were not engaged in the warfight except for providing local services. We also had tactical commanders focused on the expeditionary fight completely unaware of the sophisticated nature of the threat that the strategic counterparts were dealing with every single day.

So, what we ended up doing was changing the mindset into a lighthouse metaphor which the Soldiers and leaders here came up with. That lighthouse metaphor said it doesn't matter if you are tactical or strategic battalion, you are going to be the source of wisdom, of advice, modifications to the network and you are going to extend that light all the way through your host nation community, all the way to your coalition and your allies, to your potential enemies, and even further, extending the light into the expeditionary environment.

Now what you had was a tactical commander held accountable for the day-to-day activity

of the garrison, and a strategic commander held responsible for the activity downrange. Then we sent them to the field, giving the strategic commands an opportunity to understand how to command and control a tactical network in addition to the strategic ones and we did the same with tactical battalions and brigades. For instance, in the Russian invasion of Georgia in 2008, we had a small JNN team headed by a corporal with a handful of folks on the tailend of an exercise working with the Georgia troops. Under this new construct we would have a strategic battalion commander on the ground, making an assessment. That kind of mindset is what we have currently. So exercises in other countries are now the responsibility of strategic commanders who were, in the earlier days, not engaged in those fights.

#### CYBER

Signal and communications means 'sender to receiver.' So I

have a message and I send it to you and you receive it. That's communications.

But the Cyber definition is much more complicated. Not only is a Cyber warrior responsible for sending you a message, but a Cyber warrior is responsible for making sure that message persuades or influences you. It helps you make a decision more rapidly and brings into account multiple perspectives. It allows you to model and simulate potential outcome of that situation. It brings out all of the skillsets of virtual gamers. That's a significant power that I call Cyber in support of mission command, enhancing the ability of the mission commander to understand the situation, sufficient to make wise decisions.

The other game changer in regards to Cyber is the notion of a Soldier who can defend his own network. What happens if he has an operational mindset that allows him to counter that enemy, to engage that enemy the same

way an infantryman engages an opponent on the battlespace? Imagine that kind of mindset. We call that the Cyber Warrior mindset Engaging an enemy is highly satisfying professionally. We call that Full Spectrum...not only to connect and send a message, not only the requirement to provide an information service that leads to better knowledge, not only the requirement to defend the network, but now the opportunity to take a network and take it to the enemy, exploit that relationship, or take it to enemy and attack the enemy. That whole Full Spectrum mindset is what the Cyber brings to it and this is one of the biggest challenges for Signal.

#### SUMMARY

We're not simply network service providers. We have a warrior state of mind. How do I enhance decision making so that it can be a powerful tool in mission command and how do I extend it and take it to the fight?

Dear Soldiers, Civilians, Contractors, and Family Members,

I am truly humbled to have had the opportunity to lead this command. You provided wonderful support to me and my family since our arrival more than 3 years ago. As I have mentioned before, my fondest memories have been here in Europe yet the greatest of these will come from the hard work and dedication from every Soldier and civilian as we made fundamental changes transforming this command to where it is today.

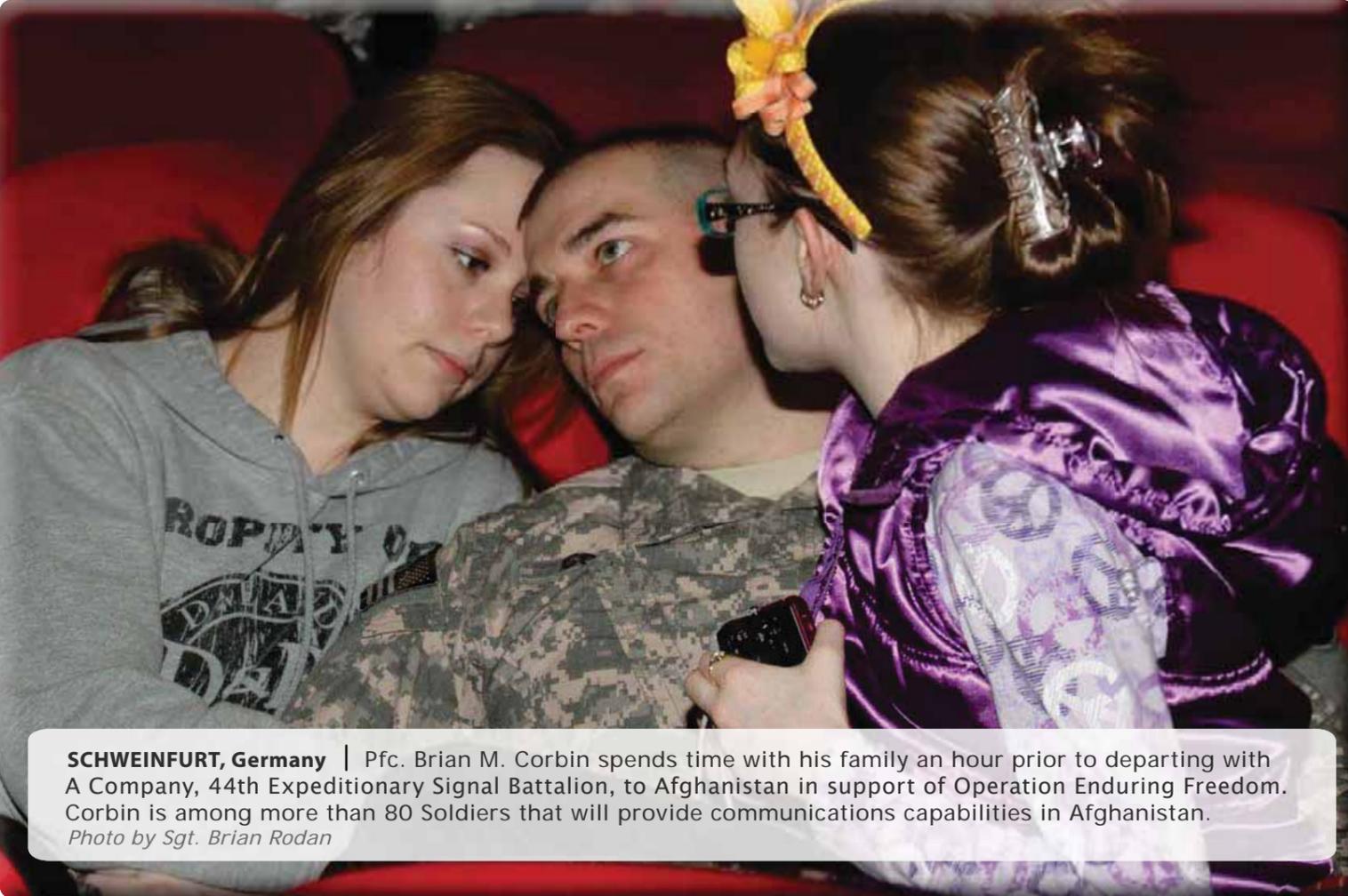
I know that 5th Signal Command will continue to build the right team while moving to the future and adapting to the changes that lie ahead in this advanced technological world we live in today.

I am in awe of the courage and capabilities I see throughout this command, day in and day out. I am truly honored to have been the commander of the premiere signal command in the world. Together, we have successfully paved a historical road which will be continue to be used for many years to come. Dragon Warriors -Army Strong!

Jeffrey G. Smith, Jr.  
Brigadier General, USA



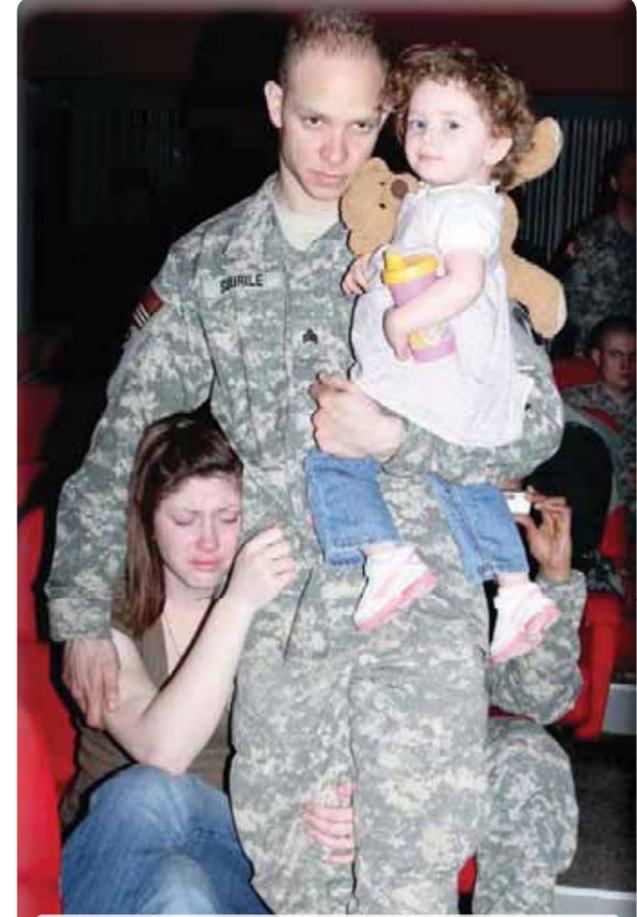
# 44th ESB journey to deployment, redeployment



**SCHWEINFURT, Germany** | Pfc. Brian M. Corbin spends time with his family an hour prior to departing with A Company, 44th Expeditionary Signal Battalion, to Afghanistan in support of Operation Enduring Freedom. Corbin is among more than 80 Soldiers that will provide communications capabilities in Afghanistan.  
*Photo by Sgt. Brian Rodan*



**SCHWEINFURT, Germany** | Lt. Col. Dwayne A. Dickens (left), 44th Expeditionary Signal Battalion Commander and Command Sgt. Maj. Demetrius R. Steel, battalion command sergeant major, case the Bn. colors March 1 during the deployment ceremony.  
*Photo by Sgt. Brian Rodan*



**SCHWEINFURT, Germany** | Sgt. Douglas C. Sourile holds his wife and daughter during A Company's, 44th Expeditionary Signal Battalion, departure announcement. (below) **KAISERSLAUTERN, Germany** | Brig. Gen. Jeffrey G. Smith, Jr., former commander, 5th Signal Command, talks to 44th ESB Soldiers prior to their flight. *Photo by Sgt. Brian Rodan*

*Editor's note: This story covers Company A's journey to deployment; however, C Company also deployed while B Company returned home.*

Sgt. Brian Rodan

More than 80 Soldiers with 5th Signal Command's A Company, 44th Expeditionary Signal Battalion, were given a noble farewell as they started their journey to Afghanistan in support of Operation Enduring Freedom.

The scene was something out of the ordinary. The street was lined with their fellow servicemembers

presenting arms, from the theater all the way to the exit gate of Ledward Barracks in Schweinfurt, Germany.

After a three-hour emotional journey, they traveled through another gate early in the morning, arriving at the Kaiserslautern Deployment Processing Center, this time in darkness. The Soldiers were then placed into a holding status, not an uncommon thing and known to many servicemembers with deployment experience.

"The expression of 'hold status' in the eyes of those who have

deployed on multiple occasions is as though you have been put in a place where your emotions push forth with a force of overwhelming feelings which we can never seem to find balance," said Sgt. Winslow O. Harrington, A Company motorpool NCOIC, who is on his fourth deployment. Harrington's previous deployment was 18 months.

The holding status at times can seem to be the worst of a deployment. The Soldier is technically gone they don't have their family, and they don't have the momentum of the deployment



## OPERATION

and its duties. Soldiers sit and think of their loved ones, friends and Family, and how much they miss them and wish they were home. This, for some Soldiers, can be the hardest part of a deployment.

"As we spend our free time thinking of our loved ones, we also try to focus our minds on the task ahead of us, anticipating success as we strive to provide communications capabilities to Regional Command-North. Our desire to be the best

"The expression of 'hold status' in the eyes of those who have deployed on multiple occasions is as though you have been put in a place where your emotions push forth with a force of overwhelming feelings which we can never seem to find balance"

**Sgt. Winslow O. Harrington**  
A Company motorpool NCOIC

at what we do is our biggest motivation," said Capt. Odene C. Brathwaite, Alpha Company commander.

What job could you expect to wake up next to a loved one and in the same day leave them for a year-long separation into a hostile environment? It takes a certain type of man or woman to be able to perform such a task. A Company proved that they were made up of these service-members and deployed proudly in support of their country.



**RAMSTEIN, Germany** | Spc. Terrance Dennis, B Company, 44th Expeditionary Signal Battalion and fellow Soldiers return home with smiles to Germany and are welcomed by their leaders Col. John Arnold, 7th Theater Tactical Signal Brigade Commander, Command Sgt. Maj. Terence Farmer, 7th TTSB, Lt. Col. Dwayne Dickens, 44th ESB Commander, and Command Sgt. Maj. Demetrius R. Steel, 44th ESB. *Photo by Sgt. Brian Rodan* (below left) **RAMSTEIN, Germany** | Soldiers with 5th Signal Command's C Company, 44th Expeditionary Signal Battalion, shake hands with their commanders and command sergeant's major before boarding a plane headed for Afghanistan in support of Operation Enduring Freedom. (below right) **KAISERSLAUTERN, Germany** | Sgt. Robert. Mazur listens to departure directions with his fellow C Company Soldiers prior to heading to Ramstein Air Base.

*Photos by Lawrence Torres III*



# 44th leadership display innovation during deployment integration

## Task Force Atlas brings quick support, connections

Lawrence Torres III

**M**ore than 350 Soldiers and civilians with 44th Expeditionary Signal Battalion deployed to Afghanistan as Task Force Atlas to provide communications support to all units in

Regional Command-North.

The 44th ESB Headquarters & Headquarters company, A and C Company were sent to engineer, install, operate, maintain and defend the communications and computers in support of U.S. Forces-Afghanistan and the International Security Forces as needed.

"We were on site in Bagram and complete with orientation within a week," said Staff Sergeant George S. Leaf, Jr., a communicator with 44th ESB. "Bagram was not what we expected having been in place for so long."

The Task Force began Relief in Place (RIP) operations May 11 by conducting right-seat rides during the first nine days to prepare for deployment duties. The left-seat ride followed May 19, when HHC began operating as Task Force Atlas and executing a comprehensive battle rhythm.

The following month, June 13, Task Force Atlas received A Company, 51st Expeditionary Signal Battalion based in Fort Lewis, Wa.

A few significant events have occurred since the battalion took over, including the extension of fiber connectivity and a network reach back, vital to the mission.

"Since we arrived the Soldiers have improved the communications infrastructure and revamped two critical projects that would help transition the communications network from tactical systems to an enduring infrastructure," said Lt. Col. Dwayne Dickens, 44th ESB commander. "The fiber optic project required coordination with our German partners to obtain authorization and agreement for using their ex-

isting manhole system to run fiber cable."

The completion of the two projects brought improved connectivity and faster access to more than 5,000 network users.

"Among them are our German partners, who would also benefit from these improvements by having permanent infrastructure to extend their own systems anywhere on their base," said Dickens. "This is a truly joint/coalition-based project."

The battalion has also an NCO/Soldier of the Quarter board, prepared more than 130 awards, prepared and moved more than 150 pieces of equipment, transitioned the power infrastructure from faulty tactical generators to reliable commercial-grade systems and provided over 500 hours of support during the A Co., 51st ESB validation exercise to certify the capabilities of two Joint Network Nodes, two Phoenix Tactical Satellite terminals and ten Command Post Nodes.

"It has been amazing to watch the transformation of the civilian team as the discipline and motivation of my Soldiers and I continue to breed discipline and motivation among them as well," Leaf said. "It is clearly going to be an awesome year."



**Afghanistan** | Soldiers with A Company, 44th Expeditionary Signal Battalion stand at parade rest after receiving their deployment patch during a combat patch ceremony. The 44th held the ceremony to present Soldiers with their unit patches that signify wartime service. *Official U.S. Army Photo*



**Afghanistan** | Lt. Col. Dwayne A. Dickens (center), 44th Expeditionary Signal Battalion Commander and Command Sgt. Maj. Demetrius R. Steel, Battalion Command Sergeant Major, uncure the Bn. colors during the deployment ceremony. *Official U.S. Army Photo* (above) Captain Christopher Sherwood, commander of C Company, 44th Expeditionary Signal Battalion administers the oath of reenlistment to Sergeant Robert P. Mazur. *Photo taken by Spc. Robert Hadden*

## 5th Signal Soldiers compete, place in worldwide competition

**FORT HUACHUCA, Ariz.** | Staff Sgt. Adam Fontanez knocks out another push-up during the Army Physical Fitness Test portion of the NETCOM/9th SC(A) Non-commissioned Officer and Soldier of the Year Competition.

*Photo by Spc. Jason Nolte, 55th Signal Company*

Sgt. Brian Rodan

Staff Sgt. Adam J. Fontanez, and Spc. Katheryna Dixon, both with 5th Signal Command's 7th Tactical Theater Signal Brigade placed 2nd and 3rd respectively at the U.S. Army Network Enterprise Technology Communications Soldier of the Year and Noncommissioned Officer of the Year competition held June 6-10, in Fort Huachuca, Ariz.

To participate at NETCOM's level of competition Staff Sgt. Fontanez, a plans and exercise NCO, and Spc. Katheryna Dixon, a supply sergeant and armorer, both participated and won NCO of the

year, at their company, battalion, brigade, and 5th Signal Command.

"This is a prestigious competition and it takes a lot of mental and physical prowess to compete," said Fontanez. "It's possibly the most challenging event that the Army has to offer for Soldiers and NCOs alike. I love a challenge, and I wanted to test my metal against the best that the Army has to offer," he added.

A huge amount of motivation combined with hard work made this possible for the soldiers while they spent hours studying and training. "I set up a schedule of events to train on for two

weeks including warrior tasks, study topics from the Army Study Guide, as well as mock boards, and procedural training," said Fontanez.

During the competition the soldiers participated in the following 11 events: Army Physical Fitness Test, Rifle Marksmanship, Mystery Task (Grenade Range), Combatives, Warrior Task Testing (21 Warrior tasks), "The Village" MOUT site, Day Urban Orienteering, Essays (Profession of Arms, Safety), 50 Question Exam, Night Urban Orienteering, Formal Board before panel of NETCOM and Signal Command, Command Sergeant Major's.

"The most challenging event was the mystery event, grenade range," said Fontanez. "It was a lane comprised of several stations to throw grenades from with obstacles in-between stations. It was all uphill and had to be completed in 3 minutes and 45 seconds or we would receive zero points for the event," he said. "What made it challenging is that it was performed in full battle rattle with a weapon, and of course the elevation of Fort Huachuca made it extremely difficult to efficiently breathe throughout the course. This was definitely the most grueling event," said Fontanez.

"My favorite event during the competition was the Warrior Tasks," said Dixon. "They were so challenging and physically demanding and some of the best training that I have ever had in my military career so far," she said.

There were a total of 12 Soldiers that participated in the competition, 6 competed for Soldier of the year, and six competed for NCO of the year.

"The other competitors were all very professional and tough competitors from all around the world including places like Kuwait, Hawaii, Japan, Korea, Germany, and of course the United States," said Fontanez.

"The camaraderie developed between all the competitors was phenomenal. Everyone came together as a team despite the fact that this was a competition," said Fontanez.



**FORT HUACHUCA, Ariz.** | Spc. Katheryna Dixon talks with a role player during the Army Warrior Task portion of the NETCOM/9th SC(A) Noncommissioned Officer and Soldier of the Year Competition. Dixon, with 5th Signal Command's 7th Tactical Theater Signal Brigade, placed 3rd in the Soldier of the Year Competition.

*Photo by Spc. Jason Nolte, 55th Signal Company*

# 2nd Signal Brigade conducts Full Spectrum exercise

From strategic to tactical, 2nd Signal Brigade makes a move to become Full Spectrum Soldiers

Lawrence Torres III

**M**ore than 60 Soldiers with 2nd Signal Brigade conducted a Full Spectrum joint exercise, Operation Deuce Lightning Feb. 1 to Mar. 4 in Grafenwoehr, Germany, working outside their normal strategic day-to-day work.

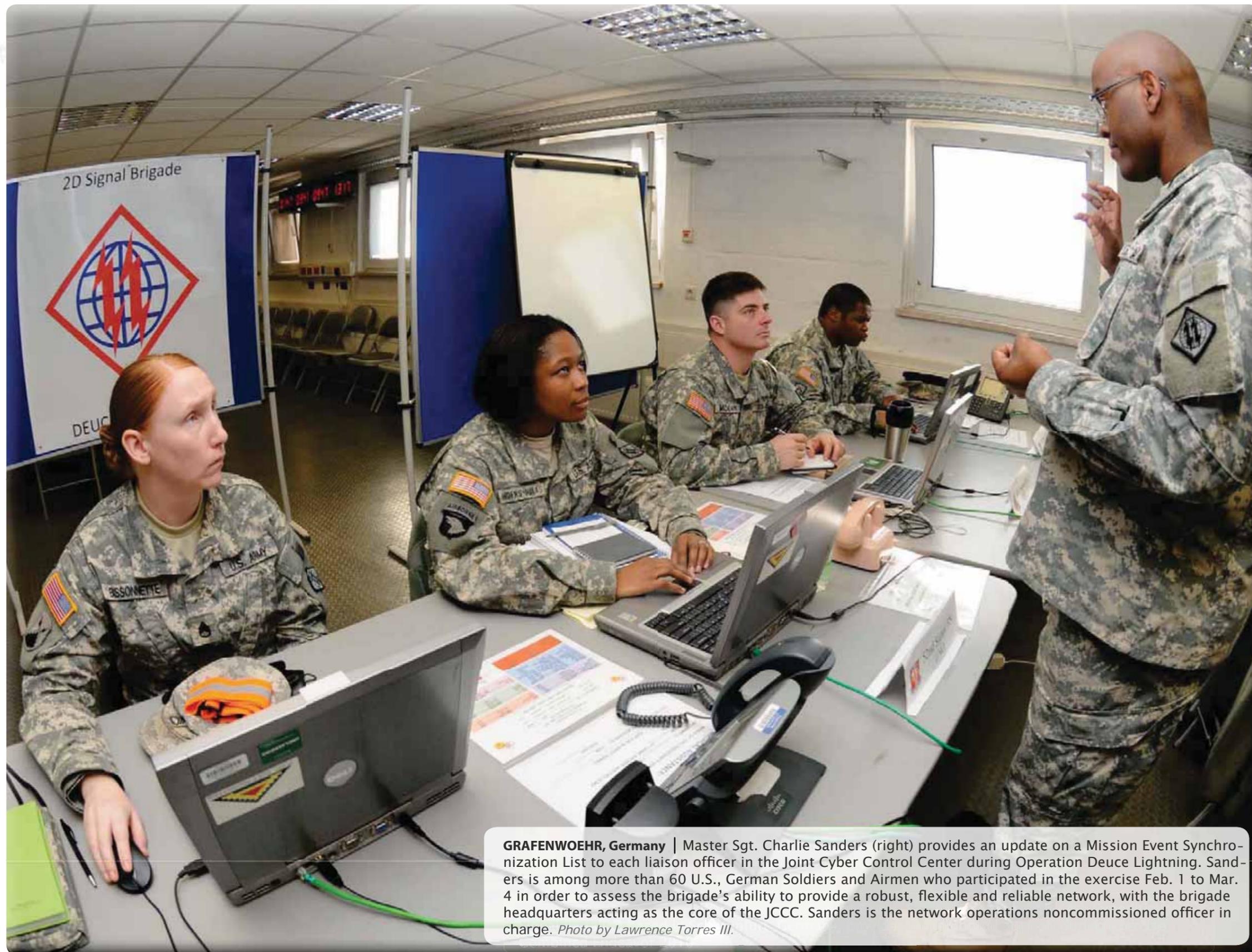
“The purpose of this exercise is to assess the Brigade’s ability to provide a robust, flexible and reliable network, with the brigade headquarters acting as the core of the Joint Cyber Control Center,” said Col. Mitchell L. Kilgo, commander, 2nd Signal Brigade.

2nd Signal Brigade created a JCCC, bringing in Airmen from 1st Communications Squadron and German Soldiers from 282nd German Army Signal Battalion.

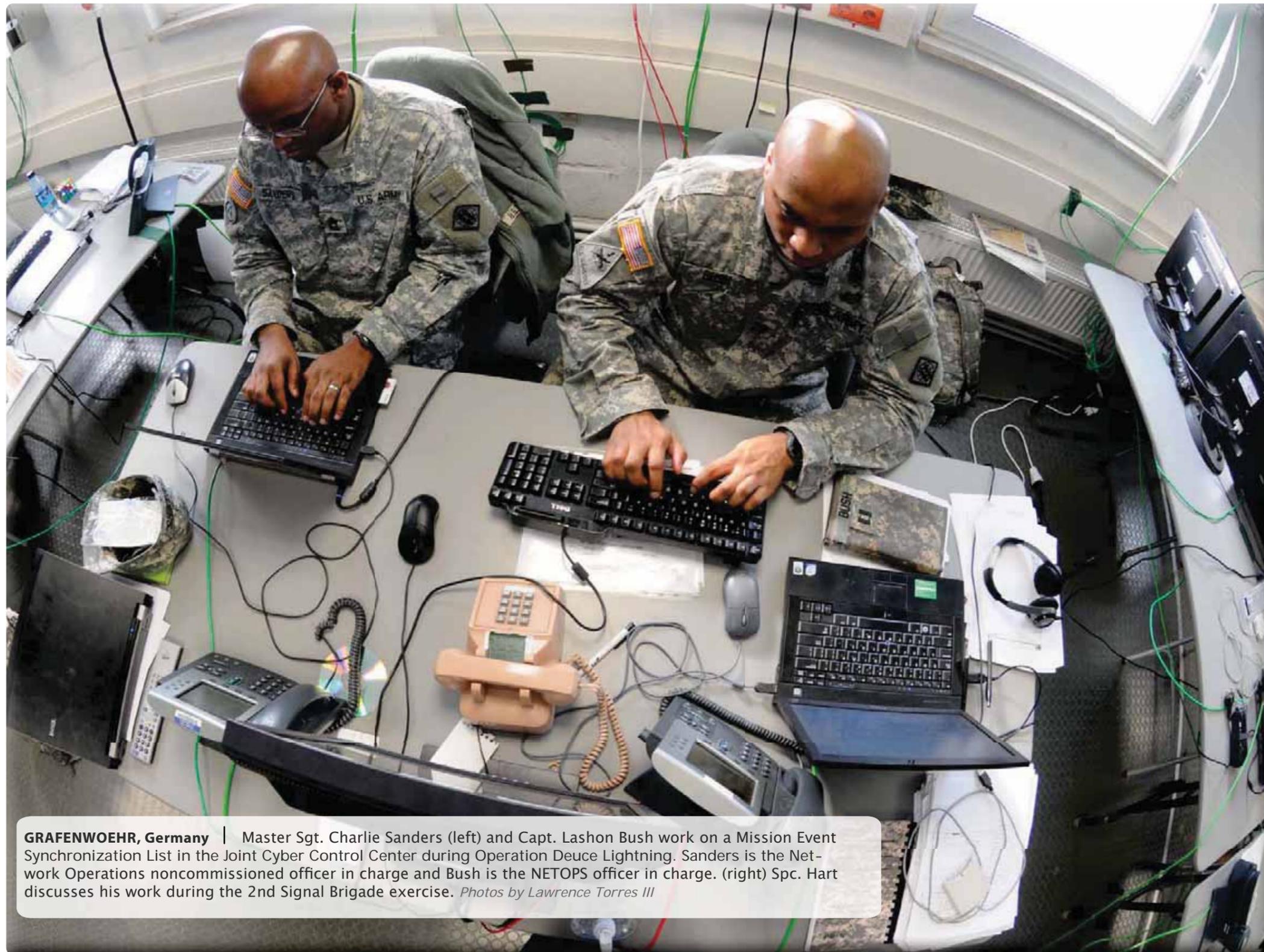
“There’s been a lot of discussion as to how we go ahead and fit the right people into the right place,” said Chief Warrant Officer Phillip Weller, information systems technician with 2nd Signal Brigade. “On Pow-erpoint it looked like we’re simply going to take this strategic brigade and plop them over to tactical, but it’s much more complicated than that.”

The command is documenting all the steps it takes to plan the movement, sustain the operations and continue to run the mission back at home while they are forward, essentially working two jobs at the same time.

According to Weller, in many cases it is more than that, because “we don’t have a lot of personnel to fill all of the positions out here. The Soldiers out here are



**GRAFENWOEHR, Germany** | Master Sgt. Charlie Sanders (right) provides an update on a Mission Event Synchronization List to each liaison officer in the Joint Cyber Control Center during Operation Deuce Lightning. Sanders is among more than 60 U.S., German Soldiers and Airmen who participated in the exercise Feb. 1 to Mar. 4 in order to assess the brigade’s ability to provide a robust, flexible and reliable network, with the brigade headquarters acting as the core of the JCCC. Sanders is the network operations noncommissioned officer in charge. *Photo by Lawrence Torres III.*



**GRAFENWOEHR, Germany** | Master Sgt. Charlie Sanders (left) and Capt. Lashon Bush work on a Mission Event Synchronization List in the Joint Cyber Control Center during Operation Deuce Lightning. Sanders is the Network Operations noncommissioned officer in charge and Bush is the NETOPS officer in charge. (right) Spc. Hart discusses his work during the 2nd Signal Brigade exercise. *Photos by Lawrence Torres III*

amazing. They never let you down and give you more than what you are capable of.”

In fact, 2nd Signal Command received many visitors who said that their Soldiers are producing more than expected.

“When we complete the exercise, we will have assessed and identified existing gaps in performing operational and expeditionary communications in support of customers from a forward deployed location,” Kilgo said.

This exercise is right in line with the vision of all Signal Soldiers becoming Full Spectrum

Soldiers, essentially having the capability to work strategic and tactical communications.

5th Signal Command is asking the Signal leaders to do the same job of a Brigade Combat Team leader who can be accountable for the Full Spectrum of the fight, 14 to 16 times during the course of the day where he shifts from a support to civil authority to stability operations to full combat to defense.

“We’re showing that we are that much closer to fulfilling that (Full Spectrum) idea,” Weller said.



# 6981st emphasize training, win awards

Gerd Drechsler  
6981st Civilian Support Group  
commander

The past two months have been focused on training events besides our normal business: network installation and cable repair.

Based on the recommendations and lessons learned from an evaluation in February we formulated additional changes to the existing maintenance and logistics areas to further improve the already well set up processes. One of those results will lead to a new set up of the outdoor storage in terms of a layout which will be organized by rows and lines and documented on a schedule that makes it easy to locate materials on this area without working there day by day or even being familiar with the area at all.

We also opened our confined space entrée training man hole to include safety trainings for this purpose in our training schedule.

Mr. "Safety Jim" Speelman trained several members of the unit in a first course to enable

us to provide this training to our co-workers and colleagues and to be able to use the safety equipment in the right way.

And again, we provided cable training to Soldiers of the 44th Signal Bn. at Schweinfurt.

This kind of training gives them a chance to improve already learned skills or to learn that kind of work from basic to a higher skill. The training includes theory lessons about safety rules, fiber cable types, different color codes, understanding of test results, and hands on training for fiber cable termination (hot melt), splicing (fusion splice) and testing (OTDR).

In April the winners and runner ups for the DA-AAME competition FY10 were announced, and we were selected as winner in the category TDA small - All others. As I always emphasize that this is a team effort, I like to say thank you to all involved inside the 6981st as well as to all supporters in our higher HQ's, 2nd Signal Brigade. Your help and support is very much appreciated!

We connect! 📶





# New Beginnings

## 5th Signal Command passes reins to a new leader

The reins of 5th Signal Command were entrusted to a new leader at a change of command ceremony held at the Wiesbaden Army Airfield on July 25.

The Dragon Warriors of 5th Signal along with nearly 300 guests welcomed incoming commander Col. (P) Bruce T. Crawford who accepted the colors from United States Army Europe Commander Gen. Mark P. Hertling. Crawford also assumes duties as the Senior Mission Commander for the Wiesbaden, Heidelberg, Mannheim and Stuttgart military communities as well as USAREUR's Chief Information Officer/ G6.

Outgoing commander Brig. Gen. Jeffrey G. Smith, Jr. served 40 months as 5th Signal's commander and will assume duties as the director of proponentcy for U.S. Army Cyber Command at Fort Meade, Maryland. He departs with his wife and daughter.

Crawford comes to 5th Signal after serving as the coordination group director for the Office of the Chief of Staff of the Army. He also served as the chief of the



WIESBADEN, Germany | Soldiers with 5th Signal Command stand at parade rest outside a hangar during the Change of Command ceremony. Photo by Jonathon Gray



WIESBADEN, Germany | (above) U.S. Army Europe Commander Lt. Gen. Mark Hertling (right), entrusts the colors and authority of 5th Signal Command to incoming commander Col. Bruce Crawford in the presence of outgoing commander Brig. Gen. Jeffrey G. Smith, Jr., (right), 5th Signal Command Sergeant Major Marilyn Washington, and more than 300 guests during a change of command ceremony at the Wiesbaden Army Airfield. Photo by Jonathon Gray

LandWarNet Integration Division for the Chief Information Office, G6 at the Pentagon.

"I understand fully that times have changed but what has not changed is the strength of that special relationship which exists between U.S. Army Europe, our host nation family and our allies" said Crawford. "As we continue to transform it is my intent to give every effort to what it takes to ensure that this relationship continues to evolve and manifest itself in a form of enhanced strategic capabilities that enable mission command readiness and help set conditions for increased partner capacity."

5th Signal Command, headquartered on Wiesbaden Army Airfield, is the Army's largest theater signal command.



WIESBADEN, Germany | (above) U.S. Army Europe Commander Lt. Gen. Mark Hertling (center), incoming commander Col. Bruce Crawford (right) and outgoing commander Brig. Gen. Jeffrey G. Smith, Jr., (left), salute during the change of command ceremony. Photo by Jonathon Gray

# Commander's key points

## Command Climate

Developing trust, teamwork, open communication and *Esprit de Corps* will lead to higher Soldier job satisfaction and instill a higher sense of duty and loyalty.

The building blocks of our success are Trust, Discipline and Fitness. These qualities have to exist in every unit and in every Soldier of our Army all the time.

The imperatives of our future success hinge on our ability to:

**Learn** – faster and better than our competitors and adversaries.

**Focus** – Identify the most important skills and tasks in our particular specialties and then seek to truly master them.

**Adapt** – We must be the Army the Nation needs us to be. This means expecting and embracing change.

## Readiness

Soldiers need tough, realistic training and the right equipment and leadership to maintain a high-level of efficiency.

## Leader Accountability

Leaders at all levels must have clearly defined plans, objectives and goals for their subordinates. It is the leader's job to ensure every team member wins.

## Enhanced Network Capabilities

Staying on the cutting-edge of information technology will ensure we maintain the upper-hand on the digital battlefield.

"The American Professional Soldier is an expert and a volunteer, certified in the Profession of Arms and bonded with comrades in a shared identity and culture of sacrifice and service to the Nation and Constitution."

-2011 U.S. Army Posture Statement

## Partner capacity

Our future success will depend heavily on stronger joint, multinational and interagency relationships and partnerships.

WIESBADEN, Germany | (below) Col. Bruce Crawford, commander, 5th Signal Command meets with Col. Bernd Bauer, commander, Hessen State Command, during an initial office call. The meeting shapes partnership capacity while continuing to build alliances. *Photo by Frank SchleeHuber*



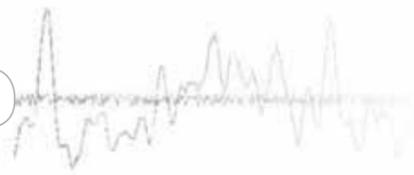
SCHWEINFURT, Germany | Col. Bruce Crawford, commander, 5th Signal Command talks to the Soldiers of 72nd Expeditionary Signal Battalion following their uncasing ceremony. *Photo by Jonathon Gray*



SCHWEINFURT, Germany | Col. Bruce Crawford, commander, 5th Signal Command has lunch with the wives of 7th Tactical Theater Signal Brigade and 72nd Expeditionary Signal Battalion a few weeks after taking command. Crawford spoke of his concern for the climate of the command, one of his key points since arriving. *Photo by Lawrence Torres III*



WIESBADEN, Germany | Col. Bruce Crawford, commander, 5th Signal Command and his wife Dianne, receive a gift from the Lord Mayor of Wiesbaden, Dr. Helmut Müller while the 5th Signal Command political advisor, Frank SchleeHuber, center looks on following the change of command ceremony *Photo by Jonathon Gray*



# Global work recognized

## Signal soldiers receive prestigious AFCEA award

Sgt. Brian Rodan

Maj. Hugh P. McCauley and Sgt. Jason M. Queen, were presented prestigious awards in Washington, D.C. May 19.

McCauley, the 7th Theater Tactical Signal Brigade operations officer, was awarded the Joint Officer Communications Award for establishing the joint network control center in Afghanistan, as part of his first deployment of a theater tactical signal brigade.

Queen, a Command Post NCOIC assigned to 72nd Expeditionary Signal Battalion, received the

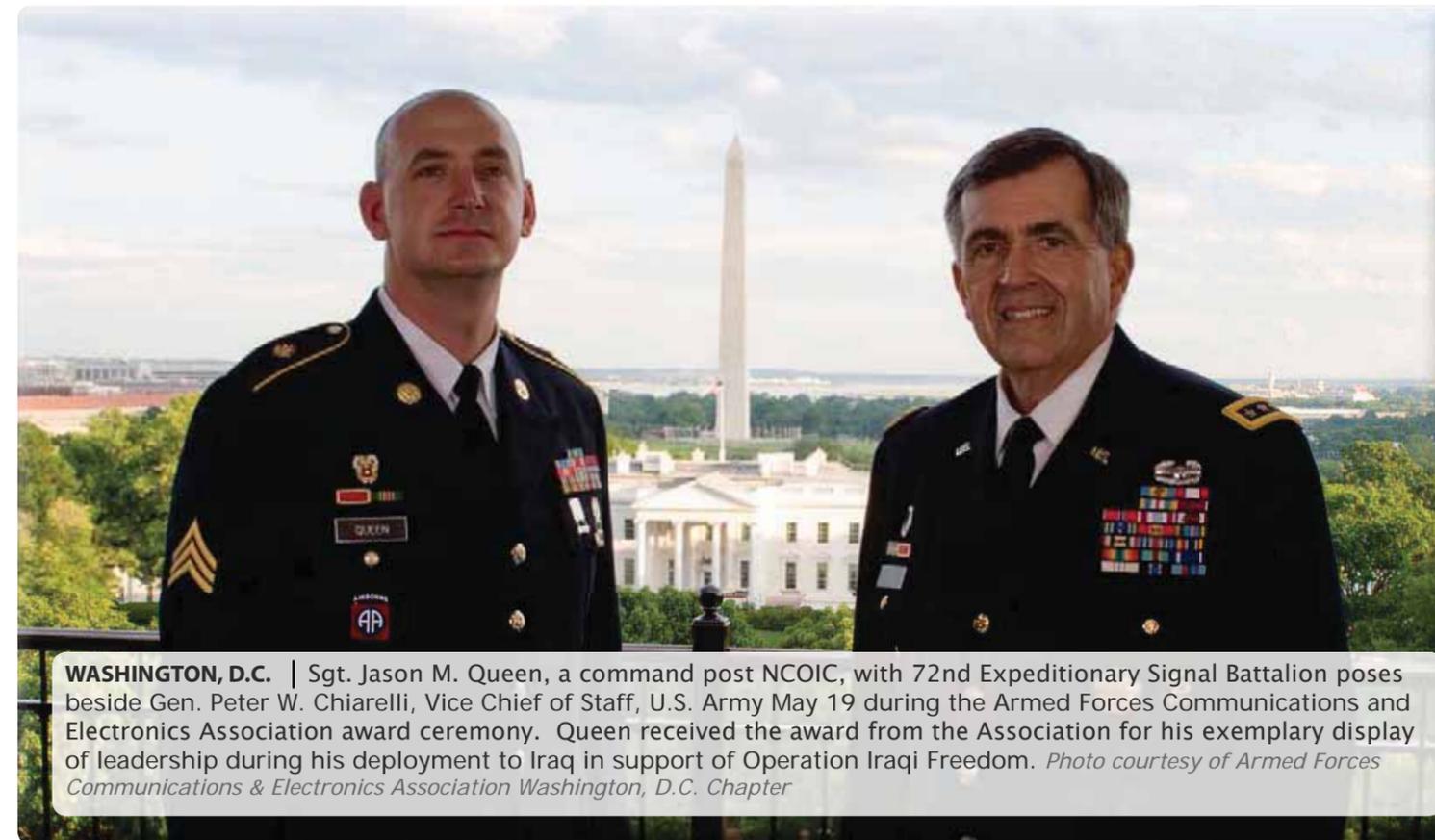
Spring 2011 Army Enlisted Leadership Award. Both awards were presented by the Armed Forces Communications and Electronics Association International for their hard work during their deployments in support of the transition from Operation Enduring Freedom.

AFCEA International is a non-profit membership association serving the military, government, industry, and academia as an ethical forum for advancing professional knowledge and relationships in the fields of communications, IT, intelligence, and

global security.

"I deployed a team of nine soldiers to Ar Ramadi replacing 54 Marines to run the Technical Control Facility, Help Desk, and Line crew which provided communication to Ar Ramadi and five outlying posts," said Queen, a native of Owensville, Indiana. "My team and I installed and maintained 299 (Non-Secure Internet Protocol Router and Secure Internet Protocol Routers), and six core routers and ran miles of single mode fiber during Operation Iraqi Freedom," he said.

The mission would not have



**WASHINGTON, D.C.** | Sgt. Jason M. Queen, a command post NCOIC, with 72nd Expeditionary Signal Battalion poses beside Gen. Peter W. Chiarelli, Vice Chief of Staff, U.S. Army May 19 during the Armed Forces Communications and Electronics Association award ceremony. Queen received the award from the Association for his exemplary display of leadership during his deployment to Iraq in support of Operation Iraqi Freedom. *Photo courtesy of Armed Forces Communications & Electronics Association Washington, D.C. Chapter*



**WASHINGTON, D.C.** | Maj. Hugh P. McCauley, operations officer, 7th Theater Tactical Signal Brigade, poses beside Gen. Peter W. Chiarelli, Vice Chief of Staff, U.S. Army May 19 during the Armed Forces Communications and Electronics Association award ceremony. Queen received the award from Armed Forces Communications and Electronics Association for his exemplary display of leadership during his deployment to Iraq in support of Operation Iraqi Freedom. *Photo courtesy of Armed Forces Communications & Electronics Association Washington, D.C. Chapter*

been possible if it wasn't for other members of the team that participated and lended their hand in helping Queen.

"I had a great team of Soldiers with me at Ar Ramadi, and none of the mission success would have been possible without them present," said Queen.

Queen was temporarily assigned to 1st Brigade Combat Team, 82nd Airborne Division as an augmenter for signal operations.

"The Soldiers of 1st BCT, 82nd ABD, also allowed me to work and plan the network how I was trained by 72nd ESB allowing a great partnership between us," said Queen. "My augmentation to them allowed me to truly understand the importance of ensuring the Soldier in the fight always had a way to communicate between elements. This mission has truly changed my Soldiers and myself forever," said Queen.



# Total Fitness Warriors

Deployed chaplain meets Soldiers, families needs around the clock, in remote places

It had been about 90 days since a small team of 44th Expeditionary Signal Battalion Soldiers in a remote location of Afghanistan had the opportunity to participate in a worship service. Upon hearing this, Chaplain (Capt.) Ben Clark packed up his field service communion kit looking forward to his calling to “minister to Soldiers who slept in the dirt, left families at home and were entrusting with fighting our Nation’s wars.”

Clark’s second deployment is proving to be ex-

actly what he hoped for. After serving five years in Texas churches as a youth pastor, he started working as a campus minister at the university level with the Baptist General Convention of Texas’ Campus Ministry Organization. Clark enjoyed his work and thought he would be serving there his entire life, but after a few years he “began to have a thirst for something more, something that challenged in ways that campus ministry did not.”

“Campus ministry began to bore me,” said Clark, who deployed with 4-227 Attack Recon Bn., 1st Air Cavalry Brigade, 1st Cavalry Division from 2006-07. “I realized after 3 years, I was pretty much doing the same things every year. The only things that changed were the faces. I’ve always been an adventurous person, tiring easily of routine, repetitive tasks.

Purely by accident, Clark happened to read an issue of *The Army Chaplaincy* during a conference for campus pastors. In one article, a battalion commander spoke of the value of a chaplain to his staff.

“As I set the magazine down, I was gripped by the desire to be the person that the commander wrote about,” said Clark, who has been a chaplain for more than 5 years. “This happened at roughly the same time I met the Army chaplain at my campus.”

Clark said that most of the college students lived an easy and comfortable life on their way to marriage, families and the American dream and were no longer going to be his mission in life. He wanted to minister to Soldiers.

The road to becoming a chaplain became a mission in persistence and patience. After meeting with the Army recruiter, doing some research and prayer over the next few months, he wanted to become a chaplain, but the “Army, however was not looking for me.”

In the fall of 2000, he started seminary at Southwestern Seminary in Ft. Worth, Texas, specifically to prepare for the chaplain ministry.

“I called the recruiting office again almost 5 years to the day that I had called previously and their attitude couldn’t have more different,” Clark said. “Within 45 days of that



Afghanistan | Chaplain (Capt.) Ben Clark, Task Force Atlas, 44th Expeditionary Signal Battalion, prepares to fly to remote camp to perform a field service. Photo by Spc. Robert Hadden

phone call, I had a complete application packet and an active duty endorsement from my faith group ready to submit to the board.

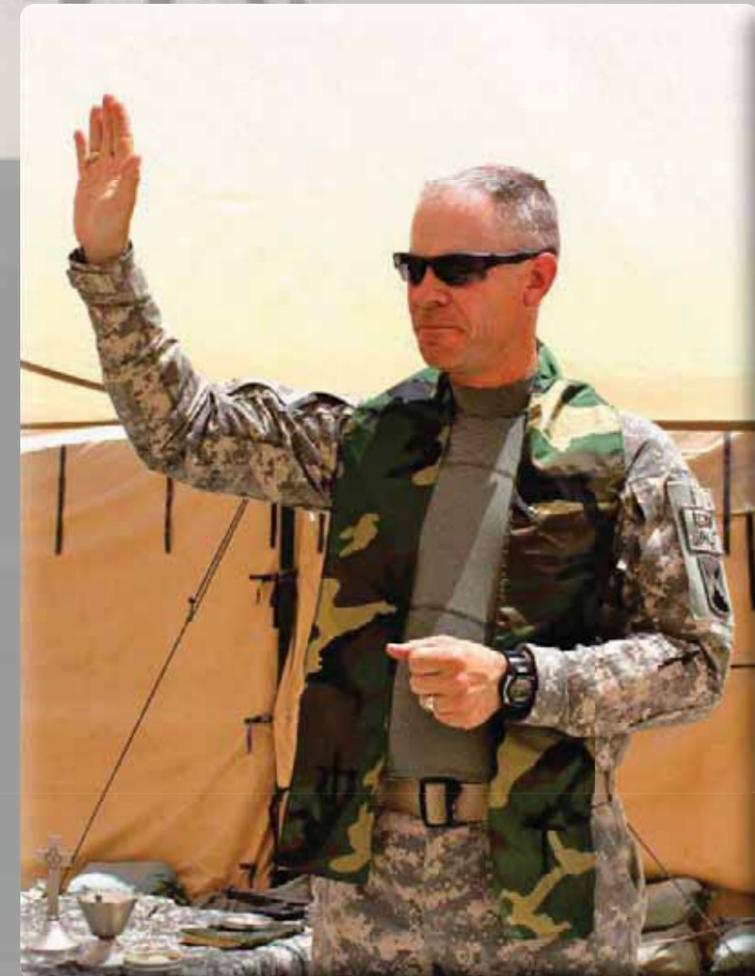
Since becoming a chaplain, Clark thinks that a lot of Soldiers who have no interest in religion of God initially hold chaplain’s at arm’s length.

“I always want to meet a Soldier where he or she is and try to address immediate needs, spiritual or otherwise,” said Clark. “To this end, one of my biggest efforts is to be where the Soldier is, sharing the same food and general hardships that they endure. It’s those times, hunkered down in a tent during a sand storm or, more recently in Germany, a snow storm, that a Soldier will come up to me and ask, ‘Chaplain, got a minute?’”

Clark has the support of his commander to visit every Soldier in their Task Force, who are spread throughout RC-North and RC-East. Being present with the Soldiers is one of his most important missions.

“I believe in being present, relational and relevant,” said Clark, a native of Austin, Texas. Sometimes, a Soldier needs the encouragement that Scripture can bring; sometimes the Soldier just needs a sympathetic ear.”

“Not a lot of Soldiers will embrace the Christian world-view like I do, but they almost always enjoy a visit from me. They like seeing a friendly face far out in the combat zone.”



## 5th Signal, I3MP create future, expandable infrastructure on Wiesbaden Army Airfield

Kristopher Joseph

**500** maintenance holes, 144 strands of fiber cable, 12.5 kilometers of trenching, 42 kilometers of duct tubing, and 203 buildings resulted in the complete reconstruction of Wiesbaden Army Airfield's communication and data infrastructure.

The office on WAAF responsible for this underground facelift is Installation Information Infrastructure Modernization Program or simply I3MP. Their main mission is to replace the antiquated, costly, unsupported, and maintenance intensive legacy systems with an integrated information system that is state-of-the-art, secure, interoperable and capable of passing voice, data and video traffic

at high bandwidth speeds, according to <http://www.eis.army.mil/nsc/I3MP.html>.

"We (I3MP) have increased WAAF's overall bandwidth from one gigabyte to 10 gigabytes," said Albert Adams, I3MP project manager for WAAF. "The overall project has prepared this installation for the future by creating an information infrastructure that is expandable and upgradeable."

I3MP held a ribbon-cutting ceremony May 6 celebrating the completion of the WAAF infrastructure refurbishing.

The overall population of WAAF is expected to see an increase in personnel with United States Army Europe's new Command and Battle Center under construction.

"We're set, from an information infrastructure standpoint, to welcome

the USAREUR headquarters staff," Adams said.

All the digging and trenching seen around the airfield is I3MP installing fiber-optic cable that allows data to be transferred at a much higher speed than old copper wiring that was the standard in the past.

"With technology always improving, we had to put something in place that will allow all forms of communication flow," said Adams. "This fiber backbone will be able to support high speed internet data, voice-over-internet-protocol (internet telephoning), video teleconferencing, you name it."

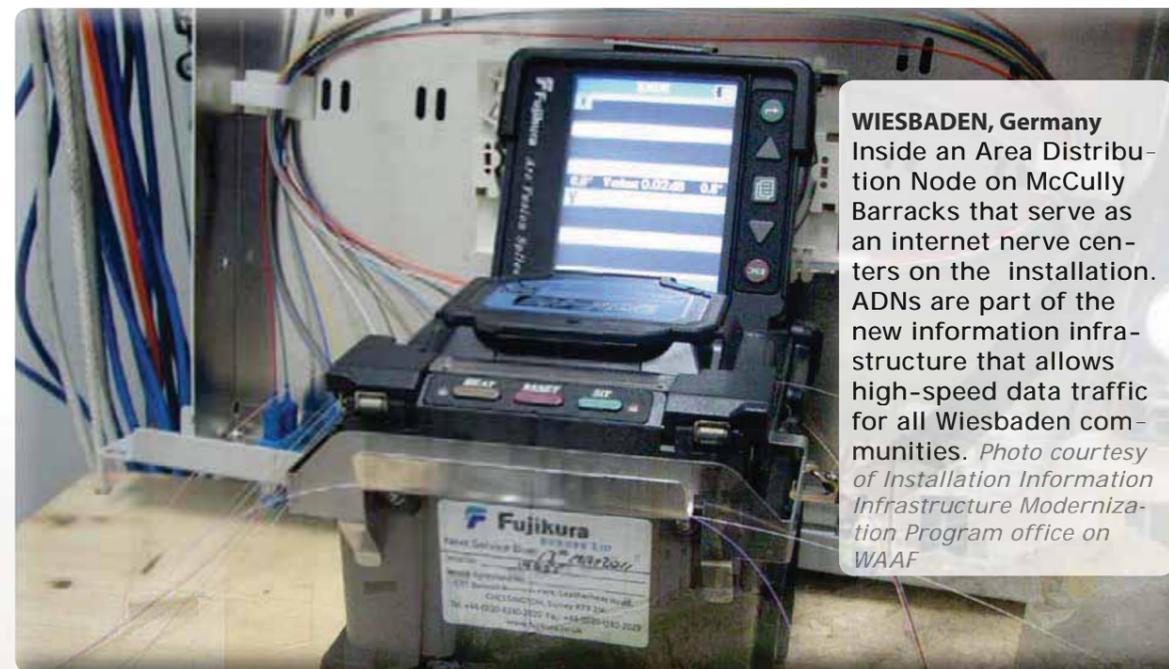
The infrastructure improvement requests on WAAF were made by 5th Signal Command also headquartered on WAAF. 5th Signal is charged with operating and maintaining

all communication networks under USAREUR.

"We work hand-in-hand with 5th Signal Command," said Adams. "They know what their networks will need to support and they pass those requirements to us. Our main customer in Europe is 5th Signal because they own the lion share of network responsibility here in Europe."

According to Adams, I3MP has been conducting projects in Europe since 1997.

"Most don't know anything about us because we are behind the scenes doing our thing. But we're very proud of what we do, because we know that our work is essential to mission accomplishment and in the future people will look back and appreciate what we did for these communities," said Adams. 🇺🇸



**WIESBADEN, Germany** Inside an Area Distribution Node on McCully Barracks that serve as an internet nerve centers on the installation. ADNs are part of the new information infrastructure that allows high-speed data traffic for all Wiesbaden communities. Photo courtesy of Installation Information Infrastructure Modernization Program office on WAAF



## SNAPSHOTS



**WIESBADEN, Germany** | (above) Soldiers, Family members, and civilians of 5th Signal Command and the Wiesbaden Community gather at the Wiesbaden Kurhaus April 22 for the European Cyber Ball. The Ball's theme was "Strong Beginnings," which refers to 5th Signal Command's welcome to the start of Cyber in the Wiesbaden area. The Ball was the final event of week-long activities during Cyber Regimental Week April 18-22. *Photo by Jonathon Gray*

**WIESBADEN, Germany** | (right) – Brig. Gen. Jeffrey G. Smith, Jr., former commander, 5th Signal Command, talks with U.S. Army Europe Commander Lt. Gen. Mark Hertling during a Training Management Review in the 5th Signal headquarters building. Training meetings are periodic meetings conducted by leaders to review past training, plan and prepare future training, and exchange timely training information between participants. *Photo by Lawrence Torres III*

**WORMS, Germany** | (far right) 5th Signal Command leaders and their spouses stand in front of the Herrnsheim Castle during the 2011 Worms Annual Reception. The reception brings together all the family, friends and foreign partners of 5th Signal Command in a friendly environment. The reception honors 5th's founding in the city of Worms. *Photo by Lawrence Torres III*



**OBERURSEL, Germany** | (above) Hessen Minister President Volker Bouffier gets pinned with a 7th Theater Tactical Signal Brigade patch and 72nd Expeditionary Signal Battalion pin by Sgt. Wilfredo Atiles while Col. Jeffrey W. Dill, commander USAG Wiesbaden, looks on. Bouffier and Dill toured the 72nd ESB equipment setup during the Hessentag fair. Six Soldiers from the 72nd, under the NCOIC Sgt. Atiles, set up the static display area and participated in the 2011 Hessentag events. When the Minister President came by, he expressed to the Soldiers his gratitude for all that the American Soldiers have done for Germany over the years. *Photo by Frank SchleeHuber*





**WIESBADEN, Germany** | (above) 1st Sgt. Jose Jaquez, Headquarters and Headquarters Company, 5th Signal Command, does a pushup into his pie during a pie-in-the-face fundraiser to raise money to support the upcoming European Cyber Ball. 5th Signal Command Soldiers and civilians raised over \$1,700 by casting pies of whipped cream and toppings into their leaders' faces through an auction. *Photo by Jonathon Gray*

**MANNHEIM, Germany** | (right Sgt. Kevin Lopez (lighter jacket, bottom), 72nd Expeditionary Signal Battalion, and Pfc. LC Johnson III (darker jacket, top), 181st Signal Company, 43rd Signal Battalion, compete during a combative tournament held at the Sports Arena on Sullivan Barracks. The combatives tournament is day three of week-long activities during Cyber Regimental week April 18-22. The focus of this week is to provide a tribute to the Signal Corps and individuals to develop camaraderie and unit cohesion. *Photo by Jonathon Gray*

**WIESBADEN, Germany** | Staff Sgt. Michael V. Crosby (left), currently assigned to 256th Combat Support Hospital in Iraq, smiles after promoting his son, Sgt. Aaron H. Crosby, during a promotion ceremony in the 2nd Signal Brigade headquarters as Col. Mitchell Kilgo, commander, 2nd Signal Brigade looks on. Crosby is a Cable Systems Installment and Maintainer with Headquarters & Headquarters Company, 2nd Signal Brigade, 5th Signal Command and was recently selected from the Special Forces selection and training. *Photo by Lawrence Torres III*



**OISE-AISNE, France** | (above) Brig. Gen. Jeffrey G. Smith Jr., former commander, 5th Signal Command, gives his Memorial Day speech beside a U.S. Army Color Guard as well as French Army Color Guard at the Oise-Aisne American Cemetery and Memorial to honor the fallen May 29, 2011. The cemetery and memorial contains the remains of 6,012 American, most of whom lost their lives while fighting in this vicinity in 1918 during the First World War. *Photo by Sgt. Brian Rodan*

**GARMISCH, Germany** | Col. (Chap) Thomas Engle, 5th Signal Command chaplain, talks to married couples during a 5th Signal command marriage retreat. *Photo by Sgt. Edgar Morales*



# A Signal homecoming



Jonathon M. Gray

Vladimir G. Gelnovatch, who served with 5th Signal Command's 102nd Signal Battalion from 1956 through 1959, visited his old unit to share his story of signal and the U.S. Army in Europe in the late 1950s.

"This is less about technology and our technical language. This is about what life was like in the U.S. Army back then," said Lt. Col. Eric Aslakson, commander, 102nd Signal Battalion, during Gelnovatch's introduction.

Gelnovatch and his wife, Dorit, toured 102nd Signal Battalion's Network Enterprise Center on the Wiesbaden Army Airfield before his briefing.

Gelnovatch was shown signal diagrams and interconnectivity of the local military networks. "It's hard to recognize the signal equipment; it has changed so much," said Gelnovatch.

"When we had to reach the Pentagon, we used high frequency radio or sent a signal through the transatlantic cable," he said.

Times were also a little harder and communica-

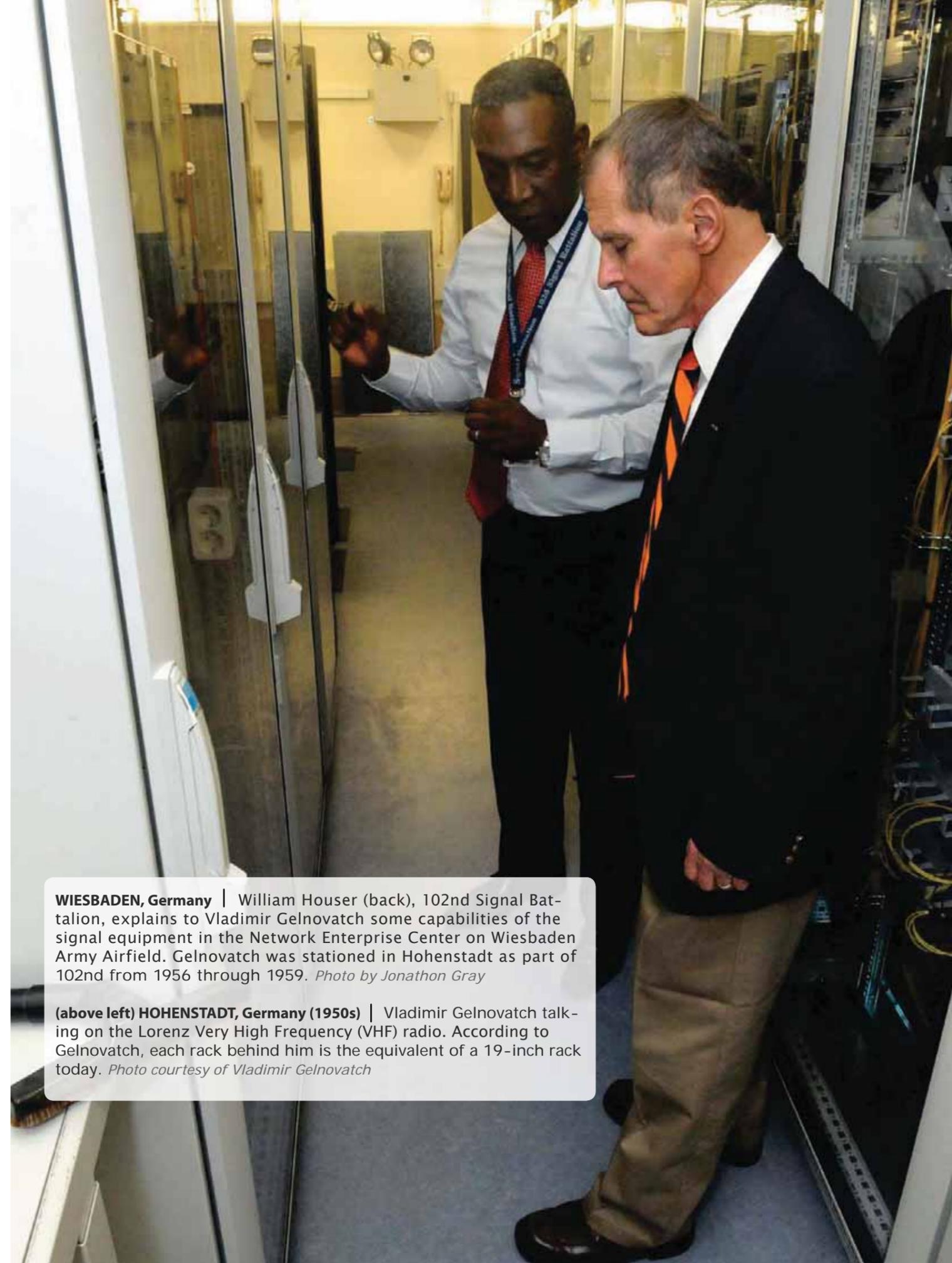
tion slower during Gelnovatch's time in Germany. "We spent 11 miserable days on a ship to get to Germany. And when we arrived, the communication to the U.S. went through HF radio, or the single encrypted circuit we had at the time, if the secure phone worked."

During Gelnovatch's time in 102nd, military communications were extended across Germany with microwave repeater towers. These only had a short range of approximately 20–30 miles, depending on terrain. With the later invention of newer technology, repeater towers were unnecessary and were slowly decommissioned.

"It used to be 700 people working 53 different stations," said Gelnovatch, who's time was spent at Hohenstadt Radio Station while in 102nd. "We were six Soldiers isolated from the world in difficult winter conditions."

But not all was sad hardship, as Gelnovatch met his future wife Dorit while serving at Hohenstadt. They will celebrate their 50-year anniversary this year.

"It always brings back some fond memories when I'm here visiting the 102nd," said Gelnovatch. 🇺🇸



**WIESBADEN, Germany** | William Houser (back), 102nd Signal Battalion, explains to Vladimir Gelnovatch some capabilities of the signal equipment in the Network Enterprise Center on Wiesbaden Army Airfield. Gelnovatch was stationed in Hohenstadt as part of 102nd from 1956 through 1959. *Photo by Jonathon Gray*

**(above left) HOHENSTADT, Germany (1950s)** | Vladimir Gelnovatch talking on the Lorenz Very High Frequency (VHF) radio. According to Gelnovatch, each rack behind him is the equivalent of a 19-inch rack today. *Photo courtesy of Vladimir Gelnovatch*

# Army fields next-generation blue force tracking system

Claire Heininger Schwerin  
PEO C3T

The Army has fielded its next-generation friendly force tracking system to five operational brigade combat teams, equipping Soldiers with a faster satellite network, secure data encryption and advanced mapping kits for improved tactical communications while on the move.

The software-enhanced version of Force XXI Battle Command Brigade and Below/Blue Force Tracking, or FBCB2/BFT, is known as Joint Capabilities Release, in reference to

its interoperability with the Marine Corps. The Army's Project Manager FBCB2, assigned to the Program Executive Office Command, Control and Communications-Tactical began fielding JCR to operational units in January, with more than 1,000 systems deployed through June.

Among the units receiving the technology is the 2nd Brigade Combat Team, 1st Armored Division, which is evaluating a host of capabilities during the Army's largest network field exercise to date, the six-week Network Integration Evaluation, or NIE, in the challenging terrain of White Sands Missile Range, N.M.

"With the new FBCB2 we're using,

it's a lot more instantaneous," said Sgt. David Johnson, a Soldier with 2/1AD who had used the previous version of the capability while deployed to Iraq. "You're able to send and receive messages no matter where (units) are -- no line of sight is required, and that's what they're run-

BFT 2, a new satellite infrastructure that can handle significantly more data than the first BFT. This capacity increase allows for more frequent and larger message traffic, and in many cases cuts the system's refresh rate from minutes to seconds -- a welcome change for users from the 2/1 AD.

JCR also enables access to the type one secret network through the KGV-72 encryption device. This allows users on-the-move to send secret data and interoperate completely with the command post.

Soldiers conducting operations at White Sands also praised changes to the user interface, saying JCR is easier to learn and operate than its predecessor. The JCR upgrades are part of

the Army's network capability set 11/12, and PM FBCB2's Joint Battle Command-Platform, or JBC-P, will replace JCR in capability set 13/14. There are more than 100,000 FBCB2/BFT units already in the field, so the JCR software upgrade will leverage pre-existing hardware and other system components to save taxpayer dollars.

Soldier feedback from the JCR Limited User Test, or LUT, at the Network Integration Exercise will influence JBC-P design and capabilities, as well as inform a JCR fielding decision for the fiscal year starting in October.

Thus far, JCR has been fielded to units at Fort Bliss, Texas, Fort Bragg, N.C., and Fort Riley, Kan.

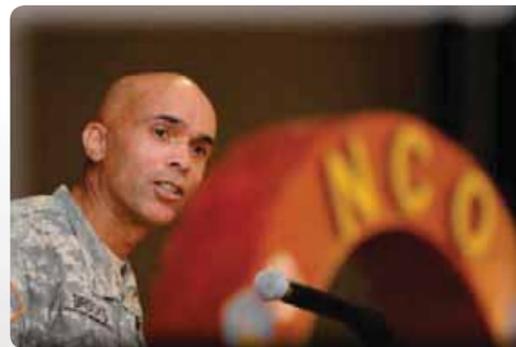


**ABERDEEN PROVING GROUND, Md.** | A Soldier from the 2nd Brigade Combat Team, 1st Armored Division, uses the new version of the Army's friendly force tracking and messaging software, known as Force XXI Battle Command Brigade and Below Joint Capabilities Release, inside his vehicle.

ning into with the mountain ranges around here."

Soldiers in combat rely on FBCB2 for situational awareness, viewing blue icons on a computer screen inside their vehicle to locate their teammates, whether when staging an attack or rescuing an injured Soldier. They can plot improvised explosive devices and enemy locations with red icons on the same computerized topographical map, alerting other friendly units nearby.

When Soldiers travel beyond a radio signal's reach, they can keep in touch by sending text messages through FBCB2's BFT satellite network. Both the speed and accuracy of that network have improved with JCR due to



## NCOs recognized during ceremony

**WIESBADEN, Germany** | Command Sgt. Maj. Patrick Brooks, 2nd Signal Brigade, talks to Soldiers during an NCO Induction ceremony held at the Taunus Theater on Hainerberg Shopping Center. The joint NCO induction was co-sponsored by 5th Signal Command's 102nd Signal Battalion and 1st Military Intelligence Battalion and inducted NCOs (right) from the Wiesbaden Community and 102nd Signal's German partnership unit, the German Army 282nd Signal Battalion. *Photo by Jonathon Gray*



**LEDWARD BARRACKS, Schweinfurt** | A 7th Theater Tactical Signal Brigade patch is shown on the narrator's shoulder as the 7th TTSB Commander, Col. John Arnold (left) and Command Sgt. Maj. Terence Farmer (right) unfurl the brigade's colors in an uncasing ceremony held on the parade field. 7th TTSB and 72nd Expeditionary Signal Battalion held a combined uncasing ceremony that signifies the brigade's and battalion's official presence in Schweinfurt. *Photo by Sgt. Brian Rodan*



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