

# THE LION'S ROAR

EDITION 4: FY14

“UTMOST OF OUR ABILITY”



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Brigade prepares  
for road ahead

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5 18th takes the stage

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**BATTLE OF THE BEST**  
SOLDIERS TAKE A SHOT AT BRIGADE TITLE



35TH SIGNAL BRIGADE  
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From the top



Lion Brigade,

Thank you for taking time out to read this edition of the Lion's Roar. First off, I would like to take a moment to congratulate our NCO/Soldier of the Quarter Board winners, 63rd Signal Battalion's (Expeditionary) very own, Sgt. Lance Smith and Spc. Joshua Taylor. Congratulations to the 51st ESB Culinary Specialists' for winning the prestigious Department of the Army Phillip A. Connelly Award. I would like to also recognize and personally thank all of our hard-working mechanics for their dedication to making sure we are fully mission capable. Thank you all for being one of many representatives of this world class organization.

Second, as the new fiscal year approaches, now is a good time to reflect on what has happened over the past year. Huge events

such as six Joint Readiness Training Center and three National Training Center rotations, the deployment of the 518th Tactical Installation and Networking Company and the redeployment of the 67th Signal Battalion (Expeditionary). Additionally, we have witnessed the Signal Center of Excellence transform into the Cyber Center of Excellence and that is only the beginning.

Over the next year, we will play a significant role in moving the 63rd ESB to Fort Stewart, Ga., while continuing to participate in a number of Prepare to Deploy Order Missions in support of United States Northern Command, United States Africa Command

and the Global Response Force.

As you can see our Army remains highly responsive to world events. No matter how robust the mission, "the Army goes rolling along." This is exactly why we must continue to develop and retain our skilled professionals, as I like to say, "Building the Bench" for our future success. We have made great progress thus far and must continue to remain trained and ready. We are counting on our leaders to ensure our teams are trained and ready to deploy to enable mission command.

Brigade Commander Col. Robert L. Edmonson II  
35th Signal Brigade (Theater Tactical)



Greetings Lion Brigade!

With the continuous advancement in technology and an ever changing environment, the Army is constantly evolving to keep our technical and tactical edge. Therefore, we must strive from the entry level to the strategic level in preparing our future leaders for the Army of 2020.

After many years of persistent conflict and high operation tempo, we are moving in the direction of preparing for the next conflict. I assure you we are moving in the right direction. Noncommissioned Officers across the Army had a voice and we appreciate all the input from the NCO 2020 Survey. Rest assured that your message was heard loud and clear. With the new NCOES education system, we will have leaders

that are more adaptable and ready for any future challenge they may face as we move forward. Senior leaders are currently redefining and updating program of instructions on how the NCO education system will prepare leaders for the Army of 2020. This action aims for transformation, education, leader development, and accountability with the end state of creating a better and stronger NCO Corps. So be on the lookout for these changes. A system is not a system unless an NCO is in charge. This is a good action for our Army. Utmost of our Ability, we are the Lion Brigade.

Brigade Command Sgt. Major Perry D. Summerville  
35th Signal Brigade (Theater Tactical)



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Sgt. Erick O. Lozadamartinez and Spc. Joshua D. Taylor named the brigade's Noncommissioned Officer and Soldier of the year. (Photo by Spc. Carrie Selph, 63rd ESB)



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U.S. Air Force photo by Tech. Sgt. Barry Loo



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# CIRCUIT BOARD



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs



Photo by 2nd Lt. Peter W. Asmuth, 51st ESB



U.S. Air Force photo by Tech. Sgt. Barry Loo



Courtesy photo, 51st ESB

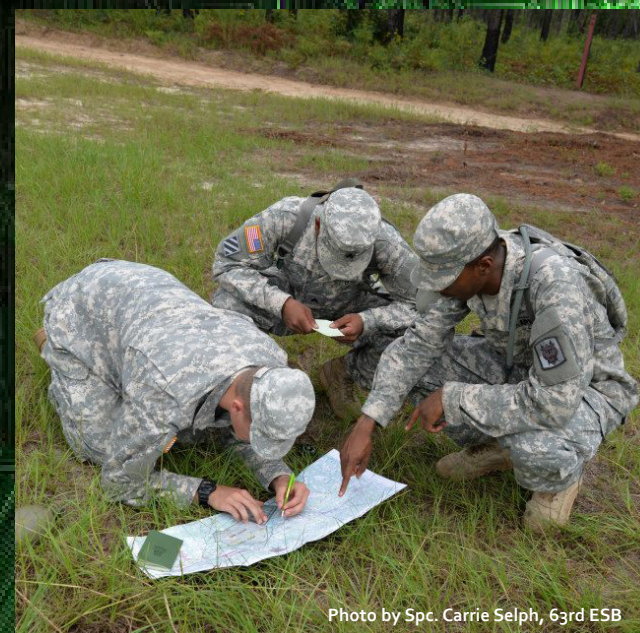


Photo by Spc. Carrie Selph, 63rd ESB



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs



# Signal strong



Photo by Spc. Kyle Isaak, 51st ESB

## 51st ESB Soldiers honor the fallen

By 1<sup>st</sup> Lt. Brandon Barnard  
51st Signal Battalion (Expeditionary)

For some, a funeral is a time of grief - the last opportunity to say good bye. With the help of Soldiers within the 51st Expeditionary Signal Battalion, it can now also be a moment of honor and pride.

Previously, the National Guard provided a majority of the teams to assist with the internment of a veteran.

However, due to legislation passed in 2013 that afforded every veteran some form of burial honors, the task became too much for the National Guard to handle alone.

Today, active duty

members assist to provide these services to thousands of funerals a year.

The 17 members of the 51st Signal Battalion (Expeditionary) Military Funeral Honors team will remain on detail for three months and perform over 100 funerals, with some days having two or more. The ceremonies can range from as simple as a two Soldier flag folding detail to the elaborate full honors detail to include bugle and firing line.

Each and every ceremony is given the utmost detail and respect, no matter what the task of the day is. It is clear

**“The funeral team is performing last rights for former members of the armed forces and Soldiers that have died while performing their duties.”**

— SGT 1ST CLASS THREATT

to each team member that there are no second chances, that each time is the first time for that family.

Training for the detail takes three weeks and begins with the most important step, the two man flag fold. It can take up to 100 iterations before a team can ensure a perfect fold every time.

The remaining two

methods of folding the flag are the three-Soldier and six-Soldier details.

Ceremonies can become quite complex when considering movement to and from the gravesite, the bugler, the weather and the rifle salute, but the challenges do not thwart the team nor the mission.

“The funeral team is performing last rights for former members of



Photo by Spc. Kyle Isaak, 51st ESB

**LEFT:** Honors are rendered during the six-Soldier flag fold.  
**TOP:** Members of the 51st Honor Guard “Team Godspeed” rehearse a full honors funeral firing squad.  
**BOTTOM:** Spc. Angel Castillo, The lead Soldier of the folding party, or “honcho,” presents the folded flag to the detail Sgt. 1st Class Gerry Threatt, noncommissioned officer in-charge of the detail.



Photo by Spc. Kyle Isaak, 51st ESB

the armed forces and Soldiers that have died while performing their duties”, said Sgt. 1st Class Gerry R. Threatt, noncommissioned officer in-charge of the detail, 51st ESB. “It is an important responsibility to make sure that their families are treated with respect during the period of mourning.”

In April 2012, the Department of Defense standardized the verbiage of the flag presentation to say, “On behalf of the President of the United

States, the United States Army, and a grateful nation, please accept this flag as a symbol of our appreciation for your loved one’s honorable and faithful service.”

Any member could be called at any time to perform one or more of the duties. For that reason all team members must stand ready to ensure that honor is served to those that served with honor.

Weekday or weekend, rain or shine, these Soldiers of the 51st ESB are “Always Constant.” ■



## Military Funeral Honors “Honoring Those Who Served”

The Department of Defense (DOD) is responsible for providing military funeral honors.

“Honoring Those Who Served” is the title of the DOD program for providing dignified military funeral honors to Veterans who have defended our nation.

Upon the family's request, Public Law 106-65 requires that every eligible Veteran receive a military funeral honors ceremony, to include folding and presenting the United States burial flag and the playing of “Taps.” The law defines a military funeral honors detail as consisting of two or more uniformed military persons, with at least one being a member of the Veteran's parent service of the armed forces.

The DOD program calls for funeral home directors to request military funeral honors on behalf of the Veteran's family. However, the Department of Veterans Affairs National Cemetery Administration cemetery staff can also assist with arranging military funeral honors at VA national cemeteries. Veterans organizations may also assist in providing military funeral honors.

The Department of Defense began the implementation plan for providing military funeral honors for eligible Veterans on Jan. 1, 2000.

The military funeral honors Web site is located at <https://www.dmdc.osd.mil/mfh/>.

Questions or comments concerning the DOD military funeral honors program may be sent to the address listed below:

Office of the Deputy Assistant  
Secretary of Defense  
(Military Community and Family  
Policy)  
4000 Defense Pentagon, Room 5A726  
Washington, DC 20380-4000





# Brigade prepares for road ahead

By Staff. Sgt. Ashley M. Armstrong  
35th Signal Brigade (Theater Tactical) Public Affairs

Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs

Before the brink of dawn Aug. 11, Soldiers of the 35th Signal Brigade (Theater Tactical) were awakened by a call-to-duty. They swiftly geared up, loaded their bags, and readied to deploy all of the brigade's equipment to training sites from South Carolina to Washington.

For the week-long exercise, Soldiers left the comforts of their homes and offices behind to unify their battle focused training tasks, tackle any adversities that crossed their paths, and ultimately leave the training field better prepared for any possible missions ahead.

"You don't have the accommodations of being home. You don't just get to sit down and work. It's not as comfortable," said Pvt. Andrew W. Kesner, multichannel transmission systems operator-maintainer, from Strasburg, Virginia. "You had 45 minutes to make a plan and validate your equipment and often times you're missing a person whose expertise you need or a cable is bad or something isn't going right."

Kesner and his team had their equipment validated in 15 minutes, but less fortunate teams struggled to troubleshoot equipment and connectivity issues in the smoldering heat and humidity of the late Georgia summer.

"This helps make you learn each other's strengths and weakness and helps you learn the best way to knock things out as team," said Kesner about challenges they faced helping to validate equipment. "You have a lot of different people out here and they all have their own pieces of knowledge and experience and we all put it together to help everything get everything to work out and then move on to help someone else. This really helps you to get sharp on your skill."

Training was not over for those who validated quickly as they cross trained with Soldiers of different specialties, learned how to operate Blue Force Trackers, radios and Simple Key Loaders, performed Chemical, Biological, Radiological, Nuclear, and Explosive protective mask training, and some even practiced react

to contact and movement drills.

"It's good to know as much as you can so if something happens and the expert isn't available, you know what to do," said Kesner.

The FTX also served to validate and prepare companies in 67th Signal Battalion (Expeditionary) to support real-life missions as reactionary forces as part of Defense CBRNE Response Force and Global Response Force.

"In order for them to be able to do their job in the signal field, they also have to be able to do it in a chemical environment. If they can't do it in a chemical environment then we won't succeed," said Sgt. 1st Class Dawnmarie L. White, native of Round Lake, Ill., and chemical, biological, radiological, nuclear, and explosive noncommissioned officer for 35th TTSB.

Both DCRF and GRF require the supporting companies to be prepared to deploy personnel and equipment in response to a disaster within 96 hours or less after notification, depending on the mission. For Soldiers of those three companies, the FTX kicked off with an Emergency Deployment Readiness Exercise to properly gauge the Soldier's ability to respond quickly and to verify equipment operability in case they are called into action.

"We identified anything that would prohibit a vehicle from being prepared to deploy and gave the battalion an opportunity to correct it," said Chief Warrant Officer 4 Robert Allen, senior automotive maintenance officer, Headquarters and Headquarters Company, 35th TTSB, about the brigade logistics and maintenance team who led the EDRE. "Battalions know now what they need to be looking for to be better prepared to deploy."

The FTX also provided training for the Soldiers tasked to support the DCRF mission to be prepared to appropriately respond to a chemical attack and perform their duties in a chemical environment while wearing protective gear.

The FTX, called "Lion's Shield," is the second this year and each has provided Soldiers a chance to bring their teams and equipment into action, to establish live connections, and learn invaluable lessons along the way. ■

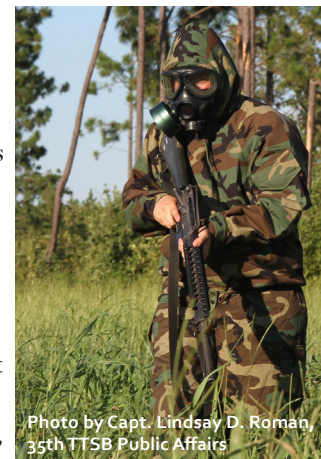


Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs



Photo by Staff Sgt. Ashley Armstrong, 35th TTSB Public Affairs

"Battalions know now what they need to be looking for to be better prepared to deploy."

-CW4 ALLEN



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs

**TOP LEFT:** A Soldier reacts to contact after a simulated CBRNE attack.

**TOP RIGHT:** Soldiers troubleshoot their connection.

**MIDDLE TOP:** The brigade S4 team evaluates battalion's emergency responsiveness.

**MIDDLE BOTTOM:** Soldiers set-up line-of-sight.

**BOTTOM:** Soldiers practice emergency deployment response.



## Virgina exercise gives valuable lessons

By Staff Sgt. Jeffrey R. Clark  
50th Signal Battalion (Expeditionary)

Soldiers with the 50th Signal Battalion (Expeditionary) supported the 7th Transportation Brigade during their Logistics Over the Shore (LOTS) training mission at Fort Story, Virginia, in early August.

The 7th Transportation Brigade is the only Army unit assigned to address the demands for Army operated watercraft. The unit uses these assets to transport military equipment over the world's oceans and waterways. The training exercise afforded the 7th Transportation Brigade the opportunity to test their ability to provide the transport capabilities necessary to support military and civilian agencies during a variety of missions from disaster relief efforts to combat operations.

On Aug. 8, 14 Soldiers from Charlie Company and two Soldiers from the battalion's electronic maintenance shop departed Fort Bragg, North Carolina, and made the 300-mile trip to Fort Story, Virginia, in support of the weeklong LOTS training exercise. Situated on the sands of Virginia Beach, Fort Story was a welcomed change of scenery said many of the Fort Bragg Soldiers. First Platoon's Single Switch Shelter team and Second Platoon's Command Post Node team found themselves mere feet from the Atlantic Ocean. However, the breathtaking location was not without its fair share of challenges. Most notably, the soft sand proved to be a massive hurdle while working to place the CPN team's Satellite Transportable Terminal. The HMMWV and trailer sank easily, halting site establishment until a bulldozer could recover the equipment to its final location.

"(The) CPN performed well. We



Photo by Staff Sgt. Jeffrey R. Clark, 50th ESB



Photo by Staff Sgt. Jeffrey R. Clark, 50th ESB

**TOP:** A HMMWV is pulled by a bulldozer on the beach at Fort Story, Va.  
**BOTTOM:** Sgt. Pierre Campbell, Spc. Matthew Ard, and Sgt. Jason Job, download equipment from a support vehicle.

adapted to our environment and pressed on with the mission," said Sgt. Thomas Dunlap, team chief.

The bulldozers were called upon again to construct a makeshift sea wall when the operators observed the surf inching closer and closer to the STT during high tide. With the initial challenges overcome, the two teams settled in and provided reliable network services to the 11th Transportation Battalion directing traffic on the beach and the 7th Transportation Brigade tactical operations center.

The teams' efforts allowed the transportation units to successfully complete their mission. The exercise also provided an excellent opportunity for the teams to test their systems after the recent Increment-1B network upgrades. "Achieving communications between the upgraded SSS and a Phoenix Terminal that wasn't upgraded was the most difficult part of the mission for the SSS team," Pfc. David Hawley, a SSS operator, commented.

Apart from the excellent training opportunities afforded to both

units, the exercise provided an opportunity for a handful of Soldiers to experience a rare and challenging mission in an unfamiliar location.

Spc. Benjamin Irvine, a Phoenix tactical satellite terminal operator, stated, "It was a great experience doing our jobs in a different environment, beautiful location, and supporting a unique unit in a realistic scenario."

Pfc. Stency Johnson, an STT operator with the CPN team added, "Our team got a lot closer during the mission. I personally gained a great deal of knowledge for troubleshooting equipment issues and the responsibility of operating the equipment."

The Soldiers were afforded the opportunity to improve their technical skills while demonstrating the professionalism and expert capability. The teams welcome any opportunity to improve their proficiency and look forward to the possibility of supporting the 7th Transportation Brigade during future exercises. ■



Photo by Spc. Donovan Master, 50th ESB

Photo by Spc. Luis Valcarcel, 50th ESB

## WIN-T INC 1-B A Soldier's Perspective

By Spc. Luis J. Valcárcel Santana, 50th Signal Battalion (Expeditionary)  
**LEFT:** Spc. Luis Jose Valcárcel Santana operates a Joint Network Node.  
**RIGHT:** Spc. Alaina Dailey demonstrates skills at manipulating tunnel configurations.

In the early stages of the newspaper industry, the reader might not learn of an event until weeks or months after its occurrence. With today's advanced information distribution media, it has become possible for the news of a major event to reach all corners of the world in just minutes. This information can be shared using the all too familiar device that sits in our pockets, the smart phone, but in combat a phone is not the most reliable means of communication. To fill this void, today's Army communications backbone continues to evolve with the spiraled rollout of the Warrior Information Network – Tactical.

Over the month of June 2014, 50th Signal Battalion's Satellite Transport Terminal, Joint Network Node and Command Post Node systems were upgraded to Increment 1B; this upgrade radically improved communications capacity, security, and interoperability with tactical units. When the 50th ESB's Soldiers discovered that their systems were being upgraded to INC-1B function, the general reaction was frustration. Upgrading equipment is a good thing; it was not

the impending change that provoked such a negative response, it was the stripping of the experienced operators' subject matter expertise. The Soldiers were put at ease when they heard that Communications Electronics Command was to organize and conduct classes for all of the equipment and upgrades.

Entering into the world of the unfamiliar was strange and difficult for Soldiers who had previously been considered proficient on that very equipment. The three week course included intensive online testing, hands on training, and demonstrations, but was guided by proficient instructors who took the reins.

One of the primary upgrades INC-1B provides to the CPN is the new colorless system. CL core is the efficient encryption of data throughout satellite or line of sight communication to prevent the interception of information. It also allows the transfer of data on the move, the encryption of unclassified information, and the use of classified or unclassified mediums of communication independently. Older equipment of the WIN-T network is being upgraded with this to improve capability and to achieve

interoperability. Thanks to the dedication of CECOM, that portion of the class actually resulted in being the simplest.

For all of the Soldiers, this cross training and upgrade introduction meant the reduction of countless hours spent in a field environment trying to figure out what small detail was overlooked, what tiny part of the system had malfunctioned, and the dissatisfaction of being unable to repair a machine you are responsible for.

Pfc. Garcia stated "CECOM did a great job of teaching us everything we needed to know."

For every Soldier, these classes demonstrated what will always be a law of evolution: adapt and dominate the advancement of technology to keep up with the ever changing battle. Our equipment, without a knowledgeable user, is just metal. It is the Soldier behind it that controls the outcome and success of the missions to come.

The Soldiers of the 50th ESB thank their instructors for their aid and now move on to share the teachings of these classes throughout the ranks, thus improving ourselves and others within the service of our Corps. ■



## Exercise interoperability

*Matt Altman, a network consulting engineer with the tactical operations team with Cisco Systems Inc., troubleshoots a radio system.*

**By 2nd Lt. Phelan Guan  
50th Signal Battalion (Expeditionary)**

Disaster can strike at a moments notice, and it takes a team effort to effectively answer the call for help. A joint group consisting of the 50th Signal Battalion (Expeditionary), Department of Homeland Security – Office of Emergency Communications, 290th Joint Communications Support Squadron, 440th Flight Communications Unit, Cisco, Fort Bragg, North Carolina, Emergency Response, and Fayetteville Fire Department participated in Exercise Vital Connection

from Aug. 18-22. During the course of the exercise, the participants discussed, planned and implemented a contingency inter-agency communications backbone that enabled the Army, Air Force and civilian agencies to talk across multiple platforms.

This interoperability exercise originated with the XVIII Airborne Corps' call for greater Joint and inter-agency

■ **Fort Bragg team establishes communication across the board to make vital connection.** ■

collaboration, especially for emergency response scenarios. A few phone calls and brainstorming sessions later, the operational concept evolved from talking across different radio platforms locally at Fort Bragg, into a massive Radio over IP network spanning from the Fayetteville Airport Training Facility, ran by the Fayetteville Fire Department, to Fort Bragg, and out to Seymour Johnson Air Force Base in Goldsboro.

Local emergency responders were primarily concerned about finding a redundancy to their Voice Interoperability Plan for Emergency Response network, North Carolina's communications solution in the case of a state-wide emergency, which relies on a network of broadcast towers – the closest of which is in Raleigh, N.C. In order to reach the Raleigh tower, Fayetteville responders rely on a single fiber optic cable, which they had identified as a possible single point of failure.

Bravo and Charlie companies from the 50th ESB met this challenge head on and designed a High Capacity Line of Sight network in Fayetteville that tied in with a Troposcatter system to build a redundant system that simulates the distance from Fayetteville to Raleigh.

The second area of concern was how the VIPER network would interact with military radios and Iridium satellite phones. Emergency responders already had a local solution in the form of radio gateways – devices that different radios would cable into and would enable all attached radios to talk as if they were on the same network and platform. However, different agencies used different radio gateways – for example, the

Fire Department used a Communications – Applied Technology Incident Control Radio Interface while the Fort Bragg Emergency Response Office used a Raytheon ACU1000 – and these gateways do not always work with one another.

To tackle this obstacle, Cisco brought their Network Emergency Response Vehicle outfitted with satellite communications and radios that turned the trailer-truck into a fully operational mobile command post which Cisco sends to provide communications in case of disasters when local infrastructure has been rendered inoperational. Among its racks of routers and switches, the NERV possesses a system – the Interoperability and Collaboration System – that could bridge the ACU1000 and ICRI and thus enable interoperable radio communications.

With the help of Cisco, C-AT, and Raytheon staff members as well as airmen from the 290th JCSS and Soldiers of bravo company, a successful network of radios ranging from the Army radio staple – the Single Channel Ground and Airborne Radio System – to civilian Motorola radios was established. What was broadcasted on the PRC-152 Multiband Handheld radio could be heard on an Iridium satellite phone.

The Soldiers, Airmen and civilian partners involved



**LEFT:** A troposphere scatter communications system is used by U.S. military and civilians during exercise Vital Connection. **RIGHT:** Civilian and military emergency responders combine forces during exercise Vital Connection.



in Exercise Vital Connection were able to overcome the challenges placed before them by utilizing both industry expertise and the ingenuity of service members. This exercise demonstrated that civilian and military assets working together can serve the needs of the local community and has set the framework for similar exercises in the future. ■



Soldiers with 50th Signal Battalion (Expeditionary) raise a 30-meter radio antenna at Fayetteville Regional Airport Firefighting Training Facility.



*Mark Hall, right, a communications coordinator with Jefferson County Sheriff's Office, and Joe Parisi, the services commander with Cumberland County Sheriff's Office set-up a radio gateway for exercise Vital Connection.*



*1st Lt. Jessica Yahn, plans officer, 50th Signal Battalion (Expeditionary), briefs military and civilian communications experts during exercise Vital Connection.*



# RELIABLE SIGNALS, VIBRANT RESPONSE

**By Spc. Caitlyn Byrne**  
27th Public Affairs Detachment

About 125 Soldiers from both 63rd and 67th Signal Battalions (Expeditionary) supported Vibrant Response 14, the nation's premiere disaster relief training mission that takes place yearly at the Muscatatuck Urban Training Center in Butlerville, Indiana, July 21-Aug. 7.

"Vibrant Response 14 is a combination of active, reserve and civilian components that come together to form a unified, joint response to a large catastrophic event," explained Maj. Gen. Charles Gailes, a Huntsville, Alabama native and exercise director of VR 14. "The real task at hand was how do we give support to those states and communities that have been affected."

The Soldiers from the 67th and 63rd ESBs participation in VR14 better prepared them for emergency response missions that they are supporting. The exercise is split into two different iterations with two different missions based on the same scenario – a simulated nuclear attack in a major metropolitan area somewhere in the United States.

"My role in the exercise was to setup and maintain the (Tactical Satellite) equipment for the (Joint Network Node) in support of the Aviation unit," said Spc. Ned A. Bennett, a satellite communication systems operator-maintainer and Nehawka, Nebraska native.

The first half of the exercise, which took place July 21-27, focused primarily on training the Defense Chemical, Biological, Radiological, Nuclear, and Explosive response team, which deals with the initial response to a crisis, including helping displaced citizens and starting investigations into who, or what, caused the catastrophes.

"It was a good learning experience to be able to do a live exercise with the civilians. It was very good practice for the real thing if we are called in need of a crisis," said Bennett. "It gave us a chance to communicate everyday with civilians. We were able to see different types of helicopters take off every day."

In total, agencies from more than 28 states and territories participated in the exercise.

"We had a wide range of personnel and capabilities that were brought to Indiana," said Gailes. "As we get further and further along, we bring in more partners and willing-participants for the exercise including the state of Indiana and FEMA's regional response coordination center." This year also marked the first time the Indiana



Photo by Spc. Ryan E. Black, 67th ESB

*A 67th Signal Battalion (Expeditionary) Soldier sets up radio communication during exercise Vibrant Response.*

Department of Homeland Security participated in the multi-agency exercise alongside the Department of Defense, FEMA, National Technical, Nuclear Forensics Task Force, and the FBI.

"Partnering with the DOD, the National Guard, the state emergency management agencies and learning how we all operate and how we communicate is essential," said Gailes, "because if this ever actually happened, it would be paramount that we have a substantial amount of ground work covered as well as experience that we can build on."

The second half of the exercise, which began on Aug. 1 and concluded on Aug. 7, focused on the Command and Control CBRNE Response Elements, which are essential to the long term response and assisting the local population in gaining a sense of normalcy.

The DOD's C2CRE response force is a 1,500 person strong element designed to provide lifesaving measures to a 'worst-case scenario' event that occurs on the American home front in the most expedient fashion possible. The DOD has two C2CREs at its disposal. C2CRE-A, Task Force 76, is made up of reserve units from around the nation and C2CRE-B, Task Force 46, is made up of National Guard units. The units are on this mission for one to two years before cycling off.

Once they have arrived on the scene, the task force will monitor situational awareness and assist first responders in alleviating human suffering. Gailes noted that the main focus and duty of the task forces is to be the nation's secondary response force to any

Photo by Spc. Ryan E. Black, 67th ESB



Photo by Spc. Ryan E. Black, 67th ESB



**TOP AND BOTTOM:** *Signal Soldiers with 63rd and 67th Signal Battalions (Expeditionary) set up communications for aviators during Vibrant Response.*

catastrophic, man-made, domestic disaster.

As with any situation involving the homeland, the military gets its marching orders from a civilian authority.

As part of VR14 both Task Force 46 and 76 are rehearsing their response capabilities.

"Task Force 76 is going to handle chemical, biological and nuclear responses. We are one of the three elements in the C2CRE enterprise," said Sgt. Maj. William Powers, 302nd Maneuver Enhancement Brigade, an Army Reserve unit from Chicopee, Mass. The Boston native is also the Task Force 76 mobilized operations sergeant major.

As for aesthetic authenticity, rubble piles were carefully set up in training sites in both Camp Atterbury and the MUTC to make the venues as challenging as possible to control the search and recovery training. Several very realistic mannequins were placed throughout the rubble piles, which the search and recovery teams had to cut and dig their way to.

Mannequins, however, were not the only way that the units interacted with mock victims. More than 100 role players were hired in order to create the feeling of a real city in distress. "I find it difficult to believe that there is anyplace that can better simulate that environment [a nuclear detonation in a heavily populated area] than here," said Gailes.

The role players were civilians of all ages who had special effects make-up applied to them in order to act as though they were injured and in need of help.

The role players added an element of realism on top of the destroyed buildings; fire, flame and water effects; and roads blocked by tons of overturned vehicles and other rubble.

Medical and decontamination units from Mobile, Alabama, and Tampa, Florida ran decon stations on site and airlifted the "worst" of the mock victims. Victims were even hoisted from the tops of buildings in order to give helicopter MEDEVAC units practice in case the time comes for them to put their skills to work.

The exercise focused on Department of Defense support of civil authorities in a consequence management role. All of these elements came together to provide a whole-of-government response to a disaster, said Gailes. The C2CRE is part of DoD's scalable response capability to assist civilian responders in saving lives, relieving human suffering and mitigating great property damage in response to a catastrophic CBRN incident.

As Vibrant Response 14 concluded, there was evidence that the annual training exercise is evolving and improving each year and as the nation's premier homeland response exercise, VR 14 is a training exercise that continues to provide a plethora of learning experiences for all participants involved.

Gailes remarked, "We learn a lot from our state and local counterparts, and they also learn a lot about our federal capabilities as well." ■





# BATTLE OF THE BEST

Soldiers take a shot at winning brigade title

By Spc. Gregory J. Swars and Spc. Marlonbrandon D. Arellano  
Headquarters and Headquarters Company, 35th Signal Brigade (Theater Tactical)

Seven Soldiers represented their battalions in the 35th Signal Brigade (Theater Tactical) Noncommissioned Officer and Soldier of the Year competition, at Fort Gordon, Georgia, which began Sept. 24 and ended Sept. 26 for a chance to prove themselves the brigade's best.

The competition was a fight to the end leaving only two victors; Sgt. Erick O. Lozadamartinez, assigned to 50th Signal Battalion (Expeditionary), 35th TTSB, and Spc. Joshua D. Taylor, assigned to 63rd Signal Battalion (Expeditionary), who were named 35th TTSB's NCO and Soldier of the year.

Lozadamartinez, a native of Arroyo, Puerto Rico, and Taylor, a native of Tampa, Florida, are both multichannel transmission systems operator-maintainers, and were announced winners during a ceremony Sept. 26 after surpassing their peers in a competition intended to determine who could defeat all challenges and come out on top.

During the competition, each of the



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs

**TOP:** Soldiers and Noncommissioned officers of the year candidates qualify with M-16.  
**LEFT:** Spc. Joshua D. Taylor plots a point during land navigation.  
**BOTTOM:** Spc. Dana Richardson performs first aid on a dummy.



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs

## Meet the competitors

### ■ DUTY ■



**Spc. Gene A. Johnson**  
Satellite operator-maintainer  
Bravo Company, 50th ESB  
Greensboro, North Carolina

### ■ SELFLESS SERVICE ■



**Spc. Dana Richardson**  
Multichannel transmission  
systems operator-maintainer  
Bravo Company, 51st ESB  
Carlsbad, California

### ■ LOYALTY ■



**Sgt. Michael Hoffman**  
Cable systems  
installer-maintainer  
Bravo Company, 50th ESB  
Rutland, Vermont

### ■ RESPECT ■



**Spc. Joshua D. Taylor**  
Multichannel transmission  
systems operator-maintainer  
Alpha Company, 63rd ESB  
Tampa, Florida

### ■ INTEGRITY ■



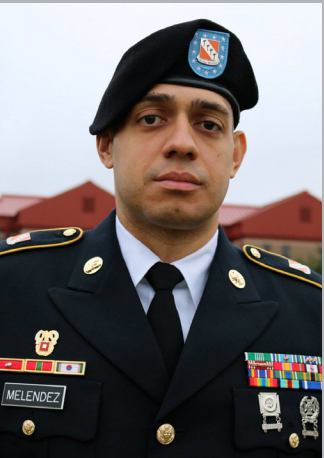
**Sgt. Erick O. Lozadamartinez**  
Multichannel transmission  
systems operator-maintainer  
Alpha Company, 50th ESB  
Arroyo, Puerto Rico

### ■ HONOR ■



**Sgt. Lance Smith**  
Culinary specialist  
Headquarters and  
Headquarters Company,  
63rd ESB  
Macon, Georgia

### ■ PERSONAL COURAGE ■



**Sgt. Japhet Melendez**  
Information technology  
specialist  
Headquarters and  
Headquarters Company,  
51st ESB  
Colorado Springs, Colorado



"It puts the Soldiers to another level, which made everyday a new challenge."

— SGT 1st CLASS STEELE





Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs

competitors had to compete in a series of events testing their basic Soldier knowledge and skills. Upon arrival, all competitors had to prove they were with-in Army standards for height and weight during a weigh-in.

They later took the Army Physical Fitness Test. Each of the competitors had to take a written exam which consisted of an essay question. Every competitor had to demonstrate their skills in the land navigation event as well as the Army Warrior Tasks event. Competitors were also required to demonstrate their marksmanship abilities by qualifying with both the M16 rifle and M9 pistol.

"The most difficult part of the competition was shooting an M9 which is something that I have not done before", said Taylor who is a native of Tampa,

**LEFT:** Sgt. Erick O. Lozadamartinez, qualifies with M-9 while competing for Noncommissioned officer of the year title. **RIGHT:** Sgt. Michael Hoffman, writes responses to questions during the essay portion of the competition.

Florida.

In order to represent their battalions in the competition, the Soldiers had to win the NCO and Soldier of the Quarter competitions for the brigade throughout the Army Fiscal Year 2014.

"I appreciate the faith that my leadership had to put me in the position, to think that I would win it," said Taylor, about being chosen to compete.

This particular competition not only allowed the Senior Enlisted to assess the competitors' abilities, but it also allowed



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs

each of the competitors to identify their strengths and weaknesses in reference to the basic Soldier skills, Taylor added. Even though not everyone could walk away with a title, they were still afforded the opportunity for an often rare experience. They all were able to walk away with a clear knowledge of what they can do to improve their combat readiness and share their experience with peers, subordinates and leaders.

"It puts the Soldiers to another level, which made everyday a new challenge,"



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs

**TOP LEFT:** Spc. Dana Richardson, plots a point. **TOP RIGHT:** Competitors are routed off of the range. **BOTTOM LEFT:** Sgt. Japhet Melendez gazes downrange. **BOTTOM MIDDLE:** Competitors prepare to hear winners. **BOTTOM RIGHT:** Sgt. Japhet Melendez does sit-up portion of Army Physical Fitness test.



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs

said Sgt. 1st Class Juan Steele, the NCO in-charge of the competition, assigned to Headquarters and Headquarters Company, 35th TTSB

Lozadamartinez and Taylor will now represent the 35th TTSB in the next level of competition at the XVIII Airborne Corps. During the award ceremony Soldiers in the brigade wished the winners the best of luck in the next competition where they will once again have a chance to prove themselves the best warriors.



Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs



# Lion's pride

## 518th takes the stage

By Staff Sgt. Bernhard Lashleyleidner  
1st Armored Brigade Combat Team  
1st Infantry Division

Spc. Jonathan Hunter, information technology specialist, 518th Tactical Installation Networking Company, won the Buehring's Got Talent competition Sept. 5 at the Oasis Morale, Welfare and Recreation stage area, Camp Buehring, Kuwait.

The competition was co-sponsored by the 101st Brigade Support Battalion, 1st Armored Brigade Combat Team, 1st Infantry Division and the USO.

Hunter seemed to impress the judges and crowd with his break-dancing performance and his stage presence, beating out the band, "Atlanta, Atlanta, Atlanta," which is made of 101st BSB Soldiers.

"The reason we chose the dancer over the band came down to stage presence and crowd participation," said Sgt. Maj. Roosevelt Whetstone, operations senior noncommissioned officer, 4th Squadron, 4th Cavalry Regiment, 1st ABCT. "It takes a lot of talent and coordination to sing and play a musical instrument, so I gave the band extra points for that."

Chap. (Capt.) Aprill Bright, 101st BSB, said the competition was set up with the brigade's ready and resilient focus with the purpose of giving Soldiers a creative way of demonstrating their competitiveness, while relaxing and having fun.

"The base-wide talent contest was designed to showcase the skills and abilities of the troops, boost morale and feature two local opening acts from Kuwait City," said Tiffany Banks, USO manager, Camp Buehring.

More than 40 Soldiers, Airmen, Marines and civilians auditioned for the show several weeks ago. Twenty-two contestants made it to the final round of the competition.

A panel of five judges – Sgt. Maj. Roosevelt Whetstone, Capt. Susana Guerrero, Sgt. 1st Class Clark, Staff Sgt. Mark Korte and Anderson Ayers III – could award a maximum of five points in overall performance, originality, creativity and the audience reaction, with the highest combined score winning the event.

Unlike the TV show, judges and contestants did not interact prior to their performances, and there were two masters of ceremonies, versus one.

Contestants competed in the performance categories



Spc. Jonathan Hunter, 518th Tactical Installation Networking Company, performs a b-boy spin move.

of dancing and singing. Many Soldiers chose to sing over pre-recorded music, some played musical instruments and others sang acappella.

The show began with performances by Arabique, a Kuwaiti hip-hop artist, and Zanjebar, a Kuwaiti rock band, that got the crowd excited prior to the competition.

As contestant after contestant came to the stage to perform, they gave shout outs to their families back home and to their units represented in the crowd, which was overwhelmingly made up of 101st BSB Soldiers.

Spc. Robert Johnson II, human resources specialist, Headquarters and Headquarters Troop, 4th Sqdn., 4th Cav. Regt., and Sgt. 1st Class David Wesson, platoon sergeant, Company B, 101st BSB, provided comic relief and kept the crowd entertained between performances.

During three intermissions, Johnson and Wesson asked for audience participation in events like an egg-smashing contest. Two competitors had to smash eggs against their foreheads, with the first person to smash three cooked eggs instead of raw eggs winning a \$25 gift card.

There was also an audience dance off, where five random members of the crowd danced for one minute for the chance to win a pair of Beats by Dre headphones.

During the final intermission, the crowd played an old favorite – musical chairs – with the winner receiving an iPad.

A highlight of the evening came when panel judge Sgt. 1st Class Kimberly Cook, senior noncommissioned officer, Quick Reaction Force, 101st BSB, left the judges table to sing a moving rendition of Natalie Cole's "Inseparable."

Another came when Staff Sgt. Justin Borders, ground support equipment noncommissioned officer in charge, 101st BSB, sang "Stuck on You" by Lionel Richie. Borders pumped the crowd up with his "fire it up chants" and his unwillingness to leave the stage after completing his song.

"The talent show was a huge success because the Chaplain Corps and USO came together with the focus of boosting the morale of the troops here at Camp Buehring," Wesson said.

"We wanted to give the service members something exciting to look forward to that would embody esprit de

corps."

Wesson said the event surpassed their expectations. "As a band, there is nothing as exciting as performing for a crowd," said 1st Lt. Lee Wakeman, evacuation platoon leader, 101st BSB.

Wakeman said the opportunity to share one's passion with others was incredible and the band members hoped to continue performing for the troops throughout the deployment.

Bright said the brigade chaplain's office and USO plan on hosting more events like these as the holidays approach. ■



## Impact of helping others

By Spc. Felix Berrios  
518th Tactical Installation and Network Company

On the 19th of August, the 518th Tactical Installation and Network Company volunteered at the Golden Harvest Food Bank: Masters Table Location.

Did you know that Augusta's homeless population numbered more than 800 adults during a census last year? Did you know that Augusta has the third largest homeless population in Georgia?

We prepared over 300 meals for the people of the CSRA. Some were homeless and some just couldn't afford food. They didn't have a specific race, gender, or age.

Going to volunteer, we didn't know what to expect, all we knew was that people of the local community needed assistance. Community Service is a great asset of one's character, giving back to the community is an even greater impact on society as a whole. Having good character is essential to the overall outlook of the American Soldier. Today, we use our character to depict the common operational picture. As Soldiers, our character has an even greater impact on those who are around us.

During my time at the Master's Table, I had the opportunity to meet an Army Vietnam Veteran. Meeting him hit close to home. It was disturbing to me that someone who fought for the freedom of the American People was now fighting to feed himself. His character was humble.

He said, "being proud of what you are doing to help

people like me." Anyone can fall into the same situation regardless of their background.

To me, the common operational picture of a Soldier is having that ability to be humble and continue to fight on regardless of the situation. This Vietnam Veteran did just that. Every day the Masters Table creates meals and feeds over 300 people in the CSRA. The volunteers of the Masters Table vary from Soldiers to various other people from the community. All of which give their personal time to help make the day better for someone in need.

Giving back to the community doesn't mean you need to be rewarded to do so; when it comes to matters of the heart, it creates an impact on society as a whole. To me, giving means to help people in various ways. It is valuable, but just as important as time and money. Homelessness is not an issue that will cease on its own. The weight of homelessness can be lifted by people like you and I, which put forth the effort to lend a helping hand.

That day, which my company and I volunteered, will always play a role in my overall conception of one of world's biggest issues: The Homeless. I never thought that helping someone else would bring such a joy to my overall day. So I challenge you to lend a helping hand to those who are in need: volunteer at the Masters Table, separate donated foods at the Golden Harvest Food Bank, and/or read to the Veterans. ■



## THE LION BRIGADE



### 35th TTSB starts mission in Iraq

By 1st Lt. Michael P. Crilley, 261st Signal Brigade Public Affairs Officer and Spc. Terysa M. Shaffer, 35th Signal Brigade Public Affairs Specialist

Two back-to-back transfer of authority ceremonies were held for the 35th Signal Brigade (Theater Tactical) and 67th Signal Battalion (Expeditionary) assuming authority from the 261st Signal Brigade and the 146th Expeditionary Signal Battalion at Camp Victory, Iraq on Sept. 19, 2009.

Guests in attendance witnessed the TOAs, which marked the last operation of the 261st TTSB, a reserve unit from Smyrna, Del., and the 146th ESB, a National Guard unit from Jacksonville, Fla. in support of Operation Iraqi Freedom 09-11. The 35th TTSB, from Fort Gordon, Georgia, assumed authority of the largest tactical signal mission throughout Multi-National Corps - Iraq. The 35th TTSB will be responsible for more than 40 sites spread across 17 provinces in Iraq.

Brig. Gen. Scott E. Chambers and Command Sgt. Maj. Donald J. Catalon, commander and command sergeant major of Task Force Diamond, cased their colors ending their tour in Iraq. The 261st colors will remain cased until the brigade returns to its home station in Delaware where they will be uncased signifying that the unit is once again ready to answer our nation's call.

Then, Col. Marc D. Harris and Command Sgt. Maj. Angel J. Ramos, commander and command sergeant major of Task Force Lion, uncased the 35th TTSB colors. These colors will remain unfurled until the 35th TTSB is officially relieved from its responsibilities at the end of their tour of duty.

The TOA ceremony for the battalions had Lt.



Col. Matthew Johnson and Command Sgt. Maj. Richard F. Campbell, commander and command sergeant major of the 146th ESB, casing their colors, allowing Lt. Col. Peter J. Tragakis and Command Sgt. Maj. John F. McCarthy, commander and command sergeant major of the 67th ESB, to uncased their colors.

The guest speaker for the 261st and 35th TOA was Brig. Gen. Heidi V. Brown, the deputy commanding general for Sustainment Multi-National Corps - Iraq, and she had some heart-felt things to say about the



departing signal brigade. "The state of Delaware has much to be proud of," she said, in reference to the successful maintenance of network operations the 261st TTSB performed. Brown told those in attendance that she equally welcomes the 35th TTSB and believes they are trained and ready to assume the signal mission here in Iraq.

After the deputy commander's speech, Chambers said that he is immensely proud of his Soldiers. "It is truly humbling to see the civilian skills that Soldiers bring to the fight," said Chambers. He compares his experience to being a quarterback watching his team score a touchdown. As much as he said he enjoyed his tour, Brig. Gen. Chambers said, "It's time for me to take these Blue Hens home."

For his speech, Harris spoke proudly about accepting the mission and his role as commander of Task Force Lion. The colonel went on to praise Task Force Diamond on a smooth transition and for going out of their way to welcome the incoming brigade. He then said to the audience, including Lt. Gen. Charles Jacoby, the commanding general of Multi-National Corps-Iraq, "The 35th Signal Brigade confidently stands ready to provide the network flexibility to achieve the [MNC-I] vision." ■



### 67th ESB Soldiers support Iraqi Scouting Program

By Master Sgt. Mark Smith

Scouting has been here in Iraq for almost a century! While scouting in Iraq has been "de-certified" by the international community (WOSM) twice due to wars or politicization of the program, the Scouting program is making a comeback. It is run through the schools, via the Ministry of Education, as a nationwide youth program.

Boy Scouts and Girl Guides are the two programs run by the Ministry of Education. Younger children in the program are called Cubs/Flowers and the older children are called Scouts/Guides.

Iraqi Scouting is still not re-certified by WOSM, but they are working on it! There are over 100,000 Scouts in Iraq, but the programs vary greatly in their organization and scope - they do not have a 'National Head-quarters "like we do in the United States (US)."

The Victory Base Council (VBC) here in Iraq has only been in existence since June 2008, all military led and run, and is not a "council" in the US sense. They do not govern or control any aspect of Iraqi Scouting, but are instead a conduit for volunteer time, talent, and energy into the local Iraqi communities to help Scouting start and flourish in areas that are under-served. Victory Base Complex has over half a dozen camps, and over 30,000 people - that's a lot of potential Scouting volunteers!

This truly made an everlasting difference in the young children lives and the scouting program a huge success. Soldiers from the 67th Signal Battalion (Expeditionary) volunteer their free time in an attempt to fill a portion of the void left behind when the 1/46th ESB departed for home. They jumped in and lent a helping hand. ■



# 50th ESB honors rich history at summer ball

By Sgt. 1st Class Randall Courtney and 2nd Lt. Mike Laquet, 50th Signal Battalion (Expeditionary)

The 50th Signal Battalion (Expeditionary) took a brief respite from the humidity and operations at Fort Bragg to hold their annual summer ball.

This year's theme was the battalion's celebrated lineage, and as the longest serving signal unit in the Army, there was no shortage of history to commemorate. Shortly before sunset, the spacious accommodations in the Fort Bragg Club were filled with clanging glasses and revelries of the Sentinel family, a cacophony that broke only intermittently for the opening ceremonies and the event's guest of honor. Former 50th ESB Commander, currently Chief of the Interoperability Division at the J6 at the Pentagon, Washington, D.C., Col. Todd Isaacson headlined the evening.

As the guest speaker, he reminisced about his multiple expeditionary deployments with the battalion as a lieutenant in the early 90's. He demonstrated the great pride that resides in every 50th ESB Soldier, past and present.

Isaacson's speech expertly meshed the battalion's illustrious history with the tenets of leadership that he had developed and refined during his tenure as a platoon leader in the 5-0.

"I had the opportunity to serve as a platoon leader for the entirety of my first tour here, three years, and I can tell you, those were the best three years of my life," said Isaacson.

Isaacson described the 50th ESB as the launching pad for his career and imparted some of the lessons he has learned during his service to the young leaders in the audience. He continued this task long after the informal festivities had ended, being one of the last guests to leave the Fort Bragg Club, offering much appreciated bits of mentorship even as the crowd thinned.

The event was further enriched by Spc. Allen's ice sculpture, which was an immediate crowd favorite. The Battalion crest and beloved wig wags were featured in the frigid carving and nearly every guest wanted a photo with Allen's creation.

Battalion Commander, Lt. Col. William McDowell said, "He really went above and beyond with that; it looks great. It's a special addition to an already special

night for the 5-0"

As the crowd melted away from the dance floor, so too did the young Soldier's sculpture. The attendants of the event have two excellent takeaways from the 2014 summer ball: not only a mug customized with the "Key to Command" crest, but also more joyous memories that come with another summer ball, and another page added to the battalion's storied history.



TOP: Spc. Allen stands next to the ice sculpture he spent 6 off duty hours creating for the summer ball.  
BOTTOM: The 50th Signal Battalion (Expeditionary) Color Guard retires the colors.



# HERE IT COMES

Are you ready to own a gun?

- Treat every weapon as if its loaded.
- Handle every weapon with care.
- Identify the target before you fire.
- Never point the muzzle at anything you don't intend to shoot.
- Keep the weapon on safe and your finger off the trigger until you intend to fire.

# READY ... OR NOT?

**Ready ... or Not** is a call to action for leaders, Soldiers, Army Civilians and Family members to assess their "readiness" for what lies ahead—the known as well as the unknown.

Throughout our professional and personal lives, events happen all around us. We are often able to shape the outcome of those events, but many times we're not. Navigating life's challenges is all about decision-making.

So are **YOU** ready ... or not?

ARMY STRONG:

U.S. ARMY COMBAT READINESS/SAFETY CENTER  
<https://safety.army.mil>





Photo by Capt. Lindsay D. Roman, 35th TTSB Public Affairs

## Conduits and reservoirs: condensed leadership lessons from Ryan's Lore

By Capt. Ryan C. Boileau Sr., company commander  
Headquarters and Headquarters Company 35<sup>th</sup> Signal Brigade (Theater Tactical)

Often asked is the question, “Is leadership something learned or does it naturally occur?” While different opinions can be voiced in favor of one or the other, my own belief is that it naturally falls on the first half of that equation – it most assuredly can be learned and the depth of that learning is based equally on both the student and the teachers. Indulging fully in a bit of testimony, my credentials speak for themselves: I am a recipient of the Profession of Arms / Kilbourne leadership award from Senior Leaders Course (2005), Signal Basic Officer Leaders Course (2006), and the Signal Captains Career Course (2010). Those who knew me in the early 1990’s would be very surprised to see those accolades associated with my name. Simply put, I was as far from the pinnacle of leadership as possible early on in my career. At the risk of over-generalizing, one characteristic of all leaders is the methodology by which they disseminate information – are they a conduit, or are they a reservoir?

Throughout my 22-plus years in the military, I have had the opportunity to benefit from mentors who chose to share their knowledge with me. In the end, a singular trait in all great leaders is being a conduit of knowledge (or information, or communication) – disseminating and sharing what is known to those who need to know it.

This is a measurable phenomenon in any organization: simply observe the way information flows and you can almost immediately tell if a leader is operating as a conduit of information, or if they are functioning as a reservoir, requiring the recipient to come to them directly.

Reservoirs are typically not aware of the fallacy in their leadership style. To them, reservoirs believe they are effective in their operation because they are constantly sought for information, for input, or for opinion. Feedback is sent readily to a reservoir, because the actioner of that information needs more data than initially given. This creates a perception of positive leadership: the leader has doled out a dose of initial data, the operator has returned one or more times for additional feedback, and all appears to be well.

However, if the reservoir is removed from the process, no additional information will be forthcoming and all momentum stops. Herein lies the fallacy – subordinates working for a reservoir cannot operate in a void and require that leader to be present for effective operation. Another way to view a reservoir is as an actor-by-proxy: the subordinate elements cannot function without the leader’s presence.

A conduit shares all available information with

the performers, thereby enabling effective action to continue when the source is removed. Through effective dissemination of information, subordinate and adjacent elements are able to appropriately determine the best course of action without having to return to the source for follow-on data. The choice to operate as a conduit rather than a reservoir of information is difficult because it removes the positive feedback perception which exists when others return for additional details. However, initial transition can be disconcerting because there is little feedback from the subordinates while they are executing the task.

The Army defines leadership as, “The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.” (ADRP 6-22). The first three portions of this definition are inculcated over time to become second nature. The last aspect is attained when a leader places selfless service above self aggrandizement and starts to truly realize his or her potential. A reservoir rarely is able to impact this part because they create a void on departing that is initially filled with chaos as personnel move to cover the shortfalls now present in the information flow. Getting after improving an organization requires a paradigm shift in one’s thought process to consider a higher element’s strategic position and then apply systems and processes which support, reinforce, or enable that vision to come to fruition.

For Commanders, a doctrinal method to get after information dissemination is to identify *intent*. Through effective communication of a Commander’s Intent, subordinate elements are aware not only of the desired end state for an operation but also able to intuit courses of action that support that end state even when no information exists in the initial directive or tasking. A well-established intent imparts freedom of maneuver to all others in the execution process, allowing for decisions on the fly without stopping the action to get clarification.

The takeaway here is that intent is not solely the demesne of a Commander: leaders at all level should absolutely communicate their intent to subordinates for any action, thereby enabling them to apply the appropriate decision in the absence of orders.

Presence is both tangible and abstract. Quality leaders project a presence which exists even when they are not physically there. Projection of presence is achieved through a myriad of techniques all of which fall outside of the intended scope of this article. However, the impact of presence is, by its very nature, a quality of leadership. Good leaders impart a presence which pervades their individual element (regardless of its size, scope, or mission) and engenders completing the mission. Over time, the presence of a leader is

absorbed and mirrored by subordinates and others the leader mentors. A key indicator of a leader’s ability to project presence can be found by observing what an organization does in the leader’s absence. If discipline lapses, if safety standards drop, or if accountability suffers, then that leader is not projecting his or her presence effectively. On the other hand, if there is no perceptible drop in performance output, chances are high that a leader’s presence remains even with the physical absence.

Hand in hand with presence goes trust – both in subordinates to know a leader will support their actions and in senior leaders to know that the lower echelons are executing mission tasks appropriately. Breaking any link in the chain of trust introduces unnecessary overhead to the already complicated process of leadership and is difficult, often impossible, to repair. A leader projects trust when giving intent and end state, but leaving the details to the executor.

Trust is earned with closed-loop feedback processes; at the end of a discussion or mission, give information back to the next higher leader to show that a message is understood or has been accomplished to standard. Conduits close the loop instinctively, while reservoirs do it only with the intent of self gain; if there is no benefit for them in providing the feedback, it is not given.

Last, a leader who is a conduit of information must create and support a learning organization. To do this, the leader must be approachable. Subordinates need to recognize they are able to make good-faith mistakes and recover from them. By being approachable, a leader keeps a more accurate pulse of the formation and is able to recognize when something has changed. Being approachable includes receiving negative news without overreaction. An unapproachable leader is more than a reservoir; they are an island in an entropic sea with no visible indicators of progress or the lack thereof. Open, candid discussion and acceptance of feedback – both positive and negative – creates a synergy all its own and contributes immeasurably to unit improvement.

Quality leadership is a learnable trait. One part of the leadership puzzle is the method by which information is shared across the spectrum of one’s influence. Transforming from a reservoir to a conduit creates effective promulgation of knowledge, mission, and intent and eliminates artificial barriers to mission accomplishment. Taking this one piece out of the complicated process of leadership and applying the qualities outlined here can contribute to that transition. By our very nature, most leaders begin as reservoirs; it takes a conscious choice to make this transition. If you’ve read this far, then accept this final challenge: become a conduit of information and improve the organization! ■





# EQUAL OPPORTUNITY

## STRENGTH THROUGH DIVERSITY

Hello Lion Brigade,

Every quarter I have encouraged each Soldier to step forward and do the right thing. I have also encouraged you to come by my office and or call me. My main focus has been the fair and equal treatment of all Soldiers and civilians.

As we all know in the military, all service members PCS in/out of units. I have reached that time within the 35th Signal Brigade (Theater Tactical). I will be moving on to my next duty assignment in November. I will still be available to be reached by email should anyone need guidance. It has been a blessing and a true honor serving with you all!!!

I do have the pleasure of introducing our new Equal Opportunity Advisor, Sgt. 1st Class Damon Jenkins. He will continue to make the Equal Opportunity program better and will be a continued support access here within the brigade. I have one last request. Give him the same support you all gave me.

During the 4th quarter we will be training on sexism and inappropriate relationships. Every quarter, I invite you to join the 35th TTSB family in celebrating our national observances at your locations. This is a time to reflect upon our history so that we can expand our future. I would like to close with a quote by John F. Kennedy, "All of us do not have equal talent, but all of us should have an equal opportunity to develop our talents."



**Sgt. 1st Class Samuel Lagrou**  
35th Signal Brigade EOA

**Sgt. 1st Class Damon C. Jenkins**  
35th Signal Brigade EOA  
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# SHARP

## SEXUAL HARASSMENT/ASSAULT RESPONSE & PREVENTION

Utmost of our ability!

I send greetings to all of the leaders, Soldiers, family members, & friends of the Lion Brigade. My name is Sgt 1st Class Brandon Daniel and I have been selected by Col. Robert L. Edmonson II & Command Sgt. Maj. Perry D. Summer-ville to serve as the next brigade Sexual Harassment/Assault Response and Prevention (SHARP) Sexual Assault Response Coordinator (SARC) for our outstanding organization. I pray that I will be given the strength and courage to do a good job and serve in the position with honor.

A little about myself, I am a Christian and my faith is strong. I am a husband to a dual military spouse, Master Sgt. Sandra Daniel, and a father of three beautiful children. I was born and raised in Rome, Ga. and I have been a U.S. Army, Signal Soldier for over 22 years and I love what I do!

While going through the interview process with the brigade commander & command sergeant major last month, I was asked what I would do to increase awareness across the brigade in the area of SHARP. First of all, I realized that one individual can make a difference; however, it will take a total team effort to implement any plan in order to reach our goals. The Army's ultimate goal is zero incidents, but if an incident were to occur then 100 percent reporting is our next option. For the 35th Signal Brigade (Theater Tactical) (TTSB), we will continue with all Army mandated mandatory training as directed. In conjunction, our plan is to supplement this with more face to face small group instruction, skits, written exams & quizzes, visual aid posters & pamphlets, interactive learning games, and much more.

What we have to understand is that the insider threat does exist and it's up to us to take a stand to combat sexual harassment and sexual assault in and outside of our unit. Each of us has to determine which side we are on. Trainers must ensure that they put preparation time and effort into their training sessions because our Soldiers deserve it. Remember, sometimes it isn't just in the message, but also in the delivery! Overall, I am excited about and proud to serve the leaders, Soldiers, and civilians of the 35th TTSB. Utmost of our ability! Lion Brigade!



# I AM THE FORCE. BEHIND THE FIGHT.

**Sgt. 1st Class Brandon Daniel**  
SHARP Representative  
BLDG 25426  
706-791-7038



# FINANCIAL READINESS ASSESSMENT

## MASTER RESILIENCE TRAINER



Hello Lion Brigade,

With the end of summer approaching fast, it also marks the beginning of the new school year. It is during this time that we either realize how much money we spent on vacationing or how much money we need to spend on new school clothes. Finances represent one of the major issues that drive couples to encounter marital problems, which ultimately, could lead to divorce.

A great tool to combat such an obstacle is being offered on Army Fit called the Financial Readiness Assessment. It is available for all members of the total Army—Soldiers, their families and Army civilians. The survey is confidential and assesses the user's current overall financial health, to include level of liquidity, debt and savings. This program is confidential and is a great aid to get you back in the green. Remember, resilience is the ability to grow and thrive in the face of adversity. Know yourself, know your limitations and until next time—"Stay Resilient" and "Keep Hunting the Good Stuff."

**Sgt. 1st Class Christopher Matthews**  
Master Resilience Trainer  
Bldg: 25426  
706-791-3519



## THE CHAPLAIN'S CORNER

To contact the 50th ESB Chaplain please call 910-396-8329 or [richard.t.daniel.mil@mail.mil](mailto:richard.t.daniel.mil@mail.mil)

### Bonding at the Beach

50th Signal Battalion (Expeditionary)  
Written by: Capt. Todd Daniel

The 5-0 Unit Ministry Team began their summer at a married Strong Bonds event in Myrtle Beach, SC. This event hosted 20 couples and their children for 3 days of relationship training, family bonding, and relaxation. We have seen couples recommit their lives to building a stronger marriage and parents striving to lead their children with character and passion. The end of the summer concluded with a return to Myrtle Beach with 40 Single Soldiers. Strong Bonds has become a unique ministry opportunity for the Unit Ministry Team at the 50th.

The Strong Bonds events have created a refreshing environment that deepens emotions, strengthens the mind, and challenges your spirit. These events use a mostly secularized curriculum that focuses on bringing people to realize their potential in life and relationships. We also realize that Soldiers and their families just need someone that will listen to them and genuinely care about them. As a UMT, we aim to offer that listening ear and that whole hearted concern for people. Our mission has become to use events like Strong Bonds to break through the barriers that we all put up and get right to what the individual is dealing with.

They begin to recognize that they have a purpose and plan for their life that exceeds their biggest dreams. As we continue to chart this course and see lives transformed, we challenge you to look at the people around you and take notice of their lives. Take a moment and invest in them and you will positively see the difference that you will make in someone's life by just being a friend. Ephesians 1:18-19 says, "I pray that the eyes of your heart will have enough light to see what is the hope of God's call, what is the richness of God's glorious inheritance among believers, 19 and what is the overwhelming greatness of God's power that is working among us believers. This power is conferred by the energy of God's powerful strength." I believe we all have a potential that is beyond our craziest dream. We all have a purpose to better this world. A good way to start this transition in your life is to spend some time at a Strong Bonds event and begin this new journey of discovering your potential.



**35th Signal Brigade  
Brigade Chaplain**  
Lt. Col. Arleigh Vonseggern  
706-791-5163/5160



# WE WANT YOUR PHOTOS

Submit your photos to [usarmy.gordon.35-sig-bde.mbx.35th-pao@mail.mil](mailto:usarmy.gordon.35-sig-bde.mbx.35th-pao@mail.mil)



Photos may be featured on the 35th SIG BDE social media sites and the next edition of the Lion's Roar.

