

ECHO

5th Signal Command



Während einer Schweigeminute läuteten gestern die Glocken der Landauer Innenstadt-Kirchen, 3500 Schüler setzten ein Zeichen der Solidarität und des Mitgeföhls mit dem amerikanischen Volk. — FOTO: TUDOR



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Cover Photos



Photos showing German support, U.S. Force Protection around the Mannheim, Germany area, and Stars & Stripes cover pages for Sept 12 and Oct 8 encased with German & U.S. Flags flown on Sept. 11. Photos by William Triplett; Sieg Heppner; and Thuring.



Brig. Gen. Marilyn A. Quagliotti's 2002 New Years Reception in the Herrnsheim's Castle near Worms, Germany. Photos by Sgt. Jan Allende

CONTENTS

FROM THE TOP	
FROM THE COMMANDING GENERAL	3
FROM THE COMMAND SERGEANT MAJOR	4
CHAPLAINS' CORNER	6
CHRISTMAS VISITS	7
DRAGON WARRIORS AROUND THE COMMAND	
2ND SIGNAL BRIGADE	8
7TH SIGNAL BRIGADE	14
ALL-ARMY CULINARY ART	16
FORCE PROTECTION	17
RETIREMENT	18
FOOD SPECIALISTS	19
RECOGNITIONS	20
UPDATES FROM THE DRAGON'S LAIR	
ODCSIM	22
DCSINT	26
IG	28
CJA	31
ATTENTION TO ORDERS	32
HISTORICAL PERSPECTIVE	34

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From the Commanding General

Brig. Gen. Marilyn A. Quagliotti

Transformation effort - Dragon Impact exercises - and Server consolidation

First and foremost, I would like to express my gratitude to all of our Dragon Warriors who have been providing outstanding support to our community since September 11. Much of this is in addition to their normal duty assignments. We all need to let them know that their dedication is appreciated.

In this issue of the ECHO, I want to bring you up to date on some important issues affecting the Dragon Warriors' family, our larger Army Signal Command, the U.S. Army Forces Command, and signal corps audiences. I will begin by addressing our ongoing transformation efforts, where we are with the Network Operations and Security Centers (NOSCs) stand up and our planned Dragon Impact series of exercises. Lastly, I will discuss the Office of the Deputy Chief of Staff, Information Management's (ODCSIM), ongoing U.S. Army Europe and Seventh Army's Headquarters (USAREUR/7A) server consolidation effort.

Transformation Effort

Our transformation effort is in full swing. All six regional NOSCs have achieved their interim operational capability, and are in stages of Phase II of this multi-phased program. The 43rd Signal Battalion was the first NOSC to achieve full operational capability on February 15, 2002.

The final cosmetics to the installation are being completed under a Department of Works contract. The NOSC, though new in its design, exists in Building 22 on Campbell Barracks. Total renovation was made to one end of the facility generating approximately 1800 sq ft of network monitoring and analyst support area, performing network operations for the 43rd Signal Battalion area of responsibility.

The next two NOSCs to achieve a full operational capability will be the 102nd Signal Battalion, in a totally renovated state-of-the-art facility, and the

69th Signal Battalion in a totally new facility, co-located to their battalion headquarters at Leighton Barracks. The tentative completion date for both is around mid-March 2002. The other three NOSCs will also come on line this fiscal year, but are scheduled at a later date.

As the NOSCs become operational, we will see a dramatic impact on the visibility and support the senior warfighters receive in their area, and the end-to-end visibility of the network at a fingers' touch. Current plans are also in the making for deployed NOSCs to support the KFOR and SFOR missions. These entities will also see a startup date during fiscal year 2002.

Dragon Impact Exercises

In August 2001, 5th Signal Command, the commanding general, U.S. Army Signal Command, and the commanding general, U.S. Army Intelligence and Security Command agreed to work together to make the United States Army, Europe (USAREUR), the proof of

Continued on page 5



From the Command Sergeant Major

Command Sgt. Maj. Michael A. Terry

Sgt. Maj. of the Army's Command Sergeants Major's Conference

Hello again fellow Dragon Warriors. A lot has happened since our last magazine, and so much of it has been in the news, so I won't go into reliving those tragic events. Instead, I'll share some of what was talked about at the command sergeants major's conference.

In January, I was privileged to attend the sergeant major of the Army's second annual nominative command sergeants major's conference, held at Fort Bliss, Texas. By far, the greatest thing about this conference is that all the principals on the Army staff, not a lower ranking individual from the staff, briefed you. One of our very first briefers was the Chief of Staff of the Army, Gen. Eric K. Shinseki. I love when he starts out his talks with "My name is Shinseki, and I am a soldier." Just that one statement speaks volumes about our chief. His other statement that really just confirms his first statement is when he speaks of being a soldier as "an affair of the heart." You have to love being a soldier, you have to

love being around soldiers, and you have to love leading soldiers.

I don't know if you knew it or not, but when the chief of staff of the Army first took office, the sergeant major of the Army promoted him to a noncommissioned officer. By the time he attended our conference in January, he had been further promoted to the rank of first sergeant. I thought I had been a pretty fast burner in my promotions, but I think the chief may have even skipped a rank or two. Sgt. Maj. of the Army Jack L. Tilley asked the audience if they felt he was ready to be a sergeant major, but it was voted down. Most thought the Army's chief of staff needed a little more time wearing the diamond.

Other briefers included the secretary of the Army, the G1, G2, G3 and G4 for the Army. The Office of the Deputy Chief of Staff for Personnel, Intelligence, Operations, and Logistics has recently been renamed the Office of the Deputy Chief of Staff, G-1,

G2, G3, and G4 respectively under a Headquarters, Department of the Army reorganization plan.

One of the more popular briefers was Navy Capt. Kapong, who is responsible for developing the pay and allowances for the Defense Department. So, when he spoke, everyone listened. He was actually responsible for developing our 2002 raises and was working on the 2003 pay and allowances. One topic addressed to Kapong was the weight allowances currently in place for enlisted personnel. He was asked to relook it, because of what so many families are having to go through to avoid the excess cost. They either pay for it, have a yard sale, and many just give things away to avoid the costs.

One question raised by Kapong, was gauging the audience's opinion of developing a pay-grade of E10. The command sergeants major at the conference voted against it. The concern is better pay to provide more incentive for young soldiers to want to remain a soldier.

At the conclusion of the briefings by outside personnel,

Continued on page 8

concept site for improved communications support through the integration of network operations (NETOPS) and computer network operations (CNO). Subsequently, the commanding general of USAREUR sent a personal message to the Army chief of staff to inform him of this initiative.

The mission of the Dragon Impact exercises is to train the Army Network Operations and Security Center, Europe (ANOSC-EUR), and subordinate NOSC and Network Service Centers (NSC) on all aspects of the 5th Signal Command tactics, techniques and procedures (TTP) for network operations. The exercises will also evaluate the newly developed 5th Signal Command concept of operations and TTP for network operations. The results of these exercises will provide a recommended framework for Army-wide NETOPS implementation. The Dragon Impact exercises will also provide a method to test and evaluate new CNO tools and the concept of active computer network defense.

NETOPS consists of three components: Network management, information assurance, and information dissemination management. CNO consists of computer network defense, computer network attack and a new component, computer network exploitation. As the concepts of NETOPS and CNO have emerged, they have overlapped, primarily in the area of information assurance and computer network defense. With these concepts has evolved a better opportunity to protect our communications networks through better indications and warning of pending attacks.

Together with these concepts, 5th Signal Command is also improving its organization and procedures to provide better support to the war fighting commanders and other important customers. These improvements come from the six new regional NOSCs that are aligned to support USAREUR senior war fighting commanders. These regional NOSCs will have a better understanding of their customer's communications requirements and will be able to tailor the NETOPS support that they provide their customers.

The emerging doctrinal concepts of NETOPS and CNO and the establishment of the regional NOSCs make USAREUR the best place to develop and evaluate integrated NETOPS and CNO.

To determine the best method to do this and to evaluate the benefits on integrated NETOPS and CNO, 5th Signal Command has developed the Dragon Impact series of exercises. These exercises will occur two to three times a year starting with Dragon Impact 02 on February 25 through March 1, 2002. This first exercise was internal to 5th Signal Command and designed to train the ANOSC-EUR, regional NOSCs and NSCs on the tactics, techniques and procedures for NETOPS.

Dragon Impact 02-1 will take place April 15-19, 2002, and will test both the TTP for NETOPS and new CNO capabilities to provide improved indications and warning of threats to our networks. This exercise will involve forces from U.S. Army Signal Command and U.S. Army Intelligence and Security Command. Dragon Impact 02-1 will exercise NETOPS and Computer Network Defense on the

Army NIPRNET in USAREUR and will have a "Red Team" conducting a vulnerability assessment on the Army non-classified Internet protocol router network, or NIPRNET. The CNO portion of the exercise will occur on a closed network that is cryptographically tunneled through the secret Internet protocol router network, or SIPRNET. This closed network allows the evaluation and testing of new CNO tools and capabilities without affecting any operational networks in USAREUR.

I will serve as the exercise director and will have operational control over all Red Team forces. The Red Team will have specific rules of engagement for the vulnerability assessment of the Army NIPRNET and will conduct the assessment on a non-interference basis. The exercise control cell, located at the ANOSC-EUR, will closely monitor both the Army NIPRNET and the Army SIPRNET for any degradation and will halt the exercise play if it begins to interfere with either network.

Server Consolidation

Just over a year ago Gen. Montgomery C. Meigs, commanding general, USAREUR/7A, directed the ODCSIM to consolidate servers. Then he led the way by directing servers within his headquarters to be consolidated first.

The ODCSIM formed a task force to assess information technology (IT) services and requirements throughout HQ USAREUR/7A and to recommend how best to accomplish the server consolidation. The task force recommended establishing a

Continued on page 24

Mannheim Community National Prayer Breakfast

By Chaplain (Lt. Col.) William L. Merrifield and William Triplett

MANNHEIM, Germany (February 12) -- Using the theme of "God Bless America," the Mannheim community joined with the rest of America in celebrating the 49th National Prayer Breakfast at the Coleman Club. The 7th Signal Brigade, representing 5th Signal Command and the units of the Mannheim community sponsored the event, with Sgt. Maj. Stephen P. Wilson, as guest speaker. Wilson, the senior chaplain assistant and advisor, is assigned to the Chief of Chaplain's Office in Washington D.C.

The National Prayer Breakfast came about in 1953 when then President Dwight Eisenhower indicated his desire to meet with the Senate and House breakfast groups for personal fellowship and prayer. Over the years

it has grown from this meeting of 400 dedicated Americans to include friends from all the 50 states, and civilian and armed forces members in over 100 countries throughout the world.

"I can't think of a better subject to talk about than prayer at a prayer breakfast. I can tell you Martin Luther said it rightly when

he said, it is the business of tailors to make clothes, cobbler's to make shoes, and it is the business of believers to pray.

Prayer is essential, just as it is important for us as believers in God to have that prayer. We get out and do physical fitness training to keep our bodies in shape for the Army. And so we have a dimension of spiritual fitness where prayer is that form of exercise that we need to do.

Preaching affects people, but prayer affects God. You can get God's attention by talking through prayer. Satan knows the power of prayer, because you are talking to God, and that's a form of shorthand that Satan can't understand," said Wilson.

The intent of the Prayer Breakfast is to transcend party differences, opposing views on national issues, breakdown barriers between races, genders, religious groups, and nationalities. For one day in the life of all Americans, we forget our differences and join our hearts, and prayers that God would continue to richly bless our nation, guide our leaders, and bring our people together in true brother and sister hood. It is a way for all Americans to come together and pray with the president of the United States.

Wilson, quoting President Lyndon B. Johnson, said "Men that have guided the destiny of the United States have found the strength for their task by going to their knees."

Wilson closing in his own words said, "You stand tall when you kneel in prayer."



Photo by William Triplett

Sgt. Maj. Stephen P. Wilson



Photo by William Triplett

Top Row:

1st Lt. Lesley Kipling, Old Testament reading; Sgt. 1st Class Janice Lewis giving, Benediction; Chap. William Merrifield, speaking to audience.

2nd Row:

Pvt. Tyrone Stroud, Qur'an Reading; Headtable, Brig. Gen. Marilyn A. Quagliotti, Sgt. Maj. Stephen P. Wilson, Col. Susan S. Lawrence; Ms. Andrea Olivier, playing special music written by her.

Third Row:

Staff Sgt. Michael Miles, New Testament Reading; Breakfast Buffet line; Command Sgt. Maj. Ralph Edmonds, closing remarks.

Bottom Row:

Dr. Sam-Song Park, music accompaniment; Chaplain (Maj.) Harvey Hennington, giving Invocation.

Christmas at St. Josef's Children's Home

Photos and Story By
William Triplett

MANNHEIM, Germany (December 20, 2001) - Santa arrived five days early this past Christmas at the St. Josef's Children's Home in Kaefertal, a sub-community of Mannheim. Wearing a cowboy hat and boots, he gave out presents and goodies to more than 120 children during a Christmas dinner-party sponsored by John and Best Texas Bar-B-Q fellowship club.

"There's no way I can thank all the supporters, both individuals and units, for making this a success," said Mr. John Davis of John and Best Texas Bar-B-Q. "Normally we have enough funds left over after our Easter, Halloween, and Thanksgiving programs with St. Josef's home but this year, with support to other programs, we ran short," He added.

Not wanting to let the children's home down at Christmas, with age groups from 4 months to 21-years-of-age, Davis turned to the Heidelberg and Mannheim communities for support, which turned out to be more than he expected on short notice. "About two weeks before Christmas I asked Mr. Robert Sheridan, a Department of Defense employee with 5th Signal Command, if he knew of a way to help. Right away he said that he knew of a sergeant who would make things happen on the Army side. That sergeant was Sgt. 1st Class Cecilia O. Ramirez with 5th Signal's Deputy Chief of Staff of Operations Directorate," said Davis.

According to Mr. Juergen Hoffmann, director of education for St Josef's Home, the children look forward to the Americans coming to visit, and especially the good meals that the John and Best team prepare and serve during their visits. "When the children hear that John and Best is coming, there is not a child missing at the function, unless one of the older ones has to work somewhere and can't get away," said Hoffmann. "We were aware that Mr. Davis would bring gifts for the children as every year, but this year staff members were astounded and the children were really excited when he showed up with two truck loads of presents," added Hoffmann.

"We couldn't have made it without such great support. There were enough presents for all of St. Josef's children, to include five that arrived at the children's home that night, and still enough left over to give to the Johann Peter Hebel Home for homeless children in

nearby Gardenstadt, another sub-community of Mannheim," said Davis.

"What I thought was a request to Headquarters, 5th Signal Command turned into a Heidelberg and Mannheim Army and civilian community project to help these kids out," said Ramirez, the point of contact for the "Dragon Warriors" headquarters. She sent out e-mails to the headquarters staff, asking for donations for her attached wish list from the children at St. Josef that ranged from dolls, toy fire-engine trucks, a skateboard, to make-up and toiletries.

Both Davis and Ramirez praised Headquarters V Corps on Campbell Barracks in Heidelberg to the Small Computer Issue Activity on Spinelli Barracks in Mannheim; Unisys Federal Systems Division; Mannheim AFEES; Wal-Mart, Mannheim; the Heidelberg Army Airfield; the

Continued on page 35



Santa (Tony Nance) questioning two children from St. Josef Children's Home as Sgt. 1st Class Cecilia O. Ramirez (left) with daughter Nereida, and Frau (Mrs.) Annerose Wirth assist in giving out presents, December 20, 2001.

From the desk of the 2nd Signal Brigade Commander

As the 2nd Signal Brigade Commander and the Taylor Barracks Installation Commander I would like to thank all of the soldiers and civilians of both the brigade and the installation for their support since the September 11th terrorist attack. I know you can always be counted on to do your duty but since the 11th of September you have ratcheted up your performance more than a notch or two. You have risen to the sound of the battle trumpets. You have provided reliable command and control strategic communications to Commander in Chief European Command, his headquarters staff, and the United States Army Europe Commanding General and his headquarters staff as they have provided support to Operation Enduring Freedom. At the same time you have been called upon to go the extra mile in pro-



tecting our local installation from those who would do us harm.

The signal links you provide and sustain have enabled our four star commanders and their staffs to pass crucial communications to and from the National Command Authority, the Joint Staff, the Department of the Army Staff, and the Commander in Chief Central Command and his head-

quarters. Thank you soldiers for the extra hours you have put in the inclement weather walking patrol and checking those that enter our installations. Thanks again for putting out the extra effort to win the 5th Signal Command NCO and Soldier of the Year for the second consecutive year.

Thank you civilians for helping with the operation centers and taking up the slack in operating and maintaining communications due to soldiers being away performing force protection missions. Thank you host nation civilians for your resolute support during this united effort to thwart terrorism. Surely all your actions are in keeping with the highest traditions of military service and reflect great credit upon yourselves, your units, and the United States Army.

Press on and God bless you all as we continue our honorable duty of defending freedom in Europe.

COL William E. Lane

“Command Sergeants Major's Conference”

Continued from page 4

Tilley broke the group into smaller working groups to address issues facing our Army. Many of the issues addressed related to the Army's Training and Leadership Development Panel, and I can't speak to many of them until the final results are released to the field. But I can tell you that the panel was developed to look at enlisted, warrant and commissioned officers and what the Army needs to do to better each

of the groups. Tilley then asked for the help of his noncommissioned officers in the enforcement of standards. The noncommissioned officer vision is still his focus for this year, so I encourage all of you that have not read it recently, to re-familiarize yourself with it.

Dragon Warriors across the command continue to lead the Army. I know that this is due to the great men and women of this command, be it the soldier, the local/host national, the government civilian, the contractor or our great families. Rest assured that the rest

of the Army knows that 5th Signal is well ahead in the transformation of our great Army.

I love going to the many conferences around the world and telling our story. We receive calls daily from folks wanting to be a part of this great organization.

I thank you as always for what you do for this command, our Army and our nations. Continue to do those great things and please don't lose focus on the basics.

CSM Terry

Dragon Warriors' Noncommissioned Officer of the Year

By Sgt. Adam Thornton

Sgt. Jason C. Hubbard was born April 23, 1977 in Syracuse, NY. He entered the Army in 1998. After completing Basic Training at Fort Knox, Ky., he went to Fort Gordon for advanced training as a 74B. Hubbard is currently stationed in Mons, Belgium, as a CINCENUR/SACEUR Communicator NCO with the 128th Signal Company, 39th Signal Battalion. Hubbard ascended the ranks quickly during the short time he's been in, earning his sergeant stripes after completing the Primary Leadership Development Course in Grafenwoehr, Germany, last year. Hubbard was recommended for 5th



Signal Command's NCO of the Year for 2001 after winning at company, battalion and brigade levels.

Hubbard was recommended by the 2nd Signal Brigade sergeant major to go before the board

because of his technical proficiency and his excellent organizational and interpersonal skills while on the job.

"Being NCO of the Year brings with it a great sense of accomplishment and honor. All the time spent studying and preparing really pays off when the CSM shakes your hand and announces you the winner," said Hubbard.

For fellow soldiers aspiring to clinch the top spot as soldier or NCO of the year, Hubbard says, "The most important piece of advice I would give is, give yourself credit. Having confidence in yourself and your abilities makes you a lot less nervous and improves your bearing in front of board members."

And of course prepare, prepare, prepare. "Take plenty of time to prepare and you'll be confident. If you're confident, you won't be shaky and the board members notice that first and foremost," said Hubbard.

Dragon Warriors' Soldier of the Year

By Sgt. Adam Thornton

Specialist Robert Vaughn was born Feb. 7, 1972 at Fort Lee, Va. He entered the Army in 1999. After completing Basic Training at Fort Benning, Ga., Vaughn went to Fort Gordon where he was trained as a radio operator/maintainer, or 31C.

Vaughn's first duty assignment brought him overseas to his current location in Mons, Belgium,



where he's the battalion armorer for the 39th Signal Battalion. He was appointed to that position for his technical proficiency - shooting a perfect score on the M-16 qualification range - and his excellent organizational skills.

Winning 5th Signal Command's Soldier of the Year for 2001 comes on the heels of winning the 2nd Signal Brigade's Soldier of the Quarter. "It is nice, but it's something anyone can do," said Vaughn. Anyone willing to put forth the effort that is. "You got to learn all the facts and figures for each subject since you never know which question the board will pick," Vaughn said.

69th Signal Battalion's E-Business @ Network Services Center Hohenfels

By Brian Waggerman

HOHENFELS, Germany -- E-Business, a term popularized by corporate America over the last couple of years, denotes electronic business normally dealing with monetary transactions taking place over the Internet to buy goods or services. The Hohenfels Network Services Center (NSC) has implemented and adapted E-Business practices over the past few years, leveraging Intranet technology to ease the burden on our customers and staff alike.

tem. The central storage of all information as either an American Standard Code for Information Interchange (ASCII) code or database files has significantly enhanced both retrieval and reporting capabilities. Also, with the system being constantly on-line for 24 hours-a-day and 7 days-a-week, paper files, customer visits, and the common "telephone tag" have been greatly reduced and, in some cases, eliminated altogether.

The system is set up on an older model server running Windows NT 4.0 and Internet

to service requests, pertaining to the customers, is allowed through group permission settings on files and folders.

The services provided at the present time include local service requests (LSRs), "99" service requests, telephone trouble tickets, e-mail user maintenance, work order status reporting, call booking, information assurance vulnerability alert reporting, and copy machine meter reading reporting. Each module's Web page is designed to be simple to complete, with helpful notes on all required information. A confirmation page is displayed after a successful submission or error notes are provided for incomplete information. Background actions include e-mail notification to the NSC staff section working the particular action and the compilation of the data into files.

Each module's data is acted on in various ways. The call-booking template will send an e-mail message, containing all required information, directly to the call-booking operator and is completed when the user calling 112 actually places the call. The LSR function will send the operations assistant an e-mail notification, at which time an LSR (DA Form 3938) can be called up in FormFlow to add data to the form for further processing. Telephone trouble tickets are sent via e-mail directly to the dial central office Chief. Each process can be individually tailored for the NSC staff to complete the actions.

Site maintenance includes normal system administration duties to add and delete users, security patches, and fixes to the operating and Internet Information

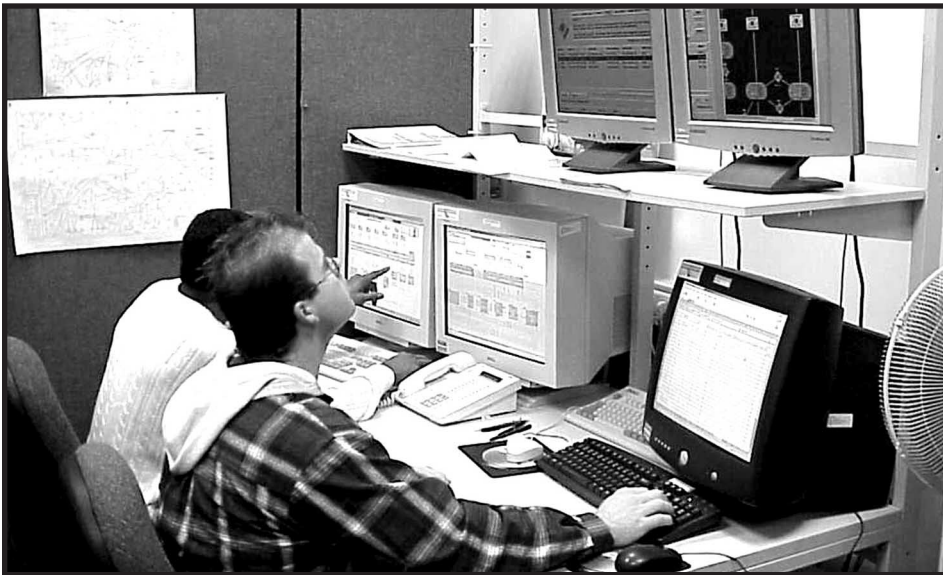


Photo by Capt. Valero Aquino

Jerry Massey and John Kinnard, from the Network Operations and Security Center (NOSC) of 69th Signal Battalion in Wuerzburg, monitor the status of the battalion's networks supporting both the 98th ASG and 100th ASG footprints extending throughout southeastern Germany.

Designed to be a portal for assigned information management officers, telephone control officers, and copy machine managers, this intranet Web site allows those customers to request our services without having to physically visit or call the NSC. Several benefits have been apparent from using this sys-

Information Services 4.0. It's set up as a primary domain controller with its own domain, a public key infrastructure (PKI) certificate, secure socket layer protocol, and Internet protocol addressing restricted to the local area only. The security and verification controls are set as tight as possible. Access

Continued on page 33

69th Soldiers train with German partnership unit, 210th Signal Regiment

By Maj. Jim Richter

WUERZBURG, Germany - For the past year and a half, the 69th Signal Battalion has enjoyed a strong bond with its German partnership unit, the 210th Signal Regiment, based in Ulm, Germany. While both units have enjoyed several successful events at each other's homebase, one partnership event hosted by 210th Signal Regiment, from July 10-11, 2001 was especially memorable for all in attendance.

Departing from their Wuerzburg headquarters early morning, July 10, fifteen soldiers from the 69th Signal Battalion were transported via bus to the Schwabisch Alb training area. At

the training area they were broken up into two groups, with each group to rotate through mountain-side rappelling and an obstacle course.

The rappelling station was perched atop a 150-foot cliff with an impressive scenic overlook of a beautiful river valley. The very first soldier to rappel was Sgt. Quetitia Ellis who proficiently, and bravely, rappelled off the cliff as Capt. Jorg Oster, from the 210th Signal Regiment, served as both the officer in charge and belay man (see photo).

In turn, the rappelling was followed by a long but fun confidence course with many challenging height obstacles and even an underground tunnel. That evening,

they were treated to a delicious outdoor barbecue with our German friends from the 210th.

The next day, 69th soldiers were given the opportunity to fire the German MG-42 machine gun (see photo) and G-32 rifle to qualify for the German Army "Schuetzenschnur" (marksmanship badge). Ten soldiers qualified in all: four for the silver and six for the bronze "Schuetzenschnur" badges.

To cap off the visit, when they return from the range, the American soldiers got to experience more of the local culture as they were escorted on an organized tour of downtown Ulm.

The visit to our partnership unit included an active participation in challenging military training as well as fun, social, and cultural activities that has built stronger camaraderie and professional ties between the 69th Signal Battalion and the 210th Signal Regiment.

(Editor's Note: Maj. Jim Richter is the XO for the 69th Signal Battalion.)



Photo by Capt. Valero Aquino

Sgt. Quetitia Ellis, from HHD, 69th Signal Battalion, rappels off a 150-foot cliff as Capt. Jorg Oster, from the 210th Signal Regiment in Ulm, acts as both the officer in charge and belay man.

Photo below: From front to rear, Sgt. Nailo Pope and Spc. Julia Kajumbula, from HHD, 69th Signal Battalion, attempt to qualify for the German Schuetzenschnur Badge by firing the German MG-42 machine gun with German partnership unit, the 210th Signal Regiment in Ulm.

Photo by Capt. Valero Aquino



102nd visit beaches in Normandy

By
1st Lt. Melissa Malpede
2nd Lt. James Rigby

NORMANDY, France -- As we watched the sunrise over the English Channel on a cold peaceful morning in October, we could only imagine the contrast in the beauty we beheld that day with the devastation experienced on June 6, 1944, as American troops stormed the beaches of Normandy. There we were, 24 soldiers and civilians of the 21st century's armed forces, standing in the very spot where so many lives were lost during the Allied Invasion. The splendor of the red sky could not match the brilliance of the crimson waves soaked with American blood that once crashed on those shores in defense of world freedom.

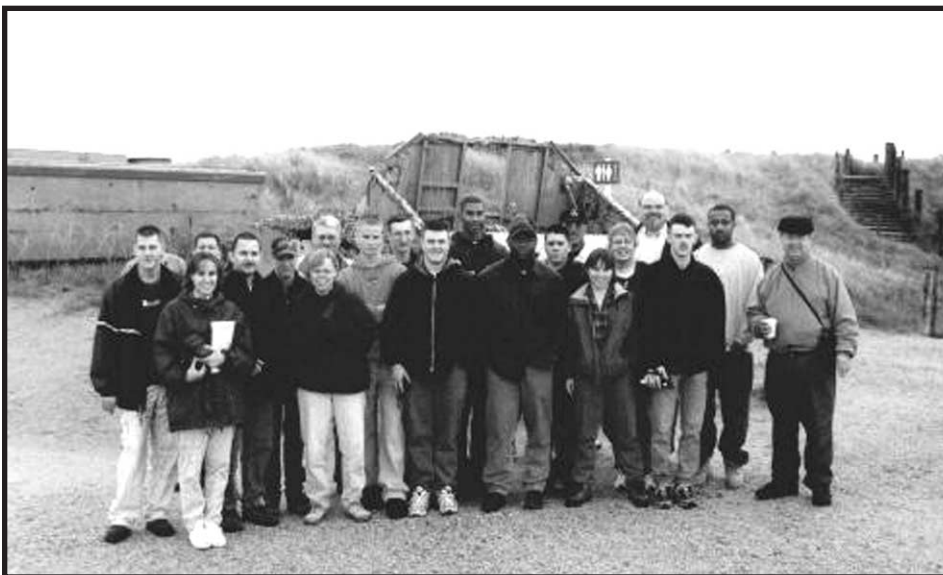
Members of the 102nd Signal Battalion had the unique opportunity to travel through Normandy,

tracing the path of coalition warriors who so bravely fought during World War II. Two historians from REEP, Inc., Steve and Dave, escorted us on our journey through the countryside and educated us with their vast knowledge of World War II and the struggles of the Allied soldiers. History came to life as they walked us through now tranquil battlegrounds. We were given the chance to walk the beaches and climb into the bunkers to view the terrain from both German and American vantage points. Along the way, we were told exceptional tales of heroism, individual courage, and supreme sacrifice.

"Being a former member of the 82nd Airborne Division, it meant a lot to me to see the actual drop zones in Normandy to understand where the drop zones at Fort Bragg got their names," said Staff Sgt. Prince Turner the battalion's S4 noncommissioned officer in charge.

In addition to the drop zones and beaches, we toured two airborne museums in the town of Ste. Mere Eglise, where the church has a life-size replica of a paratrooper still hanging from the steeple. We also journeyed to the national cemeteries. Our first visit was to the melancholy German cemetery where we reflected on the principle that we are all united in the brotherhood of warfare. Next, at the American cemetery, we witnessed the stark contrast of the bright white grave markers against the black tombstones of the German soldiers. Despite its serenity and the beautiful view overlooking Normandy beach, the American cemetery soberly reminded us of the selfless service of the thousands of soldiers who lay buried in that hallowed ground.

We ended our tour the last morning at the Pegasus Bridge, where three British gliders landed and assaulted the bridge, taking it over from unsuspecting Germans in approximately ten minutes. The woman who runs the café next to the bridge witnessed this event at age five and told us of the events she saw that night while serving us coffee and pastries. Pfc. Richard Kiefer remarked, "This was one of the most fun and educational trips I have ever taken; the eyewitness accounts made it more real and I enjoyed climbing into the bunkers to see things from the soldier's perspective." Our excursion through Normandy was educational but, moreover, it served as a poignant reminder that the cost of freedom comes at a heavy price.



Soldiers and civilians from the 102nd Signal Battalion, in Normandy, France on October 18, 2001.

Editor's Note: Malpede is the Assistant S-3, and Rigby is the Commel Platoon Leader, both from the 102nd Signal Battalion.

Commissioning of the AN/FSC-78B Antenna

By Warrant Officer
Jeffrey Hilderbrand

LANDSTUHL, Germany -- In a ceremony at the Defense Satellite Communications System, or DSCS, at the Landstuhl Satellite communications facility on Kirschberg Kaserne, Col. William E. Lane, commander, 2nd Signal Brigade and Lt. Col. Calvin D. Lawyer, commander, 43rd Signal

to and from other sites located around the globe.

Prior to the installation of this antenna, DSCS Station Landstuhl had only two antennae with which to provide communications. The growing number of customers proved this to be insufficient. It was necessary to borrow resources from Charlie Company, 1st Satellite Communications Battalion, U.S. Army Space

communications demand. But the full potential of the area was yet to be realized. The addition of the AN/FSC-78B will provide a much-needed asset to Landstuhl. The communications that are currently provided by the AN/GSC-39B will be moved to the more powerful 78B antenna, leaving the 39B able to run the necessary tactical missions. It will also allow Charlie Company the freedom to utilize their antenna in control missions. With the addition of the new 78B we will be able to provide communications while preserving space segment assets!

In the early 1990s the Defense Information Systems Agency, or DISA, approved the requirement for an additional satellite communications terminal at Landstuhl. Then came the debate over whether this was a control mission needing another Auxiliary Satellite Control Terminal that would come under the U.S. Army Space Command, or a communications mission needing an earth terminal that would come under 5th Signal Command.

The outcome as you can see was a communications mission with the installation of an AN/FSC-78B. Utilizing one of the Defense Department's largest X-band terminals available today, we have benefited from the larger 60-foot diameter dish allowing seamless communications while preserving the space segment assets. September 1999 the ground was broken and the digging began. By New Years Day 2000 the hole was dug and foundation constructed. In March 2000 the heavy equipment started



Workers installing the AN/FSC-78B Antenna at the DSCS site in Landstuhl, Germany.

Battalion commissioned the AN/FSC-78B. This being the first antenna of this type erected in over 25 years and the first of its kind to be installed by the United States Army made this a historic event.

The addition of the new AN/FSC-78B Terminal at Landstuhl is one of many steps forward in improving our ability to effectively meet the needs of our customers. The antenna can transmit and receive modulated signals

Command. Charlie Company has provided a third antenna, which is used to interface with tactical users.

The new 78B marks a new beginning for Landstuhl Satellite communications. In the near future, there are scheduled upgrades for power, a new innovative multiplexer integration defense communications subsystem and automation system, and the teleport program. After 30 years, Landstuhl was seeing the effects of greater communi-

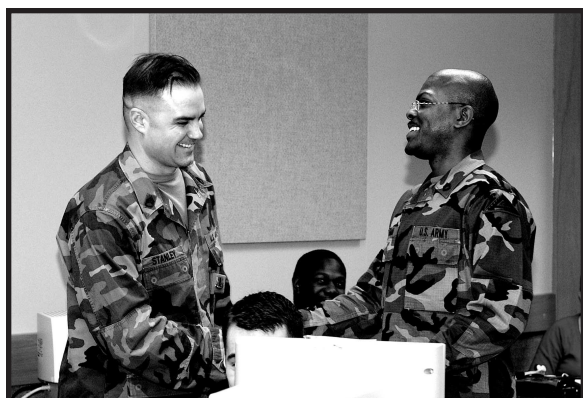
Continued on page 29

First BNCOC using VTC at Coleman Barracks

Story and Photos By
William Triplett

MANNHEIM, Germany (January 25, 2002) - Dragon Warriors from the 44th and 72nd Signal Battalions completed "Phase One" of USAREUR's first distance-learning course for the basic noncommissioned officer course, or BNCOC, using video teleconferencing January 25.

The Combined Arms Training Center or CATC located on Rose Barracks in Vilseck, Germany, conducted the first phase that consisted of 12 consecutive days of classroom work. The



Stanley, left, receives certificate from course instructor Sgt. 1st Class Le'Fear Foeman.

course that started January 14 was held simultaneously at three distance-learning facilities in Germany: Hanau, Mannheim, and Vilseck.

With a mission to conduct residential and mobile training courses for USAREUR and 7th Army, the CATC is divided into four branches and two NATO schools. The branches consist of the Training Management Branch, Sustainment Training Branch,



Robinson, seated, thanks Foreman for instructions.

Command Training Branch, and the Distance Learning Branch. These four branches are all located in CATC facilities on Rose Barracks. The NATO schools consist of the Euro NATO Training Engineer Center, located in Munich, Germany and the International Long Range Reconnaissance Patrol School located in Pfullendorf, Germany.

Dragon Warriors stationed here in Mannheim using the Coleman Barracks Digital

Training Facility, were asked their thoughts, expectations, and what advantages or disadvantages, that the course offered.

"A good advantage for me is that I got to spend more time with my family," said Staff Sgt. Wayne Stanley, Jr., 44th Signal Battalion. "I find that it's a very good program, the way it's put

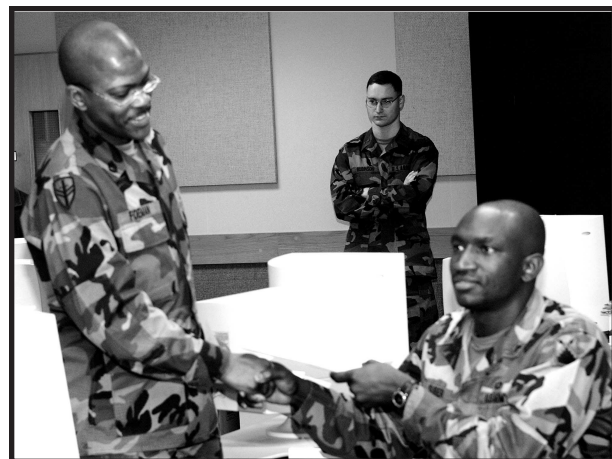
together. I think it's the way to go for distant learning.

Stanley said that at the beginning he did not really know what to expect. "I had no idea what exactly it was going to be like, how it was going to be run. But, I'm really impressed with it. Being in a signal unit we work with video teleconferencing all the time. The

course was a lot more technically advanced than what we use out in the field. I feel that they (commanders) will still be able to accomplish the training goals with this program."

Staff Sgt. Lana Robinson, also with the 44th Signal Battalion, had just returned from an eight-month tour with a "Soldier Show," that toured 22 different states including Hawaii, also Guam and all over Korea. "I really enjoyed the course. Being computer literate it wasn't hard for me to use the refer-

Continued on page 16



Suber, seated, receives certificate.

Bulgarian Orphanage benefits from Operation Enduring Freedom

By 1st Lt. Brian D. Abellera

BURGAS, Bulgaria -- A group of 5th Signal Command soldiers delivered some much-needed joy to the children and staff of a Bulgarian orphanage this holiday season. "We were tactical Santas. All we wanted to do was promote holiday spirit in the camp and raise as much money as we could for the orphanage," said Pfc. Severn Mitchell, Alpha Company, 72nd Signal Battalion.

Besides providing signal support to the U.S. Air Force's 351st Expeditionary Air Refueling Squadron, or EARS, at Camp Sarafovo, Bulgaria, as part of Operation Enduring Freedom, four soldiers from the 72nd Signal Battalion, 7th Signal Brigade, also raised more than \$1,300 to provide much needed relief for the orphanage which cares for handicapped children. Over a two-day period, Mitchell, together with 1st Lt. Brian Abellera, Sgt. Christina Willis, and Pfc. Janardo Brown worked closely with the camp chaplain and collected donations from the airmen, soldiers, and American civilian contractors operating at the camp.

The soldiers set up an information table in the camp's dining facility with holiday decorations, a donation box, and a slide presentation showing the harsh living conditions of the orphanage and its children. Abellera and Mitchell

greeted diners in camouflage Santa Claus hats and oversized BDU tops stuffed with pillows, while Willis sang Christmas carols during the lunch and dinner meals.

With the donations, soldiers purchased shoes, blankets, food, and diapers for the orphanage. The money was also used to pay the orphanage's medicine bill that was one month overdue. Additionally, they bought one new toy for each child.

Lt. Col. James Norrix, commander of the 351st EARS, said during his daily situation report, "The staff informed us that this was their very first Christmas present in four years. But what we, sitting here, cannot capture is the joy on the faces of the children nor the tears of appreciation of the staff."

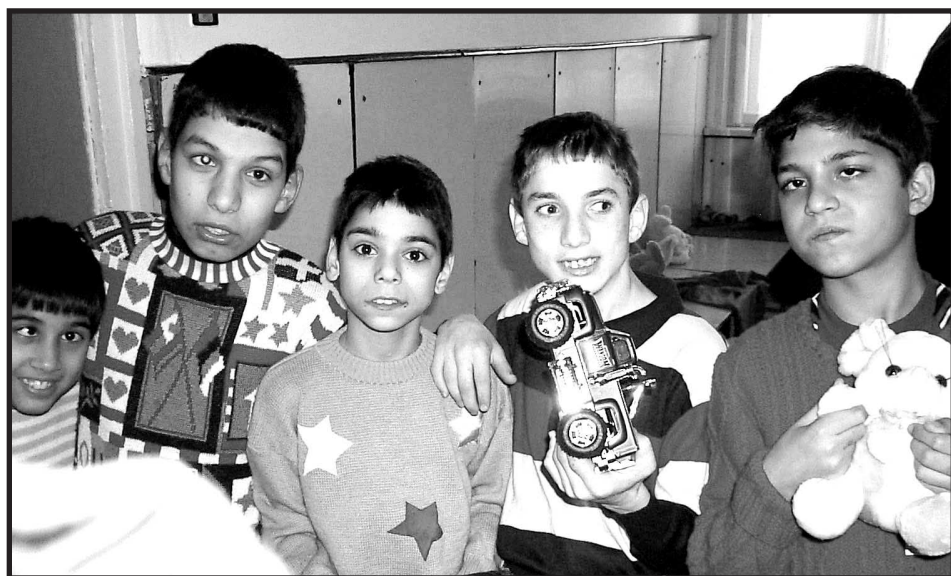
Fifty-four orphans are housed and cared for by a limited staff at the orphanage located in a

small village just outside the city of Burgas. The orphanage is given approximately \$130 a month to cover operating expenses. Only half of the children had shoes, and only a few of the orphans had ever experienced the 'luxury' of tasting candy or chocolate. The children are fed a small cup of red bean soup and a slice of bread daily.

Each child is allotted one toy every year and on Christmas day, the toys are swapped between the children. "I could not believe what I saw," said Brown, recalling his visit to the orphanage. "I was at a loss for words." Abellera had similar emotions stating that his visit really put life into perspective.

The soldiers were deployed throughout the holiday season to the camp near the city of Burgas, Bulgaria, to provide tactical communications support to the 351st EARS whose mission was to refuel the aircraft conducting humanitarian aid relief in and over Afghanistan as part of Operation Enduring Freedom.

Continued on page 35



Showing off toys

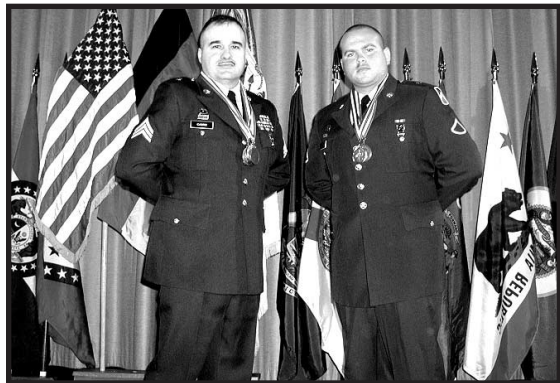
How Would You Like Your Eggs!!!

MANNHEIM, Germany -- Congratulations to Sgt. Marcos A. Camin of HHC, 72nd Signal Battalion, and Pfc. Adam Jezick, HHC, 44th Signal Battalion, for being selected as members of the USAREUR Culinary Arts Team. Camin's and Jezick's selection to the team is indicative of their exceptional technical expertise and continuing commitment to excellence.

Camin, while assigned to Ft. Hood, competed on the Fort Hood Culinary Arts Team and won



Display at USAREUR



Sgt. Marcos A. Camin of HHC, 72nd Signal Battalion and Pfc Adam Jezick of HHC, 44th Signal Battalion.

both a gold and silver medal. As a result of that competition, he was given an opportunity to compete in the All-Army Culinary Arts Competition where he garnered a 4th place finish.

Both Camin and Jezick were afforded the opportunity to represent the 7th Signal Brigade in the USAREUR Culinary Arts Competition.

Sgt. Camin continued to distinguish himself from his peers by winning two bronze medals, and two silver medals for his designs of a three-course platter, a tallow sculpture, and an appetizer tray.

He feels most proud for being selected as the first runner-up as the USAREUR Senior Chef of the Year.

Camin, Jezick, and the team will represent USAREUR at the All-Army Culinary Arts competition at Fort Lee, Va., in March 2002.



Display at USAREUR

(Editor's Note: Information taken from a 5th Signal Command News Release.)

"BNCOC"

continued from page 14

ences on the computer instead of a book. And it was really nice to not have to leave my husband, so the extra couple of weeks helped," said Robinson.

Robinson added, "I enjoyed the atmosphere -- if someone didn't catch something they were saying -- we had conversations with each other in the class, which I think helped. I think team building was really in effect here because even though we had someone to ask (the instructor) we helped each other."

Staff Sgt. Freddie Suber, a wire installer and maintainer, or "cable dawg," with the 72nd Signal Battalion, had returned from a deployment down range in August. "I like it (the course) cause it shows that the Army is stepping up technology-wise. We're not getting caught on the back burner, we're moving on with our futures.

"I felt more relaxed here, in the sense that I didn't have to clean barracks and do details. But, we still had instructors around to make sure we were paying attention and getting the information needed. I don't feel that it's lax on education;

I just feel that it's a more relaxed environment," said Suber.

According to Mr. Michael Scott, the distance-learning facility manager at Coleman, USAREUR's first advanced non-commissioned officer course, or ANCO, was conducted February 4-15. "As in January the course dates were straight through, without weekend or holiday breaks, also at the three previous locations, Hanau, Mannheim, and Vilseck," said Scott.

September 11, Force Protection Reaction

Story and Photos By
Sgt. Adam Thornton

MANNHEIM, Germany - The day started out as any other normal workday and was approaching "punch-out" time. Many soldiers were already thinking about what to eat for dinner that night or what movie to rent. Little did they know that by the end of day their TV dinners and rented DVDs would be traded for flack vests and weapons.

News of passenger planes crashing into the World Trade Center towers, the Pentagon, and a field in Pennsylvania, brought astonishment to everyone within earshot of the reports.

The evidence was clear - America had just suffered the worst terrorist attack in its history.

Military installations worldwide were put on the highest alert. In the Mannheim area, no one was going home until it was certain that the area was secured and everyone accounted for.

Just this past May 7th Signal Brigade trained specifically for this level of a Terrorist Force Protection Condition. So, the plan



Spc. Lewis Walton cradles an M-249 as he watches over vehicle inspection point at Sullivan Barrack's.

was already set. "Doing it for real though I think we've made it better," said Sgt. 1st Class James McNicholas, installation coordinator for Benjamin Franklin Village.

Units rallied at brigade headquarters donned in full combat gear ready to receive their special instructions. Col. Susan Lawrence, commander, 7th Signal Brigade, addressed the soldiers before they headed out to their designated guard points.

"You've never failed me in any mission I've given you and I know you won't fail me now," said Lawrence. "This is very serious. This is for real. I expect everyone to maintain the highest level of professionalism while you're out there," she said.

Soldiers signed for ammo and radios, and then moved out with their teams. Gates were sealed off and vehicle checkpoints were set up. The housing area was surrounded by soldiers who sensed the urgency of what they were there to do.

"They're guarding their own houses and families and they're doing a great job," said Sgt. 1st Class Brad Johnson, platoon sergeant, Alpha Company, 44th Signal Battalion.

Soldiers working 12-hour shifts and enduring hours of pouring rain were not swayed in their determination to fulfill responsibilities as guards. "I haven't yet heard a soldier complain. When it was a training exercise, yes. But now that it's for real, no," said McNicholas.

"It's their motivation that carries them through. After

hours standing in the cold and rain they're still able to smile and joke with each other," said Johnson.

The long, and often uncomfortable hours soldiers spend keeping the community safe have not gone unnoticed. An outpouring of appreciation from the families in the housing area has been constant from the start.

Family members bringing food, drinks, and numerous "thank you" to the soldiers were as constant, if not more so, as the rain that pelted them. "I'm very impressed with the community. People are always coming up and telling us thanks for keeping them safe," said Pfc. Peter Zlokas



An elementary school student hands thank-you card to Pvt. Pablo Francis, HHC, 7th Sig. Bde. before boarding bus for home.



Sgt. Lorrena Roeder, HHC, 7th Sig. Bde. inspects underneath school bus before children board.

The Life and Times of Pete Martin

By Randy Robertson

The world of young Pete Martin changed forever January 22, 1944. After three years of war with the United States, this son of a German veterinarian had not witnessed the full horrors of battle that many of his fellow citizens had seen. Yes, there were the waves of Allied bombers returning from their missions over the industrial portions of eastern Prussia, but it wasn't until the fighters swept low that day in January that the war became personal. Though frightened, this boy of eight realized that a country from across the ocean that was large and powerful enough to darken the skies with aircraft of every type would somehow change his life forever.

Pete's father, past 50 by the time America entered the war, had already tasted battle during the years of 1914 to 1918. By 1939 he hopefully thought he was too old to be called up again, but fate and Adolph Hitler had other plans. Pete, four years old when his father was called up, does not have many recollections of hardships during the early war years. A successful private practitioner before the war, Mr. Martin's savings, his assignment to a rather benign area of the front, and his duties as a veterinarian combined to shield the family from many of the hardships and severities his countrymen were experiencing. But the bombing campaigns of February 1944 changed that, and Pete, now eight years old, remembers streams of refugees, wagons and thin horses overloaded with household possessions, scarce provisions, and a con-

stant push to the west to avoid the Russians, was what life became during that time.

Fast forwarding in time to December 2001, Pete Martin, now with 46-years-of-service with the United States government, is starting his day by reviewing official mail operations in Sarajevo Base Support Battalion. From there he will make follow-on trips to Camps Bondsteel and Able Sentry in Kosovo; visit official mail operations at Eagle Base, Tuzla, Bosnia; and inspect information services and support operations at Tazsar, Hungary.

Martin considered by many on both sides of the Atlantic as the "Godfather of USAREUR records management" dons his BDUs and boots for another day in the office. This will likely be his last official trip downrange before his mandatory retirement on his 65th birthday in January.



Pete Martin

The years between these events were filled with vicissitudes of life. . . . the excitement, challenges, victories, and defeats that have culminated a career of selfless service and contributions to Martin's adopted country and its Army. His office walls at the HQ, 2nd Signal Brigade in Mannheim is like a living testament to U.S. Forces in Europe. Letters and photos from commanding generals at the 5th Signal Command, the 21st TSC, and HQ USAREUR fill one side, while another contains notes of thanks of appreciation from senior government officials including one from President Ronald Reagan. A third side is crammed with awards received from over four-and-one-half decades of service. The last surface is devoted to military photographs, with his own photos of America's Army carefully lined dress-right-dress. Though proud of his German heritage Martin makes no bones about it, after a lifetime of service to both USAREUR and USAFE he considers himself American through-and-through. Once you know his sentiments, then understanding that his most valued possession is approval from the state department for special immigration as a U.S. government employee is of little surprise.

Martin claims that once he retires, he plans to use that special immigration status to move to Atlanta. He has even thought about seeing if he could hire on as a Department of the Army civilian in the records management or information services area. Maybe becoming a contractor or consultant might be in his future. After all, he's got a few years of experience under his belt. But, that will have to wait a little longer. In mid-

Thanksgiving 2001

By Sgt. Adam Thornton

MANNHEIM, Germany -- Food specialists once again outdid themselves working long hours and stewing over hot stoves to make delicious dishes for soldiers on Thanksgiving.

Kitchen crews from both 44th and 72nd Signal Battalions, each numbering less than a baker's dozen, had their work cut out for them knowing hundreds of hungry holiday guests depended on their culinary wizardry.

"Preparation for the feast started in August when food was ordered early to ensure a maximum

selection on the menu," said Sgt. 1st Class Leroy Johnson, 44th Sig. Bn. dining facility noncommissioned officer in charge (NCOIC.)

As the holiday neared, crews worked in shifts around the clock preparing food and decorating the dining areas. Dining facility soldiers from 72nd put a little extra elbow grease into creating a festive environment. "Even though time was limited and there was a rush to get all the food prepared, the soldiers took the initiative to put up their own displays and decorate the dining hall," said Sgt. 1st Class Catherine Holmes, "Always Fit to Fight" dining facility NCOIC.

"My people take pride in what they do when preparing food for soldiers," said Johnson.

Between the two facilities, cooks basted and roasted 20 "gobblers" for the holiday crowd, including an array of side dishes for filling plates to overflowing.

Serving up the tasty morsels in the serving line were commanders, command sergeants major and first sergeants from HHC, 5th Signal Command; 7th and 2nd Signal Brigades; and 510th Personnel Services Battalion.

For Johnson, this was his 15th consecutive year preparing Thanksgiving meals for the troops. "It's great," he said.



"Pete Martin"

December, Martin was one of the first local national employees in USAREUR to have their employment contracts extended. The request traveled through various headquarters to ultimately go before the USAREUR Head Works Council. Based on his on-

going initiative to outsource information services in downrange operations, Martin will just have to wait another six months before he can hang up his BDUs.

In a 1991 "ECHO" interview with Lt. Col. Javors Lucas, deputy commander, 2nd Signal Brigade, he said of Martin, "There are things in records management

that only Pete knows. He's an expert in his field and an outstanding manager." Ten years later those words are as true as when they were spoken.

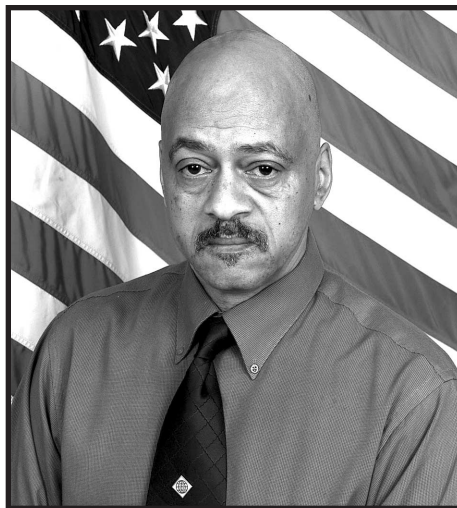
(Editor's Note: Randy Robertson, U.S. Army Retiered, is the civilian executive, HQ, 2nd Signal Brigade.)

Civilian Army Employee Wins International Award

By Robert A. Kramer

MANNHEIM, Germany - Mr. Paul D. Crossgrove, an Army employee assigned to Visual Information Services, Europe, 2nd Signal Brigade, won a major international award for himself and his unit by producing an information television announcement.

"Europe Regional Medical Command," an information television announcement, earned a Crystal Award of Excellence in the communicator awards 2001 television competition. The communicator's prestigious award of excellence is presented to those entrants whose video productions and ability to communicate elevates them above the best in the field. There



were 3,401 entries from 47 states and 11 other countries.

This production joins a prestigious winners list that includes ABC News, CBS, Fox Sports, Time-Warner, PBS, Ford, AT&T, Toshiba, National

Geographic, Panasonic, Microsoft, BMW, Compaq, Boeing, American Airlines and Toyota.

Crossgrove's announcement was an "image" product designed to show the best efforts of soldiers and employees of the Europe Regional Medical Command. The announcement was first shown on AFN stations throughout Europe during the 2001 Super Bowl and is still shown today.

Crossgrove, from Chicago, Illinois is a 1962 graduate of Hyde Park High School and also attended Chicago City College. He is an Army veteran, soldiering in Europe from 1981 to 1986.

Living with his son, Ian, in Weilerbach, Germany, Crossgrove is a television production specialist with Visual Information Services, Europe at Kleber Kaserne in Kaiserslautern, Germany.

Dragon Warriors' Civilian gets USAREUR's Incentive Award

HEIDELBERG, Germany - Mr. Richard E. Hummel, a personnel database software development and computer specialist, Office of the Deputy Chief of Staff, Operations, HQ, 5th Signal Command received USAREUR's award for Outstanding Contributions to Information Management.

Forty-three of United States Army, Europe's best employees accepted awards from the deputy commanding general in a ceremony held December 3, 2001 in the Patrick Henry Village Pavilion.

Lt. Gen. Michael L. Dodson presented the awards

to this year's winners in the commanding general, USAREUR/7A, Annual Incentive Awards program. He presented 25 individual awards, three team awards, and one unit award.



The award winners were soldiers, civilians and family members from units throughout USAREUR. They represent a wide range of units and specialties, but one thing they all have in common is excellence.

According to Dodson, these honorees are "people who have gone the extra step." He went on to recognize the hard work of the entire USAREUR workforce and added, "My particular thanks go to the supervisors, who make this program work."

Each year, supervisors can nominate outstanding employees for one of 15 incentive award categories. The chain of

Information Systems Branch (ISB) Web Page

By Lynise Wright

Thanks to the hard work and talent of Mrs. Thea Adams, records manager, and Mr. Ed McClannan, network specialist, the NSC Schinnen website has one of the most extraordinary web links in theater. The ISB Web Page, located as a link at www.rscnl.schinnen.army.mil is well worth the visit and is an invaluable tool for ISB customers far and wide.

One of the key challenges that emerged from the 39th Signal Battalion's Dec '99 Strategic Planning Conference, was the need to find new and improved ways of doing business for the Information

Systems Branch, or ISB. Hidden in the glare of technological achievements by the network and telecommunications gurus, the routine functions of an ISB seemed mundane by comparison. While many ISB processes have changed over the years, the regulatory requirements to perform those processes have not disappeared. With the growth of an automated office environment, regulations have become difficult to enforce. The challenge was to create modernized processes while still accomplishing the ISB mission. The ISB planning team set out to automate ISB services and raise customer awareness.

Adams, records manager and Dutch Ministry of Defense employee, accepted the challenge

to improve existing ISB services. With the help of McClannan, they spent the next few months working together to create a web page that would draw customer attention to ISB functions and services. According to Adams, "The ISB Web page is a valuable tool which allows customers to successfully accomplish ISB business."

With the click of a button, customers can preview an inspection checklist for a pending inspection and take action to ensure they pass with flying colors. Another click shows steps needed to get a local form designed, reviewed, and approved. Another click instantly shows what needs to be accom-

Continued on page 27

command reviews the nominations and forwards the best in each category to the Incentive Awards Review Board. The board, comprised of senior USAREUR officers and civilians, selects the winners.

Other Incentive Award given were:

The Meritorious Civilian Service Award for Outstanding Performance.

The Commander's Award for Public Service.

Army Federal Librarian of the Year 2000.

The commanding general, USAREUR/7A, Best Steward Award - Best Administration of the Management Control Process

in USAREUR/7A for Fiscal Year 01.

Outstanding Contribution to Quality and Productivity Improvement.

Outstanding Contribution to Force Protection.

Outstanding Accomplishment in Accident-Free Driving.

Outstanding Contributions to Accident Prevention.

Outstanding Unit Accomplishment in Prevention of Driving under the Influence (DUI) and Vehicle Accidents.

Outstanding Contribution to the USAREUR Environmental Program.

Outstanding Contributions to the USAREUR Separate Or Recycle Trash (SORT) Program.

Outstanding Energy and Water Conservation Management Achievements.

Outstanding Contribution to Acquisition Excellence.

Outstanding Contribution to Contingency Contracting Support.

Outstanding Contributions in Public Affairs.

Outstanding Contribution to the Civilian Human Resource Management Program.

More information about the awards can be found in USAREUR Circular 672-1, Commanding General, USAREUR/7A, Annual Incentive Awards Ceremony.

(Editor's Note: Information taken from a USAREUR news release)

SECRETARY OF THE ARMY AWARD FOR PUBLICATIONS IMPROVEMENTS

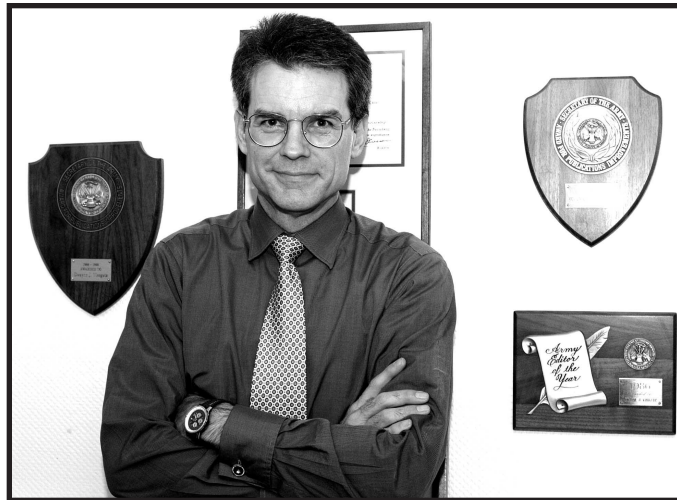
Photo and Story By
William Triplett

HEIDELBERG, Germany - Mr. Dwayne J. Viergutz, chief, publishing and records management division, Office of the Deputy Chief of Staff, Information Management, Headquarters, U.S. Army, Europe, or USAREUR, has won the Secretary of the Army Award for publications improvements for 2001. This is the fourth time Viergutz will be recognized by the secretary of the Army for his achievements in the field of administrative command publishing.

Viergutz was first recognized in 1986 when he was named the Army's Editor of the Year for his success in improving USAREUR administrative command publications through his editing. In 1991, he received his first Secretary of the Army Award for Publications Improvements for establishing administrative publishing procedures for authors and editors of USAREUR publications. In 1999, he received his second Secretary of the Army Award for Publications Improvement for converting the USAREUR publishing system from one that is paper-based to one that is primarily electronic.

His third Secretary of the Army Award for Publications Improvements, which he will receive on 7 March, recognizes Viergutz for using electronic media to improve the process for publishing USAREUR command correspondence.

This is not only the third time Viergutz has won the Secretary of the Army Award for Publications Improvements, it is also the third time in a row that he or a member of his staff has won it. Ms. Mary Ann Brehm, publications



control officer for USAREUR, won the award last year for creating the USAREUR publications system, or UPUBS, the best web-based publications-management system in the Army today according to Viergutz.

The office of the administrative assistant to the secretary of the Army sponsors both, the Secretary of the Army Award for Publications Improvements and the Army Editor of the Year Award. All military and civilian personnel below department of the Army headquarters involved in publishing administrative command publications for a major Army command, a corps, or a division are eligible to compete; but only one award in each category is given each year.

The Army Editor of the Year Award is given to an individual who did the best job in the

Army ensuring that administrative command publications met their objectives for a MACOM, corps, or division.

The Secretary of the Army Award for publications improvements is given to an individual who did the best job in the Army improving the efficiency or effectiveness of an administrative command publishing system for a MACOM, corps, or division.

Winners are notified through command channels around September, and the awards are usually presented at the annual SA Awards Ceremony in the Pentagon each November.

However, the events of September 11 resulted in putting everything in rela-

tion to the secretary of the Army awards ceremony on hold. The ceremony took place in the Pentagon on March 7, 2002.

The secretary of the Army, and the vice chief of staff of the Army presented Viergutz the 2001 award for the following:

**** Improving publishing policy by converting the method for publishing command correspondence from a paper-based to an electronic process.**

**** Improving staff procedures at USAREUR headquarters by making it a requirement to send signed correspondence from the headquarters' command group to the publisher as portable data files.**

**** Improving internal publishing procedures to provide new methods for editors to outprocess and distribute electronic correspondence.**

In USAREUR, command correspondence is an authorized medium for publishing new or revised command policy pending its incorporation into permanent publications. The effectiveness of the policy in command correspondence depends, however, on how quickly the correspondence is distributed to its intended recipients.

According to Viergutz, until July 2000, correspondence was printed and distributed on paper with a delivery time of four to six weeks, sometimes longer, depending on the remoteness and location of an addressee. "Today commanders, soldiers, and civilian employees who need new command correspondence receive memorandums and policy letters within 24 hours after they are signed," said Viergutz.

When asked about his division's unprecedented record of winning the Secretary of the Army Award for Publications Improvements three years in a row, Viergutz said, "The U.S. Army publishing agency, which sponsors the award, and the secretary of the Army are clearly making a statement. Awards set examples, and this particular award sets an example for all Army publishers. And, by winning the top publishing award here in theater for the past three years, they're telling the rest of the Army to follow USAREUR's lead.

Other reasons include the steps we've taken to use electronic media to provide faster, more reliable publishing service throughout the European theater of operations. Our system has been tested and praised by troops in both the central and forward areas of operations; and if our system can work for a

power-projection force as widely dispersed as USAREUR, our system -- or one like ours -- can work anywhere. And, the digital solutions we've established to meet real-time requirements for the warfighter support Army Transformation. In other words, by using electronic publishing and web-based management tools, we're getting the right information in the right format to the right people at the right time. In doing so, we're supporting commanders and warfighters in all areas of operations."

When asked what he's planning next to improve the USAREUR publishing program, Viergutz said, "When we first set out to convert the publishing program from one that was paper-based to one that's electronic, our goal was to maximize the availability of command policy by getting command publications on-line. That involved a massive conversion project to digitize more than 400 publications. We did it. But on-line access to publications is useless if the policy in those publications is out-of-date. The solution was to get proponents of publications more involved in keeping their publications up-to-date and by giving them a way to do so electronically. This revitalized publications that had been neglected for years; but it also resulted in a huge push on the part of proponents to update their publications as quickly as possible. We received and processed more than 200 publications in just two years. The task of editing and publishing so many publications over one period of time was immense, but we did it.

Now, we have some proponents submitting electronic changes

to updated publications as often as once a month. Keeping pace with them is essential to maintaining our commitment to providing current policy. One of the best ways to do this is by knowing when a publication is being written or revised. We don't always know when a publishing requirement is heading our way until we receive the request. That causes a continual shift in priorities and resources in order to meet all requirements at once. This has to change. I want to get us out of this reactionary mode by establishing a systemic way to anticipate requirements instead of having to react to them. Predictability is key. We need to know what publishing requirements are on the horizon in order to plan for them. We're therefore broadening our collaboration with proponents by developing an on-line database to share with them. The database, which will be accessible through UPUBS, will enable us and proponents to track the life-cycle of all publications. It will show requirements as far in advance as possible, and will provide a way to track all publications from concept-approval to final distribution. Once this database is activated, the publishing system will be even more responsive to the command's needs by guaranteeing predictability for the proponent, the publisher, and the user.

My ultimate vision is for USAREUR to have an on-line library of command publications that warfighters can rely on to find current policy and clear guidance whenever they need it."

“Transformation effort - Dragon Impact exercises - and Server consolidation”

Continued from page 5

new staff office, the USAREUR Headquarters Information Management Office (HQ IMO).

At the time that this recommendation was made, HQ USAREUR/7A did not have an office responsible for IT planning and support for the entire headquarters. The ODCSIM IT responsibilities are on theater requirements; HQ USAREUR/7A staff offices are responsible for their own IT support.

Creating the HQ IMO would change this by consolidating headquarters IT services under the oversight of one staff office. The HQ IMO will work directly for the chief of staff, HQ USAREUR/7A, and provide IT planning, guidance, resource allocations, and systems integration for the entire HQ USAREUR/7A staff. Also, the HQ IMO will operate the consolidated server facility, which will provide common IT services and application hosting for the entire headquarters.

The ODCSIM task force in charge of this project knows that consolidating servers will result in some risk, since USAREUR will, in effect, be "putting all of its eggs in one basket." To reduce that risk, USAREUR is building a break-proof "basket" by eliminating single points of failure.

The facility where the servers will be located will have redundant fiber paths to the campus network to prevent users from being isolated from their servers. The heart of the facility will be a storage area network (SAN). The SAN will provide highly reliable,

scalable, and efficient storage of data, and will also provide an alternate source of critical data.

The terrorist attacks on the World Trade Center and the Pentagon underscore how important it is to store data at a continuity of operation site. USAREUR will establish a continuity of operation site with a SAN that maintains a mirrored and synchronized copy of critical data stored on the server facility SAN.

While server consolidation presents several technical challenges, the greatest challenges will be cultural. HQ USAREUR/7A staff offices rely on IT services to accomplish their core functions and missions, and they have operated their own IT services for years.

For server consolidation to succeed, the HQ IMO will have to gain the trust of the staff offices it supports. That support will be provided through reliable and responsive service. Staff offices will have to be persuaded to concentrate on their own information requirements, rather than on servers and technology. Service level agreements will formalize the types and quality of services that the HQ IMO will provide.

In the future, information management officers throughout the staff will be responsible for information and for managing content, while the HQ IMO will be responsible for operating and maintaining the systems that provide the underlying services on which the staff relies.

The success of server consolidation will be measured with metrics. Measurements of costs, downtime, service-response time, customer satisfaction, and more will enable USAREUR to learn

from the headquarters consolidation. The lessons learned will then be applied as the project expands to consolidate servers throughout the rest of the theater.

In Conclusion

Our efforts in bringing the NOSCs online, developing and executing Dragon Impact exercises, and accomplishing server consolidation are all part of the 5th Signal Command transformation. These exciting and innovative initiatives will help us achieve the information superiority so critical in today's military operations and will contribute significantly to the overall transformation of our forces. Stay tuned.....

Acronym Review

- ANOSC-EUR** - Army Network Operations Security Center, Europe
- CNO** - computer network operations
- IMO** - Information Management Office
- IT** - information technology
- KFOR** - Kosovo Force
- NETOPS** - network operations
- NIPRNET** - non-classified Internet protocol router network
- NOSC** - Network Operations Security Center
- NSC** - Network Service Center
- ODCSIM** - Office of the Deputy Chief of Staff, Information Management
- SAN** - storage area network
- SFOR** - Stabilization Force
- SIPRNET** - secret Internet protocol router network
- TTP** - tactics, technique and procedures
- USAREUR/7A** - U.S. Army Europe and Seventh Army

"Is That Your Final Answer?"

By Joseph Michalkiewicz

MANNHEIM, Germany -- More than 300 soldiers, civilians, and family members provided an enthusiastic audience for a unique holiday safety presentation, that was projected up onto the big screen of Mannheim's Schuh Theater December 18, 2001. "Is That Your Final Answer," is a computer game based on the popular television show "Who Wants to Be a Millionaire?"

Col. Harold S. (Rock) Schmidt, chief of staff, 5th Signal Command, opened the safety game show telling the audience how important their safety and well being is to our Army and to their families, and "That everyone is a safety officer." Then contestants took turns in the hot seat to see if

they could climb the prize ladder by answering Safety Joe's questions on winter driving, cold weather hazards, drunk driving prevention, fire prevention, and holiday safety.

The ten contestants, whose names were drawn from volunteers from the 44th Signal Battalion, 72nd Signal Battalion, 208th Finance Battalion, and 2nd Signal Brigade, did extremely well. With a little boisterous but good-natured help from the audience, almost all of the questions were answered correctly and each of the contestants won a bag full of holiday goodies.

After the safety game show, several soldiers from the audience won holiday gifts in the door prize drawing. Lt. Col. Patrick Devine, commander of the 293rd Base Support Battalion, handed out the door prizes, and thanked safety

staffs of the 293rd Base Support Battalion, 5th Signal Command, and 2nd Signal Brigade for combining resources to put on this event for the benefit of the Mannheim military community. Devine closed out the event by asking everyone to take away the important accident prevention messages covered in the presentation and by wishing everyone a safe and happy holiday season.

2nd Signal Brigade has used the safety game show concept for the past three years. But, without the professional knowledge and support of the brigade's Visual Information Services, Europe and support of the brigade staff, this type of professional and entertaining learning event would not be possible.

(Editor's Note: Michalkiewicz is the Safety Manager for 2nd Signal Brigade.)



Col. Schmidt



Michalkiewicz (center), with contestant winners.



Left: Mr. Werner Hermes, safety specialist, 5th Sig. Cmd. signs up contestants.

Right: Lt. Col. Patrick Devine gives Sgt. 1st Class Michael Joyner one of many door prizes given to lucky winners.



Napster, alive and living in USAREUR!

By Mike Ward & Jeff Albin

Free Music! What a deal and what an offer. Just download Peer-to-Peer, or P2P as you will see it in the Internet, also known as music file sharing software, and record CD quality music directly to your government computer at work. Relax to great - Did we mention FREE? - music while you work. So, what's wrong with this picture? Everything!

Music sharing software is prohibited by a U.S. Army, Europe, or USAREUR, Chief of Staff memorandum for two primary reasons: copying music in this manner often violates copyright laws and installing music-sharing software opens your computer up to security vulnerabilities that can be, and are, exploited.

This means that all the hard work your system administrators and information assurance managers do to protect and secure your system, and the entire USAREUR network, gets undone.

With the increasing use of the Internet, we see more and more programs and services that are easy to download and install. Many of these programs integrate with the web browser or the operating system making it hard or confusing for the typical user to realize that these are still "software programs" and are subject to the rules of their user agreement. Due to an increasingly resourceful hacker community, the Regional Computer Emergency Response Team - Europe, or RCERT-E, is starting to focus on a couple of these programs.

Everyone with an USAREUR computer account signed an agreement stating what is and is not allowed when using government computers. This agreement states that it is forbidden to install software without the consent of an administrator or an information assurance manager. It is quite clear that the use of "software" in the agreement precludes the installation of programs and games such as Napster, and other P2P software, even if it is legitimately owned personal software.

P2P file sharing has become a large problem within USAREUR networks. These are programs such as Morpheus, KaZaA, and Audio Galaxy, to name a few. Most users think that these programs merely provide an easy way to download MP3 files. What they perhaps don't realize is that these programs create directories that share and open ports on their computers, making them much more susceptible to hackers, bypassing USAREUR network security measures.

What often happens is that a hacker will find a computer running P2P software and bypass the file-sharing program to access data on the computer. This is extremely easy to do because of the way the program leaves ports open on the computer. Once the hackers have access, they can upload and download all types of files to the computer without the user being aware. Hackers will also use exploited computers as a place to distribute illegal software such as pornography and pirated commercial programs. They may then publish the

Internet protocol address, or IP address, and open the port for others to access the programs that were installed on the exploited computer.

Another security concern with P2P software is how easily a user can infect his or her computer with a Trojan horse or virus. It is not uncommon for hackers to publish files, or leave these files on dumpsites, that appear to be multimedia files. And, by giving these files the same names as popular songs, they increase the chances of unsuspecting users downloading and running the files. The payload may be a simple nuisance such as an e-mail-bomb, such as the "I Love You" worm, or something much worse, such as a "keystroke logger," that records every keystroke that is made on the keyboard. When the latter happens, goodbye to password security, credit card information, and any other personal or classified information typed, using this computer.

A third problem with P2P software is the spy ware that is usually installed along with the program. All the popular P2P software is free for download and use. The companies that publish these programs make their money from ad revenue. They embed banner ads in their programs and bundle spy ware from other companies with the program. Spy ware is a type of program that reports a user's actions and Internet activity to companies for marketing use. These are installed at the same time as the P2P software but operate independently from the P2P soft-

ware. Uninstalling the P2P software leaves the spy ware operational. It is often impossible to uninstall the spy ware using normal procedures.

More important is the ability for hackers to embed backdoors into your system through the use of computer Trojan Horses. This software is totally invisible and usually undetectable, but the Trojan gives a hacker a means to get access and authority to your computer and files.

Instant messaging, or IM, software is another security concern. IM software allows a point-to-point connection between two or more users on the Internet for text or voice chatting. The most common applications are America Online Instant Messaging (AIM), Microsoft Network Messaging (MSN), Yahoo ICQ, and different flavors of Internet Relay Chat (IRC). Most of these programs also allow for file transfer between users. Even though very reliable publishers usually produce these programs, they are notorious for

security holes and often come bundled with spy ware as well.

Just recently exploits were published for both ICQ and AOL IM that allow hackers to easily exploit a computer running either of these IM programs. The same USAREUR Chief of Staff policy memo that prohibits peer-to-peer software also prohibits use of commercial chat software on government computers.

Most IM programs also present one of the security problems inherent with the P2P programs. Once a user has made a point-to-point connection with another user, it is quite easy for the other user to capture the IP and open port on the computer. This information identifies which computers on our network are most vulnerable to attacks, completely bypassing several of USAREUR's built in network safeguards.

Both of these types of programs offer unacceptable security risks. As the anti-virus community got better at detecting and preventing computer viruses, the hacker

community moved towards worms and other types of infections. And, as the anti-virus community gets better at detecting and preventing worms, the hacker community will move on to other, easier to exploit, targets. Both P2P and IM have developed a huge installed database of computers connected to the Internet. We, here in the RCERT-E, believe that we will see more and more exploitations and hacks directed at P2P and IM software.

The easiest way to protect our networks from these problems is to remove all non-essential and non-authorized software from our computers. There is no reason for P2P software to be installed on USAREUR computers. Since Army Knowledge Online offers its own Internet relay chat client for authorized instant messaging, there is no excuse for our users to be using any other client. The RCERT-E has been making a vigorous effort to identify computers with P2P and we will start identifying computers with commercial IM software.

"ISB Web Page"

continued from page 21

published to order a copier machine. There is even a button to tell the customer whether or not to they need to make a trip to the mail distribution center to pick up official mail.

Customers still needs to maintain files according to the MARKS system and can expect records management inspections and command inspection programs as in the old days. "We can't take the workload away

from the customers but we can make it easier for them, by providing a step-by-step guide on how to accomplish the task. With the introduction of the ISB web page customers are provided an easy method to find information, save time, reduce unnecessary phone calls and trips to the ISB office," said Adams.

She concluded by saying, "The ISB Web page should be the onset for transferring manual processes into an automated environment. At the beginning of a new century we want to

endeavor for a new means of conducting business with our customers and hope the ISB Web page will help make the interaction more effective and pleasant."

For more information on the Intranet Site call McClannan at DSN 360-7597.

(Editor's Note: Wright is the 39th Signal Battalion's chief at the NSC, Schinnen.)

Use of Non-Tactical Vehicles

By Sgt. 1st Class Daniel Barbosa

There are a number of good resources that cover non-tactical vehicles, or NTV, use. The rules governing the use of NTV can be found in Army Regulations, or AR, 58-1, Management, Acquisition, and Use of Administrative Motor Vehicles, dated June 10, 1999; USAREUR Regulation 58-1, Management, Acquisition, and Use of Administrative Motor Vehicles, dated April 1993; Secretary of the Army Memorandum 8, dated December 1995, Subject: Policy for Travel by Department of the Army Officials; Department of Defense Joint Ethics Regulation Sections 2635.101(b)(9) and 2635.704(a); AR 600-8-8, The Total Army Sponsorship Program, dated July 1, 1993; and UR 600-8-8, USAREUR Sponsorship Program, dated January 18, 2001. The Mannheim Law Center, and V Corps and USAREUR Inspector Generals also have published excellent articles on this subject. Despite this wealth of reference material, most of the soldiers and civilian employees claim ignorance or lack of knowledge when found misusing NTV. So it is important that leaders continue to educate the workforce concerning NTV use.

What is Official Use?

1. Title 31 United States Code, Section 1334 states that "Use of government owned or leased motor vehicles is restricted to official purposes." Official use is defined as "Uses that would further the mis-

sion of the agency. Providing a government vehicle solely or even principally to enhance the comfort or convenience of a government officer or employee is not permissible."

2. The use of a government NTV must be essential to the successful completion of a mission and it must be consistent with the purpose for which the vehicle was acquired. AR 58-1 states, "Official motor vehicle transportation requirements do not include: personal errands or side trips for unofficial purposes."

Ultimately, commanders are responsible for ensuring NTVs under their control are used properly and they must ensure that their personnel comply with NTV use restrictions. When in doubt about the legality of NTV use, commanders should consult their local judge advocate before authorizing NTV use.

What follows are typical questions we're asked in the IG Office:

Unofficial Events

1. Can soldiers take NTV home for overnight parking? No.

AR 58-1, paragraph 2.2f states: "As a general rule, Army NTVs will be garaged or parked on the installation where assigned. They will not be parked in quarters areas or at the homes of users unless such personnel are specifically authorized domicile-to-duty, or D-T-D, transportation." D-T-D authorization requires Secretary of the Army approval. There are some limited exceptions. See AR 58-1,

paragraph 4.3. For example, using an NTV to pick-up or drop-off a traveler at his or her quarters in conjunction with TDY may be authorized IAW AR 58-1, paragraph 4.3e.

2. Can I take an NTV to the PX or the gym when not on official business? Normally, the answer is no.

AR 58-1, paragraph 2.4c, states, "Government vehicles must not be used for transportation to or be parked at commissaries, post exchanges (including all concessions), bowling alleys, officer and noncommissioned officer clubs, or any nonappropriated fund activity unless personnel using the vehicles are on official Government business or temporary duty travel (TDY)." There are some exceptions for personnel on TDY - See AR 58-1, paragraph 2.3i.

3. Can an NTV be used for sponsorship? In accordance with USAREUR Regulation 600-8-8, commanders:

a. May authorize the use of NTVs for transportation of Army personnel on official PCS travel orders if terminals are not located where other means of transportation are available, or if available means of transportation cannot meet mission requirements. Before authorizing use of NTVs commanders must consider the use of the shuttle-bus and determine that it does not satisfy mission requirements (AR 58-1).

b. May authorize the use of NTVs to accomplish local in/out processing (IOP) activities if DOD-scheduled transportation (for example, shuttle-buses) or public transportation is not capable of responsibly meeting mission require-

ments. Commanders may not base a decision to authorize use of NTVs on the rank or position of the newcomer or sponsor.

c. Will ensure NTVs are not used for transportation from domicile to duty with the exception of taking a soldier to temporary quarters on arrival.

d. Pets may be transported on the shuttle-bus if the pet carrier will fit under the seat or in the cargo compartment. If the pet carrier will not fit in the cargo compartment, alternate means of transportation must be arranged. The shuttle-bus driver has the final word and may refuse pets that cannot be accommodated or pose a health or safety risk.

e. Commanders retain final responsibility for ensuring sponsorship transportation requirements are met. Commanders must ensure

compliance with NTV-use restrictions. When in doubt about the legality of NTV use, commanders should consult with their local legal office before authorizing NTV use.

f. May authorize mileage reimbursement for sponsors who use their POV in connection with sponsorship. Soldiers must use SF 1164 (Claim for Reimbursement for Expenditures on Official Business) that shows how it will be used for reimbursement. The unit will obtain a unit fund cite and the request must be signed by approving officials and submitted to the servicing finance office. Approving officials vary at different locations.

4. Can I use an NTV for Emergency Leave transportation?

a. When approved by the commander, Army personnel and their family members on emer-

gency leave may be provided government transportation to travel to the nearest commercial transportation site to ensure arrival at the port of embarkation prior to the departure of the first reasonable available flight, bus, or train.

b. Prior to approval, the commander will make a determination whether commercial transportation is adequate. Normally, NTVs will not be provided on return trips to the unit of assignment.

Need more help? Contact either the 5th Signal Command Inspector General (380-5529) or Command Judge Advocate (CJA) (380-5518) or the Administrative Law Division at the Mannheim Law Center (DSN 381-7012/7220).

(Editor's Note: IG point of contact is Barbosa, NCOIC, Inspections, E-mail to: daniel.barbosa@sig5.ignet.army.mil)

"AN/FSC-78B Antenna"

Continued from page 13

rolling in to install the antenna. Meanwhile, inside the earth terminal the preparation was under way. The maintenance shop was moved to the administration building. The area preparation work for power, lighting, and temperature control was in motion. The communications equipment was being inventoried, tested, and de-installed from the Coltano Satellite communications station at Camp Darby, Italy. By mid summer the Coltano station de-installation was completed and the equipment was relocated to Landstuhl. By August 2000 the major antenna assembly was completed. The focus turned to the earth terminal where the installation of communications

equipment continued. In early 2001 the equipment installation and alignments were completed and joint system acceptance testing began. DISA arrived to formally test and commission the new addition as well as provide us with a



Final installation of the AN/FSC-78B.

performance evaluation. Next followed the de-icer installation, counter-balancing, and final antenna performance testing. The new 78B is now actively involved in providing satellite communications within the theater.

Last but not least it should be noted that, as these things took place, soldiers and civilians of Landstuhl station performed with the utmost professionalism, technological expertise, and courtesy. They ushered in the use of groundbreaking technology, while continuing to provide service to our men and women all over the world, maintaining our "Legacy of Excellence".

(Editor's Note: Hilderbrand is the OIC of the DSCS Station at Landstuhl.)

Dragon Warriors visit sites of the "Battle of the Huertgen Forest"

By Mr. Danny Johnson

AACHEN, Germany -- March 6-8, 2002, members of the primary and special staff at Headquarters, 5th Signal Command, and brigade and battalion commanders from the 2nd and 7th Signal Brigades conducted a staff ride to selected sites of the "Battle of Huertgen Forest." This famous campaign was a part of the Siegfried Line Campaign fought from September 11 through December 15, 1944 in and around the area of Aachen, Germany.

Within these months, American and German soldiers fought the main battle for the Huertgen Forest. They fought, died, and suffered, exchanging only a few miles of real estate. And, none of the real estate exchanged had any significant effect on the outcome of the war. The only valuable objectives in the Huertgen Forest were the Roer River dams,

of which, during the months of September, October and November, were ignored by the Americans. By February 1945, the Germans flooded the Roer Plain, causing a two-week delay for the Americans and British campaign in the North.

The Americans had seven infantry divisions, two armored divisions, as well as many other

sizable units fighting in the Huertgen Forest during this period. Casualties included more than 33,000 U.S., and more than 80,000 Germans.

The Americans never assembled a sufficient force to capture the Roer River dams quickly or to push through the Forest. Their objectives almost always exceeded those doctrinally expected of units their size. Looking at a map did not reveal the true difficulties of the terrain.

Mr. Charles MacDonald, a famous military historian, speaking



Dragon Warriors at the Laubensfeld Castle Photo by Sgt. Jan Allende



Dragon Warriors at the Dragon's Teeth Photo by Sgt. Jan Allende

about the Battle of Huertgen Forest, said, "The real tragedy in battle is when men suffer and die for objectives that are not commensurate with the cost. . . This is the real tragedy of the Battle of the Huertgen Forest."

The staff ride focused on the U.S. and German strategic and operational command, control, and communications; doctrine; organization; and the use of technology. REEP, Incorporated provided the facilitators.

Contractors in the Workplace

By Capt. Andrew Kantner

It has been a trend in the military to move towards outsourcing as a means for managing military manpower. However, the existence of contractors in the workplace, who are not Federal employees, has created new ethical issues which all employees - to include military, civilian, local national, and contractors - should be aware of in order to have a smooth workplace environment.

The most important aspect is that the Army's general policy is to maintain a level playing field for all non-federal entities that deal with the military. All similarly situated contractors should be treated equally. This is particularly important during a meeting between Army representatives and contractors in which there may be a significant exchange of information. In order to avoid a situation in which a contractor may obtain preferential access to information, it would be better to distribute publicly available information to the community of interested DoD contractors. Any "inside" information should be kept close-hold; this would include any acquisition information, selective release of advance procurement information, or any information that would ordinarily be kept from the public at large.

If any contractor wishes to set up a meeting with a military employee, the best practice is to have the contractor submit relevant information prior to the meeting: name of the firm, topic for discus-

sion, and a list of any current contracts, competitions, or active proposals that the company has pending with the Army. It is also important to remember that the primary purpose for a meeting with a contractor should only be to receive information from the contractor. Providing information to or asking for feedback from the contractor could be interpreted by the contractor as a solicitation, however unintentional, of a formal proposal and should generally be avoided. It is also recommended to have the contracting officer or the contracting officer representative present at any meeting.

Another important aspect of dealing with contractors is that it is very important to be careful to avoid any unauthorized commitments, promises to bind the government, or representations that could compromise the government's position. The best way to do this would be to avoid suggestions or advice regarding future actions, which could be interpreted as a request to take action.

It is also advisable to avoid giving preferential or VIP treatment to any private party or contractor representatives who visit the unit in that capacity or who arrive with the intent to discuss contractor business. Actions such as picking up the person at the airport with a government vehicle, all-day escorts, or officially hosted free dining could be interpreted in the wrong way by a competing contractor or other non-federal entity.

Gifts offered by contractors are another source of caution; the

Joint Ethics Regulation generally prohibits accepting gifts from organizations that seek to do business with the military. As a general rule, food and refreshments that are not a meal (coffee and donuts) and any presentation items of a value less than \$20 can be accepted. It is always recommended to contact this office if you have questions about a specific gift.

The Joint Ethics Regulation also restricts some contacts from former Army employees or retired military officers with their old organization. Generally, former officers and employees are prohibited from ever representing a non-federal entity in dealing with a particular matter with which they were personally and substantially involved with as a federal employee. In fact, recently, a department of defense employee faces six years in prison and a fine for improperly attempting to influence an official in his old agency on behalf of his new employer. Our office will provide briefings on post-employment government restrictions for anyone who is either retiring or moving to a contractor position.

The bottom line is that all personnel should be aware of these ethics rules in order to have a smooth comfortable work environment between government employees and contractors. Although both sets of groups work as one team to achieve mission completion, it is important to be aware of the limitations and ensure that everyone in the 5th Signal Command understands and abides by these ethical obligations.

PROMOTIONS TO:

HHC 5th Signal Command

Sgt. Cowdin
Pfc. Deabreu

2nd Signal Brigade

Staff Sgt. Harmon
Sgt. Fenno
Pvt. Reynolds
Pvt. Cody
Pfc. Elias
Pfc. Knutson
Spc. Carter
Spc. Alexander
Spc. Saini
Spc. Hope
Spc. Gibson
Spc. Watkins
Spc. Quinn
Spc. Coffman
Spc. Gales
Spc. Borth
Spc. Mullin
Spc. Yanes
Sgt. Meland
Sgt. Torres
Staff Sgt. Maynard
Pvt. Lee
Pfc. Haager
Pfc. Miars
Pfc. Rozenboom
Spc. Allen
Spc. Appleton
Spc. Delaney
Spc. Flowers
Spc. Garza
Spc. Henderson
Spc. Holloway
Spc. Kingham
Spc. Larson
Spc. Rose
Spc. Sizemore
Spc. Travis
Spc. Woodhouse
Spc. Young

Sgt. Curtis
Sgt. Fernandez
Sgt. Franklin
Sgt. Hawkins
Sgt. Robles
Staff Sgt. Lockett
Sgt. 1st Class Lemon
Spc. Sanders
Spc. Daugherty
Spc. Dzielak
Spc. Stewart
Sgt. Dejesus
Sgt. Garner

7th Signal Brigade

Staff Sgt. Guim
Spc. Goatee
Staff Sgt. Stanley
Spc. Sepulveda
Pfc. Jacoway
Spc. Webster
Pfc. Jarvis
Spc. Johnson
Spc. McCartney
Spc. Jubert
Spc. Mavec
Spc. Jim
Spc. Calhoun
Spc. McLyn
Spc. Montes
Sgt. Okerson
Sgt. Goolsby
Sgt. Deguzman
Spc. Prescott
Spc. Loughheed
Spc. Haney
Master Sgt. Smith
Sgt. 1st Class Williams
Sgt. Lambert
Staff Sgt. Devere
Cpat. Kacala

AWARDS

Meritorious Service Medal

Master Sgt. Baxter 2nd

Sgt. 1st Class Bell 2nd
Maj. Bravenec 5th
Sgt. 1st Class Brown 2nd
Sgt. 1st Class Brown, C. 2nd
Sgt. 1st Class Brown, L. 2nd
Sgt. 1st Class Chupp 2nd
Staff Sgt. Clayvaughn 5th
Capt. Crawford 2nd
Staff Sgt. Dubose 5th
Capt. Freres 2nd
Chief Warrant O. Gardner 2nd
Capt. German 5th
Lt. Col. Gibson 5th
Sgt. 1st Class Gray 2nd
Master Sgt. Hoskins 2nd
Sgt. 1st Class Jennings 5th
Lt. Col. Johnson 5th
Sgt. 1st Class Johnson 5th
Sgt. 1st Class Mckinnon 5th
Maj. Morris 5th
Sgt. 1st Class Padilla 2nd
Maj. Palaganas 5th
Sgt. 1st Class Patterson 2nd
Staff Sgt. Quiles 5th
Master Sgt. Rivers 5th
Master Sgt. Starkey 5th
Sgt. Tyson 5th
Capt. Whitesides 2nd
Sgt. 1st Class Williams 5th

**Commander's Award for
Civilian Service**

Mr. Hase 5th
Mr. Schuler 5th
Mr. Fengler 5th
Mr. Van Houten 5th

Army Commendation Medal

Spc. (P) Arenburg 2nd
Spc. Atkinson 2nd
Sgt. Barse 2nd
Sgt. Bass 5th
Master Sgt. Baxter 2nd
Sgt. Bonilla 2nd
Sgt. Borne 2nd
Sgt. Brown 7th
Staff Sgt. Campbell 7th

Sgt. 1st Class Chavez, D. 2nd
 Sgt. 1st Class Chavez, M. 2nd
 Staff Sgt. Cruz 2nd
 Spc. Cutlip 2nd
 Sgt. Duran, M. 2nd
 Sgt. Duran, S. 2nd
 Pvt. Fernandez 2nd
 Sgt. 1st Class Friend 7th
 Staff Sgt. Gamble 7th
 Sgt. Giles 2nd
 Sgt. Gradick 2nd
 1st Lt. Gunst 2nd
 Staff Sgt. Haga 2nd
 Maj. Harris 5th
 Spc. Hawes 7th
 Sgt. Hill 2nd
 Staff Sgt. Holton 2nd
 Pfc. Hubbard 2nd
 Staff Sgt. Jiggetts 2nd
 Staff Sgt. Junker 5th
 Staff Sgt. Kegler 5th
 Sgt. Kelley 2nd
 Sgt. Kober 2nd
 1st Lt. Leung 2nd
 Staff Sgt. Lindsay 2nd
 Sgt. Murphy 2nd
 Sgt. Martin 5th
 Spc. Medina 2nd
 Sgt. Miller 2nd
 Sgt. Moser 5th
 Staff Sgt. Nance 7th
 Sgt. Patrick 2nd
 Capt. Pinsky 2nd
 Sgt. Pittman 2nd
 Sgt. Platt 2nd
 Sgt. Price 2nd
 Sgt. Quinton 2nd
 Spc. Quinn 2nd
 Sgt. Rivalopez 2nd
 Sgt. Maj. Robinson 5th
 Sgt. 1st Class Rodriguez 2nd
 Sgt. 1st Class Smith 7th
 Spc. Solomon 5th
 Staff Sgt. Southern 2nd
 Sgt. 1st Class Stesprit 2nd
 Sgt. Thomas 2nd
 Sgt. Turner 2nd
 Sgt. Wilson 5th

Army Achievement Medal

Sgt. Bass, M 5th
 Sgt. Canada 2nd
 Spc. Chelidona 2nd
 Spc. Eldridge 2nd
 Sgt. Endinger 2nd
 Spc. Francis 2nd
 Sgt. Goodman 2nd
 Spc. (P) Grimes 2nd
 Pfc. Harnois 2nd
 Spc. Kinard 2nd
 Pfc. Morgan 2nd
 Spc. Rozenboom 2nd
 Spc. Scott 2nd
 Spc. Wiley 2nd

20 Years of Service

Mr. Branco 5th
 Mr. Hocker 5th
 Ms. O'Brien 5th
 Mr. Hermes 5th
 Mr. Rodriguez 5th
 Mr. Kinfe 5th
 Ms. Brown 5th

Special Act Award

Ms. Krumm 5th
 Mr. Marz 5th
 Mr. Khayat 5th
 Mr. O'Malley 5th
 Ms Herrmann-Iwaniec 5th
 Mr. Lovell, Kenneth 5th
 Mr. Coleman, Samuel 5th

LENGTH OF SERVICE
AWARDS

40 Years of service

Mr. Sutter 5th

35 Years of Service

Mr. Kinkopf 5th
 Mr. Slot 5th
 Mr. McGannon 5th

30 Years of Service

Ms. Biontino 5th
 Ms. Lopez 5th
 Ms. Loper 5th

25 Years of Service

Mr. Foster 5th
 Mr. Wilhelm 5th
 Ms. Jockisch 5th
 Mr. Smith 5th
 Mr. Salice 5th

"E-Business"

continued from page 10

Services systems. Daily system back-ups are conducted and log files are archived to CD-ROM at the end of each year. Other than the occasional reboot requirement after applying patches or fixes, the system has remained stable with little additional workload.

The acceptance of the system has been very favorable for both customers and NSC staff. This system is a perpetually evolving "work in progress" with modules being continually added, modified, and sometimes even removed as various business practices change. Ideas for new modules come in from customers and staff alike and several innovations are currently on the drawing board. As a net result, the NSC has been able to foster closer coordination with and much greater convenience for its customers.

(Editors Note: Waggerman is chief of the Hohenfels Network Services Center.)

Establishment of 5th Signal Command's “Historical Collection Room”

Headquarters, 5th Signal Command is establishing a historical collection room dedicated to the history of both this command and the Signal Corps. It will be located in the Command Building 819, room 211, which has previously served as the visitor's center.

The collection room is scheduled to officially open April 19 with a ribbon cutting ceremony.

There is an ongoing effort to identify and collect artwork and

artifacts for display in the room. Our collection will be limited to start with, so we are asking members of this command who might have memorabilia related to the history of 5th Signal Command and the Signal Corps to consider placing it on loan to the historical collection room. Full credit will be given to the person loaning it to the command. Donations will also gladly be accepted.

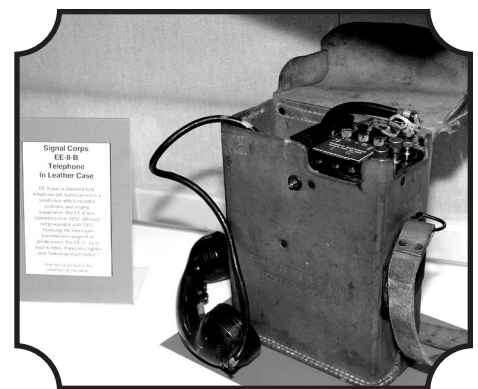
This will be the only U.S. Army Signal Corps type of historical collection within the European

Theater. The room will be open to all visitors to the command, as well as current and former soldiers, civilians and contractors associated with the Dragon Warriors' family. We encourage your support of this endeavor. The collection room will be open Monday through Friday during duty hours.

Mr. Danny Johnson, PAO/Command Historian, will serve as curator for the collection. He welcomes any questions, comments, loans, or donations. He can be contacted at 380-5167 or e-mail danny.johnson@hq.5sigcmd.army.mil.



Photos
by
Sgt. Jan Allende



“St. Josef’s Children’s Home”

Continued from page 7

Antrade family in Mannheim; VFW Post #9534, Mannheim; Pastor Jerry Brown and members of the Missionary Baptist Church

in Worms; Volvo military sales in Kaefertal; ITT; every directorate of 5th Signal Command headquarters, and all the individuals who came to the rescue.

"This was definitely the best way to give back to the com-

munity who has given us so much for so many years. Let’s stay good neighbors, and keep in touch with our friends at St. Joseph’s as well as other homes; remember, the kids are there all-year-round," said Ramirez.



The excitement of opening presents.



The John and Best team discuss final set-up arrangement.



“Bulgarian Orphanage”

Continued from page 15

"We thought it would be a great idea, in addition to providing humanitarian aid in Afghanistan, to extend our aid efforts to the citizens of Bulgaria," said Abellera. He added, "The citizens of Bulgaria have been such wonderful hosts to us. This is the least we can do to thank them."

This project was so successful that it was widely publicized by a local newspaper and two Bulgarian television news stations. "This is definitely an event that will live with me and my soldiers for a very, very long time," said Abellera.

(Editor’s Note: Abellera is with HHC, 72nd Signal Battalion)



