

# EOEEO

# Full spectrum



## CONTENTS

### OPERATION

**6** 7th TTSB  
Currently in support of OEF, 7th continues to live up to their deployed name, Task Force Freedom.

**10** 72nd ESB  
The “Always Fit to Fight” Soldiers give their perspective on supporting OIF.

### EXERCISE

**14** Immediate Response  
A perfect blend of Soldiers enabled global connectivity for thousands of exercise participants in the Rep. of Georgia.

**16** Combined Endeavor  
Signal Soldiers worked with 40 nations in support of the world’s largest communication interoperability exercise.

**18** United Communications  
Six British Soldiers reviewed U.S. Army Europe network facilities and sites.

### COVER

**20** Full Spectrum  
Signal Soldiers go hybrid for the future.

### LOCAL

**26** Total Fitness Warrior  
52nd Signal Battalion in Stuttgart, Germany began a program to address total fitness.

**28** Headquarters Move  
5th Signal Command officially moved from Funari Barracks in Mannheim to the Wiesbaden Army Airfield.

**30** Family Readiness  
Family Readiness Groups are a way for Family members to stay informed about what their loved ones do on a deployment.

**34** Snapshots  
5th Signal Command photos







**STUTTGART, Germany** | Soldiers with 52nd Signal Battalion use a smoke signal as they move into position during field training. *Photo courtesy of Stuttgart Training Audio Visual Support Center*





# FROM THE CG



Dear Soldiers, Civilians, Contractors, and Family Members,

2009 was overwhelming and exciting at the same time. Together we have rapidly taken this command to a level of regional relevance that has never been seen before. I do not have enough words of gratitude to thank you for the strides you have made to transform our presence in Europe and beyond. Your patience and perseverance through these changing times is beyond commendable.

As you know, a key priority is our "Full Spectrum" transformation. Throughout this year and previous years, our signal brigades and battalions have proven that success depends on our ability to provide end-to-end Joint communications support whether at home or deployed. The Signal Regiment must change its formations to adapt to a new modular, expeditionary Army, and we are leading that charge with "Full Spectrum."

I could write a book listing all our accomplishments this year, but I must take my hat off to the 2nd Signal Brigade and its battalions for breaking new ground with their tactical support to a number of critical missions in our theater. Also, 7th Theater Tactical Signal Brigade and the 72nd Expeditionary Signal Battalion are taking on countless strategic missions downrange while simultaneously maintaining world-class tactical networks.

This year will also officially bring to a close the Year of the Noncommissioned Officer, but I know this spirit of leadership will continue in this command regardless. Simply put, 5th Signal NCOs are the pride of this organization and the single driving force of our continued success. Job well done.

Part of my job as your commander is to set the conditions for the future. As I see it, our focus will shift outside the confines of the Army and move into an ever-growing Joint environment supported by coalition partners. We must build a communications infrastructure to support this near-term reality. I urge you to think "outside the box" and bring new ideas and visions to this organization that will help extend our reach and capabilities to this region.

I hope you are delighted by the latest edition of the ECHO magazine. What you will find is that all the concepts and technology that embody this command are never overshadowed by the people behind them. The stories in this publication are a testament to the innovative leadership and talent that grace our halls and formations every day.

Lastly, I want to share with you the immense personal pride I have being associated with you. Being a member of the Dragon Warrior Family is truly an honor and privilege. Thank you for your dedication, professionalism and sacrifice. 2009 was a great year and yet in 2010 we will reach tremendous new heights. DRAGON WARRIORS – ARMY STRONG!

**Jeffrey G. Smith, Jr.**  
**Brigadier General, USA**  
**Commanding**





## 20 Frontbackcover

From the desert sand to digital server, 5th Signal Command's Full Spectrum concept represents a dramatic shift in providing end-to-end communications. *Graphic illustration by Sgt. Edgar Morales*



**STUTTGART, Germany**  
Command Sgt. Maj. Mark A. George, from 5th Signal Command's 52nd Signal Battalion, leads the Noncommissioned Officer Oath during 52nd's NCO Induction Ceremony held at Stuttgart Theater Center on Kelley Barracks. "We do these inductions so the Soldiers know their life is different now," said George. Reciting the oath is the first promise of the newly inducted NCOs. *Photo by Jonathon Gray*



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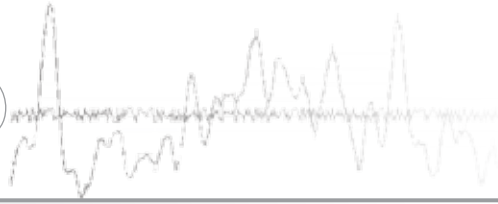
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# Task Force Freedom

## 7th TTSB provides Afghanistan connection

Col. Randall W. Bland  
7th Theater Tactical Signal Brigade commander

**T**ask Force Freedom planted the 7th Theater Tactical Signal Brigade colors in Afghanistan in early May, and while that may seem like just yesterday, most are quickly realizing that we have almost reached our halfway point of this deployment.

Over the past few months we continue to add capacity and capability across a wide array of requirements that had been identified as gaps prior to our arrival. On the surface, without the benefit of perspective, it is tough to really appreciate the enormous contributions made by the long hours, dedicated service, and personal sacrifices of all the Signal Soldiers deployed in support of Operation Enduring Freedom.

The Joint Network Control Center is supporting operations in every Regional Command within Afghanistan. The early morning temperatures here are letting us know the seasons are changing rapidly. The transition of seasons is just another indicator that time is pressing forward. Be proud, your Soldiers are doing great work. Take comfort, they are working extremely hard to capitalize on the deployment to turn the “deployment challenge” into a “deployment opportunity”. We’re committed to doing that by working extremely hard both on duty and off duty to improve ourselves in measurable ways.

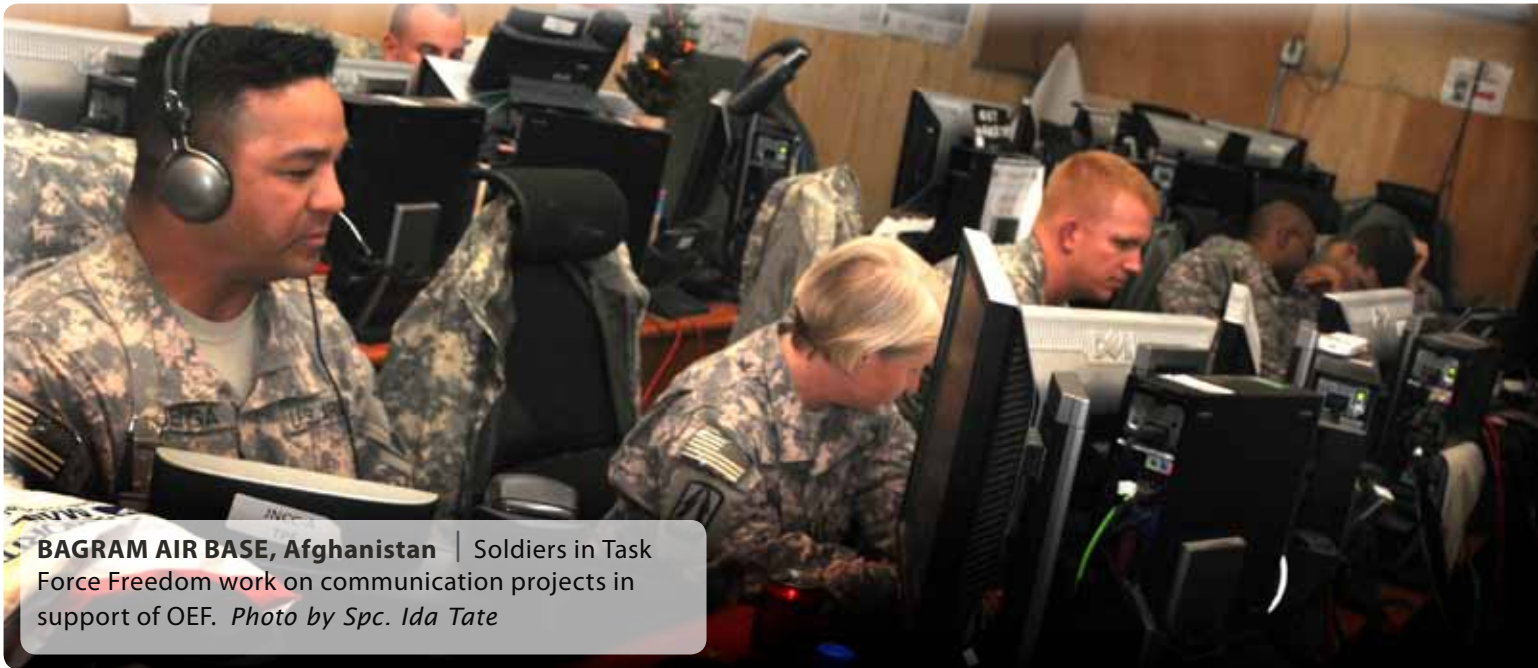


**BAGRAM AIR BASE, Afghanistan** | Personnel with Task Force Freedom discuss communication strategies. *Photo by Spc. Ida Tate*







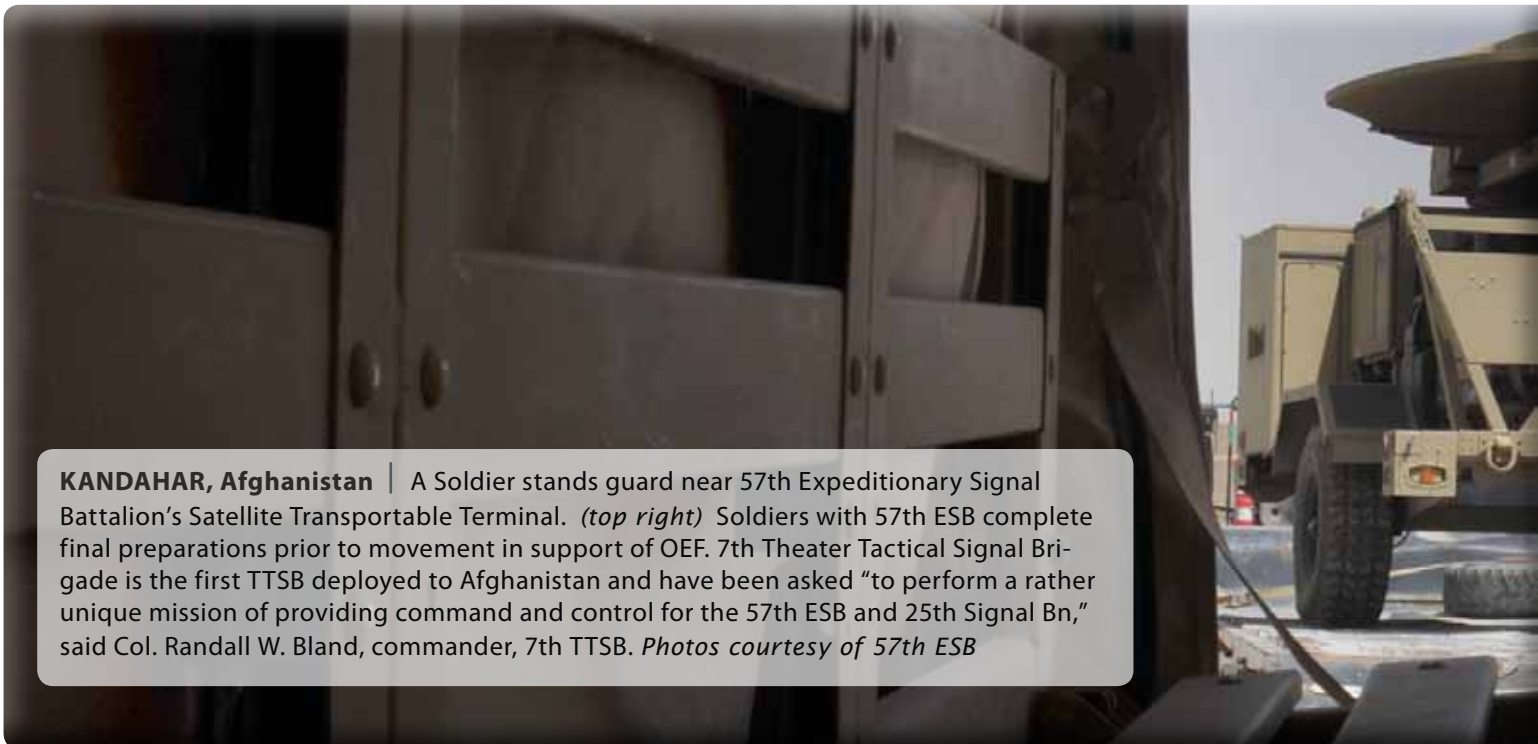


**BAGRAM AIR BASE, Afghanistan** | Soldiers in Task Force Freedom work on communication projects in support of OEF. *Photo by Spc. Ida Tate*

Our major milestones are primarily related to building capacity. When the Advance Party arrived in early May, there were literally concrete pads where now there resides and effective Joint Network Control Center that manages a wide array of communications systems and services on behalf of the Commander, US Forces-Afghanistan. Every staff specialty basically established operational capability from scratch.

Likewise, all the staff sections have stood up and

executed their traditional staff functions, but in addition to those traditional functions we've taken on additional tasks just because they need doing. From a C2 perspective the major accomplishment has been forming a capable, responsive team (335th Signal Command, 7th TTSB, 25th Signal Battalion and 57th Expeditionary Signal Battalion) that represents a remarkable enabling capability all over Afghanistan. From my personal perspective, witnessing Soldiers operate way out of their



**KANDAHAR, Afghanistan** | A Soldier stands guard near 57th Expeditionary Signal Battalion's Satellite Transportable Terminal. *(top right)* Soldiers with 57th ESB complete final preparations prior to movement in support of OEF. 7th Theater Tactical Signal Brigade is the first TTSB deployed to Afghanistan and have been asked "to perform a rather unique mission of providing command and control for the 57th ESB and 25th Signal Bn," said Col. Randall W. Bland, commander, 7th TTSB. *Photos courtesy of 57th ESB*

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*"Take comfort, they are working extremely hard to capitalize on the deployment to turn the 'deployment challenge' into a 'deployment opportunity.'"*

Col. Randall W. Bland

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comfort zones and expand their horizons has been a most notable accomplishment to date.

7th provides command and control over two separate battalions that have previously been defined along traditional strategic vs. tactical lines. The brigade headquarters mission has doctrinally and traditionally accounted for C2 of expeditionary elements of the signal formation. I would submit that both battalions now have a blended mission and the 7th TTSB has had (with some augmentation) great success providing the JNCC function.

Recently, there have been discussions about who will replace the 7th TTSB which tells me that there is another great group of warriors getting ready to step into the breach of deployment. I am confident that whoever replaces the 7th TTSB, they can be sure they will find Afghanistan better as a result of our work and I'm equally confident that you'll find all of us better as well. 🇺🇸





OPERATION

# Bridging the gap

## 5th Signal Soldiers provide end-to-end support in the cradle of civilization

The “Always Fit to Fight” 72nd Expeditionary Signal Battalion currently occupies approximately 24 sites across Iraq, maintains the infrastructure and extends communications to remote locations too austere for commercial solutions. They assumed authority during a colors uncasing ceremony at Joint Base Balad, Iraq on Aug. 17, 2009.

### Letters from the frontlines:

**Lt. Col. Patrick W. Ginn, Commander, 72nd ESB**

The 72nd ESB provides tactical communications support to maneuver units, Military Transition Teams (MiTT), Iraqi Police Stations and Provisional Joint Command Centers. Additionally, the 72nd provides non-doctrinal support in the form of strategic communications connectivity to six Forward Operating Bases



(FOBs) within Iraq.

The 72nd ESB is currently executing both tactical core capability and non-doctrinal strategic mission support. This “blended” (Full Spectrum) battalion construct is directly in line with the vision of the 5th Signal Command commanding general on the required capabilities resident within a signal battalion to be able to support all phases of the operation from one to I-V.

The Warfighter is extremely

pleased with the quality and robustness of the tactical communication support provided. The 72nd provides a significant number of assets to meet the shortfalls of the Brigade Combat Teams organic resources.

The success of the 72nd ESB is all about the flexibility and adaptability of the Soldiers. They were formally trained for one mission and were asked to perform another – a task which they assume willingly and with great

pride. I personally believe this battalion is at the forefront of how an Army Signal battalion will be organized to conduct operations in the future. The “blended” (Full Spectrum) battalion is a reality.

The 72nd ESB is an organization of great Americans which proudly serves its country and doing an outstanding job. A great deal of the unit’s success is due to the young noncommissioned officers and Soldiers placed in remote

## 72nd in the fight

24 forward operating bases

32 tactical teams


5 technical control facilities

More than 8,000 subscribers

More than 1,000 ft. of cable ran

More than 100 computers baselined

Nearly 400 trouble tickets completed



**VICTORY BASE, Iraq** | Pvt. Cierra Cloud (above) installs aerial fiber optic cable with the support of (left to right) Sgt. 1st Class Daniel Cornell, Pfc. Isaias Lopez, Sgt. Jason Aust and Spc. Will Gieck. Cloud, Cornell, Lopez, Aust and Gieck are Soldiers with A Company, 72nd Expeditionary Signal Battalion in support of Operation Iraqi Freedom. *Photo courtesy of 72nd ESB.*



and austere locations accomplishing the mission. It is the junior leaders who execute short notice requirements under difficult conditions, all while making it look easy. And the bottom line is they are getting the job done in spite of being required to do more with less.

To the Soldiers and Families of the 72nd ESB...thank you for your service to our nation.

### Pvt. Joseph Anderson

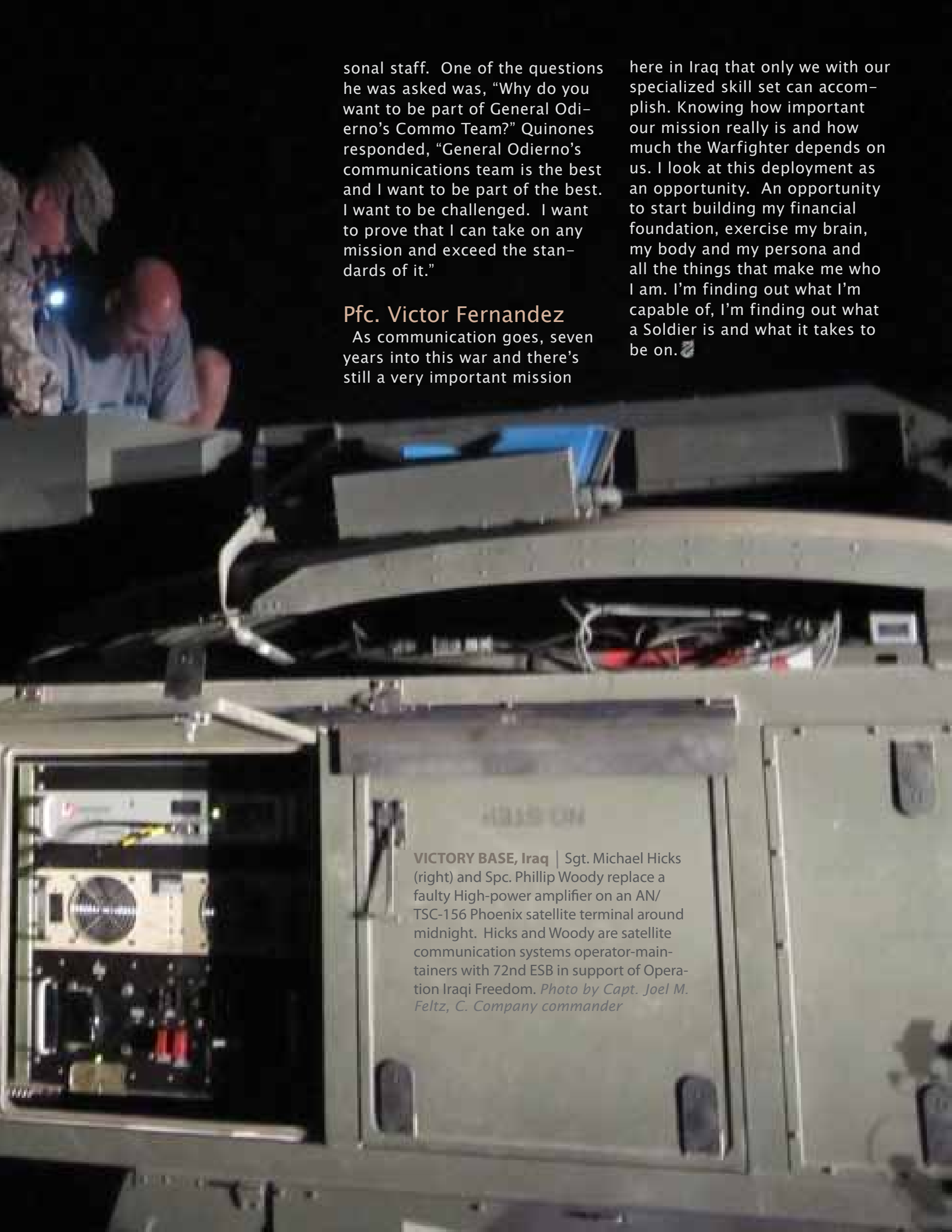
I am the Tactical Network Operations Administrator for Charlie Company 72nd ESB. My job consists of many tasks. I monitor our network on Simple Network Management Protocol, consisting of a Joint Network Node, Tactical Satellites, Command Post Nodes, and Orthogon line of sight shots. Using this network management program I can see whether the sites are up or down on communications. I also run a program called Solar-winds which tracks the sites but shows more information. This is helpful when there is an issue such as packet loss percentage which provides one click trace routes to see where the shot is timing out. I receive many calls through-out the

day, most are message relay calls from sites to battalion or vice versa. I have become proficient in creating presentations which are important for network operations information and briefings. I answer to my NCOIC, OIC and CDR for site outages or issues, restores or replacements. I try to improve my work environment whenever possible, because there is always room for improvement!

### Spc. Lisa Huddleston

Congratulations to Sgt. Emanuel Quinones of headquarters company for being selected to serve on the Multi-National Force- Iraq Commander's Communications Team. Sgt. Quinones was one of two NCOs chosen after an intensive interview process to serve on the commanding general's per-






sonal staff. One of the questions he was asked was, "Why do you want to be part of General Odierno's Commo Team?" Quinones responded, "General Odierno's communications team is the best and I want to be part of the best. I want to be challenged. I want to prove that I can take on any mission and exceed the standards of it."

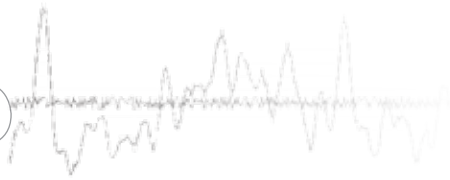
### **Pfc. Victor Fernandez**

As communication goes, seven years into this war and there's still a very important mission

here in Iraq that only we with our specialized skill set can accomplish. Knowing how important our mission really is and how much the Warfighter depends on us. I look at this deployment as an opportunity. An opportunity to start building my financial foundation, exercise my brain, my body and my persona and all the things that make me who I am. I'm finding out what I'm capable of, I'm finding out what a Soldier is and what it takes to be on. 

**VICTORY BASE, Iraq** | Sgt. Michael Hicks (right) and Spc. Phillip Woody replace a faulty High-power amplifier on an AN/TSC-156 Phoenix satellite terminal around midnight. Hicks and Woody are satellite communication systems operator-maintainers with 72nd ESB in support of Operation Iraqi Freedom. *Photo by Capt. Joel M. Feltz, C. Company commander*





**TBILISI, Georgia** | Staff Sgt. Trevor Merritt connects an Small Tactical Terminal to a 10K generator as Spc. Alexander Szopinski and Pfc. Lindsay McMall observe during exercise IR10, a joint U.S. and Georgian military exercise which primarily focuses on interoperability between two militaries for future deployments to Afghanistan in support of Operation Enduring Freedom. Merritt, Szopinski and Lindsay are Soldiers with 44th Expeditionary Signal Battalion. *Photo by 2nd Lt. Timothy Duval*

# Immediate Response 10

## A perfect blend of support in Tbilisi, Georgia

2nd Lt. Timothy Duvall  
44th Expeditionary Signal Battalion

**E**ight Signal Soldiers with 5th Signal Command's 2nd Platoon, B Company, 44th Expeditionary Signal Battalion, provided communications support for Immediate Response 2010 in the Republic of Georgia in October.

The tenth annual field training exercise, IR10, a Joint U.S. and Georgian military exercise, primarily focuses on interoperability between two militaries for future deployments to Afghani-

stan in support of Operation Enduring Freedom.

Signal Soldiers were essential to mission execution, responsible for setting up 60 computer workstations with Secret and Non-secure Internet Protocol Router capability and phone lines, allowing exercise participants to reach back to their home station anywhere in the world.

"The group was under pressure to have user access set up within four days of arrival, but we managed to work and pull together to meet the demands," said 2nd

Platoon Leader, 2nd Lt. Timothy Duvall. "This was a big achievement as the average experience of my Soldiers was under a year. I had fairly new Soldiers who just left Advanced Individual Training."

This mission came with a lot of cooperative missions for the platoon. Of these, the group managed to install network cable for internet and phone connections, set up and install Voice-over phones, and build the links via routers to allow users to access the internet and make calls."

Duvall said that most Soldiers out of AIT spend months in training and waiting for a mission. A lot of areas in communication were new to them and they were excited to learn.

They were challenged immediately after their arrival at IR10 — their time division multiple access satellite connectivity was not working. The Soldiers had to troubleshoot the equipment and put in a request to switch to frequency-division multiple access.

“We worked hard as a team,” said Pfc. Eric Major, cable installer and maintainer. “We did what we had to do to accomplish our mission, and we did it efficiently.”

“Soldiers learned the value of teamwork and compatibility with fellow Soldiers and how much those things matter when issues are pressing with limited amounts of time,” Duvall said. “I cannot wait to take these soldiers out with me again for the next mission. I believe they are confident, tactically capable and ready to take on any future assignment.”

#### 102ND SIGNAL BATTALION

102nd Signal Battalion, whose normal mission is to perform

## IR10 fastfacts

- 25,000 feet of network cable provided
- 200 RJ-45 terminal end connectors
- VIPs used their resources each day, including Gen. Carter F. Ham, Commanding General of U.S. Army, Europe
- 60 computer workstations established in four days, allowing communication around the world



fixed-based network operations, deployed a team to be the tactical command and control element for the 44th ESB during the exercise. IR10 served as a perfect testing ground for implementing the “Full Spectrum” model.

“We were really stepping outside of our comfort zone,” said Maj. Les Thompson, the operations officer for 102nd. “It was a very educational experience for us as well as the 44th.”

Supporting approximately 200 exercise staff members during the exercise along with the constant flow of visitors made for a need of signal versatility.

“Normally, a tactical signal unit like the 44th does not have to deal as much with customer

interface and addressing computer issues like the 102nd,” said Thompson. “We were able to assist and teach the 44th how to do these things and they in turn showed us how to operate and maintain the tactical Joint Network Node.”

“It was funny because we would be at one moment refueling the generator on the JNN and then have to run back to the operation center to help someone fix a computer issue,” said Thompon.

“Having both the 102nd and the 44th there was the perfect blend,” said Thompson. “When you put the two capabilities together you can’t lose, and that is why “Full Spectrum” is a step in the right direction.”



**Tbilisi, Georgia** | Spc. Moises Martinez (left) and Spc. Selahaldean Hadi set up an Small Tactical Terminal Oct. 20 during the initial set-up phase of exercise Immediate Response 10. Martinez and Selahaldean were among eight 44th Expeditionary Signal Battalion Soldiers who were responsible for setting up 60 computer secret and nonsecure internet protocol router workstations and phone lines for communication around the world each day during the exercise. *Photo by 2nd Lt. Timothy Duval*



# Combined Endeavor

## 44th ESB electronically supports 40 nations

LAWRENCE TORRES III

Signal Soldiers with 5th Signal Command's 44th Expeditionary Signal Battalion completed their communications support of approximately 40 nations during Combined Endeavor (CE) 09, the world's largest communication interoperability exercise.

### FORTY NATIONS

The forty nations crossed two unified commands, European Command and the Central Command (CENTCOM), and three continents with more than 1,200 participants conducting more than 1,000 communications information systems interoperability tests from Sept. 4–17. This was the first time that three separate locations were used during the communications event, with Bosnia–Herzegovina, a Partnership for Peace (PfP) Nation, used as the main site. Other locations included Suz Base, Netherlands and Copenhagen, Denmark. The 44th ESB teams arrived early, with their Joint Network Node (JNN) in Banja Luka, Bosnia, and Command Post Node (CPN) in Zoutkamp, Netherlands, providing voice and data communications interoperability testing.

"We are creating and fortifying strategic partnerships," said Brig. Gen. Jeffrey G. Smith, Jr., Commanding General, 5th Signal Command. "Combined Endeavor is a training ground for future military leaders with participating nations sending their best and brightest communicators



**CAMP WILLEM LODEWIJK VAN NASSAU KAZERNE, Netherlands** | U.S. Army Spc. Derek Hughes and other Soldiers with Bravo Company, 44th Expeditionary Signal Battalion, 7th Signal Brigade set up a satellite dish Sept. 4, during exercise Combined Endeavor 2009. *Photo by Air Force Staff Sgt. Joshua L. DeMotts*

at all levels to learn from their peers from other nations."

### CHALLENGES

The 44th ESB 1st Platoon Leader, 2nd Lt. Courtney L. Jackson, said his Soldiers worked hard and gained communication knowledge and information from other countries.

"The most challenging part of the exercise was getting the systems to talk to each other," said Jackson, a Detroit, Mich., native. "We had to find out where we fit into the network by talking to the right people from other nations, with our lead nation, Croatia, helping us out."

Air Force Brig. Gen. David A. Cotton, Director, Command, Control, Communications and Warfighting Integration, said those challenges were apparent when "visiting each delegation and learning of the tests they had scheduled for the week, the challenges in establishing the test network and the ad hoc partnering and experimentation that was taking place."

They all emphasized the challenges introduced to the exercise with having delegations and their equipment spread between three locations.

The exercise became a plat-

form for interoperability testing with the Area Processing Center Grafenwöhr and the NATO Battle Information Collection and Exploitation System (BICES) network. This was done as a platform in preparation for exercise Austere Challenge 10, where EUCOM intends on leveraging the

*“The best part of this exercise was being able to meet people from different countries.”*

**2nd Lt. Courtney L. Jackson**  
**44th ESB 1st Platoon Leader**

existing BICES network as the coalition’s primary means of communication.

5th Signal Command provided core services such as SharePoint, Microsoft exchange and a call manager capability. Jackson said his team of nine in Bosnia conducted several types of communication tests, including Video Teleconferences with the Netherlands, United Kingdom, Slovenia and Hungary. Jackson’s team in the Netherlands provided NIPR, SIPR and telephone service for everyone.

“The best part of this exercise was being able to meet people



from different countries,” Jackson said. “I found out that one of the lieutenants from Kazakhstan actually went to the same Signal basic course I attended in Fort Gordon, Ga., which shows an ever-changing world.”

Bosnia and Herzegovina Army Brig. Gen. Dragan Vukovic, deputy commander of the Support Command and the Armed Forces of BiH and CE 09 senior manager said, “for us, this was a very big opportunity to learn something new to make new friendships with people from other countries.”

The interoperability test locations and participation by NATO and PfP nations are unique. Combined Endeavor sets conditions for multinational Commu-

nication, Computers, Command and Control (C4) network success and eliminates discovery learning upon deployment for military and humanitarian operations. The test documentation gained from these series of exercises has been utilized in multinational deployments. CE 09 marks the 15th year that this large multinational community comes together to improve communication.

“Overall, I was most impressed by the genuine enthusiasm, passion, pride, teamwork and excellence evident in the working relationship between these professionals, each with their national objectives, but always willing to assist others where they could,” said Brig. Gen. Cotton. 🇺🇸



**KOZARA BARRACKS, BANJA LUKA, Bosnia and Herzegovina** | Staff Sgt. Charles Johnson discusses communication strategies with a Soldiers from Denmark Sept. 16 during exercise Combined Endeavor 2009 at Kozara Barracks, Banja Luka, Bosnia and Herzegovina. Combined Endeavor 2009 is a Headquarters U.S. European Command-sponsored communications and information systems interoperability test between and among Partnership for Peace and NATO nations. Johnson is the platoon sergeant for 1st platoon, 44th Expeditionary Signal Battalion. *Photo by Lt. Col. Michael L. Walton*



# United Communications

## British Forces visit USAREUR network facilities

Story and photos by  
Jonathon Gray

Six British Soldiers representing the 11th Signal Brigade from Salisbury Plain, England, reviewed U.S. Army Europe network facilities and sites this week to assess ways in which the British Army may leverage U.S. infrastructure in training and coalition missions.

The visit was part of 5th Signal Command's ongoing endeavor to build an operational Joint Inter-agency Multinational Information Environment in Europe.

"Our strategic objective is to emulate the environment that both our nations and other coalition partners will inherit in forward-based locations such as Afghanistan and develop the common services our Soldiers rely on in coalition operations as a global defense community," said Brig. Gen. Jeffrey G. Smith, Jr., commander, 5th Signal Com-

mand. "We also need to build this model for missions of all natures, from theater security cooperation to interoperability and mission rehearsal exercises."

The 11th Signal Brigade is based in Donnington, near Telford, Shropshire, England, and is comprised of three regular British Army signal regiments, each responsible for providing Communication and Information Systems and Electronic Warfare capability in support of very high readiness tasking, according to the British Army Web site at <http://www.army.mod.uk/signals/organisation/9390.aspx>. A Unified Systems Support Organization also makes up the 11th, and provides system support to deployable Information Communication Services and associated CIS in order to enable delivery of a command support capability in the area of operations. In early 2010, 11th Signal will begin instituting a new training program to prep brigade

combat teams for the Afghanistan coalition information environment.

Based on the outcome of the week's discussions, both nations will strategically work to align training objectives during upcoming exercises. This will allow the nations to gain efficiencies and better prepare for the battlefield. Additionally, the British signal team is examining its ability to utilize the USAREUR network infrastructure for satellite reach-back to applications and data once deployed.

"Our goal is next year, when we train in the United Kingdom, will be providing the U.S.-run network and services to our brigades and replicate the networks in Afghanistan in our training environment. Our purpose here in Germany is to establish a better working relationship for that training," said Brigadier (Brigadier General) Jake Thackray, commander, 11th Signal Brigade.

### LANDSTUHL, Germany

Brigadier Jake Thackray (right, Brigadier General equivalent), commander, 11th Signal Brigade of the British Army, and Thomas Colantuono (left), station commander, Landstuhl Regional Hub Node, discuss satellite operations and data applications during the 11th's site visit.



The new training design, developed this week in Germany, will allow the British Forces to train, communicate, maintain and deploy the exact same network construct in the UK as they would have in Afghanistan.

"This new training model will allow for not only a quick and accurate representation of the net-



**LANDSTUHL, Germany** | Brigadier Jake Thackray (left, Brigadier General equivalent), commander, 11th Signal Brigade (U.K.) discusses British satellite operations and data applications during the 11th's site visit with 5th Signal Command leaders.

work they will deploy into, but it also streamlines the deployment process by allowing the British Forces to be prepared to fight on arrival," said Smith.

The technical experts and engineers from both units were able to discuss at length the requirements in order to transform the current infrastructure and the applications offered into this coalition network, and the requirements for the 11th Signal to utilize their own network appli-

cations.

"This was not only a great information exchange, but a visit to see how we could make this happen by early next year," said Thackray.

5th Signal Command has also recently engaged in similar conversations with French and German counterparts in order to build partnerships that allow leveraging of each other's network resources.

Plans are also underway to build

a new U.S.-administered network that all Afghanistan coalition forces can communicate on and is interoperable with North Atlantic Treaty Organization (NATO).

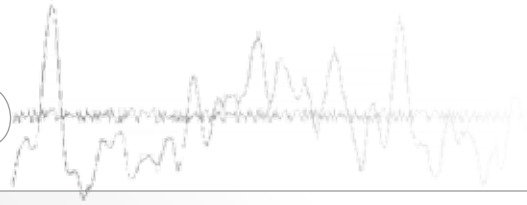
"Think of this new construct as the beginning of a global coalition of a secured internet," said Smith. 🇬🇧



## 11th Signal Brigade (UK)

The brigade is comprised of 3 Regular Army Signal Regiments and the Unified Systems Support Organisation (USSO). The regiments are responsible for providing Communication and Information Systems and Electronic Warfare capability in support of very high readiness tasking. For more information visit the brigade's official Web site at <http://www.army.mod.uk/signals/organisation/9390.aspx>





# FULL spectrum

A new concept, new shift  
Signal Soldiers go hybrid  
for the future

Kristopher Joseph

**2009** marks the 20th anniversary of the fall of the Berlin Wall in Germany. In German history there is perhaps no greater instance of a paradigm shift than what occurred on Nov. 9, 1989.

U.S. Army 5th Signal Command, who has been a resident in Germany since its activation in 1974 and known by other names in Europe since World War II, is attempting to break down an internal wall that separates the capabilities of its garrison-based units and its deployable expeditionary units. If successful, this signal paradigm shift will give birth to new way of deliver-





For Video Coverage of this story click here

ing comprehensive communications support to warfighters and military customers. The concept is called:

#### FULL SPECTRUM

“Full Spectrum” is a prototype solution to an ongoing signal issue that revealed itself during Operation Enduring and Iraqi Freedom. Currently, 5th Signal’s two expeditionary signal battalions, the 44th and the 72nd are on a constant deployment rotation to Southwest Asia. This leaves a less than desirable amount of tactical signal capability to support the ever-growing number of exercises and coalition-building activities

coupled with ongoing and potential contingency operations in the greater region. It also creates silos of skill sets between those who are assigned to tactical units and those assigned to fixed-based units.

5th Signal then considered how it could leverage its six other battalions in Europe that are only organized and equipped to provide fixed-based garrison signal support. This question was then posed, “What happens if you give tactical assets and capability to the operational fixed-based signal units and give operational-based assets and capability to the tactical signal units?” The answer is you get multi-capable

signal units that can execute the “Full Spectrum” of signal operations whether they are at home station or deployed.

“These units are able to support their customers’ requirements from end to end, in garrison, in certification to deploy or while deployed,” said Brig. Gen. Jeffrey G. Smith, Jr., commander, 5th Signal Command.

The end result would theoretically give 5th Signal eight Full Spectrum battalions and in turn the command would also transform its two signal brigades (one operational-based, one tactical) into two FS brigades.

One of the arguments for the FS concept is that expedition-

### **garrison**tactical

Full Spectrum allows a Signal Soldier to provide end-to-end support whether home or deployed. *Photo illustration by Jonathon Gray and Sgt. Edgar Morales*





*“Prior to deploying, it was key that my Soldiers received signal training in those fixed-based ‘strategic’ skill sets because we knew we would have to perform those types of missions even as a tactical unit.”*

**Col. Randall Bland, commander of 5th’s 7th Theater Tactical Signal Brigade**

any signal units are currently performing FS operations downrange due to changing requirements and phases on the battlefield. Besides providing tactical communications to warfighters in austere areas, they also are called upon to provide stability signal support to forward operating bases with large concentrations of Soldiers, civilians and contractors, much like what one would find on a typical garrison.

“Prior to deploying, it was key that my Soldiers received signal training in those fixed-based ‘strategic’ skill sets because we knew we would have to perform those types of missions even as a tactical unit,” said Col. Randall Bland, commander of 5th’s 7th Theater Tactical Signal Brigade, currently deployed to Afghanistan in support of OEF.

5th argues that too often signal Soldiers downrange are having to perform skills outside their occupational



**Full Spectrum FTX  
Mannheim, Germany  
43rd and 2nd**

specialties and have to learn ‘in the middle of the fight’ how to conduct fixed-based network operations and how to operate and maintain commercial-of-the-shelf (COTS) equipment in order to sustain Forward Operating Bases and headquarters. Under the FS concept, signal Soldiers, regardless of their location or mission, will be able to ‘hit the ground running’ and be able to simultaneously handle the broad range of signal support from help desk services on a large multinational FOB or garrison to extending a tactical network and internet to a remote location with only a handful of warfighters.

Smith explains that the implementation of FS into the signal regiment will also provide more





## Network **Command** Center

- Directs the Network Service Center
- Performs Continuous Plans and Orders
- Oversees Integrated Cyber Operations
- Harnesses Knowledge Management-Technical



## Immediate Response Republic of Georgia 102nd



## Operation Enduring Freedom Afghanistan 7th TTSB



## Juniper Cobra Israel 509th



## Operation Iraqi Freedom Iraq 72nd ESB

# Full**spectrum**operations



## Natural Fire Entebbe, Uganda 52nd

## The **Signal** Command

- Supports multiple Global Combatant Commands
- Leads rapid coalition, Joint Full Spectrum operations
- Builds interoperable Coalition, Joint information environment
- Implements regional Full Spectrum network training







**GRAFENWOEHR TRAINING AREA, Germany** | Maj. Neil Khatod, a member of 5th Signal Command's G3 concepts team, leads a rehearsal of concept drill Nov. 4 in the Joint Multinational Simulation Center during a "Full Spectrum" signal summit Nov. 3-5 hosted by 5th Signal Command. *Photo by Kristopher Joseph*

available and ready signal units into the Army Force Generation pool because, under FS, even the traditional garrison-based signal units would have expeditionary assets and capability. ARFORGEN is the structured progres-

sion of increased unit readiness over time resulting in recurring periods of availability of trained, ready, and cohesive units for operational deployment, according to <http://www.army.mil/aps/07/addendum/h.html>.

One of the key aspects of the ARFORGEN process is that the Army will task organize modular expeditionary forces tailored to joint mission requirements. The FS concept is designed to complement the Army's shift toward modularity in that, when needed, a FS signal unit could deploy its expeditionary assets forward and still maintain fluid signal operations on a garrison with its civilian workforce.

#### FUNCTIONAL AREA ASSESSMENT

During the first week of November, 5th Signal Command invited distinguished visitors from military organizations such as US Army Chief Information Officer/G6, US Forces Command, US Army Network Enterprise Technology Command/9th Signal Command and the US Army Signal Center to view the FS concept in action. The timing of the visit is noteworthy since the Army Signal Regiment is current-

ly involved in a Functional Area Assessment that will reassess and realign signal forces in order to better support the Army's new modular and expeditionary stance.

"What we are challenged with here is to define who does what in the (signal) regiment," said Brig. Gen. Jeffrey Foley, commanding general of the US Army Signal Center and Fort Gordon. "We've got to determine the linkup between responsibility and authority."

The first day of the visit, the guests were taken to Coleman Barracks and the Lampertheim Training Area in Mannheim, Germany to view 2nd Signal Brigade's current implementation of the FS concept. 2nd is one of two brigades under 5th Signal. 2nd's traditional role is to command and control six operational or fixed-based battalions throughout Europe. What the visitors viewed was anything but fixed-based operations. Through a video teleconference, the commanders from the 102nd and 509th Signal Battalions gave a tactical update from their deployed locations. (The 102nd from the Republic of Georgia supporting exercise Immediate Response and the 509th from Israel supporting exercise Juniper Cobra.)

Both battalion commanders reported that their civilian counterparts and staff were running the day-to-day garrison mission while they were away commanding and controlling a tactical mission.

Full Spectrum was in full effect.

The guests then visited 2nd's 43rd Signal Battalion at the LTA. A normal visit to the 43rd would have mostly included seeing Soldiers sitting behind desks working on computers or monitoring their local network. On this visit, they saw 43rd Soldiers in full battle rattle cross-training



## lighthouse**battalion**

- Provide headquarters support
- Provide operational base support
- Provide expeditionary capability
- Manage Network Service Center capability

on tactical signal equipment such as the Joint Network Node, which is the Army's current solution to extend the network to warfighters in a deployed environment.

"I think the strategic (operational-based) Soldiers need to know the field craft just like the tactical (expeditionary) Soldiers do," said Brig. Gen. LaWarren Patterson, deputy commanding general, 9th Signal Command. "That way, no matter where they go it will all be a blur - strategic and tactical won't matter, they'll be able to do it all."

The final part of the FS signal summit brought the hosts and guests together at the Joint Multinational Simulation Center in Grafenwoehr, Germany. All participants were shown a two-day FS rehearsal of concept to get an all-encompassing understanding of FS and how it could benefit the signal regiment in the future.

A key theme in the discussions was that under FS, a signal bri-

gade, for example, would be able to tailor itself (modularize) to a given mission. It was brought up that often times a signal brigade gets an order to deploy and has to send all of its troops and assets into a well-established operation only to find that the communications infrastructure is mature enough that it doesn't require as many Soldiers to accomplish the mission.

In a FS brigade, a commander could assess the scope of a mission and only send the appropriate tactical module of his or her assets to support exercises, contingency operations or a deployed corps-sized joint task force. The other "modules" of the FS brigade would be available for conducting home base network operations, headquarters support and training signal elements of brigade combat teams for deployment, just to name a few.

"This concept is all about a

modular construct," said Smith. "The FS brigade is a fundamental shift in how we support operations and we have to tailor a brigade headquarters based on the event."

"Anything that adds flexibility and agility to our operations is an important thing," said Col. Jacinto Santiago, Army CIO/G6 - Architecture, Operations, Networks and Space (AONS).

Smith, during deliberations made it clear that FS "is not just a Europe thing." Some of the pushback with the FS concept is that it may not be feasible across the entire signal regiment.

"All we are here to do is set the table of possibilities for the future," said Smith. "The Full Spectrum concept is a viable option for us here in Europe, but the overall intent is to help the whole signal regiment transform in a way that supports every warfighter from any location." 📷



**MANNHEIM, Germany** | Lt. Col. Laroy Peyton, 43rd Signal Battalion commander, briefs distinguished visitors throughout the U.S. Army Signal Regiment at the Lampertheim Training Area during a "Full Spectrum" signal summit Nov. 3-5 hosted by 5th Signal Command.

*Photo by Kristopher Joseph*



# Total Fitness Warrior

## 52nd seeks physical, mental, spiritual growth

Capt. Ruston Hill  
Chaplain, 52nd Signal Battalion

Six Soldiers went to the battlefields of Verdun, France this fall. But it just wasn't any standard military staff ride. These Soldiers were part of a pilot program designed to maximize their physical, mental and spiritual fitness. Sensing the same issues throughout the Army as senior developers of the Army began the Comprehensive Soldier Fitness Program, the 52nd Signal Battalion in Stuttgart, Germany began a program at the beginning of the 2009 fiscal year to address total fitness.

Years ago, the Army had Master Fitness Trainers in every formation. However, this Soldier wasn't really a "master fitness trainer" as much as he was just a physical fitness specialist. The 52nd Signal Battalion commander's Total Fitness Program seeks to take Soldiers to another level physically, mentally and spiritually.

We conducted a letter-grade assessment of how well the Army promotes physical, mental and spiritual fitness at an initial meeting with the Soldiers interested in this training. The Soldiers collectively agreed that the Army needs more emphasis on physical fitness, mental fitness and spiritual fitness. Fitness in all of these areas is necessary on the modern battlefield in an environment of persistent conflict. After more than eight years of persistent war, the evidence shows that the Army is adequate

in promoting physical fitness, but the mental fitness and spiritual fitness are at an all-time low in light of the rise in suicides, failed Families and behavioral health issues.

All of these issues point to an overall low level of resiliency, health and fitness and the Commander's Total Fitness Program at the 52nd Signal Battalion directly addresses what is lacking in Soldier's lives, health and fitness. I am the program director and personal trainer in each of the three facets of the program.

The physical fitness facet of the program focuses on areas where Army PT traditionally hasn't gone. Soldiers in the CTFP spend a lot of time in the gym focusing on body weight manipulation. The goals are geared toward

being able to bench press and squat one's own body weight and to do as many pull-ups as possible. On non-lifting days, Soldiers focus on training for endurance with long slow distance running culminating with a ten-mile run. Soldiers also spend one day at the Stuttgart Wellness Center for a free Basal Metabolic Rate check, which measures how many calories the Soldier uses in one day at rest to adjust their daily menus to meet their fitness goals. Also included in this is a body fat percentage check and a VO2 Max test which measures their individual aerobic and anaerobic heart rates.

The mental fitness facet of the program has three components: reading, taking a class and teaching a class. Soldiers in

## comprehensive Soldier fitness

### Dimensions of strength

#### Physical

Performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition and flexibility derived through exercise, nutrition and training.

#### Emotional

Approaching life's challenges in a positive, optimistic way by demonstrating self control, stamina and good character with your choices and actions.

#### Social

Developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views, and experiences.

#### Family

Being part of a family unit that is safe, supportive and loving, and provides the resources needed for all members to live in a healthy and secure environment.

the CTFP choose a book from the Army Chief of Staff Professional Reading List and write a report and give a briefing on their book. They are also required to be enrolled in some type of education program either in the Army in their MOS or an academic class. Finally, they are required to teach a block of instruction to their peers or in another environment by coaching or spending time in some type of community activity. The Mental Fitness portion of the CTFP culminates with a staff ride to a European battlefield where the Soldiers brief each other on the significance of the battle and the resilience and fitness issues required of the Soldiers that fought there and the lessons learned for us today on the modern battlefield. This quarter, the Soldiers went to Verdun, France, and studied the differences in physical, mental and spiritual resiliency between two



**VERDUN, France** | Single Soldiers with 52nd Signal Battalion stand next to a battlefield memorial during a staff ride designed to enhance their physical, mental and spiritual fitness. *Photo courtesy of 52nd Signal Battalion*

Medal of Honor recipients whose heroic actions occurred during the same week and in the same theatre of combat: Maj. Charles White Whittlesey, a Harvard Educated Lawyer, commander of “The Lost Battalion” and victim of suicide, and Sgt. Alvin York of Pall Mall, Tenn., conscientious objector turned WW1 hero. The goal of the mental fitness facet of the program is to “Be a life-long learner!”

The spiritual fitness portion of the program focuses in developing fitness focused on three key relationships: Relationship with the divine, relationship with self, and relationship with others. In this part of the program, Soldiers read a spiritual or philosophical book of their choosing and give a report and brief at the end of the cycle which focuses on three questions: Who am I? Where did I come from? Where am I going?

Soldiers delve deep into these eschatological questions and come up with their own answers that will get them through the hard times in life and explain their answers and beliefs to these ultimate questions to the

group. Accentuating this experience is the requirement that they attend some sort of weekly worship or a weekly time of spiritual or philosophical introspection while keeping a journal of these events and discussing them with a chaplain on a weekly basis. Soldiers have reported that this is the most meaningful portion of the whole program.

The spiritual fitness portion of the program culminates with a Strong Bonds Retreat.

“Each of these complementary areas of fitness is a matter of the soul that sustains Soldiers through the collective strength of mind, body and spirit and enables them to achieve their highest potential,” said Col. Tom Engle, 5th Signal Command chaplain. “This is the essence of soul sustainment and Soldier resiliency...facing difficulty and having the emotional, social, family, and spiritual strength to find the positive on the other side.

“Thus a good question for each of us to consider is, ‘What is in your soul that sustains you?’”



**Spiritual**  
Strengthening a set of beliefs, principles or values that sustain a person beyond family, institutional, and societal sources of strength.

For more information, visit the Comprehensive Soldier Fitness Web site at <http://www.army.mil/csf/index.html>





**MANNHEIM, Germany** | Brig. Gen. Jeffrey G. Smith, Jr. (right), commander, 5th Signal Command and Command Sgt. Maj. Patrick Brooks (left), 2nd Signal Brigade, case the 5th Signal colors signifying the command's official move from Funari Barracks in Mannheim, Germany to Wiesbaden Army Airfield, Germany. 5th Signal Command was constituted in 1974 and was headquartered in Mannheim since 1996.  
*Photo by Jonathon Gray*

# Headquarters move

## 5th Signal command says hello to Hessen

Kristopher Joseph

**H**eadquarters, 5th Signal Command, formerly stationed on Funari Barracks in Mannheim, Germany, cased their colors Oct. 16 on the barracks parade field to signify their official move to Wiesbaden Army Airfield.

The command officially said hello to their new Hessen home during a colors uncasing ceremony Oct. 30 in the WAAF Fitness Center.

5th Signal, commanded by Brig. Gen. Jeffrey G. Smith, Jr., conducted a phased move of approximately 125 Soldiers and civilians and approximately

250 Family members to WAAF through October 2009. Portions of the headquarters and general staff will remain in Mannheim until renovations on 5th Signal's slated headquarters building on WAAF is completed sometime in 2010.

The move is part of the Army's overall transformation process to consolidate key units on WAAF to improve operational capability, improve force protection posture and save on operational costs by moving units onto a few Main Operating Bases.

5th Signal's 2nd Signal Brigade headquarters will also move with approximately 45 Soldiers and 30

civilians from Mannheim to WAAF sometime in 2010.

5th Signal Command has a long standing relationship with Rheinland-Pfalz and Baden-Württemberg. The command was activated July 1, 1974 and was located on Taukkunen Barracks in the city of Worms until 1996 when 5th Signal then moved to Mannheim's Funari Barracks.

Smith has mentioned on several occasions to Rheinland-Pfalz and Baden-Württemberg leadership and friends that although the command will move to the German state of Hessen, the relationship between 5th Signal and Baden-Württemberg will remain



**WIESBADEN, Germany** | Col. John A. Cox, deputy commander, 5th Signal Command, stands at parade rest in front of the color guard before the uncasing of the 5th Signal colors in Wiesbaden Army Airfield, Germany. *Photo by Kristopher Joseph*

*"We have engaged in a partnership that will continue to grow. It is a testament to the strong partnership between our Armies and our nations."*

**Brig. Gen. Jeffrey G. Smith, Jr.**  
**Commander, 5th Signal Command**

active and strong in the years to come.

"For over 13 years, this has been our home. It's a beautiful home. And it will always be a home to those of us who have been lucky enough to be a part of this unit," said Smith during the ceremony.

"We have engaged in a partnership that will continue to grow. It is a testament to the strong partnership between our Armies and our nations. I realize we use this phrase often. But trust me, it is not one we take lightly. This partnership, at our level or at a

national level, is deeply appreciated and essential in the world today," said Smith.

"I am still the Senior Commander in Mannheim and we still have many units, Soldiers, civilians and Family members here. Both the military and host nation communities should know that I will continue to be their representative and I will continue to provide them support," said Smith. 🇺🇸

## 5th signal history



Headquarters, 5th Signal Command was constituted in the Regular Army and activated in Germany on July 1, 1974. The Command traces its original heritage to the U.S. Army Signal Command, Europe, organized under U.S. Army Europe General Order dated March 20, 1958, which consolidated military communications in the European Theater. It consisted of the 4th and 516th Signal Groups and 102nd Signal Battalion supporting Army Group, Central Europe; North

Atlantic Treaty Organization; USAREUR; and other elements in Europe as directed. During the summer of 1974, ASC-E reorganized as Headquarters, 5th Signal Command at Kilbourne Kaserne in Schwetzingen. The Command relocated to Taukkunen Barracks, Germany, in August 1974. Base closures accompanied troop drawdown. The closure of the Worms Military Community brought the Command to its current home at Funari Barracks

in Mannheim in September 1996. Through the years, 5th Signal Command has served the United States Army with distinction in a broad range of peacetime, stability, and contingency operations, including: Partnership for Peace; numerous operational and humanitarian missions; and the Global War on Terrorism. The Soldiers, Civilians and Family Members of 5th Signal Command continue to espouse its motto, "Dragon Warriors, Army Strong!"





# Family Readiness

Story and photos by Jonathon M. Gray

*"They are doing an outstanding job supporting our troops downrange, the Soldiers on rear detachment, and Family members and loved ones in the United States. We are truly blessed to have such a wonderful FRG team."*

**Master Sgt. William Moore**  
7th TTSB rear detachment  
command sergeant major



**MANNHEIM, Germany** | Marjorie Campana, the Family Readiness Support Assistant ties a ribbon on Halloween treat cups for 7th Theater Tactical Signal Brigade, currently deployed in support of Operation Enduring Freedom.

Family Readiness Groups are a way for Family members to stay informed about what their loved ones do on a deployment and for them to stay connected in the community throughout a deployment. The 7th Theater Tactical Signal Brigade FRG is not just for Family members. Marjoree Campana, the Family Readiness Support Assistant, and Veronica Frank, the FRG Leader, have made it their mission to keep everyone associated with 7th connected with the FRG.

“We have monthly events to keep local Family and friends involved with the community and each other,” said Campana. “We use these events to get together and have some fun.” They also send out newsletters and e-mails to the registered Family members, wherever those Family members are located.

“We also do fund raisers so that we have money to use for our events and to send monthly care packages to Afghanistan,” said Campana.

Through the help of other volunteers, they also put together a newsletter that describes what the 7th TTSB Soldiers are accomplishing in Afghanistan. “It’s nice to have a big-picture view of what 7th is doing during their deployment,” said Frank. The newsletters contain a variety of information, from birthdays and anniversaries, to safety and messages from the brigade chaplain.

Campana and Frank also took it upon themselves to go the extra mile and support single Soldiers as well by preparing a barracks room for returning Sgt. Carla Damron before her redeployment back to Mannheim. They purchased bed sheets, towels, some basic food, snacks and hygiene supplies, and decorated the room for the Soldier’s return to Germany.

“We actually used this room as a test, and now it’s something we’re going to continue to do for all returning Soldiers,” said Frank. “We don’t want anyone to feel left out.” Frank and Campana both commented on the Mannheim United Service Organization



## family**support**

Family Readiness Groups use newsletters, e-mails and monthly events to support family members and friends.

(USO) support, “They helped out a lot and provided community resources.”

“Thanks to the hard work and creative thinking by the Mrs. Campana and Mrs. Frank, every Soldier returning to the barracks will come home to a room fully prepared,” said Master Sgt. William Moore, 7th TTSB rear detachment command sergeant major.

They are putting together “pasta baskets” for returning Soldiers with Family members that contain everything they need for a quick pasta dish. “We want their return to be as stress-free as possible, and we feel this would help the Family focus on the return while providing a nice dinner,” said Campana.

“We have also shifted from using the FRG for just Family members, and use it as support for the entire unit,” said Campana. “We want everyone in 7th to know that the FRG is here for them, regardless of whether they are married or single.”

Campana was hired as the 7th FRSA in June 2009, and Frank volunteered to become the FRG leader in April 2009.

“We were both fresh and on the same page,” said Frank. “We’re always putting ideas down on paper and together we pick the

best ideas for our events.” Frank has always been involved with the military, and helped support her father’s military life when she was growing up.

Both Frank and Campana also praised the previous FRG leader, who also served as the FRSA. “She provided a very good example and established a lot, and we wanted to make sure nothing she established was changed,” said Frank.

“They are doing an outstanding job supporting our troops downrange, the Soldiers on rear detachment, and Family members and loved ones in the United States. We are truly blessed to have such a wonderful FRG team,” said Moore.

“Deployments are a difficult time for Soldiers and Family members,” said Campana. “We want to always keep both sides entertained and informed and we want the deployed Soldiers to know that we’re thinking about them. We are here to tell Soldiers, ‘Something is going on!’”



**MANNHEIM, Germany** | Sgt. 1st Class Gasner Pluviose, 7th Theater Tactical Signal Brigade, helps spouses and children of deployed 7th find dolls with pictures of their deployed loved ones Dec. 19 during the Family Readiness Group’s Holiday Party. More than 40 Family members participated in the pot-luck style buffet.



# Humble Hulk



**WIESBADEN, Germany** | Staff Sgt. Money Powell III shows determination after landing a right hook on his opponent Ron Wilson during the Hispanic Heritage Month Boxing Tournament at the Wiesbaden Fitness Center Oct. 3. Powell, a noncommissioned officer with 5th Signal Command, won 1st place in the heavyweight division at the age of 41. *Photo by Chrystal Smith, USAG Wiesbaden PAO*

## 5th Signal Soldier takes heavyweight title

Lawrence Torres III

**W**iesbaden experienced a George Foreman-like boxing performance as 41-year-old Money Powell III took 1st place in the heavyweight division of the Hispanic Heritage Month Boxing Tournament at the Wiesbaden Fitness Center Oct. 3.

Powell, a staff sergeant with 5th Signal Command, made the return to the boxing scene after 10 years away from the ring, similar to Foreman who returned to the boxing world in 1994 at age 45 and regained a heavyweight title.

"I decided to get back in the ring because I felt like I never really achieved what I wanted to years ago when I was a little younger," said Powell, who started boxing in 1989. "So I thought I would relive my past once again to see how I would do. The last time I boxed was Mar. 6, 1999, in Baumholder, Germany, in The Hall of Champions Gym there. The person I fought had just come from the All-Army Camp, and I won. I really wasn't in good shape, but it was experience that

helped me win."

Powell's boxing expertise was noted by an avid boxer fan, Sgt. Maj. Sheldon L. Moorer, who decided to watch the fight as a "good time together with the family."

"Staff Sgt. Powell displayed techniques that only an experienced fighter would have," said Moorer, who is currently serving as 5th Signal Command's G-3 sergeant major. "His foot work, body posture, mechanics and the way he punched were more advanced than the fighter he fought against and the others that I viewed."

As several Soldiers discussed Powell's bout, Moorer noted that Powell was, in his opinion, taking it easy on the opponent. Moorer said Powell would land a jab, forcing the opponent to lean back in a stance which showed a sense of lost balance and footing.

"Staff Sgt. Powell, the humble, merciful Soldier and boxer that he is, seeing that he was well advanced and was well ahead of his opponent, subdued his passion and just took it easy on a fighter

who was less fortunate."

As Moorer shared his thoughts, Powell, kept his head down and in a stern manner said it was the use of a good jab and body shots which led to victory. When things weren't working like he wanted, Powell said he "would adapt using other strategies in the ring which would get better results. Also, I can't forget the left hook. It works wonders."

Powell, in his 19th year in the Army, boxes because his life "has been one big fight."

"I know what it is like when you're on the ropes in life and when people look at you and give you no chance at accomplishing anything," said Powell, who became the Armed Forces Europe Middleweight Champion in 1994 and in the same year was voted best boxer in the European Championships in Chemnitz, Germany. "But that is when I show them through hard work and determination that I cannot be stopped by anyone. I am never down, I'm always getting up." 🥊

# Transformation conference

## 5th Signal Command strengthens Global signal bonds

Kristopher Joseph

**D**uring the second week of October, 5th Signal Command, headquartered in Wiesbaden, Germany, invited military signal leaders from across Europe to the cities of Heidelberg and Grafenwoehr to participate in development conferences and discussions.

With the goal of strengthening theater collaboration and enhancing the delivery of rapid communication support to warfighters and military community members, the theater's senior signal officer, Brig. Gen. Jeffrey G. Smith, Jr., 5th Signal commander, kicked off the multi-day forum.

He made his intent clear — to ensure that signal units and leaders, whether they fall under 5th Signal or not, have a forum to discuss any signal-related topic and learn about current trends and future milestones.

"We're doing this not only because we want to help our own 5th Signal folks, but we want to especially reach out to those signal officers out on their own in brigade combat teams that need support and training when they are preparing to deploy," said Smith.

The conferences are scheduled to occur biannually and cover a wide-array of signal topics. For example, the conference in Grafenwoehr hosted by 5th Signal's 69th Signal Battalion discussed subjects such as Army Battle Command Systems, Windows Vista, incidence response procedures and Data at Rest. The forums covered new operational concepts as well. "The Signal Corps is embracing a paradigm shift," said Smith. "Europe is at the front of this change that will improve communications capabilities for our forces."

5th Signal is providing never-before-seen support to warfighters and customers by transforming its organic units. Currently, the two brigades and eight battalions under 5th are doctrinally either tactical or operation-based-tactical, meaning the unit's mission is to rapidly deploy and provide communications support for military exercises and deployments, and operation-based, meaning the unit provides only signal support to a garrison or static military community.

The transformation is being called "Full Spectrum" where every signal brigade or battal-

ion under 5th Signal will take on a hybrid formation and will be able to provide most signal or communication service to any military entity in the European theater to include joint and coalition partners whether they are at home base or deployed.

"The old (signal) ways were all about control," Smith said at the Grafenwoehr conference. "Now we need to break down those walls and facilitate a means for the open exchange of information across the entire spectrum of operations."

In the near term, 5th Signal will be validating their "Full Spectrum" model in a variety of exercises in support of U.S. Army, Europe and European Command and through its own internal field training exercises.

Additionally, regional communication forums will continue across the theater.

"We must be a synchronized network, using the same sheet of music and writing new pieces that embrace the same rhythm, one based on the goal of a joint, coalition information environment that extends from the home base to the expeditionary environment," he added. 🇩🇪



**GRAFENWOEHR, Germany** | Brig. Gen. Jeffrey G. Smith, Jr., (center) talks during the biannual regional signal leaders conference which is designed to strengthen theater collaboration and enhance the delivery of rapid communication support to warfighters and military community members. *Photo by Kristopher Joseph*





**MANNHEIM, Germany** | Signal Soldiers with 43rd Signal Battalion participate in a “Full Spectrum” field training exercise near Coleman Barracks in Oct. 20. The “Full Spectrum” concept is 5th Signal Command’s effort to combine garrison-based signal units with tactical, expeditionary signal units and create a new hybrid force capable of providing the “Full Spectrum” of communication services to any warfighter or customer withing their area of operations. *Photo by Kristopher Joseph*









# snapshots





Photo illustration by Sgt. Edgar Morales



# MY.ARMY.MIL LAUNCHED

U.S. ARMY LAUNCHES FIRST USER-CUSTOMIZED DoD WEB SITE

U.S. Army

Your Army media, how you like it.

In an effort to create a more personalized browsing experience, the U.S. Army will launch My.Army.Mil, the first user-customized Web site under the Department of Defense.

My.Army.Mil will offer visitors the ability to sign-in and create a personalized destination for official Army information, ranging from traditional news stories to up-to-the-minute social media updates. The site is set to launch Dec. 4, 2009.

After visitors sign-in and authenticate with Google Friend Connect (AIM, Google, Yahoo and OpenID) or AKO (Army Knowledge Online), they will be prompted to add and arrange a series of widgets to suit

their specific information needs.

Powering these widgets are open source technologies such as JQuery, PHP, MySQL and API integration.

Featured widgets include:

- An All Services widget with feeds from the Army, Air Force, Marines and Navy

- Flickr, Facebook, Twitter and YouTube widgets that sync with many Army organizations

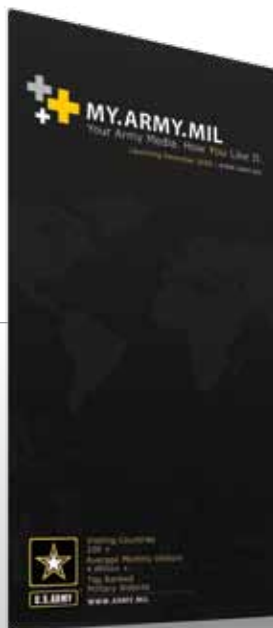
- My Army News widget with customized feeds from Commands, Corps, Divisions, Installations, and traditional news sections

- A Features widget highlighting stories of Valor, Army events, history and heritage

- AKO (Army Knowledge Online) widget to log-in to AKO

- Video widget with official Army videos, newscasts and raw footage

- RSS widget that can pull multiple feeds from external sites



For additional information, including media kits, downloads and resources, please visit <http://www.Army.mil/MyArmy> or contact [ocpa.outreach@us.army.mil](mailto:ocpa.outreach@us.army.mil).

## numbersandtechnology

Every month, two million visitors from around the globe visit <http://www.Army.mil>

Twitter, Flickr, Facebook, and Youtube widgets directly sync with hundreds of official Army organizations.

My.Army.Mil offers multiple interactive and customizable widgets with a variety of news updates.

Open source technologies, including JQuery, PHP and MySQL, power My.Army.Mil.



## FROM THE CSM



Dear Dragon Warriors,  
Throughout this last year I have been extremely impressed with everything that you have accomplished. Everywhere I go I see first-class leadership and teamwork that are essential for a successful organization. We have many exciting missions ahead of us so keep up the great work.

While doing our best to make our commander's vision a reality, we are also involved with the challenges that come with transformation. Units are relocating, personnel are being realigned, and Families are uprooting to new locations. I know that this can cause stress and anxiety to mount, so I urge every leader to be sensitive and understanding to subordinates who are directly affected by these changing times.

At the same time, I expect every leader in our ranks to continue to set the example for our young Soldiers. 5th Signal's success, in my eyes, will be measured by a leader's ability to take charge of every mission while at the same time grooming and mentoring the next generation of leaders. This will require the same high-speed levels of discipline and professionalism that I have seen since I arrived here.

To the NCOs, I have said time and time again that every year is the "Year of the NCO." That means whether if it's officially recognized or not, the commanding general, myself, and every senior leader applaud your outstanding contributions day in and day out. Thank you for being "Full Spectrum" NCOs.

As you wind down to enjoy the holidays or time off, please also remember your Dragon Warrior battle buddies who are deployed and cannot be with their Family and friends. Pray for their safe return and help out in any way that you can. You will be surprised at how a small, kind gesture holds a big meaning to those serving in harm's way.

Whether you are an NCO, civilian, officer or Family member, I am personally grateful for everything you do for this command. Underneath every rank and title is a human being who deserves dignity and respect. 5th Signal Command is not about data servers and satellites; it is about people working together for a shared vision of superior communications. I encourage you to make a difference as it will only make your unit, your Army and your nation a better place. Thank you again for your service and sacrifice.

Dragon Warriors, Army Strong!

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





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