

JNETCOM JOURNAL

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**GLOBAL NETWORK
ENTERPRISE
CONSTRUCT**



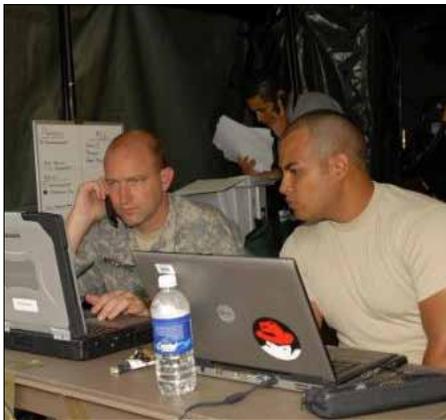
VOICE OF THE ARMY



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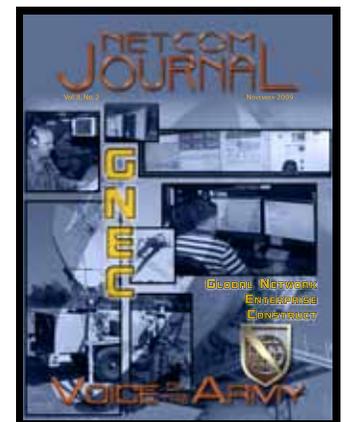


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ON THE COVER

Cover Image: Soldiers and Civilians operating the strategic and operational communications, combined with Network Operations will form the nexus of the Global Network Enterprise Construct. (U.S. Army graphic illustration by Eric Hortin. Images courtesy of 5th Signal Command (Theater) and Program Executive Office-Command, Control, Communications Tactical, and NETCOM/9th SC(A) Public Affairs.)



NETCOM JOURNAL

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CG's Corner

I would like to thank the men and women of the 9th Signal Command for all you have done in the last 12 months. Time and again you've shown the flexibility and technical know-how needed to operate and defend the Network Enterprise. You did your jobs well; the quality communications we provide our Warfighters are essential to guarantee they have the information needed to make the very best battlefield decisions possible.

We can look back at 2009 as an extraordinary year as a Signaleer. We were formally designated by the CSA as the Army's sole IT provider, in charge of implementing the GNEC. We stood up the 7th Signal Command. We underwent a significant force restructuring with the 35th and 11th Signal Brigades moving under FORSCOM. Under the 7th Signal Command, the transfer and transformation of 39 IMCOM DOIMS into Network Enterprise Centers (NECs) went well, and will provide the seamless support Army users worldwide need to accomplish their missions.

The recent Network Service Center (NSC) Operational Validation (OPVAL) successfully proved that NSCs can host battle command applications out of Area Processing Centers (APCs) on behalf of a brigade-level organization, enabling fight-upon-arrival capabilities and enhanced continuity of operations. We expect that the upcoming OPVAL II will help us refine our tactics, techniques, and procedures even more. Overall, while we solved some problems and discovered some new ones, it was the professionalism of the Soldiers of the 9th Signal Command that made the difference.

What does 2010 hold in store for the 9th Signal Command? Our number one mission remains to support Soldiers in harm's way in both Iraq and Afghanistan. We must be responsive; we have to be more efficient in meeting their needs. The NECs are hard at work realigning their business practices in a way that will maximize their support to their customers and the global enterprise. They will eliminate network capability gaps, improve our network defense posture, and enhance our ability to share information.

However, all of the infrastructure improvements and new hardware in the world is not going to help us with our biggest test: implementing the GNEC. This is the one thing that I'm going to need everyone's help with – the challenge of promoting the culture of change necessary for the realization of GNEC and other structures will allow us to meet and overcome the trials of the 21st century. The implementation of GNEC will tremendously improve LandWarNet – not just providing information superiority, but also saving money by eliminating outdated processes and redundancies, and most importantly, improving support to the Warfighter.

In December, CSM Donald Manley is moving onward and upward, to become the CIO/G-6's new command sergeant major. I cannot tell you what a valuable asset he is to this command. His sharp mind, vast experience, and ability to fly anywhere in the world at a moment's notice and hit the ground running (often with little or no sleep) is amazing. He will be sorely missed at the 9th Signal Command. While our loss is LTG Sorenson's gain, I know his presence is a welcome addition that will further the CIO/G-6 mission, and our mission as well. Thank you, CSM Manley, my battle buddy, for all you have done for the 9th Signal Command in the last two years. Godspeed and good luck!

Once again, thank you to the men and women of the 9th Signal Command for your professionalism, dedication to duty, and dogged persistence in the last year. We came far in 2009. The New Year will present challenges and opportunities that will further test our mettle and task our problem-solving abilities, but I know we will reach even greater heights. I know this because our team is made up of some of the finest Soldiers and Civilians ever to serve the U.S. Army and our Nation. We will meet our challenges with strength and ingenuity, remain focused on support to the field, and keep our technical and tactical skills sharp and ready.



Maj. Gen. Susan Lawrence

Voice of the Army!

CSM's Corner

In my time as Command Sergeant Major of 9th Signal Command I've managed to spend as little time as possible in the office. Now my office has a comfortable chair and desk with a window that affords as fine a view of the Huachuca Mountains as you could ask for, and the Command Staff couldn't be nicer or more helpful to me when I'm in my office, but sitting in a big comfy chair is not what a Command Sergeant Major's job is all about. Being out and about is what I'm supposed to be doing, meeting Soldiers, checking them out, and basically just learning whatever I can about our Soldiers and their Families – their morale, and how they are living and working. Being out of the office is what being an enlisted leader is all about – it's the only way I can be an asset to my commander, and give her the accurate information she needs about the challenges our men and women face on a daily basis.

In my travels to all of the 9th Signal Command's far-flung assets from Europe to the Pacific, the one thing that I hear the most questions about is the implementation of GNEC, the Global Network Enterprise Construct. The job of creating a single, unified network that connects Warfighters to the capabilities they need to fight and win has been placed directly in our laps. On today's battlefield the force with the best access to information prevails, and 9th Signal Command has been tasked to make sure that our Warfighters, through GNEC, are exactly that information-superior force. To accomplish this mission will require all the dedication that our 9th Signal Command personnel can muster. It will also require another skill, not often mentioned but equally as important: patience. The implementation of GNEC is a worldwide endeavor, and is not something that will happen in a day. It is a challenge that will require us to draw on our highly specialized training and apply what we know with ingenuity and imagination.

The innovation displayed in the recent NSC OPVAL not only proved that GNEC is a sound concept, it showed the professionalism of 9th Signal Command Soldiers who, when presented with a problem, were able to use their experience and skill to come up with just the kind of "out-of-the-box" thinking needed to reach applicable solutions. I couldn't be more pleased with our performance in the OPVAL, but there is still a lot to do.

It's no surprise that in my last two years as your Command Sergeant Major my high expectations for the Soldiers of this command have been met time after time. 9th Signal Command is the best unit to work for in the Army, Fort Huachuca is one of the best posts to be stationed at, and job satisfaction and a good quality of life are the best ingredients for Soldiers to perform at their highest levels. Although I am moving on to a new position as Command Sergeant Major for the CIO/G-6, I will be comfortable knowing that GNEC implementation is in the capable hands of the men and women of the 9th Signal Command.

In closing, I want to thank you all for the good work you have done for this command, and for your continued sacrifice and service to our country. While I'm going to Washington D.C., it won't be the last you'll see of me at Fort Huachuca. When I finally hang up my green suit and retire, there's a sweet little cottage here in Sierra Vista where Georgia and I will finally settle down. So until then, Godspeed and good luck to all.



Command Sgt. Maj. Donald Manley

Voice of the Army! Army Strong!



**KEEPING
THE WARFIGHTER
CONNECTED**



In the near future, every member of the Armed Services, Federal Agencies, and Coalition Partners will be able to communicate, collaborate and cooperate on a single, always-on, always-available network; where moving from home station to the training base to the operational theater will be easier than ever. It will be...

A WARFIGHTER'S NETWORK

By Kristopher Joseph

5th Signal Command (Theater) Public Affairs Office

A Warfighter's success on the battlefield is defined in large part to the long-standing creed, "Train as you fight." For U.S. Army Europe/7th Army, the annual Austere Challenge exercise served to train its personnel to deploy and operate as a joint task force on the front lines of a major military engagement. USAREUR/7th Army's communication arm, 5th Signal Command (Theater), used AC09 to test a new capability or "weapon" designed to give Warfighters something they never had before – a seamless expeditionary network.

This capability is harnessed under what is called the Network Service Center Construct.

Partially designed by the 5th SC (T) commander, Brig. Gen. Jeffrey G. Smith Jr., prior to arriving in Germany, the NSC is a trinity of synergy between three signal enablers: the Regional Hub Node, which provides the global transport of data between ground and space satellites; the Area Processing Center, which stores and stages the data and applications for projection; and the Theater Network Operations and Security Center that provides technical oversight, situational awareness, information assurance and security of the network among other services.

The NSC is the result of lessons learned from units going through all phases of a deployment and how those units were delivered their data, information and services over whatever network they operated under.

"Since our military became more modular and expeditionary with brigade combat teams, we found that there were significant gaps in how those formations were able to communicate under our current construct," said Lt. Gen. Jeffrey Sorenson, U.S. Army Chief Information Officer/G-6.

The Network Enterprise Technology Command/9th Signal Command (Army) commanding general, Maj. Gen. Susan S. Lawrence, said in a conversation with Army Chief of Staff, Gen. George Casey, that there were multiple networks in Iraq and Afghanistan and none of them could share information, making them what she called, "silos within themselves."

An example of what deploying units were going through is as follows: A unit sitting at their home base is tasked to deploy. As they begin to organize and outfit their formations, they are using the same computers, software and services that are on their desktops. Then there comes a point where they leave their home base and enter a pre-deployment/training environment. There they find themselves using "field" computers and train using different servers, different e-mail addresses, phone numbers and usually operate under a secure network using a chosen battle command system and software. After completing their pre-deployment phase, the unit then deploys into an

area of operations. Once they arrive and settle into their location, they are immediately expected to pick up the fight where their predecessors left off only to find that their AO is using a completely different network, another new set of e-mail addresses, phone numbers, and different battle command systems and services. After making the adjustment, the unit is eventually sent back to home base where it has to get re-acclimated to their desktop computers, network applications and services that are nothing like what they had during the deployment.

What this translated to Warfighters was basically going to war with a different “weapon” than the one they trained on, said Lawrence.

“Soldiers train with their M-16 and they go to war with their M-16,” she said. “The network is the Warfighters’ weapon just like a rifle, so we need to give them the same network and services throughout all phases of an operation.”

This is where the NSC construct steps in. To validate it on an operational level, 5th SC (T), along with NETCOM, 7th Signal Command (Theater) and other signal organizations joined forces to create a virtual scenario within AC09 that would show the seamless ability of the NSC, to provide the exact same network, services and applications to a deploying unit going through all phases of a joint operation.

In the scenario, the 18th Fires Brigade out of Fort Bragg, N.C., was chosen to be the test unit for the NSC Operational Validation. When the 18th FiB virtually deployed, all of their data was beamed simultaneously through a CONUS-based hub node to a spaced-based satellite and then down to the Landstuhl RHN in Germany where the data then finally resided

in the Grafenwoehr APC also in Germany.

“When the 18th Fires plugged into their virtual deployed environment at a Fort Bragg, they saw the exact same network, had the exact same identity and were able to immediately ‘fight upon arrival,’ even though all of their information was sitting in Germany,” said Smith.

“This new construct represents a dramatic paradigm shift in how we provide communication support to the Warfighter,” said Smith.

With all parties involved citing a success for the NSC OPVAL, it was also revealed that this is just the first step toward a larger goal.

“The next step is to expand this capability globally,” said Sorenson. “Once we have NSCs placed in various key locations all connected, then we will have arrived at our end-state capability called the Global Network Enterprise Construct.”

It was shortly after Sorenson and Lawrence presented Casey with the GNEC concept that he quickly moved to release a memorandum dated

March 2, 2009 that spelled out the GNEC

strategy implementation. In it, Casey said

the Army is “transforming to become a

...versatile, expeditionary force capable

of full-spectrum operations.” He then

goes on to say that to support this new

Army, all of its institutions have to

fundamentally change including the

LandWarNet – the Army’s portion

of the Global Information Grid.

“We will use the GNEC

as the network enterprise

strategy,” wrote Casey

in the memo. “All

Army generating

force networks will

be managed by a

single command

(NETCOM)

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Creating a nationwide network, supporting homeland defense

GRECIAN FIREBOLT

Story and photos by Capt. Michelle Lunato
359th Signal Brigade Public Affairs Office

EAST POINT, Ga. — Wire can sometimes be a better weapon for war than a rifle, and Soldiers with the 335th Signal Command (Theater), headquartered at Fort Gordon, Ga., are practicing the art of communication to prove it.

To fight terrorists on the technological battlefield, the Army uses signal Soldiers to create and defend communication networks in the time of war and for homeland defense. To prepare for their wartime mission of establishing a communications network that will cover 27 countries, they need to practice on a very large scale, said Brig. Gen. Geoff Freeman, 359th Signal Brigade commanding general.

This practice translates into a month-long, large-scale training exercise called Grecian Firebolt. The event is led by the 335th SC (T) out of East Point, Ga., and includes several of its subordinate units.

As part of Grecian Firebolt, signal Soldiers setup seven communication sites across the United States that umbrella six separate training exercises – Global Medic, Pacific Warrior, Diamond Saber, Patriot Warrior, Red Dragon, and the Combat Support Training Center – in California, Wisconsin and Georgia. These exercises, in total, include nearly 4,000 Soldiers from all three Army components – Reserve, Active-duty and National Guard – and cover a wide array of specialties like chemical warfare, combat medicine, and deployed

finance.

Each of these exercises has their own specific mission, but all of them have the same need – to be able to communicate, said Col. Janice Haigler, the joint network operations control center director for Grecian Firebolt, Headquarters and Headquarters Company, 335th SC (T).

Assembling and maintaining a mesh network for all of these exercises is similar to what would happen when signal Soldiers deploy, said Freeman. “We cannot model reality exactly, but this is close.”

The actuality of setting up a nationwide communications network, whether overseas or stateside, requires an immense amount of preparation. Equipment has to be appropriately identified, bundled and shipped.

Personnel have to be assigned, briefed and supported, and plans have to be created, staffed and coordinated. Since the



335th Signal Command Soldiers set up satellite communications equipment in East Point, Ga., part of the nationwide Grecian Firebolt exercise.

command has restructured, Grecian Firebolt has grown immensely, said 1st Lt. Luc J. Roy, HHC, 335th SC (T), Grecian Firebolt network engineer.

“This is the largest scale we have ever done this on,” Roy said. And with such a difference in players and the ever-changing technological advances, there had to be a lot of synchronization. “We are not just taking out of the can solutions...and now, we have good proof of a concept.”

Putting all the pieces together and creating a well-run network of computers and telephones that can support close to 4,500 subscribers means there were plenty of hurdles to tackle.

“Those are just training opportunities though,” said Sgt. 1st Class Derrick O. Borders, HHC, 359th Signal Brigade, administration and logistics control noncommissioned officer for the Fort Gordon site. “The problems we find here, we will find on deployment.”

The standard difficulties were not enough to challenge the Signal Soldiers though, so they also asked the Army’s 1st

Information Operations Command to hack into their network and test the security. This scenario is very life-like as the military network covering Iraq and Kuwait has thousands of daily hacker attempts, said Command Sgt. Maj. Jennifer Dehorty, 359th Signal Brigade command sergeant major.

“Attacking your own network is bold training,” said Brig. Gen. Lawarren V. Patterson, Network Enterprise Technology Command/9th Signal Command (Army) deputy commanding general. “My hats are off to you for doing that to your own network.”

“It helps Soldiers prepare because the kinds of networks we are using here, are realistic to the networks we put in place



Capt. Joseph Harris, Company A, 324th Signal Battalion, briefs Maj. Gen. Dennis Lutz, 335th Signal Command (Theater) commanding general, on equipment used during Grecian Firebolt.

real world,” said Master Sgt. Scott C. Jackson, HHC, 335th SC (T), Grecian Firebolt network engineer.

In a real-world crisis, many people think they can use their cell phones or personal computers, but this is just not true, said Jackson.

“What we have learned from past emergencies, like 9/11 and Katrina, is that we cannot rely on the existing commercial infrastructure, because

it is either overwhelmed or destroyed. The key is that we have to plan on there being no communications in the area and rely only on the communications that we take with us.”

“In a deployment, we all need to talk to each other. This is all one fight, one Army.”

Maj. Gen. Dennis E. Lutz
Commanding General, 335th SC (T)

This build from scratch exercise reinforces the training and gives Soldiers a number of invaluable hands-on experiences. Along with spending weeks practicing their specific job skills, Soldiers are also gaining experience on how to work with each other. This integration is a critical experience for all Soldiers, regardless of component, said Maj. Gen. Dennis E. Lutz, 335th SC (T) commanding general. ❖



NETCOM Soldier's long road leads her down path to success



Information technology specialist, Staff Sgt. Rosy Cueva, Network Enterprise Technology Command/9th Signal Command (Army), competes in the German Armed Forces Proficiency Badge road march. Cueva was selected to return to Fort Gordon, Ga., where she attended advanced individual training six years ago, and will be slotted as a platoon sergeant for young signal Soldiers there. (Photo by Staff Sgt. Paula Taylor)



Photo by Eric Hortin

Cueva prepares to issue weapons to Soldiers competing in the unit's Noncommissioned Officer/Soldier of the Year competition, June 16, 2009.

Off to Georgia... again

Story by Staff Sgt. Paula Taylor

NETCOM/9th Signal Command Public Affairs Office

Her favorite childhood pastime wasn't playing with the typical Barbie dolls or playing girlie dress up. Instead, she set her sights on G.I. Joe, camouflage and gun-fighting games. From an early age she dreamed of being a Soldier, and now, after overcoming hurdles in her life, she has not only fought the challenges, but has also proven herself as a worthy leader.

An information technology specialist, Staff Sgt. Rosy Cueva, Network Enterprise Technology Command/9th Signal Command (Army), will soon be leaving her job in the unit's G-3 training division and going back to the U.S. Army Signal School where she attended Advanced Individual Training—but this time, she will be there not to learn a new job—but to lead the next generation of signal Soldiers as a platoon sergeant for AIT students.

Fighting to get what she wants is not new for Cueva. Born in Tijuana, Baja California, Mexico, Cueva remembers the challenges growing up and the early-on life lessons she faced to get where she is today.

"Growing up was hard for my mother and me," Cueva explained. "I am an only child who was raised by a single mom. At times, my mother had to work two jobs—one to pay for college, and the other one to raise me. There were a few years that I lived with my grandmother and different aunts due to the fact that my mother was still in school and couldn't take care of

me. So you can say that I was blessed to have many 'moms' guiding me and instilling in me different values and principles. The most challenging phase that I went through was when I finally moved in to live with my mother full time. It was somewhat difficult because I wasn't used to her; we managed to bond and up to this day we are closer then ever before."

Not long after she and her mother reunited, the now-31-year-old noncommissioned officer found herself in a conundrum when she was in her late teens and tried to join the Army.

"I decided to join at the age of 18, but due to the fact that I had severe hearing loss in my right ear, I was not accepted," she said. "After six painful ear surgeries I was able to retake my hearing exam with the Army and I passed it. This happened six years later, and I enlisted at the age of 24.

"I wanted to be an enlisted Soldier for many reasons, but my main reason was because I knew sometime in my Army career I was going to become an NCO and I wanted to train and lead Soldiers. I wanted to make a difference in each of my Soldier's lives."

And according to Master Sgt. Cynthia Provost, Cueva's former supervisor, she indeed had an impact.

"I first met Staff Sergeant Cueva in Hawaii back in 2005 when she was Specialist Cantu," Provost recalled. "My first impression of her then was I thought she was a cocky little thing but full of enthusiasm and professionalism. At the time I was the new brigade communications chief and she was one of my automators just returning from Afghanistan along with the rest of the unit. Upon the unit's return from Afghanistan, of course our [operational tempo] was fast-paced.

"We were in the middle of a major transition of the brigade headquarters between buildings and reestablishing network services for all of the brigade's users. Specialist Cantu never shied away from a job. Nothing was ever too big for her to handle and she always made time to assist any user, regardless of the many missions on her plate. She is meticulous and thorough. It is because of this and her drive to continue to improve her craft that the brigade's missions did not fail. She worked tirelessly to ensure that we were always set up for success."

At only 4 feet 11 inches tall, Cueva has continued to work hard since her assignment with Provost and recalls the influence the senior NCO had on her.

"Master Sergeant Provost has been the NCO I still look up to for anything," said Cueva. "She took me

Continued on page 13

BIKERS REV THEIR ENGINES IN D.C.

By Maj. James Pete

21st Signal Brigade Public Affairs Office

FORT MEADE, Md. – The Army Motorcycle Mentorship Program is alive and thriving within the 21st Signal Brigade. Soldiers and Department of the Army Civilians are participating in events across the United States from brigade elements and riders in Miami; Fort Bragg, N.C.; Fort Sam Houston, Texas; Camp Roberts, Calif.; Fort Meade; Fort Gordon, Ga.; and Fort Detrick, Md.

“The types of events we have been attending are primarily motorcycle awareness and safety training such as the Annual National Capital Region Joint Service Motorcycle Event at the Pentagon,” said Mike Williams, brigade Safety Officer. “This event has energized some of the brigade riders to participate in group rides and further build the mentorship program working with the less experienced riders.”

Brigade units at Fort Gordon, Fort Meade and Army Signal Activity-Miami have been conducting additional training to include group rides.

The Annual National Capital Region Joint Service Motorcycle Safety Event was held May 1, at the Pentagon to open both Motorcycle Awareness Month and the motorcycle riding season for 2009. This event, and many others like it, continues to refocus the public and military communities’ attention on the safety concerns that are involved in riding a motorcycle. Fifteen veteran and novice riders from the 21st Signal Brigade participated in the event.

“I think that this was a great event,” said Sergeant Adrian Tellez from the 114th Signal Battalion. “It touched on various subjects and the importance of motorcycle safety, from riding gear to basic precautions. All the information put out by the guest speakers also made you realize that many accidents can be prevented by reducing speed, and taking precautions.

“They had videos for us to keep and bring to our units and share information with other soldiers and civilians that can serve as training resources to improve our riding knowledge. They also had various safety gear and even simulators that helped out in the whole experience.”

With activities like motorcycle skills

demonstrations, rodeos, a rally and a ride through Washington, D.C., this has been called the premier event of the riding season. Dozens of information booths are set up with displays for safety equipment, designer helmets, available riding courses, the newest model bikes and the department of motor vehicle rules for several states.

“I really enjoyed the Pentagon Motorcycle Safety Event,” said Sgt. 1st Class Calvin Blythe, Headquarters Company, 21st Signal Brigade. “I was amazed at the riding tips and techniques that were demonstrated. I had fun while learning at the same time.”



Photo by Staff Sgt. Lisa Garcia

Maj. James Pete fills out a checklist during a safety inspection of a Soldier’s motorcycle.



Photo by Staff Sgt. Lisa Garcia

Pentagon Police officers demonstrate the proper way to pick up a motorcycle during the Motorcycle Safety event.

Guest speakers in the past have included Former Secretary of Transportation, Mary E. Peters, an avid motorcyclist; Catherine Bell, star of hit TV shows “JAG” and “Army Wives,” and motorcycle rider; and most recently Miss America 2009, Katie Stam, a motorcycle enthusiast.

Fort Detrick has conducted seasonal safety awareness training with motorcycling regularly appearing at the top of the safety training requirements. In fact, motorcycle safety concerns spurred the Army Chief of Staff to create the Motorcycle Mentorship Program in 2005. The focus of mentorship is for veteran riders to help new riders get safety oriented on the Army, post and unit rider safety policies and regulations as well as how to best maintain the mandated personal protective equipment.

Motorcycle safety has gained notice since the initiation of the mentorship program. The Army has mandated and will pay for Motorcycle Safety Foundation Basic Rider Courses safety training that many insurance companies will provide a discount for completing. Units like the 21st Signal Brigade are now willing to pay for additional safety training. Local community colleges, Frederick Community College

included, offer an Experienced Rider Course and Total Control Course that provide further emergency reactionary training and practical methods for controlled turning.

“The 21st Signal Brigade Commander has engaged motorcycle safety at the leadership level by approving payment for an advanced training course,” Williams said. “This has paid dividends through the brigade as the brigade has not experienced a recordable motorcycle incident in nearly two years.”

With an increased interest in sport bikes, generally lighter and much faster than the traditional cruising bike, the Department of Defense has begun reimbursement for a Sport Bike Rider Education Program.

“A lot of installations are now offering and mandating the Sport Bike Riders Course for those folks owning a sport bike,” Mr. Williams stated. “I would have to say that nearly 90 percent of the accidents we see on Primary Loss Reports are from sport bikes. The Army has taken the lead in getting this program started and if Fort Detrick follows, it would increase riders’ knowledge and safety across the community.” ❖

Signal brigade fights Cyber War in SWA

Story by Staff Sgt. Paula Taylor

NETCOM/9th Signal Command Public Affairs Office

CAMP ARIFJAN, Kuwait – At any given moment, somewhere out in cyberspace, people are trying to hack into Army computers and steal information from users' computer systems. Single-handedly fighting to keep the Army's network secure throughout Southwest Asia is one unit – the 160th Signal Brigade in Kuwait.

One of six centers stationed around the globe, this brigade's Theater Network Operation Security Center works around the clock to ensure the Warfighter's network stays safe and secure in Afghanistan, Iraq, Kuwait and Qatar.

"We are under cyber attack 24/7/365," said Lt. Col. Greg Doubek, SWA TNOSC director. "From teenage hackers, to criminal organizations, to hostile nation states – everyone is trying to steal the Department of Defense's critical information. Just like the other five TNOSCs across the globe, the sections in our TNOSC are postured

to succeed in our computer network defense mission. We do this by a defense in depth of personnel, procedures and equipment."

The TNOSC consists of four sections: an Action Request Center, Network Operations, Systems Operations and Information Assurance/Computer Network Defense.

"The IA/CND section scans our Information Systems for vulnerabilities," said Doubek. "This section is also fielding a new tool that brings computer network defense down to the desktop.

"The Systems Operations section continues with our cyber defense mission by ensuring that only authorized users have access to our information systems... to keep our [Information Systems] patched against vulnerabilities that hostile actors in cyberspace could exploit.

"The Network Operations section runs our Top-Level Architecture stack, and operates and maintains this section of our defense in depth architecture. This includes the firewalls and top-level routers where rule sets,



Photo by Rebecca Murga

Soldiers and contractors assigned to the 160th Signal Brigade defend the network from cyber attacks at the Theater Network Operation Security Center in Kuwait. The TNOSC's mission is to defend the Army's computer networks throughout Southwest Asia.

Internet Protocol address blocks, and access control lists provide strict access to the [information systems] layers beneath the TLA.

“Finally, our [Action Request Center] is our 24/7/365 operational watch floor, keeping us in constant contact with higher, lateral, and subordinate units when it comes to reporting status or implementing coordinated computer network defense response actions.”

In addition to constantly watching over the network, the center is also responsible for several other projects.

“We are very busy here in SWA,” said Doubek. “We are conducting life-cycle replacements of several separate systems that have been operational in harsh environments for over four years; we are migrating to

another operating system; and we want to field and Intrusion Prevention System solution to replace and augment our Intrusion Detection System technologies.

“We support [Army Central Command] field training exercises, including Bright Star, in Egypt, with [network operations] support; we have to prepare for numerous information assurance inspections; we are fielding new enterprise management software tools; and we have to plan for the downsize of Iraq networks, and the increase in Afghanistan networks, and we are taking over responsibility for a coalition network.”

“The skills that we possess are comparable to that of our combat arms brethren,” said Col. Ronald Stimeare, commander, 160th Signal

Brigade. “We fight from a Tactical Operation Center within our Network Operation and Security Centers, and train to have expertise in maneuver, intelligence, fires, sustainment and command and control. Our strength is in our training. We must possess the ability to quickly react with battle-drill precision when the threat is identified and we are engaged. This can only be achieved by maturing and standardizing our doctrine, organizational structures and functions, training, equipment, NETOPS tools and manning.

As the SWA TNOSC’s brigade commander, I am extremely proud of their skills and ability to consistently combat the threats on our networks. They are truly our military’s unsung heroes.” ❖

Cueva, from p. 9

under her wing, coached and mentored me. She cross trained me and showed me how a commo shop needed to be ran. She also would give me tasks that she knew I didn’t know how to do and would expect for me to accomplish them. All she would say is, ‘Research—the answer is not always on the surface, you have to dig deep.’ She saw potential in me and gave me the opportunity to become an NCO at an early stage by putting me in for my corporal stripes. Through her motivation and guidance I have become the NCO that I am today.”

Cueva feels there are many things she can teach the young signal Soldiers and looks forward to her latest challenge of being an AIT platoon sergeant in the coming months.

“We need to always give 110 percent if we really want to succeed. Don’t be a follower but a leader. Project your voice and don’t be scared; there is no such thing as a dumb question or answer. Nobody is perfect and we all learn from our mistakes and experiences.”

“Cueva is one of those Soldiers that will always leave a remarkable impression on any individual she works with,” said Provost. “She is an incredibly hard worker, a constant professional and has an enthusiasm that is contagious to anyone around her. I have always seen tremendous potential in Staff

Sergeant Cueva and believed then and now that she would make an excellent NCO. I had the pleasure to see Specialist Cantu become what I believe to be an outstanding staff sergeant, and I believe that she will continue to flourish and achieve great things. My best advice for any Soldier that might have the honor of working with her is to try to keep up with her. She is an incredible talent. She’s always willing not just to complete the mission but to teach anyone around her that wants to learn.” ❖



Courtesy photo

Cueva, while assigned to the 25th Combat Aviation Brigade, prepares to visit remote sites scattered throughout northern Iraq, Christmas Day 2006. Cueva helped deliver holiday meals and gifts to Soldiers, Civilians and local nationals.

Transforming the Pacific LandWarNet... **one person at a time**

By Liana Mayo

311th Signal Command Public Affairs

FORT SHAFTER, Hawaii – As part of the 311th Signal Command (Theater) transition from Intermediate Operational Capability (IOC) to Full Operational Capability (FOC), the command has undergone several major operational changes in 2009. A vital part of this transformation lies in building personnel strength. A relatively new major command under U.S. Army Pacific Command (USARPAC), the 311th continues to fill vacant positions authorized for Army Active Component and Reservists, as well as Department of Army Civilians, who serve in a variety of critical roles for the command and its subordinate units in Hawaii, Alaska and Japan.

“The 311th Signal Command is quickly moving towards its Full Operational Capability through advancements in our technical capabilities and training, our infrastructure upgrades and our ability to hire and retain only the best Soldiers, Civilians and contractors in the Pacific,” said Brig. Gen. Alan R. Lynn, 311th SC (T) commanding general.

A group of the 311th’s newest Soldiers and Civilian employees were welcomed to the 311th command team Oct. 1, at an informal welcome gathering in the command group foyer. Jaybee Obusan, Deputy Human Resource Officer (G-1); Matthew Lease, Security Manager for the Headquarters Commandant; Sgt.



Members of the 311th Signal Command (Theater) welcome new Soldiers and Civilians during an informal gathering Oct. 1.

First Class Ava Williams, Equal Opportunity Advisor (EOA); Staff Sgt. Sandra Franklin, Command Group Administrative Assistant; and Staff Sgt. Shaun Conyers, Command Group Driver, were greeted by their new peers and colleagues.

“A motto I live by is that Soldiers and their families are never an interruption to my daily work. They are the reason that I am here,” Obusan said. Obusan said he is glad to be part of a new organization that is emerging as an integral part of the USARPAC team.

A key player in the Civilian hiring process is Anne Wurthner, Human Resources Coordinator (G-1). Wurthner classifies vacant positions, coordinates their approval with 311th leadership, and with the Civilian Personnel Advisory Center to match the positions with eligible applicants.

“The reason we are seeing these positions being filled now is because the remainder of our vacant positions became effective Oct. 1, meaning we are authorized to fill them,” said James Malenky, Senior Technical Advisor for the 311th. “The rounding out of our technical and support personnel, to complete our staff with these Fiscal Year 2010 vacancies, supports the 311th’s ability to become fully mission capable.”

Malenky said the 311th’s leading role in Yama Sakura, an annual exercise in Japan in December, will be the operational capstone event on the command’s road to FOC. ❖

Author’s Note: The 311th SC (T) continues to seek qualified applicants to fill vacant Civilian positions, and is also recruiting to fill positions for Reserve officers and noncommissioned officers.

NECs make their CONUS debut

By Steven Bullock

7th Signal Command Strategic Communications Office

FORT GORDON, Ga. – On a crisp autumn afternoon at Fort Gordon, Ga., the post's information network operators took a few minutes away from their duties to gather outside the Directorate of Information Management (DOIM) facility. Brig. Gen. Jennifer Napper, commanding general, 7th Signal Command (Theater), and Lisa McClease, director of the Fort Gordon DOIM, unveiled a sign publicly announcing a new name for the DOIM organization. From that moment on, the Fort Gordon DOIM would be known as the Fort Gordon Network Enterprise Center (NEC).

A cascade of similar events occurred Oct. 1, at Army installations across the continental United States, as 37 CONUS DOIMs moved forward with a new name, a new focus, and a new chain of command.

The Army is transforming its networks, collectively known as the LandWarNet, into a centralized, more secure, and more sustainable design that will better support the increased network capabilities it requires. The transformation is spurred by a growing appreciation of cyberspace as a discrete war-fighting domain. U.S. military forces must be able to maneuver in the cyber domain with just as much confidence as forces operating on the ground, sea and aerospace domains.

The Army has recognized that in order to harness the power of the network, it must begin managing network components as integrated pieces of a single enterprise environment. With this principle in mind, the Army has set in motion a systematic reorganization of the LandWarNet. A key piece of this reorganization was the establishment of 7th SC (T). Prior to the stand-up of 7th Signal Command, there was no single organization charged with operating and defending the multiple network enclaves comprising the LandWarNet in CONUS. This capability gap was even more glaring when one considers the LandWarNet in CONUS comprises about 80 percent of the Army's total network

assets worldwide.

And so, network operations at these 37 installations were reassigned from largely independent garrison management under Installation Management Command to the 7th SC (T) and its two subordinate brigades.

The 93rd Signal Brigade at Fort Eustis, Va., takes command of NECs in the eastern states, while the 106th Signal Brigade at Fort Sam Houston, Texas, operates NECs in the west. The reassignment of IMCOM NECs has swelled the ranks of the brigades, adding nearly 2,000 personnel authorizations to their rolls.

At the local level, day-to-day operations of NECs will not undergo any sudden changes. The NEC director

remains the primary installation point of contact interfacing with customers each day, and will continue to operate the local network on their behalf.

An added benefit is that local network operations will leverage a broader pool of specialized technical and management expertise. Over time, NECs at each installation will realign their internal processes towards the enterprise model.

As with any enterprise operation, mass purchasing power leads inevitably to greater efficiency. For example, individual DOIMs in the past have negotiated and managed their own contracts for information service support or software vendors locally. Now these contracts can be consolidated and managed at the brigade or command level. Cost savings from this approach can be shared across the theater and reinvested into infrastructure and customer service improvements.

Assigning IMCOM NECs to 7th SC (T) is just the first step. The command staff is working with each Army Command, Army Service Component Command, and Direct Reporting Unit in CONUS to assume responsibility for their NECs over the next two years. At end state, 7th SC (T) will truly be the Army's single organization responsible for providing strategic communications capabilities for all CONUS installations. ❖



Photo by Marlene Thompson

Brig. Gen. Jennifer Napper and Lisa McClease unveil the Fort Gordon Network Enterprise Center's new sign.



Photo by Sgt. 1st Class Bradley Swayne

Lt. Col. Brian Foley, 50th Signal Battalion commander, awards the Army Achievement Medal to Senior Airman Randy S. Mason during a ceremony held at Camp Victory, Iraq.

Desert Signaleers send off Air Force brothers

By **Rebecca J. Murga**
160th Signal Brigade Public Affairs Office

CAMP ARIFJAN, Kuwait – Soldiers of the 160th Signal Brigade bid farewell to the Airman from the 732nd Expeditionary Support Squadron, who have been attached and deployed with them over the last six months.

Because of the complexity and magnitude of the 50th Signal Battalion’s mission, the Airmen were tasked to fill a shortfall of signal operators in Iraq. The 732nd Expeditionary Support Squadron deployed 71 personnel, who were dispersed across six different sites in Iraq. Their military occupational specialty ranged from network administrators, to system

administrators, as well as direct support signal teams.

One of the unique characteristics of the 160th Signal Brigade is the diversity of the work force. Soldiers, Airman, and Civilians, all working together to complete a complex communication mission spanning across Southwest Asia.

Tech Sgt Gabriel Browning, attached to the 50th Signal Battalion over the past six months, said he learned a lot from the diversified work force.

“My first experience with the Army was at Fort Dix, and at that point I thought I was in for a long six months,” he said smiling. “But once we got here, we realized the services are very similar. They brought us in and made us feel like

we were a part of the team. I never once felt as an outcast and that was a concern of mine.”

“It’s been a great experience,” said Capt. Christopher Stratton. “Any time I’m with people from other services I gain a bigger appreciate for what they do and what they bring to the battle. The 50th leadership has done a great job in trying to assimilate the Airmen and we appreciate it.”

The Airmen and Soldiers of the 50th have not only enjoyed working together, but have learned a lot from the experience according to Lt. Col. Brian Foley, 50th Signal Battalion commander.

“I could not be more proud of how all of our Soldiers and Airmen have come together as a team from the very beginning,” said Foley. “Everyone just realizing and understanding that regardless of what color uniform you are wearing we are all communicators at heart.” ❖

Brigade honors fallen Soldier

By Rebecca Murga

160th Signal Brigade Public Affairs Office

CAMP ARIFJAN, Kuwait – A loss was felt throughout the 160th Signal Brigade as a memorial service was held Aug. 14, for Sgt. First Class Tara Jean Smith, 50th Signal Battalion. Soldiers from Iraq, Afghanistan, and Kuwait gathered together in Kuwait to remember a signal Soldier with a huge smile and even larger heart.

Smith was born May 28, 1976, in Spring Lake, N.C. She graduated from Northern Nash Senior High School in Rocky Mount, N.C., in 1994 and enlisted in the Army shortly afterwards.

Upon completion of Basic Combat Training and Advanced Individual Training was assigned to Company C, 86th Signal Battalion,

located at Fort Huachuca, Ariz., as a wire Systems Specialist. Her other assignments include: 122nd Signal Company, Camp Casey, South Korea; Headquarters and Headquarters Company, 50th Signal Battalion, Fort Bragg, N.C.; Company B, 304th Signal Battalion, Camp Long, South Korea; 385th Signal Company, Camp Arifjan, Kuwait; and her current assignment with Company C, 50th Signal Battalion from Fort Bragg.

She was most recently attached to the 278th Signal Company at Camp Phoenix, Afghanistan as the Cable Section Sergeant.

Smith's awards and decorations include, Bronze Star Medal, four Army Commendation Medals, and various other awards. ❖



NSC construct, from p. 5

organizing Army information to make it globally accessible, useful and secure for Soldiers deployed anywhere.”

Security is another major factor driving the birth of the GNEC. Smith said that different networks controlled by different NOSCs under different commands “seriously degrades our ability to swiftly protect and defend the network.”

“Under a single, unified network construct we will be able to establish joint network security doctrine that includes all the services so we are always on the same sheet of music when an incident occurs,” added Smith.

The White House is already moving in this direction with its recent announcement to create a U.S. Cyber Command. This command, set to be based adjacent to the National Security Agency at Fort Meade, Maryland, will be in charge of overseeing network and cyber defense for not only the DoD but also for most national government organizations.

“Once the GNEC is operational, our expeditionary formations will always be connected to the same network and services no matter where they are

in world,” said Sorenson. “They will be getting a ‘Blackberry’ experience when they leave their bases and enter a training or deployed environment.”

“Our Warfighters are afforded the best uniforms, weapons and training in the world,” said Smith. “It goes then without saying that they should be communicating on the best network that we can provide them.”

5th Signal Command (Theater) in Europe is leading the charge to the GNEC as the first to establish an operational NSC. For the foreseeable future, 5th SC (T) will remain the consistent test bed for developing the NSC and GNEC constructs.

The tests and validations will continue as the construct grows. An NSC OPVAL 2 is already on the table for 2010.

“Our main mission is delivering the right kind of network to meet the needs of our forces,” said Smith. “It has to be reliable, secure, expeditionary and full spectrum: It’s a Warfighter’s network.” ❖

INDIVIDUALS HAVE A RESPONSIBILITY!

By Jeff Speer

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

Transformation of the LandWarNet using the Global Network Enterprise Construct (GNEC) is critical to the Warfighters' ability to receive and provide the right information, at the right time from the desktop to the foxhole. All Army networks will be managed by NETCOM/9th SC (A) under the GNEC. Initiating and maintaining a safe, healthy work environment and workforce are necessary resource efficiencies required by the GNEC. However, this will not happen unless someone takes responsibility for safety and composite risk management (CRM), which forms the basis of the Army's safety and occupational health program.

Safety is a commander's program; leaders, supervisors and safety professionals within NETCOM/9th SC (A) are responsible to enforce or advise on safety. Statistics show that most fatalities or injuries occur from human error on the part of the individual; 80 percent of Army accidents involve human error. Therefore, it is the individual who is in the best position to prevent injury to themselves or damage to equipment, or intercede to prevent harm to others. It is the individual who must accept responsibility for his/her own safety and wellbeing, and for the safety and wellbeing of others, whether on or off duty.

All Soldiers and Civilians are responsible to:

1. Observe and follow safety rules and instructions. If unsure of the proper procedures, ask questions. Don't take risks or make assumptions.
2. Report unsafe conditions or actions, and hazards to supervisors, so they can be corrected. Warn others of existing hazards.
3. Report all accidents or injuries immediately; including near miss incidents and minor first aid treatment. Complete an accident report after every incident.
4. Apply the CRM process to identify and assess, develop and implement interventions to mitigate hazards or risks, on and off-duty.

5. Always use personal protective equipment (PPE) such as gloves, safety glasses, and particulate masks, etc. If PPE is misplaced or damaged, replace it.

6. Do not use any tool or equipment that is damaged or unfit for use. Never remove or disable any safety device or safeguard provided for personnel protection.

7. Get involved in creating a safe and healthy work environment. Encourage battle buddies, co-workers, friends, and family members by words or example to use safe work practices.

8. Make suggestions to supervisors or safety professional about changes that may result in performing work more safely, efficiently and with better quality.

9. Know what the emergency procedures are in case of a medical emergency, fire or natural disaster. Most organizations have emergency response procedures for the workplace.*

10. Participate in safety training and safety meetings. Training helps to identify job hazards and take appropriate precautions, and helps identify safety problems, develop solutions and evaluate the effectiveness of the organization's safety program.

The 9th SC (A) leadership is vitally concerned with everyone's safety and health – off-the-job as well as at the workplace. However, experience and research indicates that many individuals tend to leave their training at work. Soldiers and Civilians should strive to follow the same safe practices and apply the CRM process to outside activities. Make off-the-job safety and health an extension of the NETCOM/9th SC (A) and Army safety programs.

Remember, safety is an individual responsibility. Don't become complacent; develop a safety focus and make a commitment everyday, everywhere to safety, health, and wellbeing. Think Safe. Act Safe. Be Safe. ❖

Army Safe is Army Strong.

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Historical Perspectives

THE LONG ROAD TO GNEC - PART I

By Vince Breslin

Command Historian, NETCOM/9th SC (A)

As necessity is the mother of invention, it could be said that war is the father of technology. Certainly, that has proven to be the case in the field of communication technologies. Military communication networks date back to the American Civil War and the very beginnings of the Signal Corps. Wigwags, torches & hot air balloons provided close-in, tactical battlefield communications while the electric telegraph furnished the Army's strategic communications backbone. At the outbreak of the U.S. Civil War, Union and Confederate commanders grasped quickly the need for improved battlefield communications. While the electric telegraph provided the strategic communications link between Lincoln and his field commanders, it was primarily a static instrument and hardly suited to the fluid environment of the tactical battlefield. Thus, the War Department adopted Albert Myer's highly mobile semaphore flag and torch alternative to Morse-coded telegraphy to better coordinate battle operations and warn of enemy movements. Taking wigwag communications a step further, Myers assigned wigwag-armed Signal Officers to hot air balloons, tying aerial reconnaissance to strategic communications transmission for the very first time.

After the Civil War, as Manifest Destiny promoted the nation's great western expansion and the Army turned its attention to the conquest of the Indian nations, the Signal Corps constructed, maintained and operated some 4,000 miles of telegraph lines along the country's western frontier to effect and sustain strategic communication between the frontier Army posts, regional department headquarters, and the national command authorities in Washington, D.C. Tactical communications among Army units in the great

expanses of the West called for a different solution set than Civil War wigwags could provide. Military commanders, particularly Maj. Gen. Nelson Miles, adopted the heliograph to transmit signals over short and medium distances between frontier posts. Easily transported and repositioned, the Heliograph combined mirror and Morse Code technologies to provide real-time intelligence information on enemy ground movements.

In 1898, the Signal Corps took on a larger role in combat support during the Spanish American War and the subsequent Philippine Insurrection. In addition to tactical visual signaling, including wigwags and heliographs, the Corps supplied strategic telephone lines, telegraph wires, and cable communications; fostered the first use of telephone handsets in combat; employed combat photography; and renewed the use of balloons for strategic reconnaissance.

World War I provided yet another backdrop for improved military communication processes. Chief Signal Officer Maj. Gen. George Squier worked closely with private industry to perfect radio tubes while creating a major signal laboratory at Camp Alfred Vail (Fort Monmouth).

Early radio-telephones, developed by the Signal Corps, were introduced into the European theater in 1918. While these tactical American voice radios proved superior to the radio-telegraph sets used widely on the fields of France and Belgium throughout the Great War, telephone and telegraph networks continued to provide the strategic links in the Allied and American communication chains.

Another Signal Corps asset (tested during the Mexican Punitive Campaign of 1916), the airplane was used extensively for the first time during World War I as a vastly improved source of tactical aerial reconnaissance. The seeds of a global network construct began to take root.



Sharp-Shooters



Above: Soldiers from the 160th Signal Brigade, form up to run Sept. 11, and commemorate the eighth year since the terrorist attack on the United States. (Photo by Haymon Parker, 160th Signal Brigade)

Left: Sgt. 1st Class Ronald Eckert, 93d Signal Brigade, Fort Eustis, Va., uses semaphores during a demonstration June 24, at the brigade's celebration of the 149th anniversary of the U.S. Army Signal Corps. (Photo courtesy of 93d Signal Brigade)



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, 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

VA to provide checks to students waiting for education benefits

American Forces Press Service

WASHINGTON, D.C. – Checks for up to \$3,000 soon will be available to students who have applied for Veterans Affairs educational benefits and who have not yet received their government payment.

The checks will be distributed to eligible students at VA regional benefits offices across the country starting Oct. 2, VA Secretary Eric K. Shinseki announced Sept. 25.

“Students should be focusing on their studies, not worrying about financial difficulties,” Shinseki said. “Education creates life-expanding opportunities for our veterans.”

Starting Oct. 2, students can go to one of VA’s 57 regional benefit offices with photo identification, a course schedule and an eligibility certificate to request advance payment of their housing and book allowance.

For full story, go to <http://www.army.mil/-news/2009/09/29/27980-va-to-provide-emergency-checks-to-students-awaiting-benefits/?ref=home-headline-title2>.

Soldier feedback vital to latest technologies

Army News Service

FORT BENNING, Ga. – “Meeting the needs of Soldiers in the fight is the top priority for senior Army leaders, but understanding those needs requires two-way communication,” said Donald Sando, director of the Capabilities Development and Integration Directorate for the Maneuver Center of Excellence during the first round of briefings today at the 2009 Infantry Warfighting Conference in

Columbus, Ga.

“Maintaining the battlefield primacy of our Soldiers and the formation in which they fight is our highest concern,” said Sando. His organization serves as the Army’s agency to develop and integrate the latest technology and concepts to maneuver troops on the ground.

“Feedback from the field, from our Soldiers at the fire team and squad level is who we need to hear from in order to learn how we can improve their lethality and success in the fight,” he said.

For full story, go to <http://www.army.mil/-news/2009/09/22/27669-soldier-feedback-vital-to-latest-technologies/?ref=news-home-title3>.

Executive order bans texting while driving

American Forces Press Service

WASHINGTON, D.C. – In an executive order issued Oct. 1, President Barack Obama banned federal employees from text messaging while behind the wheel on government business.

“With nearly 3 million civilian employees, the federal government can and should demonstrate leadership in reducing the dangers of text messaging while driving,” Obama said in the order. “A federal government-wide prohibition on the use of text messaging while driving on official business or while using government-supplied equipment will help save lives, reduce injuries, and set an example for state and local governments, private employers, and individual drivers.”

Text messaging, or “texting,” encompasses more than simply sending a text message via a handheld communication device. It also includes reading from any handheld

or other electronic device, including for the purpose of SMS texting, e-mailing, instant messaging, obtaining navigational information, or “engaging in any other form of electronic data retrieval or electronic data communication,” the order said.

For full story, go to <http://www.defenselink.mil/news/newsarticle.aspx?id=56206>.

Petraeus cites need to reverse insurgency

Armed Forces Press Service

ARLINGTON, Va. – As the president reassembles his national security team today as part of his ongoing review of the strategy for Afghanistan, the commander of U.S. Central Command said the decision is likely to hinge on one of three approaches to reversing the insurgency’s gains.

Army Gen. David H. Petraeus yesterday cited three basic ways to “change the equation in an area where insurgents have made progress,” as he conceded they have in Afghanistan.

“One, you can turn bad guys into good guys, or at least neutral guys,” an effort referred to as “reintegration of reconcilables,” he told attendees at the annual Association of the U.S. Army conference here. “You can increase the number of host-nation security forces. Or you can increase the number of coalition forces.”

Petraeus resisted defining exactly how many U.S. forces he believes are needed to support the mission — an issue under intense discussion within the administration.

For full story, go to <http://www.centcom.mil/en/news/petraeus-cited-need-to-reverse-insurgency.html>.



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