

# NETCOM JOURNAL

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TRANSFORMATION  
ACROSS THE COMMAND



VOICE <sup>OF</sup> THE ARMY

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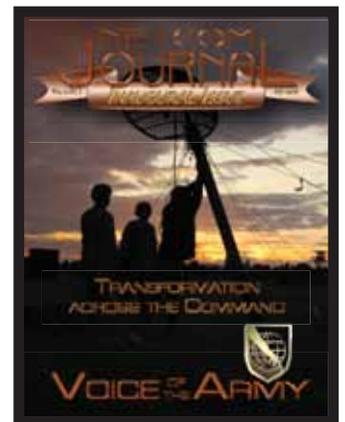


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## ON THE COVER

**Cover Image: Soldiers of the 44th Expeditionary Signal Battalion raise a line-of-sight antenna during a pre-deployment exercise. (U.S. Army photo by Spc. Evan Marcy, 5th Signal Command)**



## NETCOM JOURNAL

The NETCOM Journal is an authorized publication for members of the U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) Team, and its subordinate commands and organizations throughout the world, in accordance with AR 360-1. Contents of the NETCOM Journal are not necessarily the official views of, or endorsed by, the U.S. Government, Department of Defense, or the Department of the Army or NETCOM/9th SC (A). The design and editorial content of this publication is the responsibility of the NETCOM/9th SC (A) Public Affairs Office. All submissions from outside sources may be edited for style, content, and space limitations. The Voice of the Army, with a circulation of 2,500, is distributed via official mail. To contact the Public Affairs Office, call (520) 538-8012, or e-mail [netcom.pao@us.army.mil](mailto:netcom.pao@us.army.mil). The mailing address is: ATTN NETC-PA (PAO), US Army NETCOM/9th SC (A), 2133 Cushing Street, Suite 3211, Fort Huachuca, AZ 85613-7070. Electronic copies of the NETCOM Journal are available upon request.



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# CG's Corner

*I have always believed there is no greater honor than the privilege of command. I am both thrilled and humbled to be commanding general to NETCOM/9th Signal Command's (Army) 17,000 Soldiers, Civilians, and Contractors, who are globally stationed and strategically postured in support of America's Army. I am thrilled to be in a position to witness all the great things this command has and continues to accomplish.*

*I pledge to all of you within this Army Strong command my unwavering commitment – to our mission and our Soldiers, Civilians and Families. We will stay focused on the well-being of the force because without the great men and women serving in NETCOM, we would not be the premier signal command we are today.*

*Taking command of NETCOM after Maj. Gen. Pollett was able to set into motion all the command's transformation efforts ... efforts which have led Army's transformation for the past three years, is a responsibility I gladly accept. Each and every member that makes up this command's global network of trained professionals contributes directly to enabling battle command and supporting missions at all echelons – from the White House to the foxhole.*

*This command has worked tirelessly in the last several years in an effort to achieve the Chief of Staff of the Army's intent to transform to a modular force in stride. The men and women of this command have sacrificed so much in the global war on terror.*

*Our charter for success will continue to be the NETCOM Campaign Plan for all that we do. Together, we will continue to work, shape, and influence the total Army analysis structure to ensure that we transform correctly at a time when it is most critical as we continue to support the Army's four imperatives – Sustain, Prepare, Reset, and Transform.*



**Brig. Gen. Susan Lawrence**

*I hope, through this journal, to be able to bring all of this command's talent together into one Army Strong team through an understanding of the unique missions performed throughout this command, and the Army Strong nature of each and every Soldier and Civilian in NETCOM.*

*To the Soldiers and Civilians serving in all four corners of the world, providing critical communications, I salute you. I am so proud to serve with each and every one of you, and I appreciate your endless pursuit for success. I challenge all in this command to take care of each other and to stay strong and safe.*

*In closing, I have to say I am so impressed by every NETCOM Warrior, both Civilian and Soldier, I have met. My husband, Neil, and I are equally impressed and delighted with the wonderful Families that support our force, and the supportive communities this command has partnered.*

*Keep up the great work!*

**Voice of the Army!**



**Brig. Gen. Susan Lawrence takes the command's colors from Lt. Gen. Jeffrey Sorenson, Army Chief Information Officer, during her assumption of command ceremony April 3.**

# CSM's Corner

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*I'm going to jump right into this new forum with both feet and hopefully land outside the fire. Those who know me know that I like to stay outside the limelight; instead, focusing my efforts on taking care of Soldiers and Families. It's the way I have been my entire career – and since it seems to be working, I see no reason to change.*

*First I would like to say, "Thanks to our Soldiers, Civilians and Family members for all you do," in our nation's greatest time of need.*

*Ever since taking the mantle as NETCOM's Command Sergeant Major on November 16, 2007, my first mission was to go out and meet our Soldiers and Civilians in the field. My goals within the first six months were to visit every unit we have, wherever they may be, and ensure our Soldiers and Civilians are being taken care of and focus on their missions and concerns. I also want to talk with our Soldiers and Civilians and learn what they are feeling, what their concerns are, and make sure they understand that they are the lynchpin of the Army's and this command's successes. Soldiers are, and will continue to be, the centerpieces of our formations.*

*Those of us old-timers, who remember the way the Army did business before, know first-hand that this is no longer the Army we joined. We've seen drastic down-sizing, technological advances and an increased number of missions and operations supported by the Army. Since the start of the Global War on Terror, deployments have become the norm rather than the exception; not only for the Active Component, but also for the Reserves and National Guard. This has put a strain on the Soldiers, Civilians and Families of this enormous organization, who have endured long and repeated separations. My mission is to ease that strain by making sure our Soldiers, Civilians and their families receive the support they deserve.*

*The Army sees the strain on our forces, and is making great strides to reduce the deployment rate and tour length, and has taken an active role in re-integrating Families after deployments. Our command is fully behind these efforts, and is engaged in activating new units and acquiring existing units – to relieve some of the strain our units and families are currently experiencing. We are also fully involved in implementing a vigorous re-integration program, partnering with installation services, to give Soldiers and their Families the tools that will help ensure a smooth transition back to home life.*

*One of the most important tools we have to keep Soldiers, Civilians and Families prepared for the eventualities of Army life is training. By giving our Soldiers technical and Warrior training that is second-to-none, and top-of-the-line equipment, we ensure mission success and give the Soldiers and Civilians peace of mind; they know they will have the resources to complete the mission, and come home safely, with honor. For the Families left behind we have implemented various training programs and Family Support Groups (FRG) that provide constant up-to-date information, thus giving them the support and piece of mind they need to get through the hard times. These programs also provide Families with an understanding that someone cares about their well-being, and in the end they will know that this command will always be there to help.*

*Most recently, I have received a wonderful opportunity by getting a new Battle Buddy. She is a proven skilled, very effective Leader; a Commanding General who is completely focused on Soldiers, Civilians, Families and Transformation. I have all the confidence in the world that our new Commanding General will continue to set the bar higher because she knows everyone on the NETCOM Team is capable and ready to accomplish the mission.*

*Remember to keep all our loved ones far away from home in your prayers.*

*I salute every one of you who puts in the extra effort and sustains the "Voice of the Army."*

**Army Strong!**



**Command Sgt. Maj. Donald Manley**



U.S. Army file photo

Combat Camera Soldiers like Spc. Derek Kicholson, attached to CJTF-82 in Afghanistan, have to be proficient with the Army's weaponry as well as their photographic gear.

### By Gordon Van Vleet

*NETCOM/9th SC (A) Public Affairs Office*

If you have ever seen video and still photos of America's Army in action while watching the nightly news, or while watching one of the many documentaries containing archive combat footage on television today, then you most likely have seen some of the extraordinary video and photos taken by one of the United States Army's unseen front-line warriors, the combat camera Soldier.

Under the operational control of the 21st Signal Brigade, the 55th Signal Company (Combat Camera), located at Fort Meade, Md, is the only active duty Combat Camera company in the Army.

The photo documentation mission of the 55th stretches back more than 125 years. Since the 1880s, the Signal Corps has been taking photos for the Army. Then, in 1917, the Army Signal Corps established a Photographic

Section responsible for both ground and aerial photography.

Today, the mission of the 55th is to provide tactical visual information support for operational and contingency missions in support of the Department of the Army, the Joint Chiefs of Staff, the Office of the Secretary of Defense, and Army and Unified Commands.

"In short, the mission of the 55th is to provide directed imagery that supports the decision making from the strategic level through the Combatant Commanders down to the tactical level," said Maj. Donald W. Reeves, 55th Signal Company commander. "The 55th also has the mission to document all types of operations and events for historical preservation of the actions.

"The 55th is the only active duty Combat Camera unit in the U.S. Army, making it one of the

*Continued next page*



U.S. Army file photo

**Combat Camera Soldiers must function in all environments where the Armed Forces operate.**

### COMCAM, from page 3

lowest density and most unique units in the Army,” Reeves said. “As the company continues to grow, it is transforming and integrating High Definition equipment which will increase and enhance the unit’s abilities.”

Not only does the company have a unique mission, it also has a dangerous mission. Since 2003, the unit has had five of its members awarded the Purple Heart, and more than 30 Soldiers received the Bronze Star.

“Our cameramen are deploying on missions everyday out of forward operating bases and combat outposts that put them in harm’s way,” said Reeves. “Most of our cameramen currently deployed in OIF and OEF have earned a Combat Action Badge in their first month for being closest to the action.”

Although the company only has about 180 Soldiers assigned, it isn’t hard to find one who has been in the thick of the fight.

“There have been times when I found myself in very hot situations and had to ensure that I maintained situational awareness and contributed to the fight,” said Sgt. Johnny Aragon, team leader. “The most recent was when the platoon that I was with got in a fire fight and we were soon surrounded. We had to fight our way through to higher ground, so that we could secure our

objective. We completed our mission taking out two Taliban leaders while we suffered no casualties.”

Aragon, who has been in Southwest Asia 23 months out of the four years he has been with the 55th, said joining a new unit as a combat cameraman isn’t always easy.

“Embedding into a new unit that has never worked with Combat Camera before can be difficult sometimes because I have very little time to prove myself. However, once they see that I am an asset on the battlefield as well as a documenter, I become one of their own.”

Another combat camera Soldier, Sgt. Billy Brothers said every combat cameraman is a Soldier first.

“Our job can be just as dangerous as the Soldiers on patrol because we are out there with them, we feel the heat in Iraq with them, we feel the cold in Afghanistan with them, we are with them when they go out, and we are with them when they head back to the forward operating base.”

The one thing about Combat Camera is their job is only half finished when the patrol is over.

“When you are done with the mission, unlike a lot of other Soldiers out there, you still have a lot of digital work to do,” said Brothers, who has been a combat cameraman since November

2005. "Sometimes when you do a lot of missions, you rarely have free time to just relax and chill out. You get back from a mission and then you almost spend that same amount of time in front of your laptop, it can get stressful mentally."

Not only do 55th Soldiers support combat operations, they also support humanitarian missions.

"The 55th Signal Company stands ready to deploy to provide Combat Camera support for any other disaster world-wide, to include earthquakes, fires, floods, and hurricanes, such as Katrina and Rita," said Master Sgt. Samantha Shirley, 55th Signal Company first sergeant. "The last humanitarian mission we supported was in Bolivia in March 2007 after heavy rains caused major flooding throughout the country. We sent a two-person team to document the disaster and the subsequent relief efforts."

Shirley believes training is a big part of being a combat cameraman.

"Combat Camera Soldiers face a multitude of situations based on the wide-range of missions



that we support. Our Soldiers have to be ready to react to any situation in any environment; therefore, our training requirements are very broad.

"Our Soldiers are continuously enhancing and refining their documentary abilities while keeping up with technological advancements," Shirley said.

"Not only do our Soldiers attend advanced technical training at the Defense Information School and Syracuse University, they are also trained on how to use a multitude of weapons including the M16, M4, M9, M240B, M203 and MK 19."

It takes an extremely dedicated and intelligent Soldier to be a Combat Cameraman, Reeves said.

"Many of our cameramen and women already possess Bachelor's degrees and many are working toward Master's degrees in their field.

"A combat cameraman has to have the maturity to be able to not only work independently of others with minimal supervision but also has to have the maturity to interact in most cases with senior military officers and coalition partners."

America's Army will continue to have boots

on the ground wherever they are needed, from combat operations in Iraq and Afghanistan, to humanitarian and missions at home and abroad.

And, as long as there is a need to take photos or video to help meet mission objectives, or for preserving historical actions and acts, then Army's combat cameramen will be the Army Strong Soldiers, with their boots on the ground, who meet that need. ❖



U.S. Army file photo

Staff Sgt. Tyffani Davis, 55th Signal Company (Combat Camera) performs ad hoc outreach, showing her digital photos to some Afghan youth.

# Lightning Warriors deploy, redeploy

By Capt. Sharron Stewart

35th Signal Brigade Public Affairs Office

Lightning (in regards to speed) is defined as very fast and sudden in the dictionary; and in accordance with the 35th Signal Brigade's mission statement "to rapidly deploy worldwide," the brigade currently has 504 "Lightning Warriors" deployed world-wide in support of the global war against terrorism.

"Our primary business is to fight and win our nation's wars," said Col. John W. Baker, 35th Signal Brigade commander. "This is our timeless core value and our brigade's enduring purpose. This will never change. Everything is a combat operation. Success will be measured by our ability to move with the forces that require our support."

Of the brigade's eight subordinate battalions and or rear detachments (located in five states), seven of them have Soldiers deployed throughout Southwest Asia, are supporting missions in South America, or are on stand-by in anticipation of



U.S. Army file photo

**35th Signal Brigade Soldiers take a moment together prior to deploying.**

homeland support and or homeland defense missions.

In October 2006, a pre-deployment ceremony was held at Fort Gordon, Ga., for 60 advanced party Soldiers who were part of the 67th Signal Battalion, hand-selected to deploy early to Kuwait to prepare for the rest of the battalion. In November 2006, the 72nd Signal Battalion transferred authority of its responsibilities to the 67th Signal Battalion in a ceremony held outside of Al Faw Palace, located in Camp Victory, Iraq.

In July 2007, the main body of the 63rd Expeditionary Signal Battalion deployed to Iraq. Company B, 63rd ESB departed Fort Gordon in October 2007, deploying approximately 120 Soldiers to Iraq in support of the 3d Armored Cavalry Regiment.

Members of the Augusta community turned out in droves to show their support of the deployed Soldiers and also for their Families both times the 63rd departed. In addition to receiving a motorcycle escort to the airport, members from local churches and community groups lined the sides of road and held up signs that showed the respect and support the community felt for the sacrifices of the Soldiers and of their Families.



U.S. Army file photo

**Lt. Col. Les Vernon and Command Sgt. Maj. Lemuel Brock, 86th Signal Battalion, case the colors prior to their redeployment home from Camp Victory, Iraq.**



U.S. Army file photo

**35th Signal Brigade Soldiers prepare to in-process in Kuwait, prior to moving to their final destinations.**

Before his departure, Capt. Michael Burns, Company B commander, commented that several of his Soldiers are embarking on their second or third deployment. He also stated that he knows his Soldiers are prepared and that he is confident in their experience.

During the pre-deployment ceremony for Company B, Stella Guerra, from Altus, Okla., mother of Pfc. Richard Esquivel, special electronics device repairer, held tightly to her son, crying. Brushing back tears, she said she was proud of her son and advised other mothers of deployed Soldiers to pray. This is her son's first deployment.

Before their departure, the entire company and their Family members participated in a pre-deployment fair. Installation and community agencies provided Soldiers and their Families detailed information about the services and resources that are available to support the Families while their Soldiers are deployed.

While they are deployed, the Soldiers of the 35th Signal Brigade are very grateful to be able to communicate home on a regular basis with phone calls and e-mails; and if the mission allows, many

Soldiers are taking college courses after duty hours.

Many Soldiers have recently redeployed successfully and safely back to their home duty station. The 67th Signal Battalion returned in January 2008, after their 15-month deployment.

In line with the Army's commitment to the successful reintegration of Soldiers and their Families after deployments, the 67th Sig. Bn.

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*"Success will be measured by our ability to move with the forces that require our support."*

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participated in a number of mandatory classes. Some of the classes the 67th Sig. Bn. participated in before taking a well-deserved leave included Sexual Assault Prevention,

Suicide Awareness and Prevention Training for Leaders and Soldiers, Substance Abuse Prevention, Post Deployment Battle Mind Training for Soldiers and Spouses and safety training. The Soldiers also underwent Marital Assessment and Enrichment Classes and had a Post Deployment Health Reassessment.

The next unit due to return from deployment is the 63rd ESB. The Soldiers are tentatively scheduled to return in October 2008. ❖

# Transforming the Army's Networks

**Michael D. Bomba**

Director of Projects and Engineering, ESTA

In 2003, the Army Chief Information Officer (CIO)/G-6 commissioned Gartner Group to conduct an Army-wide Business Case Analysis (BCA) and Analysis of Alternatives (AoA) for delivery of Information Technology (IT) services. The results of that study was briefed to the Army CIO/G-6 in 2004 and resulted in several initiatives that the Signal community is currently in the process of executing. The primary recommendations from the Gartner BCA/AoA were the Army needed to consolidate to a single IT provider and to consolidate IT processing at the highest level practical.

During the same period, the Network Enterprise Technology Command (NETCOM)/9th Signal Command (Army) was conducting engineering studies and developing high level architectures in support of the Army CIO/G-6 to show how all the Army IT efforts should be integrated. This effort was internally called the "IT Horse Blanket" and resulted in architectural level design documents depicting IT service delivery from the deployed forces warfighter and the garrison based Army customer set through the various systems and services necessary to deliver IT capabilities.

Both briefings to the Army CIO/G-6 on the horse blanket and the briefings to the Army CIO/G-6 on the Gartner BCA/AoA were within a few months of each other and both recommended the same course of action. Empower NETCOM as the Single Enterprise IT Service Provider, aggressively pursue consolidation of all garrison-level IT services under a Single Director of Information Management (DOIM), consolidate garrison-level IT services (local server

consolidation) and consolidate all Enterprise-level IT services into regional data centers under the control of NETCOM's Theater Network Operations and Security Centers (TNOSC).

The Army CIO/G-6 working with the Army G3 and the Army Installation Management Command (IMCOM) established the Single DOIM effort. In addition, the Army CIO/G-6 tasked NETCOM to architect, engineer, design, implement, operate and defend two Army Enterprise-class Area Processing Centers (APC) in the Continental

United States (CONUS) and migrate users from three Army Installations to Enterprise based common user IT services. The first two APCs were hosted within Defense Information

Systems Agency (DISA) Defense Enterprise Computing Centers (DECC) at Columbus, Ohio and Oklahoma City, Okla.

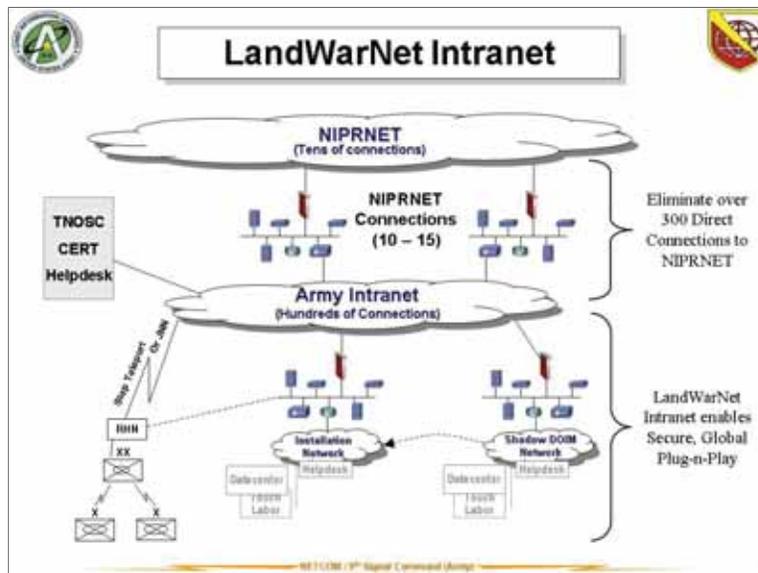
These APCs are currently operational, delivering services to both customers at Rock Island Arsenal, Ill., and Fort Riley, Kan., as well as hosting the CONUS Microsoft Exchange Routing and Security Hub supporting all Army CONUS Installations operating Microsoft Exchange e-

mail services within the CONUS Active Directory (AD) environment. This Exchange Routing and Security Hub services well over 400,000 users within CONUS today and provides routing services between local Exchange servers as well as all security services related to boundary protection for e-mail services such as anti-virus filtering and

spam elimination for all message traffic entering the Army CONUS Exchange system.

The APC initiative provides much more than consolidated e-mail services and application hosting. The APC effort is also the program that

*The goals for the LandWarNet Intranet are to greatly improve computer and network defense and to enable global collaboration.*

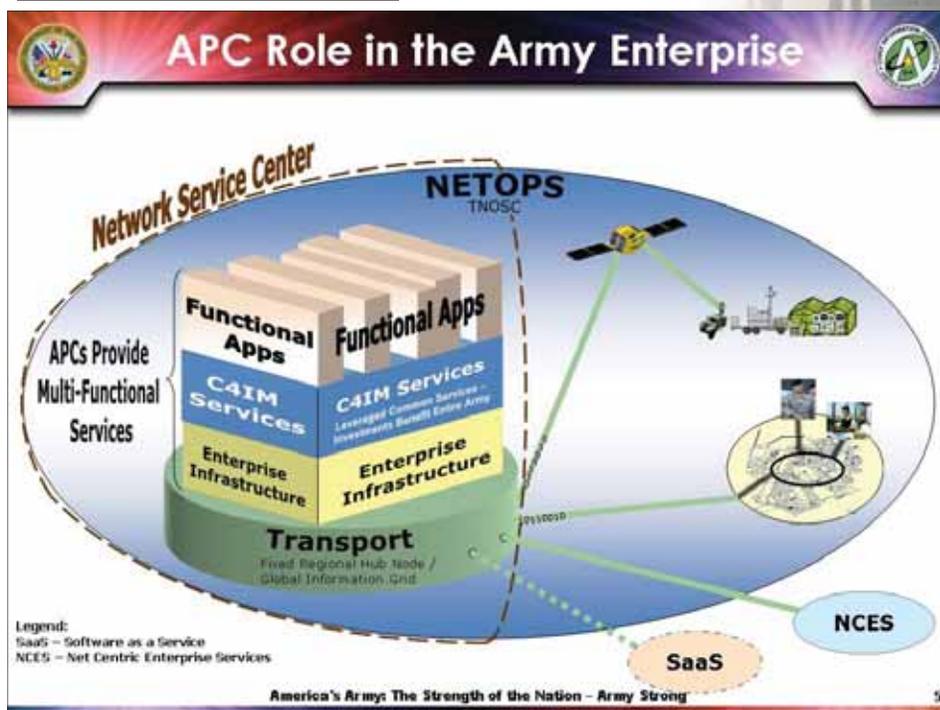


is delivering the new, enhanced perimeter security service and is enabling the creation of an Army LandWarNet Intranet. The goals for the LandWarNet intranet are to greatly improve computer and network defense and to enable global collaboration. The LandWarNet intranet program will take several years to complete and until it is complete, many Army Installations will retain local perimeter security services connecting the Installation Community Area Network (CAN) directly to the Department of Defense (DoD) Unclassified IP Router Network (NIPRNET). Today, the Army has in excess of 300 individual interface points to the NIPRNET with the need to defend each interface point with technology and personnel. As we build out the LandWarNet intranet, we will be eliminating all but about 12 of these interface points to NIPRNET, allowing the Army to invest in the best technology available to defend at the perimeter.

The APC initiative is also enabling a common user desktop configuration based on the Army Golden Master (AGM) and establishing a common framework to rapidly reimage existing Army workstations to comply with the AGM standards as well as enabling continuous policy monitoring and enforcement for Army workstations to ensure compliance with DoD and Army mandates. The initial efforts at Rock Island Arsenal resulted in reimaging of over 5,000 Army workstations and the lessons learned from this process were applied at Fort Riley. The current solution can easily reimage over 500 workstations per week and our goal is to enable a capability that can reimage at a rate of 1,000 workstations per week.

The APC initiative is changing how we implement our CAN and Local Area Network (LAN) systems on Army Installations. The CAN and LAN are being segmented in such a manner that compromises cannot propagate beyond a few systems. It is naïve to assume we can always keep our systems from being compromised, but we do believe we can establish an architectural

*...the Army could achieve savings in the magnitude of \$2 billion annually...*



solution at the LAN and CAN level that can contain exploits to the local subnet and in many cases to the individual system.

One of the last efforts being executed as part of the APC initiative is creation of an Army Network Operations (NetOps) capability that is structured with disaster recovery and continuity of operations as a primary tenet. The intent is to place the NetOps capability “in-the-network” instead of at the TNOSC. This will allow any TNOSC worldwide to temporarily take over operations of any system that is part of the LandWarNet intranet. We will soon be able to fail-over operations of any system to any TNOSC globally.

The Gartner BCA/AoA indicated the Army could achieve savings in the magnitude of \$2 billion annually if it adjusted its IT service delivery from decentralized (Shadow DOIM) to centralized delivery based on a combination of Single DOIM and NETCOM delivered IT services. This BCA/AoA also clearly indicated that the current fractured IT service delivery model will not support Army, Joint and Combined operational models based on the Army’s new Modular Forces constructs.

The APC initiative is much more than simple IT consolidation; it is the means by which the Army can meet its world-wide mission requirements related to net-centric operations and warfare and modular forces deployment scenarios. ❖

# Transforming NetOps – Concept to Reality

By Maj. Mark Mattei

Business Transformation Office, A-GNOSC

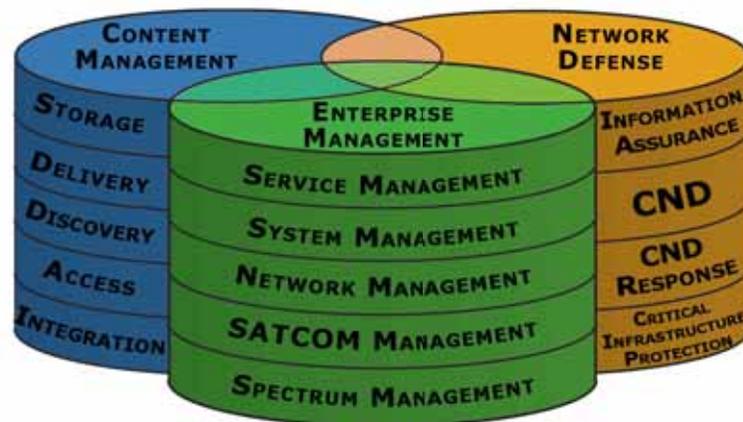
The Army has begun embracing and transforming to support the Joint concept of Network Operations (NetOps). NetOps is a construct the DoD uses to operate, manage, and defend the Global Information Grid (GIG). The NetOps construct enables the Joint Net-Centric concept, ensuring the required enabling capabilities are provided through a common set of hierarchical supporting tasks. The NetOps construct has been developed over time and has evolving from general concepts of network management and information assurance into a broader, more encompassing set of policies and procedures for Enterprise Management (EM), Content Management (CM), and Network Defense (ND).

Using the principles outlined in the Joint Concept of Operations for Network Operations, the Army started integrating the Situational Awareness (SA) and command and control structure of all Army generating and operational forces IT capability providers. The Army Global Network Operations and Security Center (A-GNOSC) has taken the lead in developing and implementing refined Information Technology Infrastructure Library (ITIL) based NetOps processes for the Army NetOps construct; furthermore, the A-GNOSC is integrating all Army NetOps and IT service providers and implementing constant processes to support the Army's IT capabilities management. In order to bring these concepts to reality, Army Network Operations and Security Centers and Computer Emergency Response Teams (CERTs) have developed business practices to support the operational requirements of NetOps. The transformation of NetOps from concept to operations has specific lines of operation associated with ensuring these concepts support the operational and generating force. The lines of operation; NetOps work flow &

situational awareness, threat based defense in depth, ITIL process implementation, enterprise and content management, and Army NetOps Architecture capabilities must be synchronized while simultaneously supporting current operations.

As defined by The Joint Concept of Operations for Network Operations, NetOps is: "The operational framework consisting of the essential tasks, Situational Awareness, and Command and Control (C2) that Commander, U.S. Strategic Command (USSTRATCOM) will use to operate and defend the Global Information Grid. The essential tasks are GIG Enterprise Management, GIG Network Defense, and GIG Content Management." (For more information see <https://powhatan.iiee.disa.mil/eta/netops/>)

One key transformational element is the cultural change of Situational Awareness. It is not about just gaining SA to provide signal or NetOps to leaders. SA is about providing near real-time operational related information about IT capabilities and their effects on the operational mission. Commanders, decision makers, and customers must clearly understand how their enabling IT capabilities are affecting their



Essential Elements of NetOps

Warfighter, intelligence, and business missions. SA is a capability-reporting requirement Army NetOps organizations must provide, not just to higher headquarters, but also to the customers for whom they provide services.

This SA or capability-reporting requirement stems from the NetOps capabilities which support the tasks associated with EM, CM, and ND. The Joint community, the Army CIO/G-6, Network Enterprise Technology Command/9th Signal Command (Army), the Signal Center, and the Program Executive Offices are working to clearly define the essential tasks within the EM, ND, and CM NetOps areas. Although more work is required to define the Tactics, Techniques and Procedures

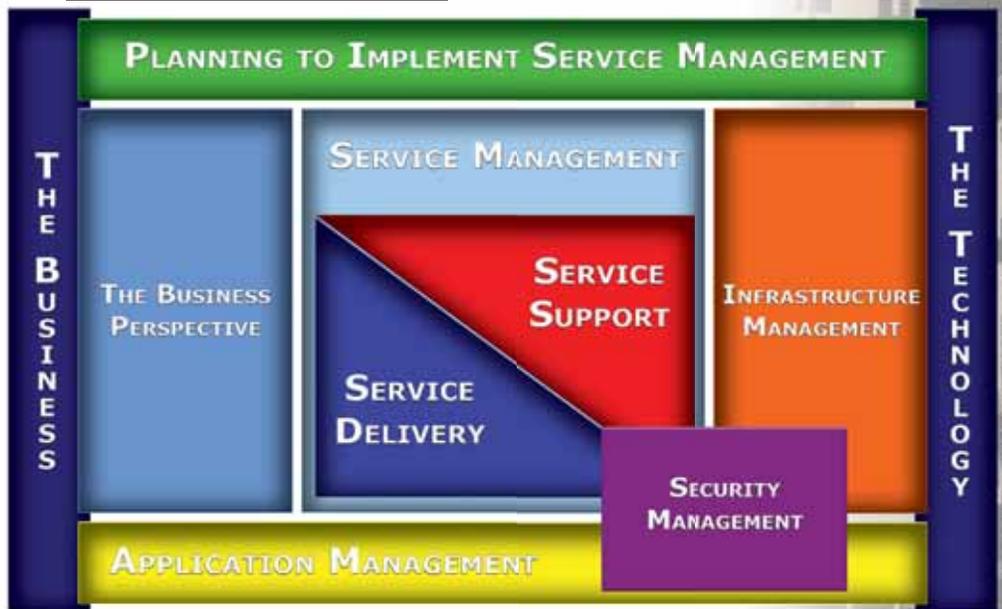
(TTPs) for executing content management, the elements of network defense and enterprise management are transforming to meet the requirements of truly operating and defending the GIG.

NETCOM/9th SC (A) is continually developing the procedures to support the preconditioning and provisioning of capabilities. The EM tasks of services, systems, network, satellite communication, and frequency spectrum management all have procedures associated with provisioning, delivery, storage, discovery, and access.

This includes the processes associated with incident, problem, capacity, availability, change, and configuration management. Information Assurance, Computer Network Defense, Computer Network Defense-Response Actions, and Critical Infrastructure Protection are transforming to support an integrated defense-in-depth. The Army is also transforming to ensure proper synchronization of all aspects of cyber operations.

Cyber Operations, which incorporates some Information Operations tasks, is continually evolving. With the advent of Cyber Operations as a relatively new concept, the incorporation of tasks associated with Electronic Warfare, Computer Network Operations, and Operational Security play a role in the transformation and execution of the NetOps TTPs for EM, CM, and ND tasks.

At the root level of providing IT capabilities are a standard set of processes used to execute the required tasks. The Information Technology Infrastructure Library (ITIL) is a set of best business practices for providing IT Services. When merging the basic processes of ITIL and NetOps, there emerges a clear linkage between providing IT capabilities and the best business practice processes of ITIL. By building a foundation of process-oriented structure to the NetOps construct, a clear set of TTPs can be developed to ensure not only well-known network management techniques are being executed but the IT capabilities are being executed from a IT Service



ITIL Processes – Essential to Operate & Defend

Management standpoint as well. The international Standards Organization has published ISO 20000, which is a specification for IT Service Management and code of practice aligned with ITIL. (For more information on ITIL visit, <http://www.itil-itsm-world.com>)

By developing a transformational approach to delivering IT capabilities, the Army is building the required TTPs to support the required functions and tasks of the NetOps Enterprise Management, Content Management, and Network Defense. The Army needs a basic set of ITIL processes supported by the proper NetOps workflow, not only to provide better IT capabilities, but also to better defend the information. The Army not only requires reliable communication architectures, but also relies on the NetOps processes to support Net-Centric Operations.

By enabling NetOps through a standard baseline set of processes, NETCOM/9th SC (A) will enable Net-Centricity to support the commander's intent and enhance the modular force capabilities through all phases of operations. The command must clearly understand the impact to Warfighter capabilities when IT Services are degraded; and as a capability provider, NETCOM/9th SC (A) must focus on the expeditionary force capabilities and provide them an integrated SA of all enabling IT capabilities. By gaining SA of IT capabilities, the expeditionary force will be better postured to execute operations. ❖

# Europe Regional Hub Node unveiled

By LeAnne MacAllister

5th Signal Command Public Affairs Office

Nestled in the tranquil German hills of Rheinland-Pfalz amidst valleys of half-timbered homes and cattle grounds, one of the U.S. military's global satellite gateway facilities provides digital firepower for more than 40,000 warfighters.

In December 2007, its firepower just got more lethal.

5th Signal Command's Landstuhl Media Gateway Facility recently introduced one of the Army's first two Regional Hub Nodes – a high-tech tactical entry point that enables constant access to information and network grid for deployed units – thus marking another significant milestone in the Army Chief Information Officer/G-6's Network Service Center transformation. The RHN facility

is under the operational control of 2nd Signal Brigade, 43rd Signal Battalion.

In accordance with the new centralization strategy, the 2nd Signal Brigade completed the establishment of four Area Processing Centers in March 2007, and 7th Signal Brigade transformed two tactical battalions into Expeditionary Signal Battalions equipped with Joint Network Node systems over the past year.

Europe's Area Processing Centers replaced 21 Network Service Centers, consolidating network management and administration functions through the use of a newly constructed "fiber-optic backbone" in theater. First, the Installation Information Infrastructure Modernization Plan – known as I3MP – upgraded the theater infrastructure and ensures that information was capable of traversing networks to reach

centralized systems without affecting security and speed capabilities. Se

*U.S. Army file photo* cond,

the migration of users and consolidation of network services into APCs provides increases to overall storage space, network security, reliability, and efficiency of services. It also allows for information sharing, collaboration in a protected environment, and disaster recovery.

Described as "the next generation of battlefield communications," JNN is a remote, satellite-based communications system that has replaced major elements of Mobile Subscriber Equipment. According to Army doctrine, it acts as the "brain" of a forward-based unit and serves as a field access point for users to connect to phone and network lines. Utilizing new commercial technology,



*U.S. Army file photo*

JNN-fielding and the establishment of ESBs have been accomplished in accordance with the Army's push for a lighter, more modular force. Their new capabilities allow commanders "to pack a greater punch" and provide signal units with the ability to serve more units with less people and equipment.

The initial operational capability of 5th Signal Command's RHN offers tactical units the ability to pull basic network services stored at APCs through the use of JNN technology, seamlessly connecting them to their information sanctuary within the enterprise.

"Because of this facility, U.S. Army, Europe's Warfighters can access the network from any fox hole or desktop located anywhere in the world," explained Brig. Gen. Susan Lawrence, commanding general, 5th Signal Command.

Services offered via the RHN include non-secure internet protocol routing network (NIPRNET), secure internet protocol routing network (SIPRNET), defense switch network (DSN), defense red switch network (DRSN), video-teleconferencing (VTC) and other collaboration tools. U.S. service members now are able to pull these capabilities from their home theater rather than taking servers with them or establishing new, temporary networks for use during deployments.

"Commercialization is the freeing up of tactical military equipment to make way for off-the-shelf, commercial equipment at a specific location, thereby creating a 'campus-like' environment where everyone on a given location has common, equal access and connectivity," explained Col. Randall Bland, 7th Signal Brigade commander.

Planning for the RHN began in October 2006. 5th Signal Command's G-3 (Plans/Operations) team worked with USAREUR and U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) to establish resources, plans and policies.

"We began by laying the program into phases and ensuring that our Tactics, Techniques, and Procedures were established prior to launching the initial operating capability," explained Butch Carlo, RHN project leader, 5th Signal Command G-3.

Once the acquisition process, conducted in coordination with the Program Manager – Defense

Communications and Army Transmission Systems (PM-DCATS), was complete, network engineers, construction engineers and program managers from USAREUR G-6, 5th Signal Command and 2nd Signal Brigade collaborated on the master schedule to ensure construction of the facility was in compliance with CIO/G-6 intent and installation dates.

"We continue to modify the TTPs (tactics, techniques and procedures) as we go," said Lt. Col. Dana Tankins, G-3, 5th Signal Command.

Tankins compared the 16-month documentation process to writing a manual for a new car simultaneously while the car was built. "We constantly check our processes to make sure that we've got it right, and we're not done yet. We're still learning and developing operating procedures to fully utilize the capabilities of this technology."

In addition to hosting the RHN, the Landstuhl Media Gateway Facility is home to the Defense Information Systems Agency's Teleport facility. 5th Signal Command and DISA provide services to Warfighters in all branches of the Armed Forces who work in a joint capacity through this facility.

"The Army is leading the military in fielding joint technologies, and we're leading the Army here in Europe. This Regional Hub Node is the model for future sites in the continental United States and the Pacific," said Lawrence.

Landstuhl RHN expects to have full operational capabilities by February 2008, and will ultimately provide network service center support to all JNN-enabled organizations, to include U.S. Central Command and U.S. African Command. ❖

*Editors note: At press time, Brig. Gen. Susan Lawrence was the Commanding General, NETCOM/9th SC (A).*

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*...the migration of users and consolidation of network services into APCs provides increases to overall storage space, network security, reliability, and efficiency of services.*

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From left to right, Spc. Willie Brown, Sgt. Brian Hair and Sgt. Dustin Pfaff from the 72nd Signal Battalion, assemble a microwave radio terminal during the battalion's network exercise.

## 72nd trains, transforms in Grafenwoehr

Story and photos by Sgt. Elizabeth A. Sheridan  
*5th Signal Command Public Affairs Office*

**GRAFENWOEHR, Germany (January 25, 2008)** – Signal waves and warfighters blanketed the Bavarian fields of the Grafenwoehr Training Area (GTA) in an effort to “kill two birds with one stone.”

A double-headed “Dragon Warrior” network exercise was performed by 5th Signal Command’s 72nd Signal Battalion that convoyed in January from its headquarters in Mannheim with their newly-fielded Joint Network Node equipment

The 72nd spread themselves all over the GTA to first test the set-up that will be used for networking an upcoming United States Army, Europe exercise called Austere Challenge that certifies V Corps as a Joint Force Land Component Command in mid to high intensity combat operations. Second, the implementation of the new equipment also validates the battalion

as an Expeditionary Signal Battalion.

“We are using the same network set-up for Austere Challenge,” said Lt. Col. Jay Chapman, battalion commander. “We have to be up and running, comms in place, on day one, and this exercise gives us the chance to work out a lot of kinks prior to that day.”

At the moment the battalion is considered an Integrated Theater Signal Battalion.

The main difference between an ITSB and an ESB is the new JNN capabilities that allow the battalion to be more modular and provide a greater range of communications services using fewer personnel.

Chapman explained that the 72nd is the tactical extension of the network “enterprise” that is run by 5th’s 2nd Signal Brigade.

“2nd provides the garrison day-to-day support, and we extend the garrison network out to the warfighters,” said Chapman. “We will be doing it

seamlessly so the users will not know if they are plugged into the garrison's network or our network; they will be able to access what they need to get their jobs done without degradation in service."

This is the first time since leaving for Iraq in 2005 that the battalion has trained in a field environment. The majority of their equipment is new from the factory, along with the training the Soldiers have received.

"It has taken a lot of work to get to this point," said Staff Sgt. Chad Jones, Company A, 72nd Signal Battalion. "We have brand new equipment, new training, and the Soldiers have put in long hours with a lot of work."

To prepare for the NETEX, 72nd held a switch exercise that took place in the battalion's motor pool on Sullivan Barracks. The training was mainly for section chiefs as most of the Soldiers were in the classroom portion of the training.

"The motor pool exercise was static and every piece of equipment was all in a row so if we had a question or problem, we could just look over and ask," observed Jones. "For the NETEX, we are spread out like we would be downrange, so it is much more realistic which makes it very good training."

"The classroom training is good," said Pfc. Jordan Burnett, C. Co. 72nd Sig. "But learning out in the field is better because you get hands-on training, and it shows you where you fit in a bit more."

The unit's mission has shifted with the addition of the new equipment.

"Instead of working from a fixed location in Iraq, as in the past, we now have a tactical mission," said Chapman. "This exercise is allowing us to replicate systems we will have to put in place by expanding distances between locations; it shows us the logistics it will take to be successful." ❖

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*"...learning out in the field is better because you get hands-on training, and it shows you where you fit in a bit more."*

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**Sgt. Eric Lewis, 72nd Signal Battalion, raises a line-of-site antenna to its upright position during the battalion's network exercise.**

# 21st dives into transformation

By Capt. Melissa Nagell,

Officer in Charge (S-1)

and Tamra Schneider

Current Operations, 21st Signal Brigade

In July 2007, the 21st Signal Brigade took giant steps in support of the Army and Network Enterprise Technology Command/9th Signal Command (Army) plans to transform the Signal Corps. The 21st Signal Brigade assumed missions from the 35th Signal Brigade. The concept was to pure-fleet the 93rd Signal Brigade (reflagged as the 35th Signal Brigade) as an uncommitted expeditionary force, able to support rotations into Southwest Asia in support of the Global War on Terror (GWOT), and also able to support Army Force Generation (ARFORGEN) actions required due to the shortage of Signal Soldiers.

The transferring elements – the 56th Signal Battalion, South Theater Network Operations and Security Center (South-TNOSC), and Army Signal Activity-SOUTHCOM (ASA-SOUTHCOM) – better fit the 21st Signal Brigade’s operational base construct, and resulted in new mission sets

for the brigade, including a Network Operations (NetOps) mission and an Army Component Command affiliation. Mission analysis began in early 2007 for a transition concurrent with the start of the new fiscal year on Oct. 1, 2007, but the date was accelerated by 90 days and the transition occurred July 1, 2007.

The South-TNOSC is responsible for managing the Army networks in the Army South (ARSOUTH) Area of Operations (AOR), ensuring system availability to the Warfighter. The 56th Signal Battalion operates and maintains operational base and contingency communications to enable battle command for U.S. Southern Command (USSOUTHCOM), ARSOUTH, and other Joint, Interagency, and Combined forces. In addition, the 56th Signal Battalion provides communications teams supporting USSOUTHCOM and ARSOUTH commanding general travel.

Both the South-TNOSC and the 56th Signal Battalion Headquarters are located in Fort Gordon, Ga. The 56th Signal Battalion has dispersed units arrayed across the United

States, and Central and South America in direct support of ARSOUTH and USSOUTHCOM, with the Headquarters Detachment located at Fort Gordon, the Forward Detachment at Fort Sam Houston, Texas, the Army Signal Activity-SOUTHCOM in Miami, Fla., and smaller elements supporting in the Colombia Military Group (MILGRP) and Joint Task Force-Bravo in Honduras.

The South-TNOSC officially activated as the 7th Signal Center/South-TNOSC on Oct. 16, 2007, and continues to refine their techniques and procedures through both real-world and



U.S. Army file photo

Soldiers of HHD, 56th Signal Battalion execute mission rehearsal training and equipment checks in preparation for upcoming deployments to Honduras, Trinidad and Tobago, and Suriname.

exercise events. The South-TNOSC provides comprehensive network operations and security for critical circuits supporting units within the USSOUTHCOM area of responsibility.

The alignment of the 56th Signal Battalion to the 21st Signal Brigade provides the Brigade a direct support link to a Unified Combatant Command (USSOUTHCOM) and an Army Component Command (ARSOUTH). The unit's core mission includes engineering, installing, operating, maintaining, and defending operational and contingency communications capabilities to enable command and control for forces in the USSOUTHCOM AOR. The unit also supports various Army Reserve Units on humanitarian missions in South and Central America by providing communications capabilities in support of medical, dental and veterinarian readiness training exercises (MEDERETE, DENTRETE, and VETRETE) with Single Channel Tactical Satellite Radio communications.

In the year 2010, the 56th Signal Battalion is scheduled to move from Fort Gordon to Fort

Sam Houston, to facilitate command and control, and improve Signal support to the theater. The construction of a new facility for the 56th Signal Battalion is scheduled for completion by September 2010. The Forward Detachment Soldiers and their existing signal capabilities will remain in place to install, operate, and maintain communications in support of the ARSOUTH Command Post until December 2009. The ASA-SOUTHCOM will convert from a TDA organization to an MTOE. Part of this conversion was to restructure the Combatant Commander's Communications Team (CCCT) from 11 Soldiers to 18.

The addition of the 56th Signal Battalion and the South-TNOSC greatly enhanced the 21st Signal Brigade's ability to provide superior mission support to the nation's leadership and Warfighters; the Brigade continues to grow and evolve by embracing new mission sets and integrating emerging technologies into mission systems. ❖



*U.S. Army file photo*

**Col. Theresa Coles (left), 21st Signal Brigade commander, receives the 56th Signal Battalion colors from Col. David Dodd, 35th Signal Brigade commander, June 29, 2007, during a Transfer of Authority Ceremony. Lt. Col. Kirby Watson (center), 56th Signal Battalion commander looks on. The 56th Signal Battalion was transferred to the 21st Signal Brigade effective July 1, 2007, during the transformation and reorganization of NETCOM/9th SC (A).**

# Key Resolve 2008

## 1st Signal Brigade tackles peninsula-wide exercise

**Sgt. Mark Miranda**

*1st Signal Brigade Public Affairs*

In late Feb. 2008, 1st Signal Brigade geared up to take part in the annual Key Resolve/Foal Eagle exercises held March 2–8.

The exercises involve a computer-simulated war game with field drills, and “provide an excellent opportunity to improve...combat readiness,” United States Army Gen. B.B. Bell, commander of U.S. Forces Korea said.

In support of the exercise, 1st Signal Brigade spread out across the peninsula as much as a week prior to the beginning to make the necessary preparations.

“We arrived in Chinhae [Feb. 24] by way of a 13-hour convoy from Camp Stanley,” said Sgt. Eric Manzanares, a satellite communications operator/maintainer with Company B, 304th Signal Battalion.

The site at Chinhae Naval Base is operated by Network Switching Systems Operator-Maintainers and Information Systems Operator-Analyst Soldiers who

maintain a Phoenix tactical satellite communication system.

“We haven’t encountered any big problems so far, and we love it here. We come here whenever there’s an exercise,” Manzanares said.

“Most of us work on the day shift, when the generator and vehicle mechanics are around, as well as most of the ‘cable dogs,’” Manzanares said.

“We build the bridge and they drive the cars,” said Pfc. Allen Taylor, describing the role his unit plays in maintaining communications for all units participating in the exercise, to include the Naval Special Warfare Group Task Force One.

Other Soldiers from 304th moved to Camp Carroll and set up a hilltop site to conduct the exercise.

The brigade’s administrative and logistics sections moved from Yongsan Garrison to set up shop at Camp Walker, and worked closely with 36th Signal Battalion.

“The Administrative and Logistic Operation Center’s role is to manage the logistical and administrative support to the brigade when it is deployed,” said Maj. Zuleika Jackson-Jones, 1st Signal Brigade Adjutant.





U.S. Army file photo

**Pfc. Allen Taylor, Company B, 304th Signal Battalion, monitors the operation of a Phoenix Tactical Satellite site.**

“Bottom line, it is a consolidated location from where [our sections] can operate.”

Cable systems installer/maintainers and microwave systems operator/maintainers took the exercise on to get a jump on scheduled maintenance and to receive cross-training on equipment.

“We go to multiple parts of South Korea for maintenance and troubleshooting,” said Staff Sgt. Alejandro Fuentes, 36th Signal Battalion.

Fuentes had the opportunity to gain familiarity with Asynchronous Transmission Mode equipment.

“Basically, it compresses all the signals we receive into a large one that goes to a tower for re-transmission to microwave systems,” Fuentes said.

“We constantly have to upgrade, and training to keep up with new equipment is a constant process,” said Sgt. Wilson Sim, 36th Signal Battalion.

**Left: Soldiers with Company B, 304th Signal Battalion, moved equipment from Camp Stanley to Chinhae Naval Base to set up a Phoenix Tactical Satellite site in support of the Key Resolve exercise.**

**Right: Key Resolve provides opportunity for Soldiers of 552nd Signal Company at Camp Red Cloud to train on Army Warrior Tasks such as Chemical Biological Radioactive/ Nuclear equipment training.**

“For this exercise, we’re on call,” Sim added, noting that his unit handles maintenance for equipment covering a region that spans from Suwon to Chinhae and Busan.

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*“We constantly have to upgrade, and training to keep up with new equipment is a constant process.”*

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About 27,000 American troops, the aircraft carrier U.S.S. Nimitz, and Republic of Korea Army participated in the drills. The combined forces command conducted

exercises taking place across South Korea. A new mission, however, was added to this year’s exercise, as South Korea is poised to retake the wartime operational control, often called OPCON, of its troops back from Washington in 2012. ❖



U.S. Army file photo

# Army MARS

## Program delivers critical comms during emergencies

By **Bill Sexton**

*Public Affairs Director, Army MARS*

Anybody who rode a Bradley Fighting Vehicle into Desert Storm (1990-91) would be stunned at the high-tech fighting gear aboard the latest Stryker vehicles working the mean streets of Iraq nowadays.

“We’ve had an experience something like that,” says Stuart Carter, chief of the Army’s Military Affiliate Radio System.

MARS, as it’s familiarly known, is the Defense Department-sponsored organization that mobilizes civilian amateur radio operators for civil support in major emergencies. Its Army branch falls under U.S. Army Network Enterprise Technology Command/9th Signal Command (Army).

In roughly the same period that the U.S. Army has been undergoing Transformation – and driven by the same quantum leaps in technology and operational thinking – the 2,700 volunteers in Army MARS have left behind Morse code and most “ham” radio rigs (often called “boat anchors” because of their bulk). Today’s member often owns a briefcase-sized transceiver-laptop rig and

communicates with e-mail over radio – easily deployable, and no fiber optics required.

Priorities have changed, too. From Vietnam through Desert Storm, MARS was best-known for the tens of thousands of free “MARSgrams” and phone patches its members provided to troops overseas via HF (high frequency) radio. Today’s first priority is developing long-haul emergency communications systems for deployment when normal systems (telephones, cell phones, Internet) fail.

Carter said Army MARS is undergoing a total overhaul that includes new tactical operations standing operating procedures, new training program and participation requirements for members, top-to-bottom staff and leader organizational updating, and strong emphasis on providing automatic digital connectivity for state and federal emergency responders.

Carter is a retired Air Force lieutenant colonel, and a specialist in communications and information technology during his 30 years in uniform. He joined the civil service in response to Sept. 11, 2001. Shortly after being taken on by NETCOM/9th SC (A), he assumed the Army MARS chief’s billet in December 2006 as an additional duty to his position as Deputy Director, Current Operations (G-3).

As a “transport layer,” Army MARS e-mail-over-HF systems are offered in all 50 states if and when needed. Called WinLink 2000 or WL2K, this messaging system

During the disastrous coastal storms last December, Oregon Army MARS member Joe Johnston cranked up his emergency generator and spent five days interconnecting county and state emergency services, as well as filing situation updates to Army MARS headquarters.



Photo by Dan Johnston

excels at moving heavy text like supply requisitions, refugee lists or evacuee rosters over HF when local Internet is down. The Transportation Security Administration is entering the second year of a five-year program to install Army MARS WL2K nodes at all major airports and transport hubs in CONUS and the Pacific.

MARS is also there for tactical command and control in the first few hours of an emergency; the critical period while civil and military response is just getting mobilized. MARS members are widely dispersed throughout the country, many ready with emergency power and portable rigs, and all trained in network operations. Almost anywhere the need arises, a member is relatively close by.

For example, when floods driven by hurricane-force winds assaulted the Pacific Northwest in December 2007, an Army MARS member operating from his home on generator power for five days interconnected Oregon county authorities and the Oregon state Emergency Operations Center, as well as providing information reports to Army MARS headquarters until land-line connections could be restored. He was ready with HF, VHF and WL2K. The last was especially useful because e-mail is so familiar to public employees.

MARS is like nothing else carrying the colors of the Department of Defense. Its three branches (Army, Air Force and Navy-Marine Corps) enroll unpaid civilians who provide their own radio equipment, undergo serious training in military communications, and meet strict drill requirements in the form of daily on-air nets and periodic exercises. Interested active-duty service members also join. A handful of contract personnel handle headquarters operations, veteran hams among them. Overall, the three branches number some 5,000 members.

Gray hair isn't a rarity among the membership. MARS welcomes retirees, who bring not only valuable expertise and maturity but also relative independence from job or child-rearing responsibilities. Most are available 24/7.



*Photo by David Bly*

**Army MARS Chief Stuart Carter inspects an electric power panel at the new Army MARS headquarters and Radio Station at Fort Huachuca, Ariz.**

Army MARS headquarters is located at Fort Huachuca, Ariz., where NETCOM/9th SC (A) is investing nearly \$1 million in FY08 for a new headquarters building, gateway HF station and a 10-acre antenna farm for the 11 contract personnel directing operations and personnel management. Within CONUS, Army MARS is organized into state commands, which in turn report to 10 regional commands coinciding with FEMA's regions. OCONUS, there are regional commands for Asia-Pacific and Southwest Asia-Europe.

Army MARS happens to be one of the older units comprising today's Signal Corps. It got its start back in 1926. The Corps, which had been slow to recognize radio's applicability to warfare (unlike the Navy, which of course had no telegraph wires for ships at sea) reached out to the booming population of amateur radio hobbyists for help in catching up. The Chief Signal Officer of the day sponsored a partnership with the American Radio Relay League, then and now the chief organization of hams, to create the Army-Amateur Radio Service.

The initial mission of 1927 was training operators for the active-duty Army and providing long-distance communications in time of an emergency, such that the land lines, both

MARS, from page 21

telephone and telegraph are seriously damaged or destroyed. Florida's deadly hurricanes of the late '20s immediately put the Army-Amateur Radio Service to heroic work.

Revived after World War II with a new name, MARS found a new mission in morale and welfare traffic, a much-used and much-appreciated service that members found richly rewarding. The postwar years saw parallel MARS branches organized by the Air Force and Navy-Marine Corps.

The three branches are administratively separate, each with their own chief; but they cooperate closely on operations. A first-ever Joint Service Voice SOP, an Army MARS initiative, took effect this year and tri-service shared nets are gradually being built into schedules. Army MARS also manages the WL2K network for all three services. By Department of Defense mandate, Army MARS is specifically tasked with CONUS civil support; and thus, Army MARS has taken the lead in building tri-service interoperability, reporting via NETCOM to ARNORTH in emergency operations.

This spring, two MARS regions on the Canadian border began interoperability testing with their counterparts in the Canadian Forces Affiliate Radio System (C-FARS).

After Desert Storm, e-mail and cell-phones largely supplanted MARSgrams and phone patches, but spurts of MARSgrams still appear during the holiday seasons. In Germany, Iraq and Afghanistan, the handful of active-duty and civilian members see to their delivery.

It was the Northridge, Calif., killer earthquake of 1994 that forcefully restored the original disaster-response mission to primacy. With normal communications in shambles, the Department of the Army tasked Army MARS with reporting the status of highways, airports and hospitals in the stricken San Fernando Valley. MARS volunteers on the scene delivered.



*Photo by Dan Johnston*

**David Little's transportable station includes a transceiver, manual and automatic antenna tuners, an antenna remote control unit, modem for transmitting e-mail over HF, and sound card interface.**

The Chief of Army MARS at the time, Robert Sutton, set about refocusing the membership to serve as the Pentagon's domestic early-warning system. MARS was ready to deliver once again when terrorists struck on Sept. 11, 2001, and again in 2005 after Hurricane Katrina. Unfortunately, the organization's well-tuned e-comm resources hadn't been well publicized and were poorly utilized.

On assuming the Army MARS chief post some 18 months ago, Carter initiated a determined campaign to make military and civil response agencies aware of those resources.

"Army MARS stands as the only entity (federal or commercial) that is positioned to provide a robust, CONUS-wide long-haul (HF) capability to help Federal Agencies mitigate the next man-made or natural disaster," Carter said. "No other federal or private entity is positioned to provide the leadership/communications frequencies/manpower for CONUS-wide movement of emergency communications once commercial and government telephone/cell phone/satellite/Internet capabilities are offline or saturated, as happened during 9/11 and Hurricanes Katrina and Rita." ❖

# 30th Signal Battalion helps school

Story and photo by Staff Sgt. Crista Yazzie

U.S. Army Pacific Public Affairs Office

SCHOFIELD BARRACKS, Hawaii – Sustainability, recycling and re-using represent three current major Army “green” initiatives.

The 30th Signal Battalion is doing its part to be green by working with local schools to provide recycled computers and other equipment under the U.S. Army’s computer system recycling program, Computers for Learning.

As the military replaces older model computers with newer ones, machines otherwise slated for permanent storage or demolition and disposal are sent to a warehouse where their memories are erased. The hardware is then made available to public schools.

“These machines, for the most part, are not that old,” said Charmaine Kaneakalau, a materials handler and forklift operator who moves computers from the 30th Sig. Bn.’s warehouse to trucks for transport to school libraries and classrooms.

“We have technicians who go through the systems we receive. They’ll wipe it [the memory] if it needs to be wiped, and then we determine which systems go into the program,” she added.

“When the warehouse gets certain equipment and numbers, they notify me and I check to see if it fits,” said Wayne Yoshino, school liaison officer between local schools and the Army.

“I have a first-come, first-serve list with the numbers requested by schools that have registered,” Yoshino said. “If a school requests 50 computers, and [there are] 50 available, then we set it up.”

Four schools are currently slated as recipients: Waianae High School, Leilehua High School, Mililani High School and Lilipuna Elementary School.

In addition to the opportunity to receive computers, schools can also receive printers, fax machines and many other items available through the program.

Kaneakalau said all levels from high schools to preschools are potential recipients.

“I’m sure preschools would love to take part in this, too,” she said. “Schools in Hawaii don’t always have funds available to purchase all these



**Charmaine Kaneakalau, materials handler and forklift operator at the 30th Signal Battalion warehouse, prepares computer screens for delivery to Waianae High School.**

systems. I really wish all the schools on the island would take part in this program.”

Kaneakalau said the program has always been in place, but no one really used it until the “dream team” came on board — Cliff Campbell and Wanda Chambliss.

John Harper, supply technician, acknowledged some additional benefits of the recycling of computers.

“This reduces waste,” he stated. “It doesn’t just help out the schools, it saves government funds. We are re-utilizing tax money,” Harper added. “We bought it, we paid our tax money, now we ... use it for something else that naturally would cost more, so we’re getting twice as much for the same buck.” ❖

# Soldiers, Families create 'Strong Bonds'

By Lt. Col. Les Vernon,

Commander, 86th Signal Battalion

and Chap. (Maj.) Mark Jones

Deputy Chaplain, NETCOM/9th SC (A)

After a grueling 15-month deployment in Southwest Asia, Lt. Col. Les Vernon's feet touched Arizona soil Nov. 9, 2007. Home at last, mission complete; but not quite. For the 86th Signal Battalion commander, the task of reintegration was paramount.

How do you take a group of Soldiers who had placed their lives at risk every single day and reunite them with their loved ones? Loved ones who every night prayed that God would watch over their dad, mom, brother or sister and bring them home safe.

Although the answer may sound easy, it is not easy at all.

"There is just something unnatural about husbands and wives, moms and dads and children living separately for a year or more at a time," said Chap. (Maj.) Mark Jones, Deputy Chaplain, U.S. Army Network Enterprise Technology Command/9th Signal Command (Army). "The entire concept of marriage and Families is that together we make a synergistic team that enables us to achieve more together than apart, but deployments can rip the fabric of any interwoven life. It can cause us to resent the partner who leaves us here to attempt

to function normally without them. The temptation is to just become angry and build a defensive wall that protects us from the loneliness from the expectation that things will get better when the Soldiers returns, only to realize that they are just going to leave us again."

Where is the solution? The answer lies in healthy, strong relationships.

"Today's high OPTEMPO (operational tempo) makes it absolutely imperative that Army Families receive extra special consideration to take care of their well-being," Vernon said. "We owe it to Soldiers and their Families to help set the conditions for them to not just survive, but thrive and have long happy lives together."

The question is: How do you do that?

Vernon believes the Army has always done a great job training Soldiers to fight and win our nations wars, and has put forth considerable effort to ensure its Soldiers are good people and citizens, with initiatives such as consideration for others training and the institution of the Seven Army Values. As support to the War on Terror has brought about recurring deployments, Vernon has seen the continued strain on Families, putting in jeopardy their ability to survive, thrive, and live long happy lives together.

Vernon found a way for his battalion to mitigate the effects of the long deployment and help

Army Families survive and thrive in building healthy strong relationships. In cooperation with Jones, Chap. (Col.) Douglas Kinder, Fort Huachuca Installation Chaplain, and Chap. (Capt.) Roger Rodriguez, 86th Signal Battalion Chaplain, they designed a family retreat for the 86th's Soldier and Families.

They leveraged a program called "Strong Bonds," tailored after the old Building Strong and Ready Families program. It is a program sponsored by and funded through the U.S. Army Chief of Chaplains and NETCOM/9th SC (A). The end result was a Family retreat at the Starr Pass Resort in Tucson, Ariz., which Vernon and the chaplains hope will pay enormous



Photo by Chap. (Maj.) Mark Jones

Lt. Col. Les Vernon joins families in a hands-on exercise, understanding how to find solutions in difficult situations.



Photo by Chap. (Maj.) Mark Jones

**Chap. (Lt. Col.) Harry Rauch, Deputy Installation Chaplain, Fort Huachuca, discusses issues that affect families during and after deployments.**

dividends for years to come.

The chaplains put together a comprehensive training schedule designed to provide Families with tools to assist them long after the retreat ends. Unlike the traditional military style training classes held on the installations, this venue had luxurious accommodations that allowed Families to remove themselves from their normal surroundings, to relax and concentrate on themselves.

Additionally, some Families demonstrated a tendency to shy away from the “military” counselors in the past, believing the counselor represented only the Soldier’s prospective. This retreat alleviated some of these concerns, and gave Families the uncommon opportunity to interact with civilian counselors. These counselors made themselves available to the Families both during and after the retreat to address any special concerns.

Another unique facet of the retreat was that the children were broken down into age appropriate classes where they were afforded the opportunity to learn how to speak and

act appropriately about their feelings. This was an especially important part of the retreat, since less emphasis is oftentimes given towards children’s training in favor of simple babysitting, Vernon said. Moreover, it gave the Families time to interact with others and truly understand that they are not alone in their situations and that their issues are not unique.

“This type of training is a combat multiplier and in my opinion is required,” Vernon said. “It is an example of the constant improvements the Army is making in taking care of our Soldiers. The positive effects and the broad range of benefits possible are utterly limitless. We got this one right and it will only get better.” ❖

**A member of the Jewish Family Counseling Center leads children in discussing their concerns. Age-appropriate children’s discussion groups were a focal point in the “Strong Bonds” retreat.**



Photo by Chap. (Maj.) Mark Jones

# Think Safety

## SAFETY TRANSFORMATION STARTS WITH YOU

**By Jeff Speer**

*Safety Director/Engineer, NETCOM/9th SC (A) Safety Office*

We have been at war for over six years; and as the 2008 Army Posture Statement noted, the Army is out of balance. To successfully achieve and restore this balance Army leadership has identified four imperatives: Sustain, Prepare, Reset, and Transform. Safety must be intertwined through these four imperatives to provide a proactive means of identifying and mitigating hazards and risks. This will enable the Army and NETCOM/9th SC (A) to preserve their war-fighting capabilities and enhance the force by providing a safe and healthy environment for Soldiers, Civilians, Families, and contractors.

The recently released AR 385-10, The Army Safety Program, and the Combat Readiness/Safety Center (CR/SC) “Own the Edge – Engaged Leadership” Campaign provide new direction for Army safety management procedures with special emphasis on responsibilities and organizational concepts. The NETCOM Safety Campaign Plan is one tool which allows NETCOM organizations to transform their safety enabling systems (management, leadership engagement, workplace analysis, composite risk management, training, policies, etc.). These systems enable organizations to remove barriers and create safe and healthy work environments. As essential as these systems are, however, they are not by themselves sufficient for safety functioning. Safety enabling systems work by addressing hazards in the Working Interface – the place where people interact with the technology, policies, and procedures of the workplace (performing mission tasks). Hazards exist in this configuration and ultimately, safety performance depends on our ability to address and reduce hazards here.

Under transformation, the NETCOM Safety Program will create a safety culture – an environment in which safety and health practices are continually evolving and one in which everyone is striving for continuous improvement. Safety must become integral to our performance, where practices are used and developed alongside other NETCOM business practices (rather than compartmentalizing it and making almost

exclusively the domain of the safety professional). Safety systems need to be used strategically; where leaders develop a well-thought plan that shapes, rather than reacts to, safety outcomes. Through use of best practices, everyone can proactively focus on their efforts on identifying, understanding, and removing hazardous exposure ahead of incidents. This focus creates a subtle but important shift in thinking; “Will I get injured or killed here?” becomes “What is my exposure here?” This enables leaders and individuals to make informed, conscious decisions to manage and control hazards or risks. We know this as the composite risk management (CRM) process, which enables readiness sustainment.

Another crucial element pertaining to exposures and reduction of risk and hazards is the Hierarchy of Controls. Hierarchy of Controls is the logic of applying controls in the most effective manner, applied in a descending order of precedence: design to eliminate; design to control; provide safety devices; implement administrative procedures; or provide personnel protective equipment. The nature of hazards vary widely; some are frequent but not grave, while others have low frequency but are life changing or even fatal. When hazards are identified by design hazard analysis, risk assessments, accident investigations, or any other means, they must be controlled. It’s the responsibility of leaders at every level to ensure each identified hazard is controlled in some way. All levels in NETCOM have to be actively involved in applying and verifying the Hierarchy of Controls to eliminate workplace injury and illness.

Achieving optimal safety outcomes and establishing a 24/7 safety culture within NETCOM will involve many challenges. The largest being a fundamental cultural and attitudinal shift towards engagement of personnel at all levels in various safety interventions. Each individual must develop a safety focus – take action, stay engaged, and take responsibility and ownership for safety in the workplace. The CR/SC webpage (<https://crc.army.mil>) provides several safety tools for use. Safety is personal and starts with you.

**Army Safe is Army Strong.**

# Historical Perspectives

## NETCOM: CONTINUOUS TRANSFORMATION

**By Vince Breslin**

*Command Historian, NETCOM/9th SC (A)*

In April 1962, the Department of the Army (DA) created the U.S. Army Strategic Communications Command (ASCC), as a staff agency reporting directly to the Office of the Chief Signal Officer on the DA Staff, to handle the engineering, installation, operation, and maintenance of the Army's international communications network. At the same time, DA established a CONUS Regional Communications Command and a Mid-East Communications Command subordinate to ASCC. From the outset of the command's lineage, ASCC executed its earliest mission via the facilities of two theater commands.

ASCC's mission expanded in December 1962 to encompass:

- the management of strategic transportable communications, fixed signal communications, the Military Affiliate Radio System (MARS), frequency interference resolution, and communications equipment research and development;
- worldwide test and evaluation, guidance on maintenance planning practices, and development of engineering criteria for fixed plant and associated equipment;
- acquisition management of automatic data processing equipment – except tactical – for Army-wide application; and,
- supervision of transportation and traffic management of the Signal field commands.

In essence, ASCC then incorporated many of the missions now prosecuted by U.S. Army Network Enterprise Technology Command (NETCOM), its theater sub-commands, and the Enterprise Systems Technology Activity (ESTA).

As ASCC's mission grew, so too did its physical appearance. Activation of the 11th Signal Group (later Brigade) and the 505th Signal Company on May 1, 1963, at Fort Lewis, Wash., provided ASCC with tables of organization and equipment (TOE) units which, when adequately trained and equipped, could support emergency operations – and emergency operations were not long in the making. The 11th was mobilized immediately to provide communications support for maneuver exercises

and natural disasters. The fledgling communications command began to outgrow its design specifications.

On March 1, 1964, the Army established the Office of the Chief of Communications-Electronics, and discontinued the Office of the Chief Signal Officer. Simultaneously, ASCC (now U.S. Army Strategic Command (STRATCOM)) was upgraded to major command status with full command and control over worldwide strategic communications. At the same time, the CONUS Regional Communications Command became STRATCOM-CONUS (responsible for all Army domestic communication systems) and the Mid-East Communications Command became STRATCOM-MidEast (encompassing Southwest Asia and North Africa).

The organizational structure of STRATCOM quickly expanded with the establishment of STRATCOM-Europe in July 1964, and STRATCOM-Pacific (in charge of all STRATCOM Pacific Theater interests including Southeast Asia, excluding Korea) in September 1964. A fifth regional subcommand, STRATCOM-South (headquartered in Panama and charged with all sub-command communications from the U.S.-Mexican border to the southern tip of South America) materialized in February 1965.

Within two years, the creation of the 1st Signal Brigade, to establish command and control over all Army communications-electronics resources in Southeast Asia featured a vast expansion in the command's TOE structure. Scattered among 200 sites in Vietnam and Thailand, this brigade became the largest combat signal unit ever formed.

All told, STRATCOM then – replete with its theater commands, TOE brigades, and worldwide communication networks – bore a remarkable resemblance to its NETCOM successor organization of some 40 years later.

Unmistakable parallels in organizational structure and global influence between ASCC and STRATCOM in the 1960s and NETCOM today continue to emerge. A communications transformation spanning nearly half a century endures as the U.S. Army embraces a future forged by dynamic signal technologies and additional force multipliers. ❖

# Sharp-Shooters



**Top left: Brass flies as a Soldier from the 516th Signal Brigade sends a round downrange. (Photo by Bill McPherson, 516th Signal Brigade)**

**Above: Soldiers from the 40th Signal Battalion, 11th Signal Brigade, lay fiber optic cable to connect a series of Joint Network Node systems during their Renegade Strike 2007 exercise at Fort Huachuca. (Photo by Spc. John Martinez, 11th Signal Brigade)**

**Left: Spc. Jennifer Longmore, 44th Expeditionary Signal Battalion, stretches out camouflage netting in front of the 5th Signal Command headquarters in Mannheim, Germany. (Photo by Sgt. Elizabeth Sheridan, 5th Signal Command)**

## **Calling all amateur and expert photographers!**

*If you have a unique image you want to share with the rest of the global NETCOM/9th SC (A) organization in the next edition of the NETCOM Journal, send it via e-mail to [netcom.pao@us.army.mil](mailto:netcom.pao@us.army.mil), not later than Oct. 1.*

*The only condition: the subject(s) must be in focus. All activities – military or civilian – are accepted. Soldiers, Civilians, Family Members and Contractors may participate.*

*The image must be at least 4”x6”, high resolution – no less than 200 dpi (for best quality). The image must include the name and rank (if applicable) of the photographer, organization, and a full description of the activity in the image, to include full identification of the subject(s) if possible. Please ensure your images are in good taste, and don't contain classified information/activities.*

*Your image, if chosen, will appear in the next edition of the NETCOM Journal on the “Sharp-Shooters” page.*

# Army & Defense News

## Department to Phase Out Full SSNs on IDs

*American Forces Press Service*

WASHINGTON, D.C. – As a means of combating identity theft, the Defense Department will issue identification cards without full Social Security numbers printed onto them, a senior official said here today.

The Defense Department cares about protecting personal information as well as increasing database security, Mary Dixon, director of the Defense Manpower Data Center based in Arlington, Va., told Pentagon Channel and American Forces Press Service reporters.

Identity theft is a very real problem today, Dixon explained. Criminals who pilfer SSN-bearing identity cards can virtually assume someone's identity through a few computer keystrokes and clicks of a mouse, she said.

About 3.4 million people now have department-issued common access cards, Dixon said. Around two-thirds of those card holders are military members, and some civilians who deploy overseas, who have full Social Security numbers printed onto the back of their CACs.

*For full story, go to <http://www.defenselink.mil/news/newsarticle.aspx?id=49465>.*

## U.S. May Send More Troops to Afghanistan in 2009, Gates Says

*American Forces Press Service*

EN ROUTE TO MUSCAT, Oman – The United States may send more troops to Afghanistan

in 2009, Defense Secretary Robert M. Gates confirmed.

President Bush said during the NATO summit conference that ended today that he expects the United States would make a significant additional contribution to the Afghanistan mission next year, Gates said.

But Gates backed off any specific commitment, saying the United States first wants to see how much support comes from other allies and how security efforts progress in 2008.

"I don't want to make significant long-term commitments of additional U.S. forces before giving the allies the opportunity to see what they're going to do," Gates said.

*For full story, go to <http://www.defenselink.mil/news/newsarticle.aspx?id=49475>.*

## DISA breaks ground for new headquarters

*Army News Service*

FORT MEADE, Md. – "We have all gathered to celebrate one of the biggest moments in DISA's history," said the Defense Information Systems Agency Director Lt. Gen. Charles E. Croom Jr. at the ground-breaking ceremony April 16 for the agency's new headquarters at Fort George G. Meade.

The ceremony marked the start of construction for the facility mandated under the base realignment and closure, or BRAC process at Fort Meade. Officials said it also marked the beginning of what is expected to be a long and productive relationship between DISA, Fort Meade, and the surrounding

Maryland communities.

In addition to Lt. Gen. Croom and Fort Meade's Installation Commander Col. Kenneth O. McCreedy, the ceremony included leaders from the local area and the state of Maryland.

*For full story, go to <http://www.army.mil/-news/2008/04/17/8549-disa-breaks-ground-for-headquarters-at-meade/>.*

## 12-month deployments to reduce stress

*Army News Service*

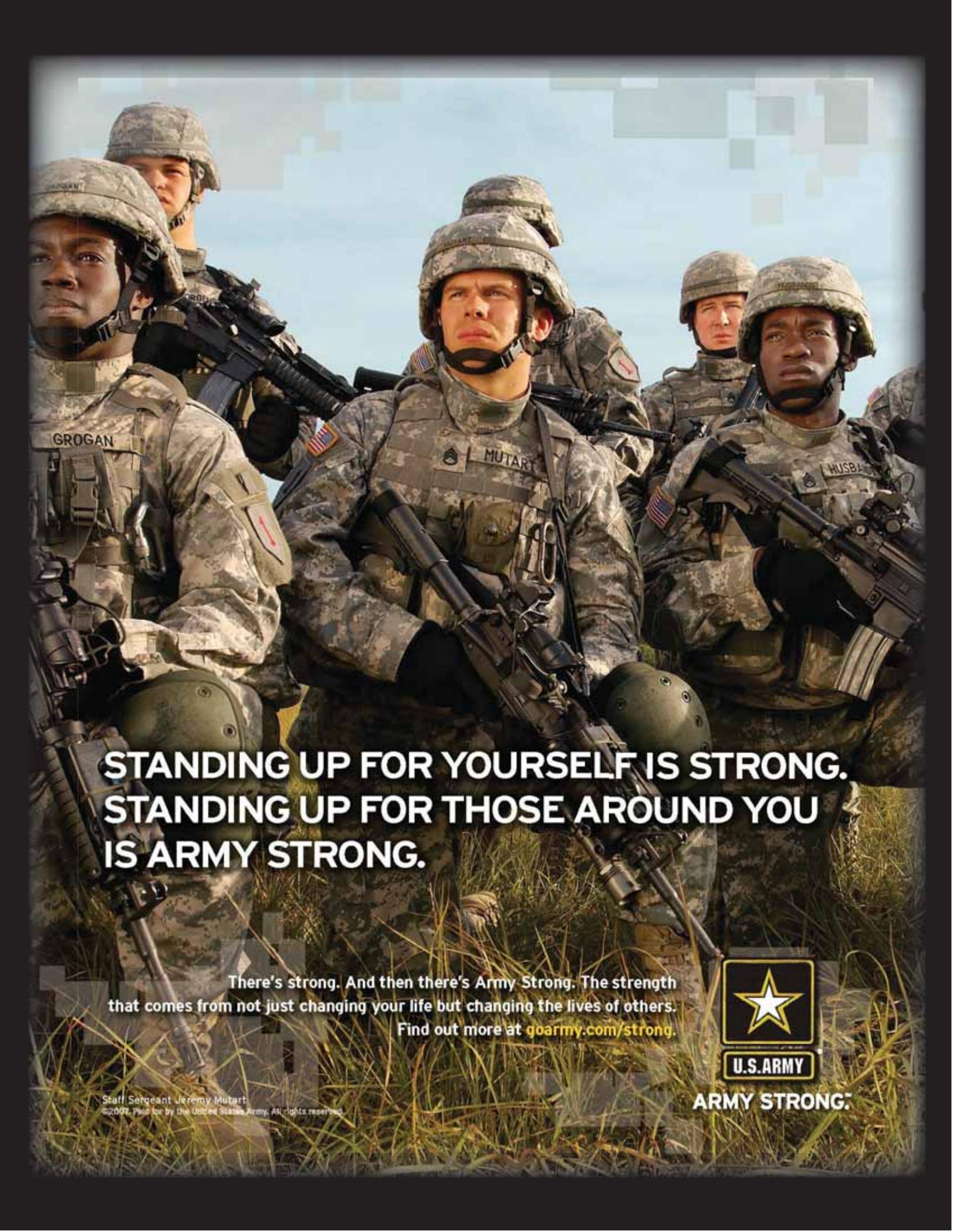
WASHINGTON, D.C. – Soldiers can now look forward to less time away from their families as the Army finalizes plans for shortened deployment lengths in support of the war on terror.

With the decision by President George W. Bush April 12, the Army will return to 12-month deployments after Aug. 1, said Lt. Gen. James D. Thurman, deputy chief of staff of the Army for G-3 (Operations). He said the shortened tour lengths would be good for both Soldiers and the Army.

"It's going to help us begin to restore the balance that we need to do in the Army," he said. "That will help us reduce that stress and strain on our Soldiers and their families. It will also help us by continuing to build that strategic depth back in the Army."

The change refers now only to the active component of the Army, and will help bring the Army back to a "1 to 1" ratio of deployment time to dwell time.

*For full story, go to <http://www.army.mil/-news/2008/04/21/8665-12-month-deployments-to-reduce-stress-build-depth/>.*



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