



# The bserver



*Serving Allied Land Component Command - Headquarters Heidelberg  
Campbell Barracks, Heidelberg, Germany*



## The Observer

Serving the military and family members of ALCC HQ HD

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## **Commander's Welcome**

With the start of 2006 comes my first opportunity to address you via The Observer. My family and I are excited and honored to have been given the opportunity to serve with you, and we look forward to living and working side by side here in Heidelberg.

In this first message to you, I would like to acknowledge my predecessor, General Bell, for his achievements as Commander of the Allied Land Component Command - Heidelberg. His efforts have truly strengthened this Headquarters and his contributions to the transformation of NATO have been of great importance to our Alliance. Carmen and I wish the Bells all the best as they move to their next assignment in Korea.

My top priorities in the coming months are to focus on our ongoing support to the NATO Response Force and the development of our own operational concept. Transformation will continue both within our national forces and the NATO Command structure in the ensuing years. To remain relevant, we must maintain our momentum, and continue to strive towards Full Operational Capability in calendar year 2006.

As an Allied Land Component Headquarters, we must be ready and able to deploy as an operational headquarters if called upon to do so. I look forward to becoming acquainted with the NATO team over the next few months, and will use upcoming engagement opportunities to meet my counterparts within the Alliance. Particularly noteworthy is sustaining



Gen. David D. McKiernan, Commander  
Allied Land Component Command Heidelberg

the spirit of partnership that exists with our sister headquarters in Madrid. Working together to share experiences and exploit our common resources strengthens our Alliance and our higher headquarters' operational capability.

We have a tremendous amount of work in front of us in the year to come. Let us always keep in mind the contribution and sacrifices of our families; their support cannot be underestimated, and their efforts are especially important when we embark on operational missions. I hope you enjoyed some well-deserved rest and time to spend with those you love during the holiday period. I look forward to meeting you and working with you in the months to come.

A handwritten signature in black ink, appearing to read "D. D. McKiernan".

# Exercise Bold Lynx 2005

by Maj. Stein Garang, NOR Army  
SO G3 Operations

Photos by U. S. Army Sgt. Dale A. Worley

Allied Land Component Command Headquarters Heidelberg exercised its new operational concept on a full scale for the first time during Exercise BOLD LYNX, which took place from Oct. 22 to Nov. 1, 2005 in Szczecin, Poland. The whole Headquarters took part in the exercise with 20 officers and NCOs in the Forward Liaison and Reconnaissance Team (FLRT), 169 in the Forward Command Element (FCE) and 25 in the Reach back Element response cell (RBE) located at Campbell Barracks, Germany. As soon as the FCE was up and running, the FLRT members were relieved from their task and then assumed positions within the FCE. In addition, the Headquarters was augmented with six officers from our sister headquarters in Madrid.



Members of ALCC HQ HD worked closely together during the exercise.

The aim of BOLD LYNX was to exercise and train our Headquarters according to the LCC Concept, and to certify Initial Operational Capability (IOC). Additionally, it also served as preparation for the COMPACT EAGLE exercise, which took place immediately following BOLD LYNX, and in which MNC-NE was certified as Fully Operational Capable, "FOC".

The Headquarters itself generated the overall exercise objectives, and all the centres had their own, in support of the overall goal of the exercise. A total of more than one hundred objectives for BOLD LYNX were generated. This was an impressive undertaking taking into account that the Headquarters provided both the training audience (the "players") as well as the complete EXCON organization.

To meet the criteria for Initial Operational Capability is a milestone for any HQ on their path to FOC. The criteria are all derived from the roles set out in the Commander's Terms of Reference (TOR). The TORs contain the HQ's potential operational missions, and functional tasks in support of the NATO force structure.



*Members of the Joint Operations Centre update and plot friendly and enemy forces movements.*

The exercise planning began several months ago with preparations involving all staff. Pre-deployment training was conducted to get everyone up to speed with the scenario.

The exercise began with a smooth and well organized out-processing conducted at Campbell Barracks. This was a very good start to the exercise.

Most exercise attendees departed Campbell Barracks for a 12-hour ride to Szczecin, Poland.

Others were scheduled to fly there with the help of the Polish Armed Forces.

The exercise was conducted at Baltic Barracks, the Headquarters for MNC-NE. The support and service received from MNC-NE was outstanding. The work done by the response cells in MNC-NE and the French Corps was much appreciated by all involved, and made the exercise much more valuable for ALCC HQ HD.

There were many challenges that the Headquarters faced on its road to IOC to include working harmoniously together with 21 different nations.

However, during the whole exercise the morale and comradeship was excellent among the staff - and the Headquarters worked as a team throughout the exercise and became more proficient each day.

During the final after action review for the exercise, it was concluded that this was a very good exercise overall for the Headquarters. The Headquarters will continue to keep up its "train as you fight" state of mind, and make training and preparation a part of the daily business within its peacetime establishment on the road to FOC.



*ALCC HQ HD soldiers discuss plans and operations during Exercise Bold Lynx 2005.*

# Exercise Compact Eagle 2005

*by Lt. Col. Hans Gemballa, DEU Army  
Chief, Public Information*

*Photos by U.S. Army Maj. Cynthia F. Teramae  
Chief, Media Operations*



*Maj. Gen. Carsten Svensson, Chief of Staff, Allied Land Component Command Headquarters Heidelberg, briefs a group of distinguished visitors during Exercise Compact Eagle 2005.*

More than 250 personnel from Allied Land Component Command Headquarters, Heidelberg Germany (ALCC HQ HD) participated in Exercise Compact Eagle 2005 in Szczecin, Poland in November.

Nearly two weeks prior to the start of the exercise, the first members of ALCC HQ HD moved to Baltic Barracks in Szczecin as the Forward Liaison and Reconnaissance Team (FLRT). Led by the Director of

Staff, Col. D. D. Marshall, the FLRT was tasked to prepare the reception of the main body of the NATO staff personnel from Heidelberg.

Prior to the beginning of Compact Eagle 2005, ALCC HQ HD participated in Exercise Bold Lynx 2005, where the headquarters reached its own Initial Operational Capability (IOC) for ALCC HQ HD.

After completion of Bold Lynx 2005, some personnel redeployed to Heidelberg, whilst others prepared for the beginning of Exercise Compact Eagle 2005. This exercise was the final proving ground for the Multinational Corps Northeast (MNC-NE), which reached Final Operational Capability (FOC) after three years training and preparation. ALCC HQ HD played a major role in this exercise, as it provided the Higher Control (HICON) element, responsible for generating a realistic operational picture for MNC-NE.

"Supporting Graduate Readiness Headquarters (GRH) in their exercise activities is one of the main tasks for us as a Component Command Headquarters whenever we are available," said Lt. Gen. Karl-Heinz Lather, Deputy Commander ALCC HQ HD. Lather acted as the Joint Forces Commander during the conduct of the exercise.

Using the time between the exercises for careful preparation, including

additional train-ups for the Joint Exercise Management Module (JEMMS), everybody was ready to play their role in this significant event for MNC NE. The main task for ALCC HQ HD personnel was to coordinate the HICON "in-jects," which are prepared events and incidents that created a realistic wartime scenario for MNC-NE.



*Brig. Gen. Pavel Macko, Dep. Chief of Staff Support, meets with Slovakian military members during Exercise Compact Eagle 2005.*

The special challenge for the HICON staff was to ensure that the exercise was conducted in such a manner that allowed MNC-NE to receive a realistic and challenging experience in which to initiate their decision-making processes. "The real challenge for HICON personnel was to provide an extensive, realistic joint operational battle space picture, which allowed MNC-NE Headquarters to be trained and tested on its operational procedures in a very complex and dynamic environment, while simultaneously understanding that we are not in a "player" role, but rather in a facilitating role," explained Brig. Gen. Pavel Macko, ALCC HQ HD Deputy Chief of Staff Support. Macko acted as the Chief HICON during the exercise.

"Shaping the battlefield was the primary mission for the HICON during this exercise," said Macko. "I am quite certain that our professional officers and non-commissioned officers supported by the other component commands (ACC, SOCC, POCC) fully accomplished this mission, and that detailed and very intense coordination with the other HICON elements added significant value to our staff in the understanding of modern joint warfare at the operational level."

During the exercise, ALCC HQ HD staff intently applied the different tasks foreseen in the exercise play to MNC-NE. This was especially difficult because all HICON members were tasked to be creative, meaning not only to insert a prepared incident, but also tracking it and generating further responses to enhance the experience for MNC-NE. As a result of a lot of team effort, MNC-NE reached its FOC and celebrated with a huge victory party.

Meanwhile, ALCC HQ HD is in the process of preparing for its own FOC scheduled for the end of next year during Exercise Steadfast Jaw 2006.

# ISAF Mission Expands

by **Lt. Col. Hans Gemballa, DEU Army**  
Chief, Public Information

Photos by **U.S. Sgt. Dale A. Worley**  
Command Photographer



*Soldiers of the 151 Romanian Infantry Battalion listen to Lt. Gen. Sorin Ioan, Chief of Romanian Land Forces, during his tour of their contingent in Kandahar, Afghanistan.*

Only three weeks after the national elections in Afghanistan, members of Allied Land Component Command Headquarters Heidelberg (ALCC HQ HD) paid a visit to the country to get an impression of NATO's ongoing efforts to bring stability and lasting peace.

During the visit, Gen. B. B. Bell, then Commander of ALCC HD, was accompanied by the Chief of Romanian Land Forces, Lt. Gen. Sorin Ioan and Lt. Gen. Karl-Heinz Lather, Deputy Commander ALCC HQ HD.

ALCC HQ HD's visit followed the recent visit of the NAC, during which NATO's Secretary-General, Jaap de Hoop Scheffer, had announced the expansion of ISAF forces to the southern region to start next year. The visit was used to receive a current

image of the situation.

The first stop was to Farah in the western region of Afghanistan. The soldiers from the 36th Infantry Division, a U.S. National Guard unit home based in Texas, were put under ISAF command end of May this year.

After a day of talks and inspections, Bell addressed the soldiers, saying "that the 36th is known for its fighting spirit, reflected in their long history

of heroism and courage. Today you are members of the International Security Assistance Force. U.S. Army soldiers and our NATO Allies working together for a better future for Afghanistan."

A highlight of the overall visit was a trip to Kandahar, in the southern region.

Currently, forces there are still serving under the auspices of Operation Enduring Freedom (OEF); however ISAF will take over this region starting in 2006. During this visit, Ioan had the chance to see his 151 Romanian Infantry Battalion assigned to this area demonstrate their capabilities. The Romanian forces are working together with U.S. forces in their own assigned sector in the area of operations.



*Gen. B. B. Bell discusses PRT issues with Brig. Gen. Bernd Kiesheyer (left) and Lt. Gen. Karl-Heinz Lather (right) during a recent visit to Konduz, Afghanistan.*

In a briefing, the future Regional Area Coordinator North, German Gen. Bernd Kiesheyer, gave an overview of the future development of the ISAF mission in northern Afghanistan.

Presently the new command is situated in Konduz, but will move to Mazar-i-Sharif in Spring 2006, as soon as the necessary infrastructure will be available there. In a Provincial Reconstruction

The recent history of the 151 Infantry Battalion is marked by frequent participation in multinational operations. It is proof of the Romanian government's efforts to take part in the international communities activities in the fight against terrorism.

Team (PRT) briefing, followed by a demonstration of patrol capabilities, the visitors received a multi-faceted view on the activities conducted by a PRT. These included a variety of missions ranging from control activities to helping functions like support in establishing new infrastructure and training aid for local police and Afghan National Army (ANA) forces.

On the last day of the trip the delegation went north, to Konduz.



*Lt. Gen. Sorin Ioan, Chief of Romanian Land Forces, addresses the 151th Romanian Infantry Battalion stationed in Kandahar, Afghanistan.*



*Gen. B. B. Bell presents a NATO coin to the EOD robot "Thor" after watching a demonstration by the German Provincial Reconstruction Team (PRT).*

## ALCC HQ HD LNOs Support ISAF Mission

*by Lt. Col. Trent Cuthbert, U.S. Army*

G3

*by Lt. Col. Terry Popravak, U.S. Air Force*

*Air Liaison Element*

The Arabian Gulf in Southwest Asia (SWA) is located some 2,500 nautical miles/4,640 kilometers east-southeast of Heidelberg, and a pair of Heidelberg's own was recently deployed to the region to the Liaison Office (LNO) of the Afghanistan-based International Security Assistance Force (ISAF). The Gulf lies about 1,073-nm/1987 km west-southwest from Kabul in Afghanistan, a country depicted in the media as a land of continuous fighting and unrest. But that is only half of the story, literally, thanks to the ISAF, whose current area of operation includes the capital, northern and western regions of the country.

Recently returned from deployment to the CENTAF Combined Air Operations Center (CAOC) are two Heidelberg officers, Lt. Col. Trent Cuthbert, U.S. Army, normally assigned to G3, and Lt. Col. Terry Popravak, U.S. Air Force, of Ramstein's Air Liaison Element, both assigned to Allied Land Component Command Headquarters, Heidelberg. They served in the ISAF LNO office for a three-month rotation as key focal point officers for ever-increasing coordination and cooperation between ISAF and Operation ENDURING FREEDOM forces assisting the Government of Afghanistan.

According to Cuthbert, the ISAF liaison team helps communicate and coordinate ISAF air requirements as formulated by the ISAF Air Task Force's Theater Air Operations Centre (TAOC) in Kabul with the CENTAF CAOC in direct support of ISAF forces and operations in the Kabul region and in the North and West sections of Afghanistan.

"ISAF's Area of Operations (AOO) in Afghanistan is about the size of an area including Germany and half of France," said Cuthbert. Through its leadership of the ISAF, NATO is establishing conditions so that Afghanistan can enjoy representative government and self-sustaining peace and stability. "OEF is the offensive team conducting military operations against enemy insurgents and terrorists," he said. "ISAF provides security and stability necessary to extend the national government's authority."

Although ISAF was originally restricted to providing security around Kabul, it now covers half the country with more than 10,000 troops on the ground and plans to expand. "ISAF expanded into Western Afghanistan in mid-2005 and plans expansion to include Southern Afghanistan in early 2006, and into Eastern Afghanistan by Summer 2006," Cuthbert said. ISAF has experienced success in the areas it currently occupies, which



*Lt. Col. Terry Popravak and Lt. Col. Trent Cuthbert served as liaison officers for the CENTAF Combined Air Operations Centre during a recent OEF deployment. (photo by U.S. Army Sgt. Dale A. Worley)*

To accomplish their mission, the LNO team sifts through the various divisions, offices and agencies planning and executing air operations, ensuring valuable information reaches key players from any of the 36 nations (26 NATO and 10 non-NATO) who were currently participating in ISAF operations in Afghanistan. "Our primary task was to receive, process and convey all the ISAF-critical information we received from the

is reflected in the relatively low levels of violent acts.

The foundations of the new government are firmly taking root as seen in tangibles like improved infrastructure, water supplies and sewage systems, better roads, schools, hospitals and agricultural production transitioning from poppy to other crops like saffron. The economic conditions of the ISAF areas of Afghanistan also reflect stable growth as the international community invests in the re-birth of a nation.

As for the contributions of the ISAF LNO team, "the CENTAF CAOC controls air tasking orders for the theatre and we served as a conduit of communication and coordination," Popravak said. "We worked directly for ISAF's Air Task Force (ATF) Commander and coordinated his requirements with the CAOC."

CAOC and pass mission-specific data to the ATF's Theatre Air Operations Center (TAOC) in Kabul for dissemination as well as passing TAOC information to the CAOC," said Cuthbert.

"We coordinated daily inputs and updates to air tasking orders for ISAF forces. Additionally, I ensured that ISAF's ground forces and requirements were known to the OEF C2 authorities in the CAOC."

According to Popravak, the most challenging aspect of the duty there was to identify areas for improvement in coordination and cooperation between ISAF and and OEF, and to engage the right POCs on either side to facilitate their connection to work the operational issues. "Being a LNO is much more than being available to help with an issue or matter that arises. **(continued on page 20.)**





# ALCC HQ HD Supports Affirmation

by Maj. Jake Kennes, BEL Army  
G5 SO MC

In April 1999 the Membership Action Plan (MAP), was launched to assist those countries that wished to join the NATO Alliance in their preparations by providing advice, assistance and practical support on all aspects of NATO membership. Support is focused on candid feedback to aspirant countries' progress on their programmes, which include both political and technical advice and serves as a clearinghouse to help coordinate assistance by NATO and member states to aspirant countries in the defence/military field.

As part of this integration plan, Allied Land Component Command Headquarters, Heidelberg was tasked with the Affirmation of the Land Forces of the non-member nations (NMNs) of Estonia, Latvia, Lithuania and Slovakia, and has been actively involved therein during past years. Main objectives during the Affirmation Process are to provide advise and expert knowledge to NMNs, and

to assist NMNs in the development of full interoperability with NATO forces. The guiding principle remaining, however, is the principle of self differentiation: each nation sets their own objectives, targets and work schedules.



*An Estonian soldier peers down the sight of his rifle. Estonia was one of the countries participating in the Affirmation Process. (photos courtesy of Estonian Army.)*

ALCC HQ HD affirmation involvement was and is based on: "The ability of Alliance forces to train, exercise, and operate effectively together in the execution of assigned tasks". Clearly, a main criterion for success for NATO is the ability to interoperate. Interoperability is about language or the ability to

communicate; concepts and doctrines or the same foundation for what we are doing; mindset or a common way of thinking and working, and finally it is about equipment or focusing on CIS and our ability to communicate with each other.

During previous years, ALCC HQ HD has maintained intense cooperation at Land Forces level with the NMNs. As a result of the meetings and conferences and training ses-



*Estonian soldiers conduct tactical operations during the affirmation process of their land forces.*

sions and weeks organized during previous years, the year 2005 was decided to be the right time to complete the transition of the respective Land Force Commands and earmarked units into inter-operable NATO Declared Battalions.

Beginning in Autumn 2005, ALCC HQ HD conducted, together with the respective Training Assistance Link (TAL), the Danish Advisory and Training Staff (DATS), and the NOR Training Team for Estonia, Latvia and Lithuania, and GARFCOM with the 122 (DEU) Mech. Infantry Battalion as the Slovak TAL, the Affirmation of the NMNs. This was conducted in two phases: Affirmation of the Land Forces Command (LFC) and Affirmation of the Declared Battalion (DB).

First the Affirmation of the respective Land Forces Commands was conducted. A team of 14 officers from ALCC HQ HD, headed by our Deputy Commander, Lt. Gen. Karl-Heinz Lather, visited all four NMNs during an intense week-and-a-half

trip. The objective was to obtain a clear understanding of the achieved level of interoperability at various command levels within the Nation's Land Forces. Intense discussions and briefing sessions were the preferred method to exchange information and knowledge between National functional area Experts and ALCC HQ HD individual representatives or teams from G1, G2, G3, G4, G5, G6, G7, G9 and LEGAD. The purpose was to determine if the structures and procedures in place at LFC level are suitable to support any National contingent assigned for deployment with NATO forces.

In the second phase, a follow-up team, this time headed by our Deputy Chief of Staff Operations, Brig. Gen. Andre Defawe, and composed of ten ALCC HQ HD officers, from G1, G2, G3, G4, G5, G6, FS and G-Eng was composed to conduct the Affirmation. The scenario here was an exercise set up in which NATO declared forces, as part of a multinational contingent, were to conduct NATO-led operations. Each of the Declared Battalions had to deploy and operate at least their full Battalion Command Post (CP) and was subjected to demonstrating their professional, language, and NATO procedures skills, while being monitored by the ALCC HQ HD team, during this three-day command post exercise.

For good understanding, however, it must be noted that the Affirmation is not a test or evaluation, *(continued on page 20.)*

## Local Politicians Visit ALCC HQ HD

*by Lt. Col. Hans Gemballa, DEU Army  
Chief, Public Information*

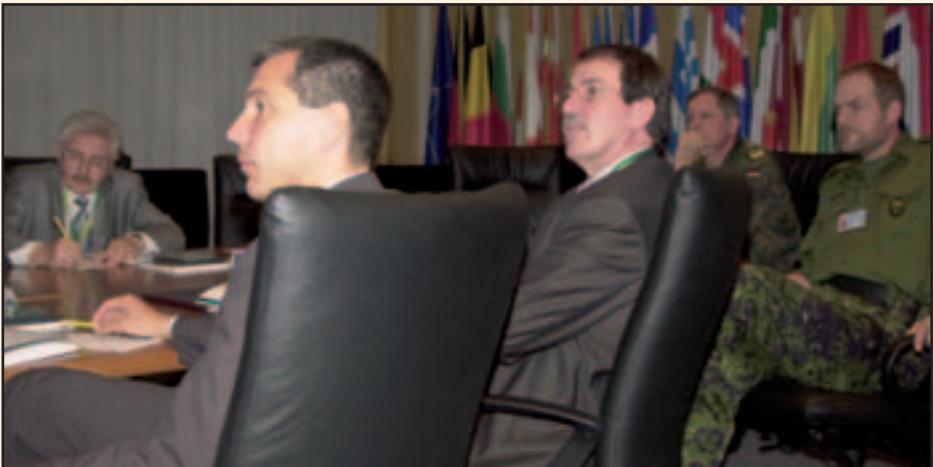
In October last year a group of high-ranking local politicians visited Headquarters Allied Land Component Command and Headquarters U.S. Army Europe (USAREUR) in Heidelberg. The group was comprised of the Lord Mayor of Heidelberg, Mrs. Beate Weber, the Member of Parliament of Baden-Wuerttemberg, Mr. Hans Georg Juninger, District President Karlsruhe, Mr. Rudolf Kuehner and the Mayor of Schwetzingen, Mr. Stephan Dallinger as well as Mr. Gerhard Baechtel, who was representing the Lord Mayor of Mannheim.

On behalf of the Commander ALCC HQ HD, they were welcomed by the Deputy Commander Lt. Gen. Karl-Heinz Lather. After some welcome remarks the programme started with a Command briefing, introducing the audience into the latest status of ALCC HQ HD, which at the time comprised 19 NATO nations.

The visitors received the latest information on the overall NATO structure, and the specific tasks of the Command in Heidelberg.

The major difference to all predeceasing headquarters being, that the new HQ will be deployable, and ready to move in reaction to crisis in different regions of the world and as tasked by NATO nations.

*(continued on page 21)*



*Local politicians from Heidelberg, Schwetzingen, Mannheim and Karlsruhe received the latest information on the overall NATO structure from ALCC HQ HD briefers. (Photo by U.S. Army Sgt. Dale A. Worley.)*

## NATO Spouses Club makes significant donation

by Mrs. Hilde Pollaris-Vanlinthout

President, Heidelberg NATO Spouses Club



Mrs. Pollaris-Vanlinthout (right), hands over the donation to Stefanie (center), a young girl the Club recently decided to assist. Mrs. Redeke (left), initiated the fund drive during the annual Christmas event. (Photo by Lt. Col. Hans Gemballa.)

Only a few days prior to Christmas the Heidelberg NATO Spouses Club would raise the spirits of Stefanie Schneider from Eppelheim. The mother of the 14-year old passed away earlier in 2005. Now living with her grandparents, Stefanie is also facing health problems, making it necessary for her to undergo a special treatment in a clinic in Berchtesgaden.

Due to the social situation of her grandparents, there was no money available to pay for urgently needed items, to facilitate the stay in the clinic. As well, there were no funds to enable her grandfather to visit her during the four to six week cure. Heidelberg

NATO Spouses Club had raised 500 Euro during their annual Christmas Event, including a tombola.

Spontaneously the ladies had decided to donate the money to Stefanie. But this is only one facette of the club's work.

Generally the club is open to the spouses of officers in ALCC HQ HD on a voluntary basis. From its character it is a social club that meets once a month, normally on the third Tuesday, for a variety of activities.

The intention of activities is to help members to meet new people from other NATO nations. Exploring Heidelberg and its surroundings is another aim. Activities which are conducted include guided city and museum tours, shopping trips and visits to exhibitions. Nations organize functions on a rotational basis. The annual membership fee is 20 Euro. The membership year runs from September through June. Events are funded on a pay-as-you-go basis.

(continued on page 21)

# RECEPTIONS

## Germany



## Slovakia



# RECEPTIONS

## Poland



## Belgium



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*(continued from page 11, LNOs Support ISAF Mission.)*

I went on “walkabouts” of the CAOC on a regular basis, to see what was going on, engage people where they worked, and see what information may have been useful for ISAF’s mission,” he said.

The LNO charter is a constant one as ISAF forces rotate in and out of the theatre. Embracing these challenges, the ISAF LNO Team focuses through daily, extended duty day operations, working numerous and diverse operational requirements, both air and ground, to assist the ISAF commander in helping to stabilize Afghanistan and laying the ground work to end continued violence in the region on a more permanent basis. ISAF’s contributions have enabled Afghanistan to reach some crucial milestones, including establishment of a new government. “The September 2005 National Assembly and Parliamentary Elections were the final steps in establishing the democratic process. ISAF bolstered its forces by some 2,000 troops to provide security at some of over 500 registration sites and 6,000 polling stations,” Cuthbert said. “I really believe that ISAF has accomplished much and has certainly contributed to the stabilization of Afghanistan on its road to democracy. Working in support of ISAF in the CAOC has been an interesting and positive experience.”

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*(continued from page 15, Land Affirmation.)*

concluding the achievement of a final status. The Affirmation is a spot-check during the still ongoing re-conversion process of the LFCs and DBs and is primarily of educational and constructive advisory importance, based on the specific expertise and knowledge shared by all involved staff members, both of the NMNs and of ALCC HQ HD.

Now that the Affirmation exercise is complete, as part of the overall integration process, and from here on into 2006 and further, ALCC HQ HD will gradually step down its active involvement in the integration activities of Estonia, Latvia, Lithuania and Slovakia. The nations, however, will continue their work for coming years, in close cooperation with their respective TAL.

As we now look back at an intensely busy past period in 2005, we can only thank all ALCC HQ HD representatives, the DAN, NOR and DEU TALs for their involvement and hard work during the past months. But what requires our particular attention is the outstanding work done by the Land Forces Commands and in particular by the Declared Battalions of Estonia, Latvia, Lithuania and Slovakia. Their individual commitment, skill levels and excellent performance are what have made the Affirmation to be the success we could only hope for.

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*(continued from page 16, Local Politicians Visit.)*

Apart from that, the responsibility of the Headquarters for training and integration of the new NATO member states was emphasized.

An additional part of the briefing covered the present status of NATO missions. Highlighted were NATO missions focusing on the ISAF mission in Afghanistan; KFOR; the NATO Training Mission in Iraq; and the NATO Support for the African Union Mission in Sudan.

The second half of the visit was dedicated to issues concerning the future structure of USAREUR. Brig. Gen. Mark Hertling from HQ USAREUR gave an overview of the situation of U.S. Land Forces in Europe with special consideration of the situation in Germany.

The planned end state will be a smaller, more capable force in Europe comprised primarily of an airborne infantry brigade, a Stryker brigade (a "Stryker" is the U. S. Army's latest technology in wheeled, armoured vehicles), a rotational brigade, and associated logistical support units. This force will be ideally suited and positioned to train with our NATO partners to enhance interoperability and to strengthen the Alliance. The United States commitment to Germany and to the entire NATO Alliance remains as strong as ever.

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*(continued from page 17, NATO Spouse Club.)*

Such costs however are minimized by car-pools or support from the Belgian and Dutch Support Elements. You don't have to be a member to attend one of our events, however; you will pay a slightly higher attendance fee.

The Heidelberg NATO Spouses Club would like to extend to you the heartiest welcome and an invitation to join the club activities. Members receive a copy of a newsletter, which includes the details of forthcoming events.

We sincerely hope you will join us and that together we can help make your stay in Heidelberg more enjoyable. If you want to get in contact with the Heidelberg NATO Spouses Club send a message to the President: [geert\\_vlht@hotmail.com](mailto:geert_vlht@hotmail.com)



# HONOURS



*Gen. B. B. Bell presents the NATO Training Mission-Iraq Medal to Col. D. D. Marshall, CAN Army, ALCC HQ HD Director of Staff, for his service while assigned as Special Assistant to the Commander, NATO Training Mission-Iraq.*



*Gen. David D. McKiernan presents the NATO Meritorious Service Medal to Ms. Jewell Meints, during his annual Christmas address. (photos by U.S. Army Sgt. Dale A. Worley.)*

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# In Memorium

## Chief Warrant Officer 3 Heather Raine Arnett

CW3 Heather R. Arnett was born November 11, 1970 in New Orleans, Louisiana. She entered the U.S. Military in April 1990. After serving as an enlisted Soldier for more than six

years, she attended the Warrant Officer Candidate School and the Rotary Wing Aviator Course at Fort Rucker, Alabama. In 1998, she attended the AH-64 Combat Aviator Qualification Course followed by the Aviator Warrant Officer Basic Course at Fort

Jackson, South Carolina where she was placed on the Commandant's List. She later attended the Warrant Officer Advance Course where she was also placed on the Commandant's List.

CW3 Arnett joined Allied Land Component Command Headquarters Heidelberg in August 2005, coming to the command from U.S. Army NATO, SHAPE in Mons, Belgium. Her other assignments included the 6th Squadron, 6th Cavalry in Illesheim, 11th Aviation Regiment, Illesheim,

Germany, 1st Personnel Group and 22nd Personnel Services Battalion, Fort Lewis, Washington, and the Pentagon, Wash. D.C.

Her awards include the Meritorious Service Medal with oak leaf cluster, Army Commendation Medal with oak leaf cluster, Army Achievement Medal with oak leaf cluster, Kosovo Campaign Medal, Armed Forces Service Medal and the NATO Medal.



CW3 Arnett is

survived by her mother, Sallie H. Weissinger, of Albany, CA, her father David Arnett, and step mother Vivi of Sedona, AZ, her Grandmother Jeanne and an extended family of aunts, uncles, cousins and step siblings.

Heather will be remembered by all as a remarkable officer whose eagerness to learn and participate fully, coupled with her self confidence and positive can-do attitude resulted in her outstanding ability to conduct every mission with distinction.

